



Deloitte.

Building Better Futures

2022 DELOITTE BELGIUM IMPACT REPORT

Table of contents







Piet Vandendriessche, CEO Deloitte Belgium

EXECUTIVE SUMMARY 2022

A Message from Our CEO

At Deloitte, we do more than talk about making an impact that matters. It's a genuine commitment that unfolds daily throughout our offices. It's thanks to the fantastic, diligent work of our people that we are able to pursue this purpose. They are, in fact, the soul of our organisation.

And as you flip through our 2022 Impact Report, you will see a common theme throughout the pages: we are all capable of making a difference. While you will read stories that highlight many bright spots over the past year, there have also been a fair share of challenging moments. From the ongoing global health crisis to threats of a recession and geopolitical instability, living our Shared Values and taking care of each other has never been more vital.

Be it the innovative solutions we devise for our clients, the heartfelt ways we give back to our communities, or the unwavering support we provide each other, it is clear that there is no shortage of impact within our organisation.

Accelerating business transformation

Being Purpose-led is in our DNA, and it extends to the services we provide and interactions with our clients. They turn to Deloitte for our trusted guidance and industry-specific knowledge. We know that the strength of these relationships is built upon clear communication and mutual respect.

As globalisation and digitalisation make the world a more connected, complex place, our clients have increasingly sought our advice to aid their transformation journey. The pandemic accelerated this need.

Through the technology we invested in and the innovation we nurture, Deloitte Belgium advises on how to manage the sanitary crisis, supports clients to reach their sustainability targets, accelerates the delivery of social housing properties and helps people with autism find work opportunities.

Outside of these projects, I continue to be impressed by our unique efforts in mentoring and community building for our clients through our #BestManaged programme and Fast 50. These programmes help bring together the most talented people in Belgium and create the opportunity for sharing ideas and sustaining success.

EXECUTIVE SUMMARY

**Driving sustainability forward**

But success in the business world has evolved beyond profit. Many organisations, including our own, are embracing sustainability and considering the environmental impact in all areas of decision-making.

Since 2017, we have taken major steps to reduce our CO2 emissions across our business, with the grand ambition to become completely carbon neutral by 2030. The incredible progress we have made in pursuit of this goal has left me the most proud.

With our new travel policy, we are taking a proactive stance in shaping the future of business travel. By encouraging our people to travel by train instead of plane, we have achieved a 90% reduction in air travel per headcount over levels from fiscal year 2017. Our ground-breaking mobility plan provides our people with multi-modal options that fit every lifestyle. This includes a growing fleet of electric vehicles and flexible transportation options offered through our four mobility packages.

While we believe the ultimate choice of transportation is in the hands of our people, we urge them to consider the environment and adopt more sustainable behaviours. That includes working from a nearby Deloitte office, so they can connect and collaborate with colleagues in person, or occasionally work from home. This helps cut down commutes and keep cars off roads – a win for our people and the planet.

Collaborating for positive change

Leaning further into our Purpose, we've created new ways to maintain strong connections with our community. Working together with Les Jeunes Entreprises (LJE) and Vlaamse Jonge Ondernemingen (Vlajo), Deloitte uses their skills and experience to make a positive impact on the next generation of colleagues.

When it comes to Building Better Futures, we firmly believe today's youth is our greatest asset. Inspiring an entrepreneurial spirit amongst youngsters in the Belgian education system opens doors and also aligns with our diversity and inclusion efforts.

We want our organisation to reflect the diversity of the world around us and it is a pledge we work towards every day. That means providing a truly inclusive environment where all of our people feel encouraged to live as their authentic selves.

Deepening our diverse and inclusive environment

There's power in diverse teams – they make us stronger, more creative and more agile. We have set ambitious targets for gender balance throughout our firm, from our junior hires all the way up to the leadership level. In fact, one of our firm's main priorities is to have 30% female partner representation by 2030. While we are making great progress, there is still a way to go. We know to meet this goal means doing our part to ease access to educational resources that promote STEM fields. By collaborating with likeminded organisations in our community,

we are building bridges for more young women to pursue careers in Science, Technology, Engineering and Mathematics. It is my sincere hope that we will welcome more and more women to Deloitte with STEM backgrounds.

As you prepare to flip the page and explore our report, I hope you remember one thing: this is just a snapshot of the great work we've achieved over the past 12 months. There is not enough space to capture the magnitude of the impact we've accomplished together.

I sincerely hope you are left inspired to pay it forward, because no matter how big, or small, your role may be, we can all make the world a better place for future generations.

Piet Vandendriessche
CEO Deloitte Belgium

EXECUTIVE SUMMARY

DELOITTE'S FIVE SHARED VALUES

Deloitte's Five Shared Values

Our Shared Values are a set of core principles that guide our collective behaviour. They set the expectations we have for one another and define how we, as stewards of Deloitte, should behave. They provide common ground to unite us across cultures and geographies. And, importantly, they help us to earn the trust and respect of our key stakeholders

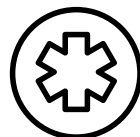
Our Purpose - to make an impact that matters – and our aspiration – to be the undisputed leader in professional services – define us. At the root of these goals are our Shared Values. They reflect our core belief that, at Deloitte, ethics and integrity are fundamental and not negotiable.

**Lead the way**

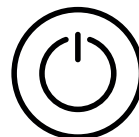
Deloitte is not only **leading the profession, but also reinventing it for the future.** We're also committed to creating opportunity and leading the way to a more sustainable world.

**Serve with integrity**

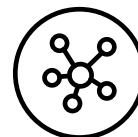
By acting ethically and with integrity, Deloitte has earned the trust of clients, regulators, and the public. **Upholding that trust is our single most important responsibility.**

**Take care of each other**

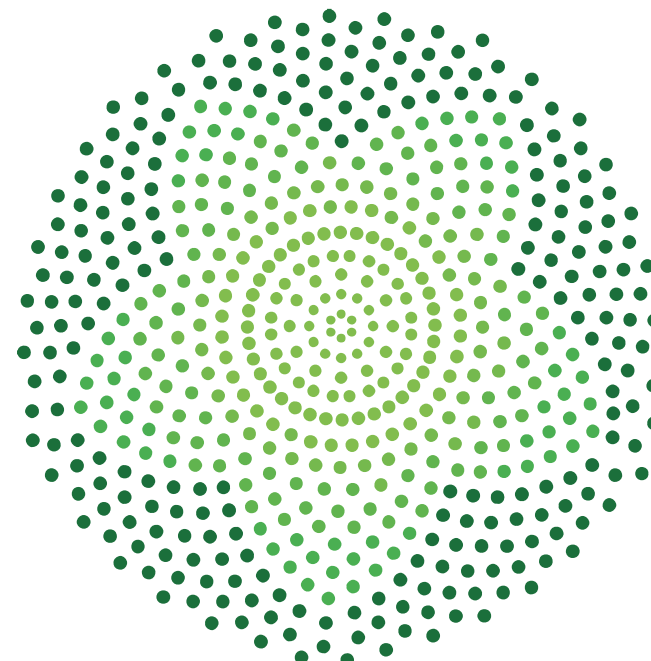
We **look out for one another** and prioritise respect, fairness, development, and well-being.

**Foster inclusion**

We are at our best **when we foster an inclusive culture and embrace diversity in all forms.** We know this attracts top talent, enables innovation, and helps deliver well-rounded client solutions.

**Collaborate for measurable impact**

We approach our work with a collaborative mindset, **teaming across businesses, geographies, and skill sets** to deliver tangible, measurable, attributable impact.



GENERAL EXPLANATION & OVERVIEW OF SDG'S

The United Nation's Sustainable Development Goals (SDGs), encapsulated within the [2030 Agenda for Sustainable Development](#), identify some of the biggest challenges facing our planet today, and call for action to address them. The 17 goals, and their 169 sub-targets, focus on a range of issues that are relevant and persistent throughout the world, such as reducing inequality, tackling pollution and ensuring economic prosperity for all. Achieving these goals requires the input of all governments, individuals and organisations within global society, including businesses.

In order to contribute effectively, businesses must look to incorporate sustainable development across their entire business model, and position their core activity in a manner that contributes towards the SDG Agenda. Pursuing sustainable development through core business will lead to a more powerful contribution to the SDGs, and help to demonstrate a genuine commitment on the part of the business.

Throughout this impact report we have highlighted the contribution we made by SDG.





HOW WE SUPPORT OUR CLIENTS

With more than 5,900 employees and 11 offices in Belgium, Deloitte is the largest organisation in the field of audit, accounting, legal and tax advice, consulting, financial advisory services and risk advisory services.

Our services are aimed at the largest national and international companies as well as at SMEs, the public sector, non-profit organisations, government and public services. Deloitte Belgium is an independent and autonomous organisation and a member firm of Deloitte Touche Tohmatsu Limited. For the financial year 2022, a turnover of 706 million euros was realised.

Deloitte Belgium BV is the Belgian affiliate of Deloitte North and South Europe LLP, a member firm of Deloitte Touche Tohmatsu Limited that focuses on the highest quality in delivering professional services and advice. Its services are based on a global strategy covering more than 150 countries. To this end, the expertise of over 415,000 professionals is available in all continents. For the financial year 2022, the turnover was more than 59.3 billion US dollars.

Multidisciplinary model (MDM)

Our teams of dedicated professionals take great pride in supporting our clients with multidisciplinary expertise, industry knowledge, and innovative solutions. The relationships with our ever-growing network are built on trust, enabling us to be there for organisations, in times of prosperity and in times of crisis.

MDM is at the core of the legacy we've built, allowing us to serve clients with distinction, take care of our people, give back to our communities, and uphold the public trust. Our MDM model also

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

Balanced service portfolio

We bring deep industry expertise to six key sectors: Consumer & Industrial Products, Energy & Resources, Financial Services, Government & Public Services, Life Sciences & Healthcare, Technology and Media & Communications. Through Deloitte Private, we focus exclusively on serving privately held companies, family businesses and individuals across all of our sectors & industries. Working closely with leaders, our professionals help drive sustainable enterprise value.

Your trusted advisor

By serving many of Belgium's most successful family companies and entrepreneurs, we have earned the reputation of being a trusted advisor. Our tailored, multidisciplinary offerings blend deep expertise and experience to deliver the best possible outcomes for our clients, enabling them to achieve their ambitions.

Digital transformation

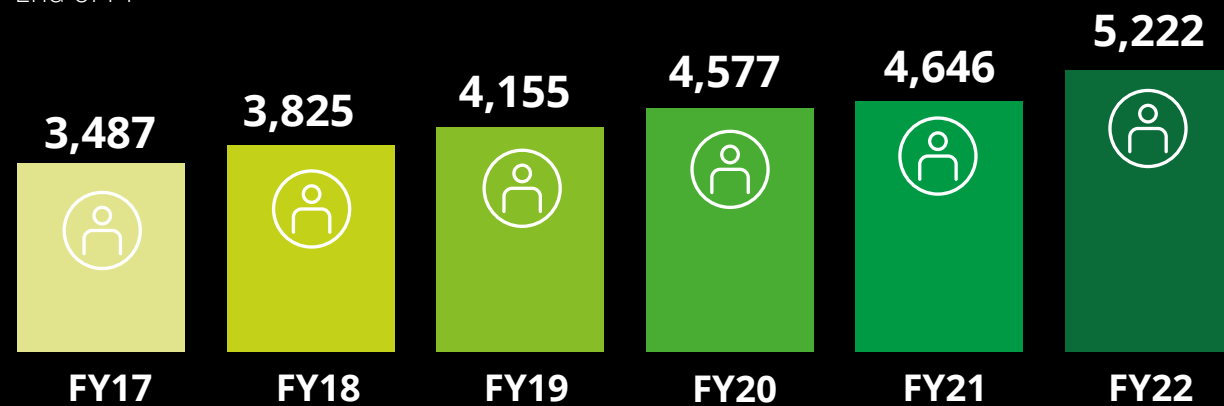
Digital transformation is how we future-proof a business: Shifting legacy customer, business and operating models into a new reality - where agility is the norm, human experience is the focus, technology and data are the enablers, and exponential value is the outcome.

Growth

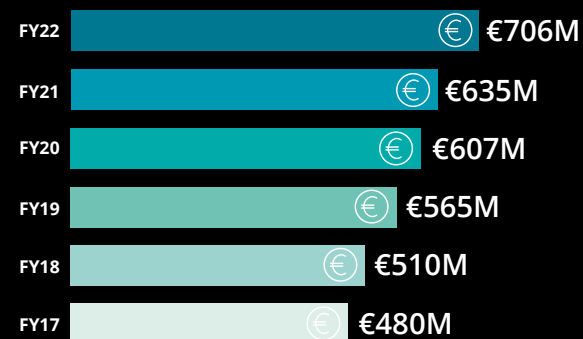
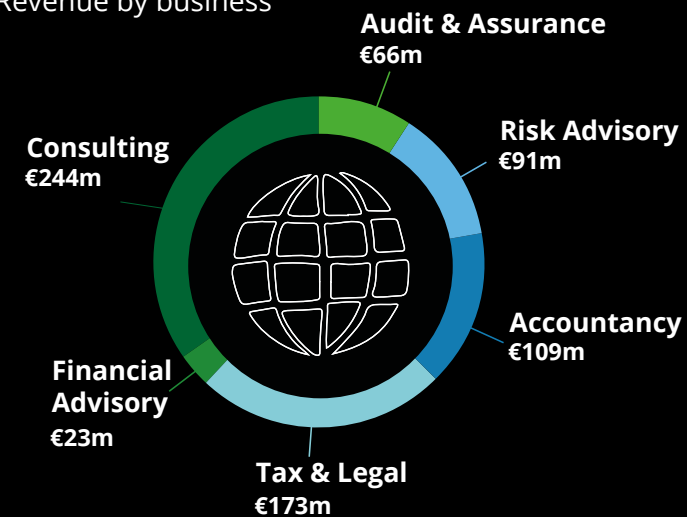
At the close of FY22, Deloitte Belgium recorded a net revenue of 706 million euros, which is an increase of 11.1% compared to FY21.

These strong results demonstrate another fiscal year of double-digit growth. We start the next financial year with high growth momentum, reinforcing our position as the undisputed leader.

For more on Deloitte Belgium's 2022 financial performance, visit www.deloitte.com/be

Headcount
End of FY

* incremental increase of 576

Financial turnover**Revenue by business**

“ By serving with integrity and collaborating for measurable impact, we consistently strive to lead the way with our performance across business units and industries to deliver quality work for our clients. ”

ERIC CALLEWAERT,
MANAGING PARTNER, CLIENTS & INDUSTRIES

FUELED BY FEEDBACK

Gaining valuable insights from our clients



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

An NPS Pulse asks clients to answer a short survey, and depending on the feedback of all those surveyed, an organisation receives an aggregate score between -100 and 100. Our clients stated that our main strengths are our people, our competent proactive teams with technical knowledge in multiple areas, and a good understanding of the clients' businesses.



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

With thousands of client interactions each year, we are very proud of the strong relationships we have built with organisations across the country and the trust that they place in us.

Their feedback on our organisation, our people, and the projects we run in collaboration with them is crucial. We actively seek their input, through surveys and our day-to-day contact, listening to them and taking into consideration their thoughts to further empower us to empower them.



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



Net Promoter Score (NPS)

An international cross-industry recognised single question survey that gauges client loyalty, on a scale from -100 to 100. An NPS score above 0 is considered good and 50+ is considered excellent.



Score

44.3

FY22

Engagement Review (ER)

A brief survey sent to those directly involved on a client engagement at key milestones during the project.



Results

8.4/₁₀

FY22

Client Service Assessments (CSA)

Comprehensive interviews with the client's C-suite conducted by an independent member of the Client Feedback team.



Results

8.5/₁₀

FY22

AHEAD IN THE CLOUD

Smart tools are helping AB InBev target a sustainable future

Today, corporate reporting is not just about the financials. Companies are being called on to communicate their credentials on ESG – that's environmental, social and governance. But how can a multinational with more than 500 brands like AB InBev, get a clear picture across all its operations, and report against its goals with accuracy.

Sustainability targets – and transparency around them – are no longer nice-to-haves. They are business imperatives. And when it comes to mapping progress, the detail is in the data.

AB InBev's ambitious 2025 targets are centered around Smart Agriculture, Water Stewardship, Circular Packaging and Climate Action. To achieve these goals and drive sustainable impact, it needed greater visibility on its performance and a traditional excel-based approach wasn't going to work.

So, a Consulting, Finance and Performance team built a set of reporting models into a cloud-based tool called Anaplan. These would speed up data consolidation, increase accuracy and improve transparency.



AB InBev
NSE AWARD
WINNER

Tools for the job

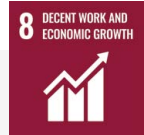
To support the client's Smart Agriculture goal – which is for 100 per cent of direct farmers to be skilled, connected and financially empowered by 2025 – the team built a reporting solution which aligned to AB InBev's agricultural internal technology platform SmartBarley, used by its agronomists – scientists in soil management and crop production – who visit their supplying farmers.

This solution is used to assess each farmer on the three elements of the company's target. Today, AB InBev's agronomists as well as regional managers and global sustainability team use the reporting tool to measure progress and identify actions that need to be taken.

Next, AB InBev turned to its Climate Action goal – to reduce greenhouse gas emissions by a quarter across the company's value chain and for 100 per cent of electricity to be from renewable sources. The cloud platform was developed based on an existing carbon emissions calculation model that the company had developed with partners, as the consolidation of information from several areas within the business was presenting challenges as the company increased its KPI-tracking frequency.



© ABInbev



The platform calculates the carbon emissions of operations and other activities based on consumed energy sources and corresponding emission factors. This covers everything from the brewing process to the cooling of beer in pubs. As a result, the company is able to produce detailed and reliable quarterly emission reports, giving its sustainability team a detailed view on its own and suppliers' performance.

Next up was Water Stewardship, which looks at water availability and quality across the supply chain. A scorecard-based reporting model was developed to help track and monitor water stress levels at its production sites. This is now used daily by teams across AB InBev.

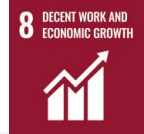
Alicia Schweisthal, Senior Consultant within Enterprise Performance at Deloitte Belgium, explains, "AB InBev published incredibly ambitious sustainability goals and it needed to adapt quickly in order to monitor them. It is now even better equipped to take understandable, real-time measures based on current performance and report internally and externally on its sustainability goals and progress."

For now, Deloitte continues to support AB InBev on its journey, with plans to further develop the cloud platform along the way. By putting smart solutions like this in place, we are aiding AB InBev in its laudable goal of building a better business for a better future.



“Organisations need to be guided by both their moral compass and their bottom line – being able to make a sustainability impact while working on a data project is really fulfilling.”

ALICIA SCHWEISTHAL, SENIOR CONSULTANT, DELOITTE BELGIUM



AB InBev's 2025 Sustainability Goals



Smart Agriculture

100 per cent of direct farmers skilled, connected and financially empowered.



Water Stewardship

100 per cent of communities in high-stress areas to have measurably improved water availability and quality.



Circular Packaging

100 per cent of products will be in packaging that is returnable or made from majority recycled content.



Climate Action

100 per cent of electricity will be from renewable sources, with a 25 per cent reduction in carbon emissions across the value chain.

BEST MANAGED COMPANIES

Celebrating five years of #BestManaged with impact



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

Private companies that translate a strong business performance based on a clear strategy, supported by strong capabilities and employee engagement into excellent financial results, deserve special recognition. And that's just what the Best Managed Companies programme provides. This year, 26 Belgian private companies, selected by an independent jury, were awarded the quality label.



Virginie Claes, our host, interviewing one of the newly Best Managed Companies N-SIDE

A day of knowledge sharing and festivity

We kicked off the celebrations with the afternoon Symposium, bringing together the vibrant community of entrepreneurs to connect and exchange insights under the theme 'Achieving success in the new world of talent'. Frederik Anseel, Professor Management at the University of New South Wales in Sydney, was one of the guest speakers.

In the evening, the Belgium Best Managed Companies laureates were celebrated during the unique awards ceremony. To mark the special occasion and enable as many people as possible to experience the excitement, the event was livestreamed to offices and homes across the country.

Performing measurably better than other companies

On the occasion of this fifth edition, Deloitte Private conducted an impact study which showed that Best Managed Companies perform better than the market average thanks to their strong focus on sustainability and clear strategy.

“ They also invest heavily in growth, human capital, digitalisation, and maintain close ties with employees, customers and suppliers, enabling them to excel. ”

BRUNO PEELAERS, BEST MANAGED COMPANIES PROGRAMME LEADER AND PARTNER DELOITTE PRIVATE

Meet our 26 laureates

Congratulations to this year's group of laureates.

Gold members

The Gold label has been awarded to the 10 Best Managed Companies that have successfully retained their title for four or five consecutive years.

- CE+T GROUP
- EASI
- E.D.&A.
- EASYFAIRS
- GOLAZO
- LVD
- SOUDAL
- THOMAS & PIRON
- VANBREDA RISK & BENEFITS
- VANDERSANDEN GROUP

Newly awarded

These three new laureates have achieved the Best Managed Companies mark of excellence for the first time.

- N-SIDE
- SPRIMOGLASS
- TECHNORD

Requalifiers

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

- AERTSSEN GROUP
- BELGIAN PORK GROUP
- ELNEO
- LOCINOX
- PROVAN
- QBD GROUP
- SACK ZELFBOUW
- SAEY
- STADSBADER
- VANDENBUSSCHE
- VANHEEDE ENVIRONMENT GROUP
- VK ARCHITECTS & ENGINEERS
- ZUIDNATIE

For more info about the Belgium's Best Managed Companies visit www.bestmanaged.be

DELOITTE'S 2021 TECHNOLOGY FAST 50

o2o wins Fast 50 award, BINGLI named Rising Star

The Deloitte Technology Fast 50 competition is aimed at fast-growing technology companies that have their headquarters in Belgium and Belgium founded. Given their significant role as drivers of future growth, these companies deserve special recognition and support – and that is exactly what this competition is designed to provide.

Fast 50

An amazing 9,859% growth in sales over the past four years gave bicycle leasing company o2o the top spot in the 2021 Fast 50 ranking. Through their intelligent bike leasing platform, they remove every possible hurdle to get to that perfect bike — so the employee, HR or employer can experience the benefits, freedom and joy of carefree cycling without any fuss or complications.

“Fast 50 companies are working on the most important global challenges. Supporting these companies will enable the economy to transform where required.”

SAM SLUISMANS, PROGRAMME LEADER DELOITTE'S TECHNOLOGY FAST 50

Rising Star

With its chatbot that asks smart medical questions in advance so doctors are better prepared and appointments are more time efficient, BINGLI impressed the external jury chaired by Duco Sickinghe, Managing Partner of Fortino Capital, and was named this year's Rising Star. More than 70 companies that have been in business for less than four years participated in the preselection.



Celebrating Belgian entrepreneurship

On 25 November 2021 a small COVID-safe Awards Ceremony was held at our Brussels Gateway office, which was livestreamed for everyone to join the excitement and to discover the ranking and award winners and celebrate their success. Connecting the community remains one of the Fast 50 programme's priorities, so the matchmaking opportunity did go ahead virtually.

The Fast 50 nominees, Rising Star finalists, corporates and investors set up one-on-one meetings to enjoy fruitful virtual discussions throughout the day.

Insights and inspiration

The Fast 50 Business Forum did not take place live considering the evolving COVID situation. The content was recorded and is made available online so that the Belgian scale-up ecosystem can benefit from all the expertise and insights shared by the speakers at their convenience.

Watch the 2021 Fast 50 content on demand. And don't forget to check out our Fast 50 podcast series where we go on speed dates with this year's Fast 50 and Rising Star winners.

Learn more about Fast 50 at www.fast50.be.



Bingli, 2021 Rising Star winner



One of the pre-recorded sessions on this year's event theme, corporate venturing



o2o - Company Bike Lease, 2021 Fast 50 Winner

A PARTNERSHIP FOR POSITIVE CHANGE

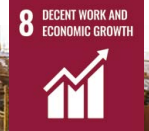
Delivering continued growth

Our Extended Enterprise Risk Management team was proud to be given the opportunity to work with one of the largest logistics players as it embarked on a scaling journey. Tasked with developing processes that will enable its continued growth, we started by diving into the complex ecosystem of parcel delivery in Europe.

Working together, we conducted risk assessments starting from our client's existing risk management framework. We also performed third-party inspections, with our team going onsite to review the compliance of our client's carriers with transportation regulations and our client's policies.

A trusted advisor

With the industry currently under the regulator's magnifying glass, our work also has a high impact on society. We are supporting our client as a trusted advisor as it navigates the EU sustainability landscape, since many of the requirements its suppliers need to comply with are ESG related (for example, labour law and green mobility).



“ It has been exciting to dive into the complex parcel shipping environment and strengthen our client's supply chain, but that was just the first step in this important collaboration. We look forward to continuing to explore ways to positively impact the business, together. ”

JAN CORSTENS, DELOITTE

GREAT MINDS DON'T ALWAYS THINK ALIKE

How our work with Autimatic is changing the narrative on neurodiversity

A new collaboration is helping autistic individuals to find work opportunities while bringing fresh thinking to teams across Deloitte Belgium. It's also opening up the conversation on neurodiversity with our colleagues and our clients.

One in every 80 people has a form of autism. That is 100,000 people in Belgium alone. Autimatic is an organisation that connects talented people who are autistic with employers needing help with tasks such as administration, automation and AI.

Deloitte's relationship with Autimatic began when some of the Deloitte Private team in Belgium heard of an organisation actively targeting an untapped neurodiverse talent pool. Following some initial conversations, it became clear Autimatic could support us in identifying new talent.

Triple A services

In August 2021, Deloitte Belgium began a project with Autimatic, and it quickly became clear that matching autistic people to roles that played to their strengths brought possibilities for innovation, exploration and openness.



Autimatic
NSE AWARD
WINNER

"Our colleagues really value the approach the Autimaticians bring and the solutions they develop," explains Elien Bollen, talent development and inclusion manager at Deloitte Belgium.

Ripple effect

When our accountancy colleagues wanted to introduce an automated customer relationship management tool, their biggest challenge was cleaning up their data. The obvious answer was to team up with Autimatic. "We had heard about the good experiences other teams had, and Autimatic brought skills to our team that we were missing," explains director Lien Declercq.

All Autimatic colleagues are supported by Deloitte buddies, who help them with any aspect of their role. For the buddies, it's a way to learn more about neurodiversity, first-hand.

The work with Autimatic has also helped to break down barriers. Colleagues who identify as neurodivergent but had chosen not to disclose it and parents with neurodivergent children have started to open up and share their experiences. There is now a team of ambassadors helping to normalise the conversation. "We have shifted the narrative from talking about disability to embracing differences," adds Elien. "It's helped people to talk positively about neurodiversity, and this is already changing our culture."

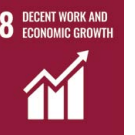
As for the future, the team hopes to incorporate their partnership with Autimatic into client work. "It would be lovely to bring some of these colleagues into our pitches, so our clients can both make an impact on society and benefit from their brilliant skills too," says Elien.

15 Autimaticians
are currently working
at Deloitte across 16
projects

25+ ambassadors
support with raising
awareness around
neurodiversity

“ I feel like a Mac computer in a world of PCs. ”

CLARA RADISIC, DELOITTE BELGIUM



Triple A services

Connecting talented people with autism, and employers needing help with administration, automation and AI, is Autimatic's mission. For us, this has created opportunities to welcome individuals to, for example, Consulting and our internal finance function. "At first, some teams were quite sceptical as they felt a lot of in-depth training was needed for their roles," explains Elien Bollen, talent development and inclusion manager at Deloitte Belgium. "But they have been amazed by the ability of our 'Autimaticians' to look at things and make them so much better."

Ripple effect

When our accountancy colleagues wanted to introduce an automated customer relationship management tool, their biggest challenge was cleaning up their data. The obvious answer was to team up with Autimatic. "We had heard about the good experiences that others had," explains director Lien Declercq.

They welcomed two new colleagues to the team, and after seeing the skills they brought to the team, hired more. "They are doing something we cannot do," adds Lien. "They are very much respected by the team and listened to, which creates a really positive experience."

All these colleagues are supported by Deloitte buddies, who are there to help them with any aspect of their role. For the buddies, it's a way to make an impact on someone's life.

Rewriting the narrative

The work with Autimatic has also helped to break down barriers. Parents with neurodiverse children, or colleagues who identify as neurodiverse themselves but had chosen not to disclose it, have started to open up and share their experiences. There is now a team of ambassadors who are helping to normalise the conversation.

"We have shifted the narrative from talking about disability to embracing differences," adds Elien. "It's helped people to talk positively about neurodiversity and this is already changing our culture."

As for the future, the team hopes to integrate their relationship with Autimatic into client work. "I have a dream," says Elien. "It would be lovely when we do business to bring some of these amazing colleagues into our pitches so our clients can make an impact on society too."



Autimatic / Talent people Deloitte



Autimatic / Talent people Deloitte

GREENING THE TRANSPORT AND LOGISTICS SECTOR

Hydrotreated vegetable oil powers vehicles

H.Essers provides personalised and integrated solutions for sustainable transport and logistics across Europe. As a family business, the company is not only committed to being a reliable partner to its clients, but also aims to play a pioneering role in sustainable entrepreneurship in a sector that traditionally produces high levels of CO2 emissions.

Constantly looking for alternative fuels and sustainable solutions to reduce its ecological footprint, H.Essers decided to implement a hydrotreated vegetable oil (HVO) insetting programme.

We verified the insetting process and data gathering, and provided a limited assurance report on the total litres of HVO (bio)diesel used and the resulting CO2 reduction. This enhanced the reliability and credibility of the concept, reassuring the customers already participating in the HVO insetting programme, as well other H.Essers customers that would join this innovative initiative.

“ Being verified by Deloitte on this project was a great experience for H.Essers. Both of our organisations are committed to leading the way in reducing our environmental impact and collaborating with others to inspire action. We are excited to now be using HVO to fuel our vehicles and look forward to introducing more innovative measures to green our industry in the future. ”

YANNICK DYLST, PROJECT MANAGER SUSTAINABILITY, H.ESSERS

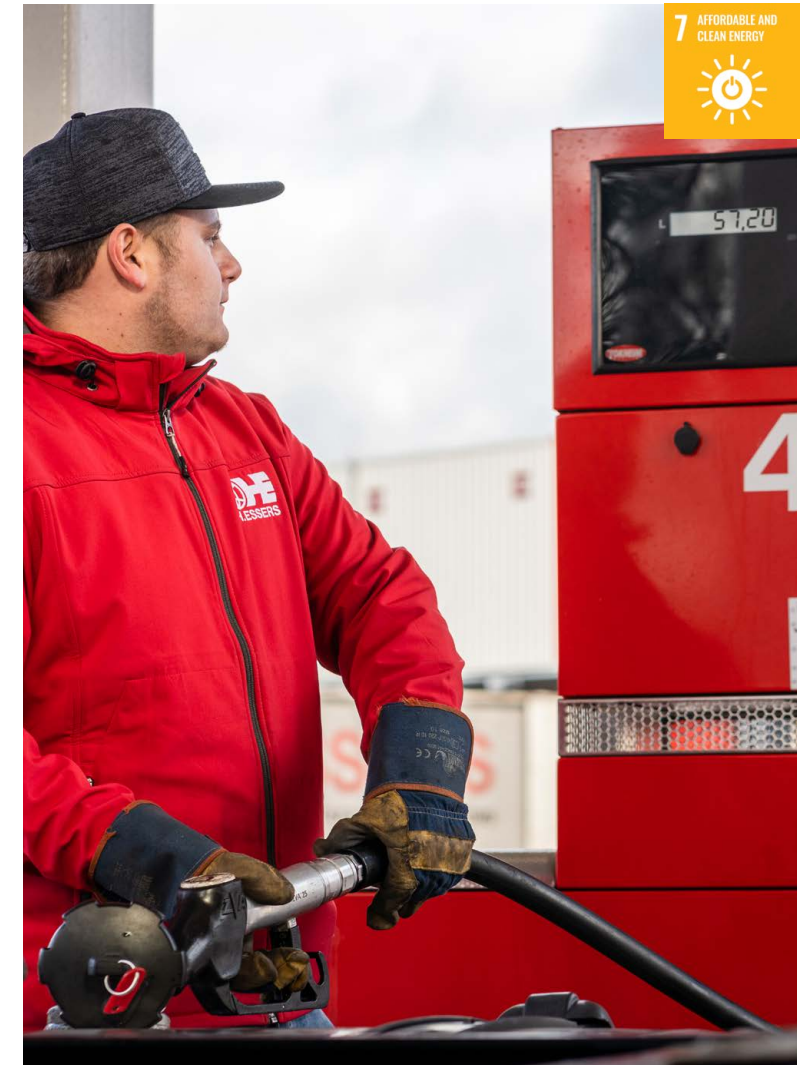
Why insetting instead of offsetting?

In conventional offsetting, companies invest in external projects to compensate the emissions they are unable to mitigate in their own operations or supply chains. Although there are offsetting projects in the transport and logistics sector, these are limited in number. And while offsetting projects can be meaningful, they will thus not advance decarbonisation of the transport and logistics sector, nor of the customers' supply chain.

H.Essers made the conscious choice to directly impact its supply chain emissions by providing the option to its customers to have trucks drive on HVO (bio)diesel instead of fossil diesel. By means of its mass balancing approach, H.Essers reduces its own scope 1 emissions and its committed customers reduce their scope 3 emissions.

“ We were inspired by the concept, which contributes in shaping a more sustainable society, especially in an industry that is not immediately seen as sustainable. ”

SOFIAN MILAD, PARTNER AUDIT & ESG ASSURANCE, DELOITTE



H.Essers

DEVELOPING THE SUSTAINABLE EDGE

Rezn stays ahead of the competition

Rezn is one of the biggest manufacturers of zinc alloys in Europe, and by primarily using scraps, has earned the title of market leader in zinc alloys recycling worldwide. By upcycling zinc containing by-products into prime grade alloys, Rezn saves valuable raw materials from the waste stream and minimises the environmental impact of zinc.

While Rezn had the commitment and technologies required to make an impact, there were several operational and organisational inefficiencies that risked preventing its growth. Having come in contact with Deloitte, we were asked to explore together with the managers of Rezn and the main shareholders how to transform the company from its trading roots to its current industrial focus.

With sustainability, their primary value driver in mind, a transformation roadmap was developed to make Rezn as future-proof as possible. It not only involves shifting from being managed as a financial organisation to an industrial group, but making substantial investments to be able to better anticipate future challenges, and transition planning.

“ Our collaboration with the teams at Deloitte is instrumental to our continued success. While most of our competitors are reducing capacity substantially, we have transformed to become stronger and made our mark by focusing on sustainability. Our business is thriving and we are making a positive impact on the environment—it’s a win-win. ”

JEAN GOUVERNEYRE, REZN

Bringing the right people to the table

While the main transformation will go live in January 2023, great strides have already been made. The business plan we developed together has resulted in an increased interest from investors, and it has helped align the managers and shareholders by providing a clear vision for the future.

Assisting Rezn with the alignment to their sustainability agenda goes further than only their operational aspects. It also means aligning their financial and treasury management, tax model, management remuneration model and IP strategy to their sustainability agenda.

“ As a company that has ambitious sustainability targets, Deloitte is committed to supporting other organisations as they strive to make a positive impact on the environment. Working with Rezn to future-proof the organisation, and empower them to continue innovating and upcycling zinc, has been both exciting and fulfilling for our multidisciplinary teams. ”

PAUL BERTRAND, DELOITTE



INSPIRING COLLABORATION AND CREATIVITY

In May we held our first ever Tax and Legal Hackathon, an internal event to showcase to our team what we can achieve when we use our collective brainpower to address complex problems, building on a series of learning sessions on sustainability, mobility and cloud.

With sustainable and affordable housing high on the agenda in our country, the hackathon goal was to help the Belgian government reimagine how we could live and work in a brand new city. Starting from scratch and designing the future from the ground up comes with its own set of tax and legal implications, which the teams had to address.



Tax and Legal Hackathon

OFFERING HOUSING TO REFUGEES FLEEING UKRAINE

Het Facilitair Bedrijf takes fast action

When the crisis in Ukraine started, countries across the world mobilised to offer their support. In Europe, in particular, the focus was on the refugees. Het Facilitair Bedrijf, the Flemish government's facility management company in charge of real estate owned by the Flemish government, was quick to respond, eager to offer housing to the displaced people in temporarily unused public buildings.

In Flanders, a regulatory framework emerged very fast to allow local municipalities to obtain subsidies for making housing available to Ukrainian refugees. Given the expectation that millions of people would flee the unrest to keep their families safe, Het Facilitair Bedrijf reached out to Deloitte Legal to help them make the buildings available. We were asked to develop a template framework contract for Het Facilitair Bedrijf to be able to sublet buildings to local municipalities, so that they could in turn offer the homes to the people in need.

“In situations like this speed is of the essence. We wanted to ensure that the Ukrainian refugees who suddenly had to leave their country could find a safe and comfortable place to live in Belgium. With the help of Deloitte Legal, we were able to very quickly make housing available in Flanders.”

SARAH BRASSEUR, HET FACILITAIR BEDRIJF

Simplifying complexity

The first phase of this project involved drafting a memo on the different legal aspects of the envisioned structure, taking into account the specific legal framework. Based on this, we drafted the template contract. In order to facilitate the use of the contract, we developed a decision tree for Het Facilitair Bedrijf and the local municipalities, adding specific clauses to the contract to be applied depending on the variables.

“In just a couple of weeks, we mapped out the complex legal framework, which was adapted a few times, in order to fully understand the planned structure, and developed the template contract. While nothing can alleviate the stress of having to uproot your family, working together with Het Facilitair Bedrijf we were able to contribute to giving Ukrainians a home.”

KATHLEEN DE HORNOIS, DELOITTE LEGAL



PROVIDING SUPPORT AMID DEVASTATION

An enhanced experience for the insured

In the summer of 2021, Belgium was hit by unprecedented floods: hundreds of square kilometres were under water, 160,000 tonnes of waste washed away, 100,000 people were affected, 50,000 homes were damaged, and most tragically, 41 people lost their lives. Following the first emergency response, the attention turned to reconstruction with insurers playing a critical role by supporting local populations, as well as paying the insured a fair amount in a short timeframe.

Given the devastating circumstances, Deloitte proactively proposed to support the management of this crisis together with our client, a major Belgian insurance company. We provided an external perspective on the client's claims management process, aiming to ensure faster and more efficient operations management, and therefore a better and more positive experience for the insured.

We worked hand in hand with our client to identify the main bottlenecks, and to address them by putting in place an optimized and simplified crisis claims handling process. In like manner, we supported our client on the field by organizing face-to-face events with the victims, allowing them to have impactful discussions with claim experts and to resolved their claims within hours, whereas it could otherwise have taken days.

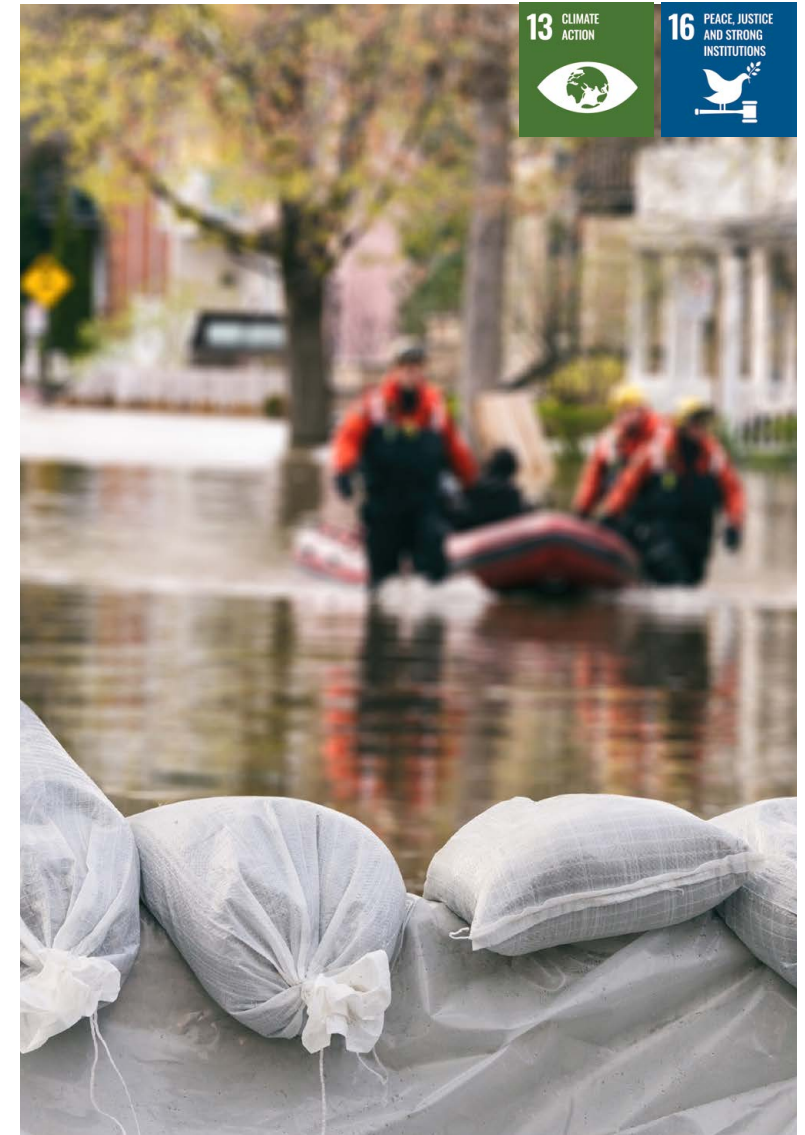
We also developed a predictive claims handling model, meant at (1) creating a reliable forecast that could be communicated internally and to the politics, media and public; and (2) initiate an informed and optimized re-allocation and augmentation of resources (both human and material) to where it mattered most. This enabled a four-to-six-week reduction of the lead time to resolve and pay. Lastly, we advised them to support the most impacted local businesses, NGOs and public organizations.

The agility impact

We developed and followed an agile approach composed of two-weeks sprints, planned and prioritised based on the value delivered to our client. The progress and final outcome were shared with the client's Crisis Committee every second Friday with a clear go/no-go for Deloitte's support, based on the value delivered per sprint.

“With natural catastrophe-related assets from Deloitte NSE and Global, and insights from some of our key alliance partners, we were able to support our client and make sure that what can be a daunting process was simplified for those most impacted by the devastating floods.”

PATRICK CALLEWAERT, DELOITTE





OUR GREEN JOURNEY

Embedding sustainability across our operations

At Deloitte, we strive to live our Purpose every day, which is to make an impact that matters for our clients, for our people, and for society.

We know that it is not possible to be a leader in today's world without prioritising sustainability.

As part of a global network, we have a responsibility and an opportunity to positively contribute to a more sustainable world. By leveraging our worldwide position, we are taking a pioneering and proactive stance to lead the way.

We all know the crisis-level impact of climate change and the worldwide need to implement green recovery.

That is why we are tackling the climate crisis head on with our global *WorldClimate* programme that drives responsible choices within our organization and beyond. Part of this strategy includes our Commitment to science-based net-zero with 2030 goals. We will reduce our total emissions in line with a 1.5°C pathway, and while we are on this decarbonisation journey we will also maintain carbon neutrality across our business by sourcing 100% renewable electricity and investing in carbon offsets to compensate for our residual emissions.

We plan to accomplish this goal by embedding sustainability across our operations, empowering our people and engaging our ecosystems on responsible climate choices.

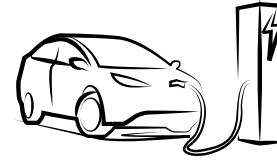
For our firm, sustainability means being part of the next generation of companies that operate from an environment-first mindset to improve ecosystems, rebuild communities, and restore nature.

We are doing our part to help the world achieve the goals of the Paris Agreement through a global climate strategy centred on changing behaviours within our organisation and among those we influence.

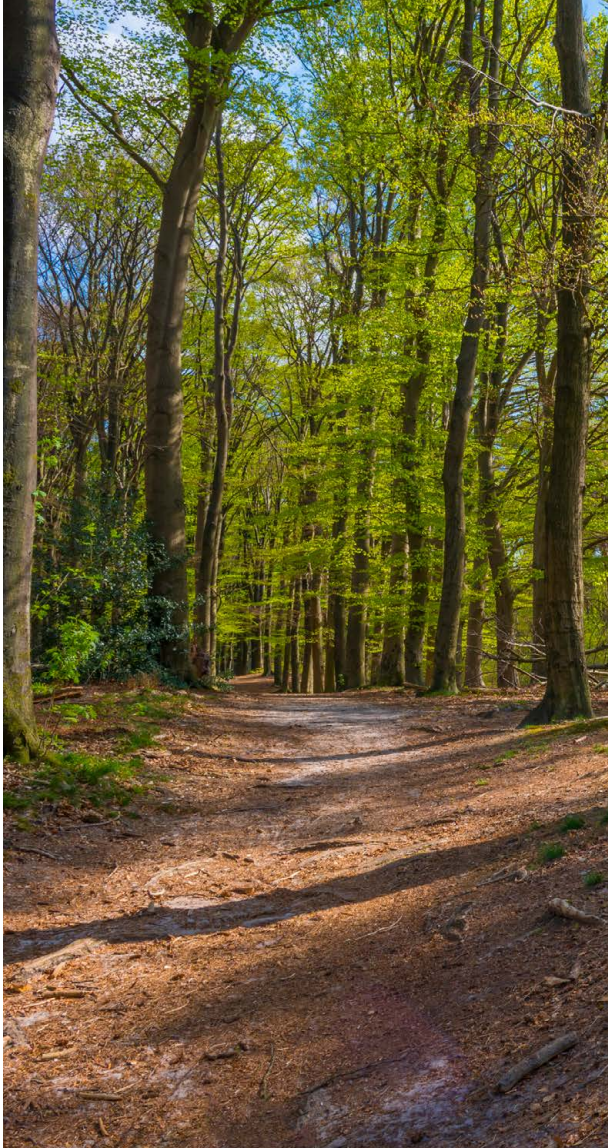
Acting in a regenerative way, we prioritise the environment by encouraging our people to make eco-friendly choices at work and home, and transition to a low-carbon economy.

In 2017, Deloitte Belgium embarked on its sustainability journey setting ambitious goals around three key impact areas: mobility, travel and infrastructure.

We are also working on eco-friendly initiatives to green our firm: waste reduction, sustainable procurement, and green certifications.



Employee E-bikes, Deloitte Gateway parking



Deloitte NSE: Environment and Energy Policy Statement

This is the environmental policy of Deloitte North and South Europe (Deloitte NSE). As part of Deloitte NSE, a global network of member firms, Deloitte Belgium adheres to and implements the Deloitte NSE Environmental and Energy Policy Statement.

We commit to:

- Achieve science-based net-zero with 2030 goals
- Implement sustainability governance driven from the Executive level and embedded into business processes
- Review progress and report publicly against our environmental and energy targets (including 1.5°C-aligned science-based GHG reduction targets)
- Invest in meaningful market solutions for GHG emissions we cannot eliminate
- Incorporate energy and water efficiency into the design, refurbishment and operation of our estate
- Optimise internal environmental conditions and reduce our impact on local air quality, to contribute to health and wellbeing
- Use resources and manage waste according to circular economy principles
- Convert 100% of our new ordered cars to electric & hybrid vehicles by 2023. Convert 100% of our fleet to electric & hybrid vehicles by 2026.
- Reduce our business travel GHG emissions (in line with our published targets)
- Work with our suppliers to reduce GHG emissions (in line with our published targets) and tackle other environmental impacts in our supply chain
- Map the biodiversity impacts of our operations and supply chain, and set a net gain target
- Educate our staff on their environmental impacts and empower them to take action on climate change in their working and home lives
- Collaborate with clients and external stakeholders to create and scale climate solutions and stimulate the green economy

In addition, we will:

- Conform to all relevant compliance requirements relating to the environment and energy
- Maintain procedures to mitigate the risk of pollution
- Pursue a programme of continuous improvement of our procedures and performance
- Ensure that our policy is clearly communicated both internally and publicly

This policy will be reviewed and updated on an annual basis or due to a material change of circumstances.

Richard Houston,
NSE CEO

OUR GREEN GOALS

A closer look at our key figures

In the last five years, Deloitte Belgium has succeeded in cutting CO2 emissions by 74%*.

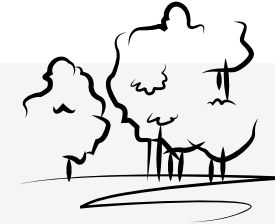
The milestone achievement was the result of diverse initiatives in our impact areas, largely mobility.

This strong start puts the organisation on a clear roadmap towards achieving its commitment to science-based net-zero with 2030 goals. This will require us to reduce our emissions as fast as we can, in line with the Science Based Targets Initiatives (SBTI) Corporate Net-Zero Standard. While we decarbonise our business, we will maintain carbon neutrality by sourcing 100% renewable energy where available and financing International Carbon Reduction and Offset Alliance (ICROA) - approved carbon offsetting projects to compensate for our residual emissions.

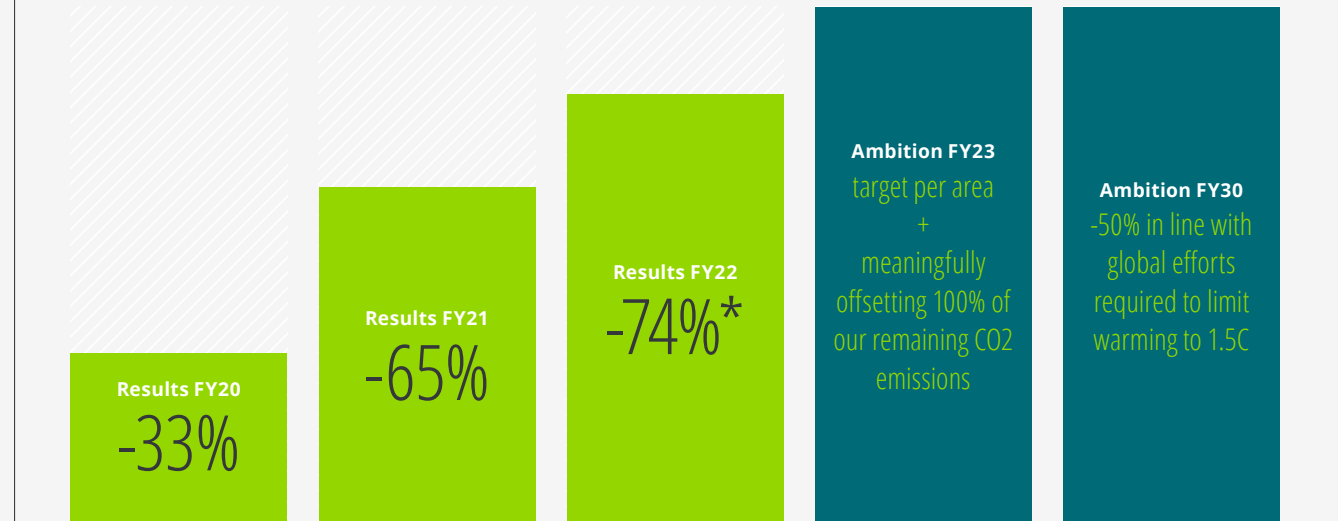
Programmes to achieve this goal include a 100% electric car fleet by 2030, a travel initiative to reduce CO2 emissions by 70%/headcount by 2030 and a 65% reduction in CO2 emissions per square metre in Deloitte's buildings by 2030. We will also meaningfully offset 100% of our remaining CO2 emissions.

Our 2022 carbon financing portfolio focused on projects with strong social impacts that aligned with our Purpose agenda. With net zero in mind, 10% of these credits came from carbon removal projects.

CO2 REDUCTION



Number CO2 emissions reduction per headcount for Mobility and Business travel and per m² for Real Estate**



*-58% replaces the number -74% communicated in FY22 which was based on an incomplete data set.

**Baseline FY17

SCOPE 1, 2 AND 3

Greenhouse gas emissions by scope

The details of our greenhouse gas emissions and performance against goals are included in the [Performance Metrics Table](#).

Scope 1, 2 and 3 is a way of categorising the different kinds of carbon emissions a company creates in its own operations, and in its wider value chain. This is in line with the SBTi Corporate Net-Zero Standard.

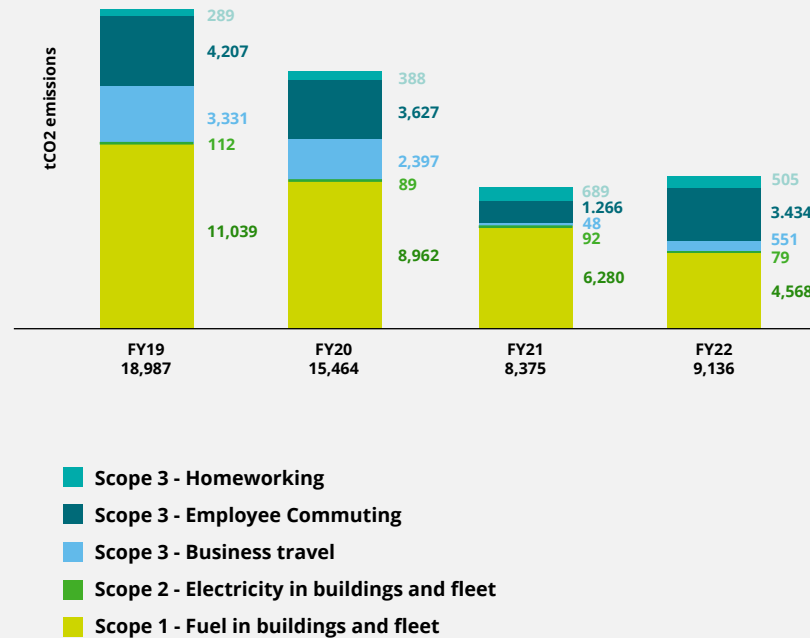
Scope 1 emissions — This one covers the Green House Gas (GHG) emissions that a company makes directly — for example while running its boilers and owned vehicle fleet.

Scope 2 emissions — These are the emissions it makes indirectly – like when the electricity (owned electric vehicle fleet & electricity consumption) or energy it buys for heating and cooling buildings, is being produced on its behalf.

Scope 3 emissions — In this category go all the emissions associated, not with the company itself, but that the organisation is indirectly responsible for, up and down its value chain. For example, from business travel (air travel, rail, taxi, car rentals, reimbursed mileage), employee commuting (CO2 emissions associated with the transportation of employees between their homes and their workplaces) & homeworking, buying products from its suppliers, and from its products when customers use them.



CO2 emissions in ton*



* Correct amounts for FY19-FY22 are taken up in FY23 Impact report as updates were made to calculation method & due to incomplete set of data.

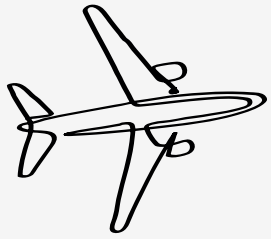
We are aware that the COVID-19 pandemic gave a temporary boost to these numbers. Due to lockdowns and restrictions on international travel, it makes sense that our car and air miles dropped substantially in 2020. Nonetheless, even before the pandemic we had already made significant progress and thanks to the many initiatives, we remain fully on schedule to achieve carbon neutrality in 2030.

Covid-19 has had significant implications for working patterns and consequently a hybrid working model has become embedded during FY22. This means we consider commuting and homeworking now to be a fundamental part of our operating model and we will purchase offsets/ CERs to cover this new emissions category from FY22 onwards. For transparency and comparability, we have retrospectively calculated emissions in this category and reflected this in the Gross and Net emissions totals for FY19 - FY21. Due to limitations on actual data, it should be noted that the majority of the commuting and working from home calculation rests on assumptions. We will refine these assumptions and improve the methodology moving forwards.

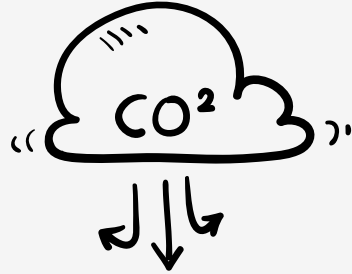
For scope 3 emissions Purchased Goods & Services, Deloitte deems supplier disclosures not to be sufficiently reliable & consistent and hence for now we do not include this in scope 3. We continue to review our approach to Scope 3 PG & S reporting in the future, aiming to continually improve the accuracy of our disclosures. We continue to encourage and support our suppliers to actively take initiatives with a positive impact on the environmental, social, and economic supply chains.

It is clear that the fuel usage from our fleet in scope 1 will reduce in the coming years given our transition to EV/PHEV cars.

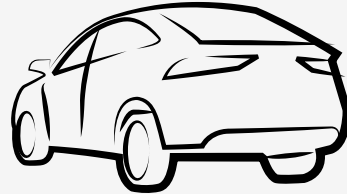
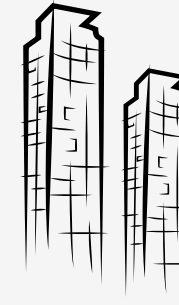
ENVIRONMENTAL



Scope 3

49%**4,490** tonnesBusiness travel,
homeworking &
employee commuting**-74%***reduced CO2 gas
emissions compared to
2017 benchmark**-90%**reduced overall travel
CO2 emission compared to
2017 benchmark

Scope 2

1%**79** tonnesElectricity in
buildings and fleet**-70%****reduced overall fleet CO2
emission compared to
2017 benchmark**26%**of the fleet is electric
or hybrid based**-44%*****reduced building CO2
emissions compared to
2017 benchmark

Scope 1

50%**4,568** tonnesFuel in buildings
and fleet**-57%**reduced waste compared
to 2018 benchmark

*-58% replaces the number -74% communicated in FY22 which was based on an incomplete data set.

**-48% replaces the number -70% communicated in FY22 which was based on an incomplete data set.

***-39% replaces the number -44% communicated in FY22 which was based on an incomplete data set.

CHANGING THE WAY WE MOVE

Our mobility journey

As one of the key users of corporate cars in Belgium, we are proud to have been the first organisation in the country to introduce a ground-breaking mobility plan. In our journey towards creating a greener future, and to ensure we meet our ambitious sustainability goals, we launched Mobility@Deloitte in 2018.

Helping employees make the most sustainable choice is key to the success of our Mobility@Deloitte programme. Our mobility packages offer a wide range of services: from very traditional, which is car-based, to progressive, which completely renounces the company car.

They include features such as a pool car available for 20 days a year for private use, parking at the train station free of charge, and various public transport options. Each employee chooses the package that best suits his or her circumstances. As part of our benefits programme, our mobility packages are continuously revised to meet the needs of our people and society.

In September 2019, we launched our Responsible Mileage programme to decrease traffic, cut congestion and reduce the pollution caused by motor vehicle fuel combustion. This programme places a cap on the total annual mileage allotted for a company car, differentiating between professional and personal mileage.

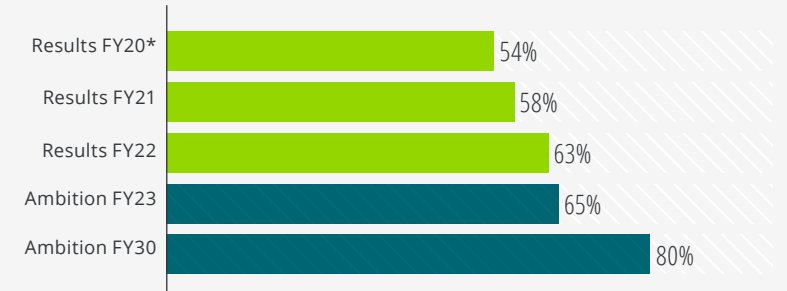
Working toward ambitious environmental targets, we continue to monitor and adjust the annual employee mileage. In line with our commitment to science-based net-zero with 2030 goals, we aim to move to a fully electric and hybrid fleet by fiscal year 2026.

Our mobility packages



Mobility package

Employees opting for a non-traditional mobility package



* 51% for FY20 and 55% for FY22 communicated last year. Correction due to missing data.



With parking contributing to traffic congestion in a major way, we activated Smart Parking in June 2019 for all Deloitte Gateway and Brussels Airport parking lots with their Deloitte Pcard+. Our Get2Work Mobility app monitors parking usage and visualises how many parking days our people have left of their annual quota. Aligning parking with our mobility offering enables and encourages the use of alternative ways to get to work.

Our ultimate goal is to reduce the use of all cars, including electric vehicles, by providing a wide range of greener choices to encourage meaningful, lasting change.

Finding the right mobility match

Everyone in the firm can switch to a greener package anytime they want. In FY22, we saw a 11% reduction in the number of our people opting for a traditional mobility package, compared to FY19.



Underground parking and charging facilities at Deloitte Gateway Zaventem

Electrifying our rides

Deloitte is committed to pioneering a path to a more sustainable future. And now, more than ever, our mobility offering reflects that commitment—inspiring and empowering our people to make an impact that matters by switching to electric.

We launched our new car list, which includes even more electric vehicles. After a big reveal in our car park, enthusiastic Deloitteers lined up for a test drive, with 91 trying out a fully electric vehicle.

Anyone who drives a petrol or diesel car can switch to a fully electric vehicle anytime. We offer a free wall box for charging at home, covering the cost of the installation and the electricity use.

Because there's no one-size-fits-all when it comes to choosing a new car, we've made sure to offer a range of EV/PHEV (fully electric/plug-in hybrid) vehicles that can suit a variety of lifestyles. So, whether our people need lots of storage space for a growing family or their sports equipment (or both!), or prefer a compact car that's a dream to park, there's something for everyone.

But that's not all. We removed all diesel and petrol vehicles from the car lists of our senior employees, keeping just one petrol option for our campus hires. We also expanded options for home, office, and on-the-road charging, and continue to offer the possibility to occasionally switch to a 'conventional' car when needed.

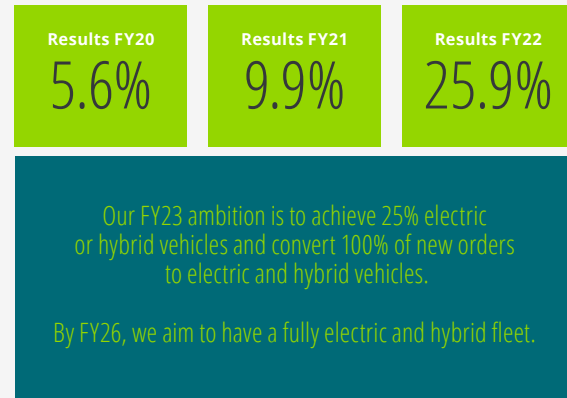
Shared cars can be used on any given day. We have MINIs at our Gateway, Antwerp, Ghent and Leuven offices that are available cost-free for business purposes. At Gateway we have also have full electric shared BMW i3, VW e-Golf and e-MINIs for business trips or test drives.

Ride-sharing is also encouraged through the Commuty app where our people can find travel partners to commute to the office, clients or events.



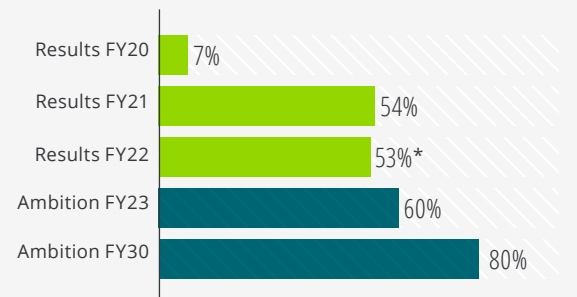
COMPANY CARS

Electric or hybrid vehicles



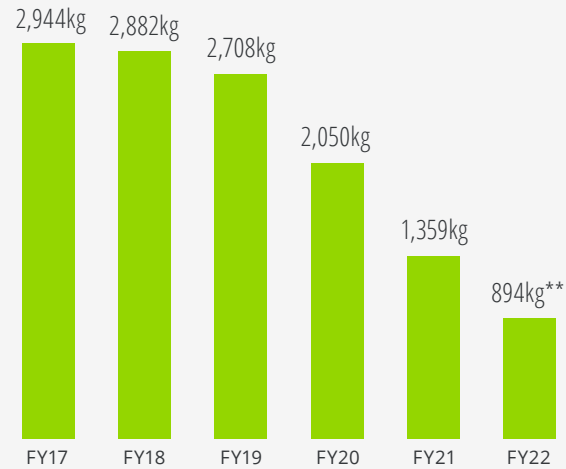
% of parking spots with charging stations for electric & hybrid vehicles

Baseline FY17



* We have added parking spots (mainly in our Liège office) that will gradually become e-charging spots over the coming months.

CO2 emission produced by employees' company car (kg/employee)*

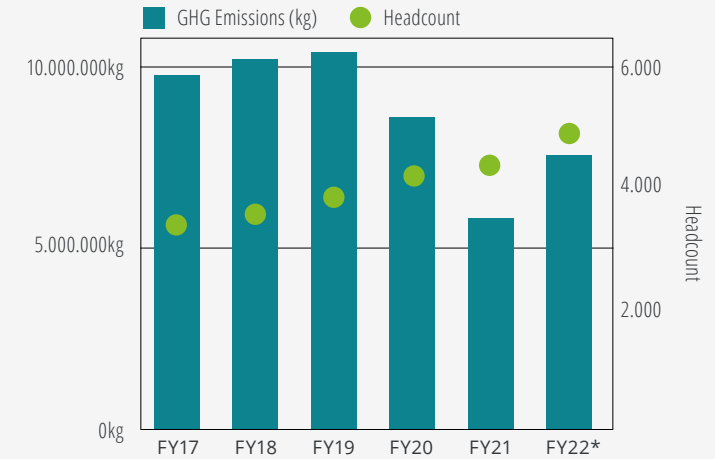


* Sum of overall CO2 emission / average of our headcount / CO2 is calculated by multiplying the employees' company car fuel consumption by a factor per fuel type coming from the official DEFRA document (Department for Environment, Food and Rural Affairs).

** 1.535kg replaces the number 894kg communicated in FY22 which was based on an incomplete data set.



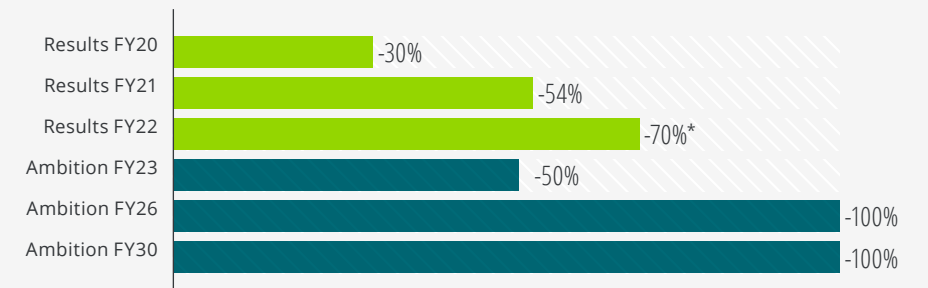
Total CO2 emission and average headcount per fiscal year



* Updated to 7.500K kg for FY22 due to incomplete data set.

CO2 emissions produced by company cars

Baseline FY17



* -48% replaces the number -70% communicated in FY22 which was based on an incomplete data set.

Using pedal power to drive change

Biking for part or all of the commute is not only a great way to stay healthy. It also helps cut pollution, and reduces the stress of traffic and finding parking. We make it easy to cycle by offering different options.

Package bikes are available in our Liberty and Progressive mobility packages, making them perfect not only for avid cyclists, but also for Deloitte employees who have a company car and opt for an alternative ride to the office or connecting transport hub. With a choice between an e-Brompton, an electric Trek Verve+ 3, a regular Brompton or a VanMoof smart bike, everyone can enjoy a smooth commute. Charging stations, secure bike storage and showers at our offices make the ride even sweeter.

Those who aren't tempted by one of our package bikes can lease the bike of their choice through our flexible benefits scheme, My Benefits My Choice, in collaboration with a professional bike leasing company. In addition, we have a pool of shared bikes which can be picked up and used cost-free for five days.

We have also partnered with Skipr to ensure our people can easily access a range of bikes for their daily commute, temporarily or long term, for example while waiting for their package bike. Skipr is an app that offers a variety of mobility options such as NMBS, MIVB, De Lijn, as well as Swapfiets, Uber and Poppy. It seamlessly provides multimodal, sustainable alternatives aligned with people's daily needs.

To promote a healthier lifestyle and encourage the use of alternative mobility solutions, all Deloitte employees are entitled to a bike allowance of €0.24 per kilometre for the days they commute by bike, whether regularly or sporadically.



Deloitte employees commuting by bike



Deloitte employees arriving at Gateway by bike



Charging ports for EBikes



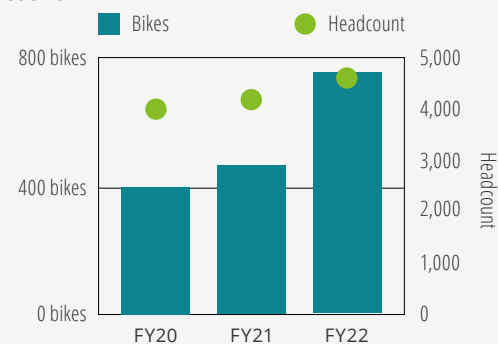
MOBILITY



Number of bikes

Total number of package & MBMC bikes per headcount

Baseline FY20



Results FY20

10%

Results FY21

11%

Results FY22

16%

Ambition FY23

+20%

Ambition FY30

+35%

Sustainable mobility

Number of employees who have signed up for the Skipr app

Results FY22

56%

Bike uptake

Employees who opted for a bike in their mobility package or through My Benefits My Choice

Results FY22

770



INFRASTRUCTURE

Becoming self-sustainable

When we started to chart our course to sustainability, infrastructure was identified as one of the key pillars. Although we do not own our office buildings, we have been working together with the landlords to implement positive, lasting change.

With sustainability top of the agenda for most organisations, landlords are now more open to discussing our ideas than even three years ago, and they are increasingly inclined to go along with our vision. They not only approve the plans, but are also willing to co-invest in the changes to become more sustainable. Our aim is to find the best solution for the fit-out for every project in every office by implementing recyclable flooring, reusable walls, etc.

In Ghent, parts of the materials used for the new cafeteria were recycled. All the materials that were used to revitalise the old terminals at Brussels Airport, which opened in September, were selected based on their sustainability level. The carpets, for example, are in part made of materials that have been recycled and can be recycled in the future. The partition walls and insulation are reusable, with the supplier agreement stating that they will be recycled.



INFRASTRUCTURE

Independent energy assessments

We conducted independent energy audits to optimise each of our offices. As a result, we have made small adaptations or enhancements that can have a huge impact on CO2 emissions. Examples of changes include the future installation of LED lights in Ghent and Leuven, and identifying and correcting heating installation settings in collaboration with the maintenance company.

Powering our buildings with solar

Until 2021, our focus was on reducing our consumption and increasing the efficiency of our energy usage (e.g. implementing LED lighting, optimising heating curves, etc.). As there is a limit to how much you can reduce your consumption, we now strive to become self-sustainable, looking into how we can be more independent and rely less on traditional energy sources.

To achieve our goal of being self-sustainable, we are increasing the number of solar panels and developing more joint ventures to invest in alternative, greener energy sources. At Gateway, for example, we are working together with Brussels Airport to analyse the stability of the visitor parking in front of the building with the aim to cover the area in solar panels.

While some of our offices do not yet have solar panels, many of them do. Installed in June, the solar panels in Ghent will power our offices, while Oostkamp's are used for the common areas. In Charleroi, in addition to having agreed with the landlord to install solar panels on the entire office parking area, we would like to invest in a windmill.

BREEAM outstanding by 2024

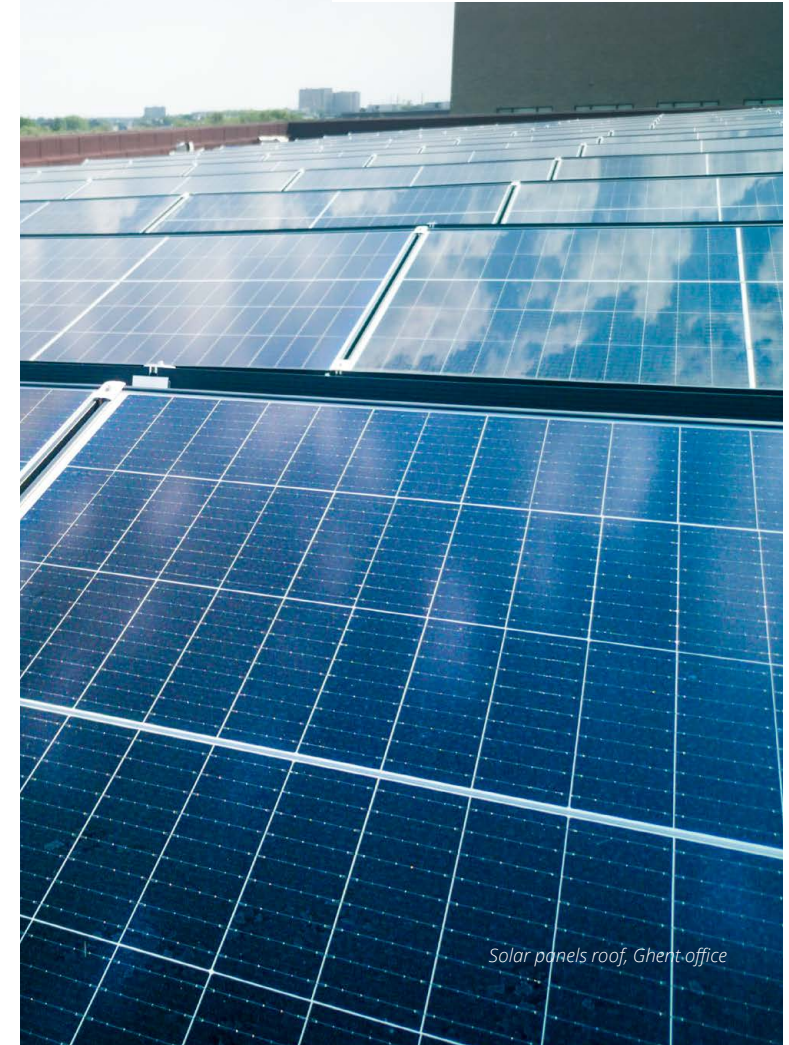
The new Antwerp office, which will be opening at the end of 2024, should be almost completely self-sustainable on an energy level. We have a bilateral agreement with the project developer who is investing in achieving the BREEAM outstanding certificate for construction, while we have committed to securing the BREEAM outstanding certificate for usage, which covers a range of items including waste management, heating timing and the use of artificial lighting.

With no buildings in Belgium currently having achieved an 'outstanding' BREEAM rating, we are both excited and proud to be developing this state-of-the-art office space.

Our Antwerp office will become a showcase for how we should use our buildings to inspire more behavioural changes, in light of waste management, for example.

Green roof for healthy cities

Our office in Oostkamp has been built according to BEN principles, the standard for new-build homes in Flanders since 2021, meaning that is almost energy neutral. It boasts lush green roofs, with some of the terraces covered in green plants to enhance biodiversity around the building.



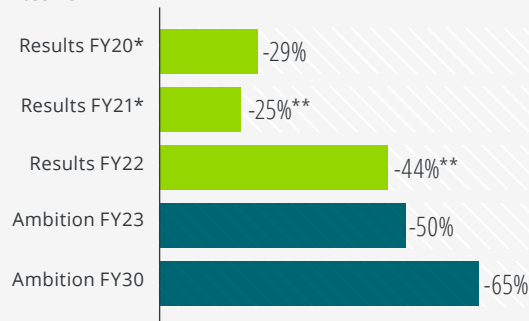
Solar panels roof, Ghent office

INFRASTRUCTURE



CO2 emissions per square metre produced by our buildings

Baseline FY17

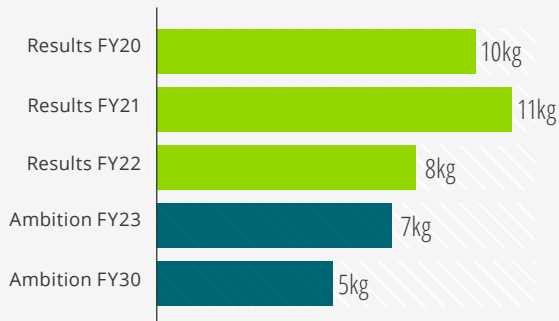


*-44% in FY20 and -65% in FY21 communicated last year, Correction due to missing data

** -23% replaces the number -25% communicated in FY21 and -39% replaces the number -44% communicated in FY22 which was based on an incomplete data set.

CO2 emissions produced by our buildings per m²

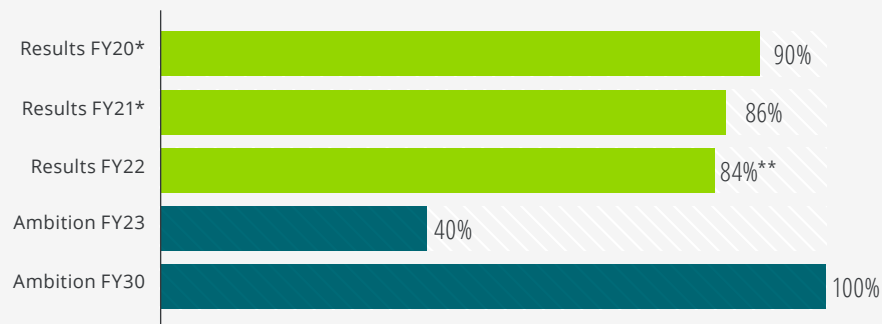
Baseline FY17



CO2 is calculated by multiplying the energy consumed in our buildings (electricity, gas, heating, water and mazout) by a factor per energy type coming from the official DEFRA document (Department for Environment, Food and Rural Affairs)

Renewable energy consumption

Compared to total consumption



*10% in FY20 and 10% in FY21 communicated last year, Correction due to missing data

** Compared to FY20 and FY21, we saw an increase in FY22 in the consumption of gas and gas oil (non-renewable energies) in some of our small offices following the return to the office of much of our workforce. After having obtained (the missing) green energy certificates, the 84% reported in FY22 can be restated to 88%.



Sustainable waste bins at The Loop Ghent



Sustainable kitchen initiative at Gateway

BOARDING THE PARADIS EXPRESS IN LIÈGE

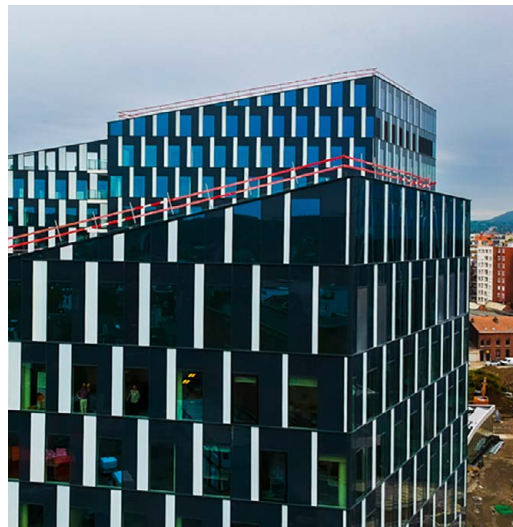
On 16 May Deloitte Liège moved to the Paradis Express, a unique location in the heart of the city and close to the Guillemins train station, a district in full expansion. For the construction of the interior, we selected both suppliers and materials based on their sustainability level.

The office achieved the BREAAAM excellent certificate for design and the BREEAM construction certification is in progress. All the curtains are made of PUROLUX, an eco-friendly fabric that is PVC-free and 100% recyclable. The internal walls are JuuNoo partitions that are not demolished at the end of their life, but dismantled and reused. They can be moved any time if we move or want to adapt rooms and can be reused without any waste.

For the flooring we chose DESSO AirMaster Gold, the most sustainable carpet/floor tiles on the market now. The electricity generated by the solar panels installed on the roof is used to power the common spaces in the building.

All of the parking spots are EV charging stations and we plan to add electric bike charging facilities in the future. The building has showers for everyone who comes to the Liège office by bike to inspire sustainable commuting.

By getting closer to central Liège and the station, we are encouraging positive mobility geared toward the future. Almost 50% of the Liège employees have a daily commute of less than 30 km and we have already seen a significant shift from company cars to other transport modes.



INTERNATIONAL TRAVEL

The best route forward

The new age of business travel

Deloitte's traditional business model often required a lot of international travel. As we all know, that changed in the past few years. The pandemic taught us that air travel is not always necessary to do business. In reality, this has just accelerated an imminent change in behaviour that is not only good business sense but is also strong on corporate responsibility. We have new operating principles that allow us to significantly reduce the amount of travel we do, but what about the times when business travel is simply unavoidable?

Deloitte Belgium has been very thoughtful about how to offset unavoidable air travel emissions and find new ways to do business while caring for the environment. The European-wide and global heat emergencies being experienced in summer 2022 continue to demonstrate why this is such an imperative for all of us personally, and Deloitte corporately.

Changes necessitated by COVID-19, combined with our desire to be a leader in sustainable business practices, caused us to re-examine how we operate. Deloitte Belgium has implemented a hybrid model that redefines where and how people collaborate. It also motivated us to create more environmentally-conscious travel guidelines to support our mobility ambitions. Our new travel policy includes our commitment to smart, purposeful travel.



Restaurant at Gateway with view on the airport tarmac



INTERNATIONAL TRAVEL

**Encouraging behaviour change**

At Deloitte, we recognise the impact of our actions and are using this opportunity to proactively shape how we travel for business in the future.

Our recently-revised travel policy takes into account our *WorldClimate* commitment to embed sustainability in all that we do. It encourages more sustainable behaviours, such as travelling by train not plane (especially under 500 km), and choosing economy instead of business class, as well as opting for video and phone conferencing whenever possible.

These altered behaviours are the reason we were able to achieve a 90% reduction in air travel per headcount over FY17 levels.

As travel rebounds

As the COVID-19 crisis evolves and as we once again have the option to return to international travel, we need to balance reducing our impact on our fragile environment with the fact that travel is beneficial. We know many things can be done more efficiently when people are together in the same room. We now understand, though, how Deloitte can operate differently and still maintain the same high levels of service and quality. Through awareness and educational campaigns, we're encouraging our people to rethink why and how they travel, and through the online booking platform, see their CO2 impact.

While we're doing everything we can not to fly, some air travel is essential to servicing clients. Unlike ground travel, there are no electric or hydrogen options and flying continues to be a heavy CO2 emitter. So, in situations where we must travel by air, what are the best options for the planet?

Being part of the solution

Increasingly when it comes to group travel, we are partnering with airlines to see where the use of Sustainable Aviation Fuel (SAF) is possible (see SAF box). SAF provides cleaner alternatives to fossil fuels, achieving up to 80% reduction in lifecycle greenhouse gas emissions compared to traditional aviation fuels. When travelling to a recent meeting, Deloitte Belgium was one of the first companies to work with Brussels Airlines in this regard, and in so doing, we offset a very significant proportion of the carbon impact of that meeting.

In the future, we want to continue working with the aviation industry, investing in this type of collaboration so we can support airlines towards being more sustainable. These types of innovative solutions can be part of a menu of options we choose from to do business remotely or in person with the lowest carbon footprint while maintaining business efficacy and client satisfaction. Our commitment is to continue to lead in this critical space, partnering and collaborating with the travel industry in finding newer and more sustainable travel solutions moving forward.

**Sustainable Aviation Fuel**

Did you know that a sustainably-produced aircraft fuel is a critical component of making carbon-neutral flying a reality?

With the global growth in air travel, the aviation industry is investing in alternatives to fossil jet fuels to reduce flight emissions. One innovation is sustainable aviation fuel (SAF).

SAF is a next generation aviation fuel, made from 100% renewable waste and residue raw materials, like used cooking oil. Over the lifecycle, SAF reduces greenhouse gas emissions by up to 80% compared to fossil jet fuel. SAF can be used as a direct replacement for fossil jet fuel as it is chemically similar. It's compatible with many of the existing aircraft in the fleet.

The development of alternative aviation fuels will form a part of the solution to sustainable air travel, particularly in the short term, contributing to the industry's emissions-reduction strategy.



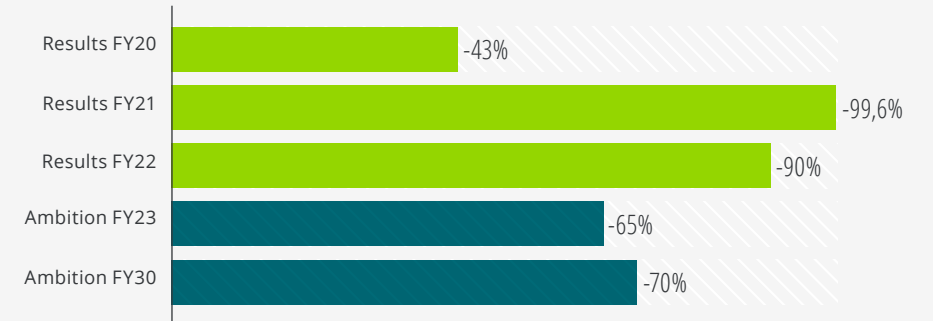
INTERNATIONAL TRAVEL



International business travel

CO2 emissions per headcount produced by employee travel

Baseline FY17



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



* The volume of travel in FY21 was extremely low (15 bookings in total) compared to other financial years, which makes it not fairly comparable. Since FY17, traveling by train to neighbouring countries has increased by 12%.

**100% replaces the number 87% communicated in FY21 and 99% replaces the number 76% communicated in FY22 given a slight adjustment of the calculation method.

Air mileage

kms flown per headcount

Baseline FY17



* Travel heavily impacted by the COVID-19 pandemic

GREEN OUR FIRM

Sustainability is more than just CO2 reduction or offsetting

We are striving to become a truly greener firm. Since reducing greenhouse gases and finding renewable energy solutions is the heart of a fossil-free future, we are working on eco-friendly initiatives focused around the following.

Our three focus areas

waste reduction

sustainable procurement

green certifications



This requires the full commitment of all Deloitte's to use energy and resources more efficiently and consider all the ways we can potentially reduce waste.

Another important part of Deloitte's strategy focuses on our people. While their impact on climate is not a part of Deloitte's measured footprint, we recognise that one of the most powerful ways to promote action on climate change is through our people. Our ambition is to enable our people to make positive climate choices at home and at work, and to amplify these actions through their personal networks.

Deloitte rolled out the #iAct campaign over the course of FY22 to shed light on the impacts of travel, food, home and purchasing decisions, and to suggest positive climate actions our people and their families and friends can take today.

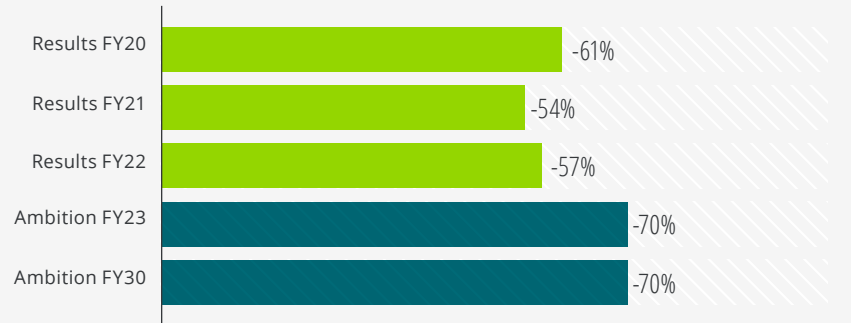


Residual waste reduction

Residual waste reduction

Number of tonnes of residual waste compared to FY18

Baseline FY18



Reduce waste

We have taken on several cleaner-energy initiatives revolving around single-use products such as replacing plastic bottles with reusable ones.

At our Gateway office we took another step toward a waste-free environment by introducing Ecosmart waste collection in May 2021. Collection stations have been installed at various central locations in the office where our people can separate waste in five different bins. Ecosmart regularly collects all sorted waste from the office and turns it into raw materials which can be used to create new products.

On the path to zero waste

We started with 55% residual waste and are now at 39%, so we are making great strides in achieving our goal to become a zero waste environment. By the end of the 2022, we aim to be at 27%.

Having Ecosmart stewards at the Gateway office has paid off, inspiring our people to change their behaviour and recycle more efficiently. Given the success, in September 2022 we launched the same service in Ghent, our second largest office.

Sustainable kitchens

Our Procurement team developed a sustainable sourcing policy, which is now included in all our supplier agreements. As we are renewing our contract with our Gateway caterer Belgocatering, from the end of the year we will have greater insight into the number of vegetarian meals served, the percentage of local produce, etc.

The launch of Funky Fridays has already reduced our food waste in Gateway. With fewer people coming in to the office on Fridays, the leftover food from the week is offered free of charge, encouraging more people to come in and ensuring that there is less food to dispose of at the end of the work week.

Click to Collect invites Deloitte's at Gateway to order their sandwich or salad online and pick it up at the PitStop in the Atrium, so cafeteria staff only produce what is ordered, limiting waste.



TOO GOOD TO GO

One of the best ways to have an impact on climate change is to pay attention to what's on your plate. Food is responsible for around 30% of greenhouse gas emissions globally and the average household wastes around 30% of the food it buys.

At Deloitte's Gateway and Ghent offices, our people have the opportunity to change this. Along with our catering partners, Belgocatering and Compass, we have teamed up with Too Good To Go, an app on which you can order delicious takeaway food made from leftovers. All the food still tastes fantastic but would be thrown away if isn't saved. By downloading the free Too Good To Go app, our people can order a Magic Bag to fight against food waste while enjoying a nutritious meal.

Since joining Too Good To Go:



2,571 meals saved



6,43 tonnes of CO2 saved



1,595 users saved us as a favourite



Too Good To Go mobile app



Our people download the Too Good To Go app for free



Entering an access code gives them access to our hidden store



Magic Bags can be ordered through the app and picked up at the office collection point.

E-WASTE REDUCTION

Reducing the environmental impact of our laptops

Deloitte is proud to collaborate with Digital For Youth to bridge the digital gap.

In 2020, Close The Gap up-cycled our integral laptop fleet to positively impact the environment. One quarter of our laptops (> 1.000) were donated to Digital for Youth, to be installed in schools across Belgium.

The rise of e-waste

With over 53 million tonnes of e-waste being generated in 2019, and only 17.4% collected for recycling, e-waste is the fastest growing waste stream in the world.

Some of the critical raw materials used in laptops are known as conflict metals (tin, tantalum, tungsten, gold, cobalt). These could be mined using child labour, or their extraction may finance armed conflict. Recycling, reusing, repairing, and refurbishing electronics can reduce these supply chain risks by keeping materials in circulation. Digital inclusion is a cause close to our heart, and many of the laptops were donated to schools and children in Belgium.

More than 3,000 Deloitte laptops are upcycled

Working together with Digital for Youth, an organisation that strives to ensure that our digital society is accessible to every child and every young person, the lifespan of our nearly 3,300 laptops has been extended by five years, positively impacting the environment.

Not only did we achieve a 40% reduction in toxic materials and land use, but we also recirculated conflict materials and electronic components, creating 40% less waste respectively.

In addition, 1,335 tons of global warming was avoided (-25%), which is the equivalent to taking 214 cars off the road.

Circularising the electronics value chain

Digital for Youth takes used electronic equipment, wipes all the data, and reuses, repairs, refurbishes, or recycles it. It starts by checking the equipment to identify if the lifespan of the products and their parts can be extended. The remaining equipment is sent to be recycled responsibly.

By partnering with Digital for Youth, we help create a more circular economy where both people and the planet can progress and where we bridge the digital gap for youngsters, providing them with access to the digital society.



Digital for Youth, upcycled laptop



DIGITAL FOR YOUTH



1,355
tonnes

CO2 equivalents

which have been avoided
(and thus saved)

196.6
kg

toxic material

which won't end up in landfill

267 kg

conflict minerals

that have been reused
in the circular economy

5.3
hectare

land (land use) on which
exploitation has been avoided

9,3
tonnes

electronic components

that are reused at their highest value

PRINTED PAPER REDUCTION



Living in a digital age, our organisation employs many digital-first solutions to combat paper consumption. During FY22, our offices consumed 84% less paper by weight compared to FY17. This was due to a combination of behavioural change and mandatory homeworking for several months.

In the coming years, we will work to maintain these strong figures, with an ambition to reach -98% by 2030.

Printed paper reduction

Number of kg of paper consumed compared to FY17

Baseline FY17

FY20: 18,210 kg printed paper

FY21: 13,687 kg* printed paper

FY22: 16,127 kg printed paper



*9,134 kg communicated last year: correction due to missing data



GREEN PROCUREMENT - GOING GREEN TOGETHER

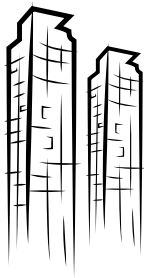


Sustainable procurement

To help the world achieve the goals of the Paris Agreement on climate change, the global Deloitte organisation has launched *WorldClimate*, our enhanced strategy to drive responsible climate choices within our organisation and beyond. A key element of our strategy is the concept of “going green together.”

For example, we expect our suppliers to not only do what is good for business, but also help us contribute to the Paris Agreement goals. We strive to encourage and support our suppliers to actively take initiatives with a positive impact on the environmental, social, and economic supply chains.

We are also using sustainability criteria to assess suppliers within the sourcing process. Our ambition is to work with suppliers who are willing to contribute in a substantial way to our objectives.



Continuous improvement

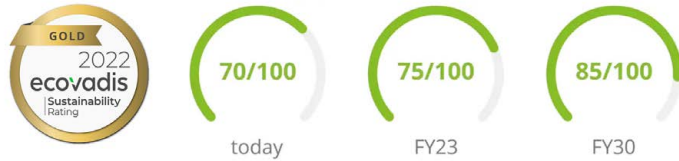
As part of our Sustainable Sourcing Policy, each supplier is provided a list of sustainable topics that we strive to improve in collaboration. These may include the EcoVadis label; greenhouse gases due to facilities, fleets and travel; printed paper consumption; residual waste; benefits to society; and economic growth.

Based on this list, the supplier delivers a zero-measurement report in the first six months after signing the agreement. This zero-measurement report is a baseline of the supplier's current situation for the listed sustainability topics. Then we work together to define and agree on KPIs, with the supplier developing a structured improvement plan.

On a quarterly basis, during our performance meeting, we review and discuss the ongoing initiatives. Once a year or upon our request, the supplier will provide a continuous improvement report on all realised and future initiatives.



PRACTICE GREEN PROCUREMENT



Embedding sustainability into our procurement processes means that we can be certain that we are working with partners, clients, and suppliers that uphold the same standards of environmental and social responsibility as we do and proactively seek solutions that meet these standards.

Deloitte Belgium has obtained the EcoVadis certification, which examines the sustainable procurement policies of companies. With a 'gold' rating and score of 70/100 in 2022, it is proof of our dedication to sustainable business conduct, assuring that we have the necessary framework, roadmap, and initiatives in place. We have maintained this gold rating since 2017.



ENVIRONMENTAL PERFORMANCE SCORECARD FY22

Main ambitions

Measurable KPI's		Baseline FY17 except those with *		Baseline FY17 except those with *			
		FY21 results	FY22 results	FY21 TARGETS	FY23 TARGETS	FY27 TARGETS	FY30 TARGETS
FLEET	1 Overall fleet greenhouse gases reduction CO2 emissions reduction per headcount	-54%	-48%	-25%	-50%	-90%	-100%
	2 Electrifying our fleet Number of electric & hybrid vehicles in the total number of cars	9,9%	25,9%	Achieve 5%	Achieve 25% & 100% for new ordered cars	Achieve 100% by FY26	Keep 100%
	3 Multimodal mobility % of headcount (HC) moving to non-traditional packages (*baseline FY19)	58%	63%	Achieve 55%	Achieve 65%	Achieve 80%	Achieve 80%
TRAVEL	4 Overall travel greenhouse gases reduction Number CO2 emissions reduction per headcount	-99,6%	-90%	-25%	-65%	-70%	-70%
FACILITIES	5 Overall facilities greenhouse gases reduction Number CO2 emissions reduction per m ²	-23%	-39%	-25%	-50%	-60%	-65%
	6 Greenhouse gases offsetting % of residual emissions offset using meaningful carbon credits	100%	100%	N/A	100%	100%	100%
WASTE REDUCTION	7 Printed paper consumption reduction Number of kg of paper consumed	-87%	-84%	-50%	-95%	-95%	-98%
	8 Residual waste reduction with supplier Renewi (*baseline FY18) Number of tonnes of residual waste	-54%	-57%	-25%	-70%	-70%	-70%

ENVIRONMENTAL PERFORMANCE SCORECARD FY22

Enabling initiatives

Enabling initiatives			Baseline FY17 except those with *		Baseline FY17 except those with *			
			FY21 results	FY22 results	FY21 TARGETS	FY23 TARGETS	FY27 TARGETS	FY30 TARGETS
FLEET	1.1	Responsible mileage Number of km driven per car	-63%	Waiting for release of YOR24 data	-10%	-50%	No absolute growth	No absolute growth
	2.1	Charging point for EV & HV per office Number of charging infrastructures for EV & HV compared to total available parking spot per office	54%	53%	30%	60%	90%	80%
	3.1	Public transport usage (Skipr) % headcount with active subscriptions	56%	56%	TBD	TBD	TBD	TBD
	3.2	Number of bikes (package & lease bikes) Number of bikes per headcount (baseline FY19)	11%	16%	10%	20%	30%	35%
TRAVEL	4.1	Flight distance reduction Number of km flown per headcount	-99,60%	-87%	-25%	-55%	-60%	-60%
	4.2	Low carbon solution for travelling to neighboring countries (within radius 500 km) % of bookings by train in the total # of bookings	100%	99%	Achieve 70%	Achieve 80%	Achieve 100%	Achieve 100%
FACILITIES	5.1	Renewable energy % of renewable energy produced by Deloitte compared to total consumption	86%	88%	N/A	40%	80%	100%
SUSTAINABLE PROCUREMENT	7.1	Ecovadis certification: towards a more sustainable procurement	“Gold” rating 70/100	New score to be released by Ecovadis	“Gold” rating + Achieve 70/100	“Gold” rating + Achieve 75/100	“Gold” rating + Achieve 80/100	“Gold” rating + Achieve 85/100
CERTIFICATIONS	7.2	BREEAM Standards (category: construction) Every new building receives the BREEAM standard with a minimum of level ‘Gold’	No new building in 2021	Liège office BREEAM with very good level	“Very good” level For GTW office	“Very good” level Each new build	“Very good” level Each new build	“Very good” level Each new build



Take part, join the conversation, and [#bethebutterfly](#)

Take part, join the conversation, and [#bethebutterfly](#)

TALENT AND PURPOSE

Powering our firm

Being people-centred and purpose-led has never been more important to our firm. It runs through everything we do, from ensuring the growth and wellbeing of our people, to inspiring diversity and making responsible business choices.

We want everyone at Deloitte to feel connected to our Purpose to make an impact that matters through the ways we work with each other, how we deliver for our clients, and our impact on society.

No matter a person's background or education, Deloitte aims to create an environment in which talent can prosper and people can grow. We give our people the flexibility to find balance, support their wellbeing, and empower them to be their authentic selves.

We recognise that our people are our greatest asset, so we invest in their development so they can become the best professional in their domain.



TALENT

Thriving in the Next Normal by being simply irresistible

At Deloitte, we don't want to be an 'average' organisation. Far from it. We want to be simply irresistible. Creating a distinctive experience for our talent is how we can make an impact that matters on our people.

Building a Better Normal through good vibes

A unique Deloitte energy throughout our offices is helping to spark the next normal. Connecting with each other is more important than ever. But we also recognise the need for a good balance between celebrating good vibes in person and leveraging the flexible working methods we've finessed during the pandemic.

Every Talent Counts

We're convinced that well-being for the mind and body, leads to the best engagement. Activities offered through our Energise programme get our people up and moving. Flexible working options ensure work/life balance for all lifestyles. And initiatives like SPARK - our performance management programme - put our people in the driver's seat of their career development, with dedicated coaching and feedback sessions that focus on goals, growth and finding the best fit within our firm.

We are committed to helping our people flourish so they're fulfilled, personally and professionally.



Colleagues during International Womens Day event

Finding the right 'value' fit

We prioritise attracting diverse talent while striving to reach our gender targets. We've taken a fresh look at determining the talent we need, focusing equally on the person as well as the educational requirements. It's vital that new colleagues match our Deloitte values.

New joiners become part of a diverse community of more than 5,000 colleagues, sharing knowledge and growing together. It's how every Deloitte contributes to our firm's success and why every talent counts.

“The pandemic taught us that putting people - and their wellbeing - first is the best remedy to thrive through challenging times.”

INGE DIELS
MANAGING PARTNER TALENT



Headcount



5,905

Headcount September 2022
(including 700 graduate hires)

5,222

Headcount end of fiscal year 22 (31 May 2022)



46%



54%

Employee vitality



25.2%

of staff (Head Count) using
flexible leave solutions

Diversity and inclusion

Workforce
composition
by gender
(Headcount)



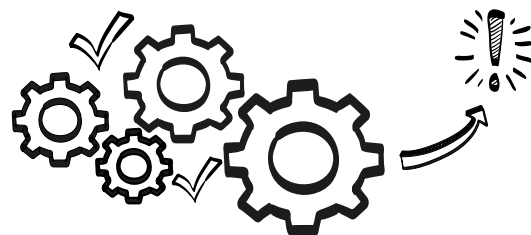
Partner	17%	83%
Sr. Director	20%	80%
Director	30%	70%
Sr Manager	44%	56%
Manager	44%	56%
Staff	50%	50%

Workforce
Inflow
by gender
(Headcount)



Experienced Hires	50%	50%
Campus Hires (of the 700 new hires from September 2022)	49%	51%

Meaningful work



77%

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

26%

new promotions

Learning and growth



214,019

Total number of
training hours
for FY22



More than

1,500

new colleagues FY22



82

nationalities



84%

"My work environment is
respectful, supportive and
inclusive"

BUILDING THE PROFESSIONALS OF THE FUTURE

A diverse talent pool

We know that we need to diversify the talent pools we recruit from if we want to maintain such a high-calibre workforce. Our diverse range of clients in different industries requires a diverse team with industry expertise and different backgrounds.

We have taken action to advance equality and equal opportunities at Deloitte, and are working to reach different untapped talent pools based on gender, educational background, social background, multicultural diversity, etc. Instead of looking at diplomas, we mainly try to evaluate the fit with Deloitte and their eagerness to learn. We assess on values and hire for potential.

Talent acquisition is a key business driver, and it is directly linked to our firm's growth ambitions. It is not only about attracting new people. It is even more about nurturing the talented people we already have in-house today.

In FY22, 26% of our people were promoted into new professional challenges. And when surveyed, 77% responded that they feel like what they do is part of something meaningful.

Deloitte Belgium is an inclusive community of more than 5,000 professionals who are at the top of their fields. Every day they share their knowledge, learning and growing in their careers together. We strive to empower each Deloitte to be their authentic selves and recognise their contribution to our firm's success.



EMBRACING OUR NEW JOINERS

Last year we welcomed more than 1,500 experienced colleagues, and more than 650 graduates. We are committed to ensuring that every new colleague who joins Deloitte knows that they will receive the best on-the-job training and experiences.

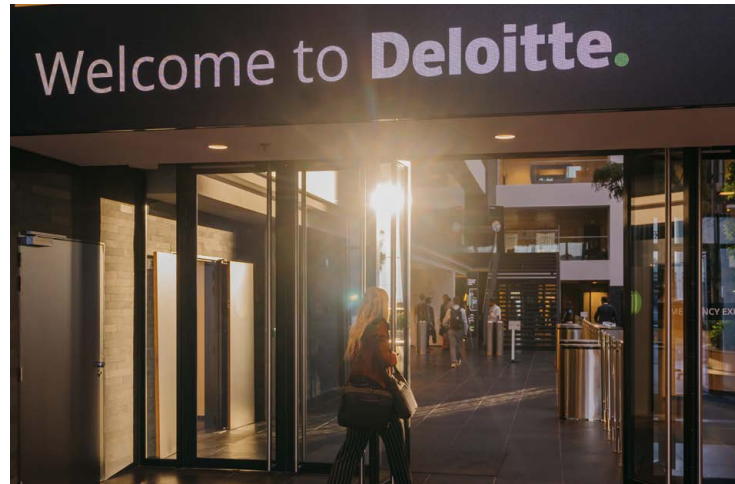
Our Welcome Days make new joiners feel part of our community from the start, introducing them to our firm and integrating them within the organisation. Every year in September and October, we organise Welcome Days for our new campus hires as a way for them to meet their peers and expand their Deloitte network.

For our experienced hires, we offer a similar opportunity to connect with each other and become familiar with our organisation through our Meet & Greet events. These highly interactive sessions happen twice a month and are packed with relevant workshops that ensure all of our new joiners receive a smooth onboarding journey.

The 4 C's

To ensure our new colleagues get the most out of their onboarding experience, and become fully integrated within our organisation, we focus on the four C's:

communication, compliance, culture and connection.



New colleagues on their first day at Deloitte



FROM BEST FRIENDS TO BEST WORK FRIENDS

The quality of the Talent we attract is the foundation on which we build our future growth. Therefore, it is crucial to attract the right people during this war for Talent. As our people know best who would fit into our organisation, we invite them to share job openings with their network through our FirstBird initiative and our new BFF campaign.



“ I went out to a sushi restaurant with two close friends. Both of them are interested in switching to a job that offers a more strategic and tactical environment, so I was happy to tell them all about working at Deloitte. We had a super fun evening and I sure hope my friends soon become my colleagues! ”

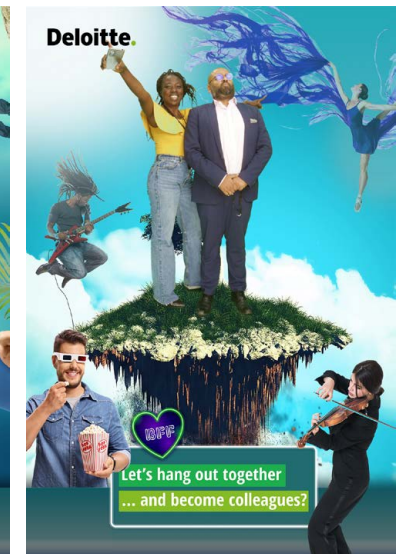
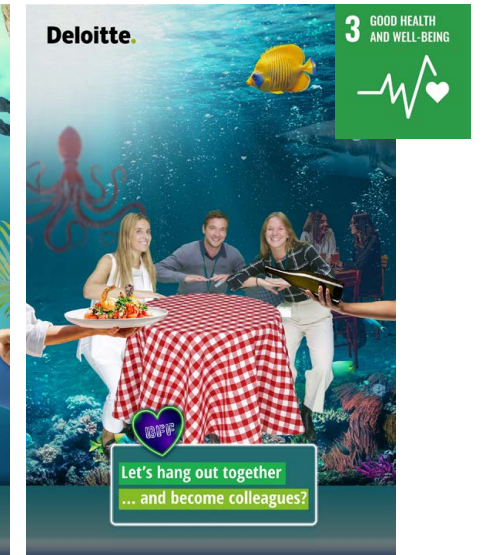
MARGO TOTÉ, JUNIOR CONSULTANT – HR & OUTSOURCING

How does it work?

BFF stands for Best Friends Forever, because now your best personal friends can also become your best work friends. We encourage everyone, from juniors to partners, to think who would be a great fit, invite their friends, acquaintances, or family members for a fun activity of their choice, and share the LinkedIn profiles of those friends.

Talent

After the Deloitte and their friends have gone on an activity, our talent acquisition specialists review the CVs of the friends invited, and connect the most interesting profiles to business units and specific jobs. The Deloitte who invited that person for an activity is then invited to refer the candidate through FirstBird, to officialize the process. If the interview with the candidate is positive, the candidate is enrolled into the acquisition process.



INSPIRING DIVERSITY IN STEM & ESTEAM

At Deloitte, we believe in the power of a diverse organisation. Diverse teams come up with more creative solutions and diversity ensures that our employees can be themselves. With demand for STEM profiles growing around the globe, we strive to inspire more girls and women to choose STEM. It will not only help us achieve our ambitious recruitment goals, but we believe it is the right thing to do.

Encouraging women and girls to consider a path in STEM fields is critical to building a more inclusive and prosperous nation. Together with the European Commission, the European Innovation and SMEs Executive Agency (EISMEA), and the European Women's Association, Deloitte supports a project to boost the confidence of girls and women in choosing careers in these domains.

In May, we invited girls to Gateway to explore the amazing world of STEM in combination with the arts, an initiative known as ESTEAM (Entrepreneurship, Science, Technology Engineering, Arts and Mathematics) for our first ESTEAM Fest for women.

In addition to this partnership, we are organising more events targeting women in STEM and we have crafted a more persona-based employer value proposition to resonate with STEM profiles, highlighting what Deloitte has to offer. In fiscal year 20, STEM profiles accounted for 'only' 17.6% of all new hires, rising to 23% last fiscal year and set to further increase this year.



INTERNAL MOBILITY

At Deloitte, we believe in matching the right people to the right jobs, taking into account personal career aspirations and strengths.

We work directly with our talent to find the right fit, even if that means switching to a new role, a new service line, or even a new BU.

Before the summer holidays, we held a Town Hall event where Inge Diels was joined by a few of our colleagues who have made an internal move, and they shared the why behind their switch.



Internal Mobility panel

"Originally, I started with the SAP Supply Chain team but upon reflecting with friends and family, I realised I wanted to work within Human Capital. I spoke about my career goals with the Talent Acquisition team in Consulting, and they advised that I talk to colleagues in the teams I was considering. After those discussions, I landed on joining the HR Transformation team."



JUSTIEN CAUWELIER, HR
TRANSFORMATION CONSULTANT



JULIEN CONCHUELA NOGALES,
MANAGER M&A TRANSACTION SERVICES

"After six years in Audit, I wanted a new challenge. One of my major clients worked closely with our M&A Financial Advisory department, and I was fascinated by what they were doing. So I spoke with my coach about it and she helped me contact the correct people so I could make the career switch."

INTERNATIONAL HIRES

Some of us join Deloitte from our own backyard, and some of us join from thousands of kilometres away!

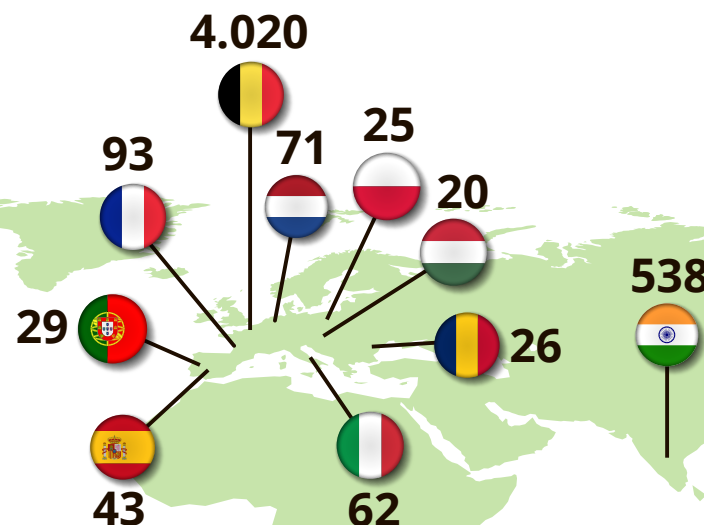
Coming here from abroad means a lot of changes in a short amount of time, like relocating to a new country, with a new culture and several new languages. International hires enrich our organisation with their diversity of cultures, wealth of knowledge, and unique experiences.

The many opportunities offered by Deloitte combined with our Diversity & Inclusion vision attract candidates from all over the world. International hires enrich our organization with their diversity of cultures, wealth of knowledge and unique experiences.

To support our multinational workforce and offer them the necessary flexibility we have introduced, since January 2022, a international remote work policy.

Under certain conditions and for a pre-agreed period of time, all our practitioners have the opportunity to work from abroad. This offers our workforce the opportunity to reconnect more often with family and relatives abroad or simply to work temporarily in another environment.

Top 10 nationalities by headcount at Deloitte Belgium



OUR MELTING POT

20% of our **experienced hires** are **international hires**
 so **1 out of 5** experienced vacancies is being filled with someone coming from **outside Belgium**

82 different nationalities are represented at Deloitte Belgium



INTERNATIONAL HIRES

International colleagues share their stories

10 REDUCED INEQUALITIES



Sinéad Gangler
Senior Manager
Consulting

**Why did you choose to make an international move?
And why Deloitte Belgium?**

Honestly, life was good for me in my previous role with Deloitte US and living in California. But after the pandemic and starting an MBA I had a desire to try something new in my professional and personal life.

What was the biggest challenge you encountered when relocating to a new country?

I would say wading through the long, confusing bureaucracy and commune visits to finally achieve a feeling of being settled.

What struck you most about the Belgian culture?

I have been most struck by the Belgians' impressive linguistic talents. I see my colleagues speak three languages in a single conversation, plus they often have one-to-two more languages that they speak with ease. It's incredible.

What advice do you have for colleagues who have just joined Deloitte from another country?

First of all, take the leap! Second, pace yourself with what needs to be done to successfully move internationally. Finally, lean into your colleagues at Deloitte.



Dilip Mathew Philip
Manager Audit

**Why did you choose to make an international move?
And why Deloitte Belgium?**

Moving to Belgium was a personal decision as my girlfriend was settled in Brussels. Having worked in various Deloitte member firms across the globe, once I decided to make the move, Deloitte Belgium was the obvious choice.

What was the biggest challenge you encountered living in a new country?

Moving from a non-EU country, the various administrative processes can be a bit confusing and cumbersome at the same time - getting a bank account set up, your national ID or driver's license, etc.

What struck you most about the Belgian culture?

Food, music festivals, the best beers and how life stands still when the sun is shining.

What advice do you have for your colleagues who recently moved to Belgium?

Focus on getting all your administrative items, including finding a place to live (which can be hard), out of the way at the start. Make sure to collaborate, learn and build your career together with your colleagues.



BUILDING A CULTURE OF CONTINUOUS LEARNING

Developing our people is a key priority at Deloitte. It is our ambition to provide an environment of continuous learning and ongoing opportunities for career growth. This is important to futureproof our business and ensure we continue to lead.

As our people drive our success, we invest in their personal development and professional growth by creating an exceptional and memorable development experience.

We do this through six bold strategic ambitions that develop skills; personalise development experiences; deliver in-person moments that matter; empower our people to create a dedicated time for learning; embed impactful developmental moments into the work flow; and simplify the learning experience.

One way we do this is through our Delight Learning platform, which creates a seamless and high-impact learning experience for our practitioners. The platform offers thousands of trainings, courses and resources for our people to explore, learn, and grow.



DELOITTE UNIVERSITY EMEA

Creating exceptional learning experiences

Deloitte University EMEA (Europe, Middle East and Africa) was launched in 2013 to develop our professionals and future leaders.

In early 2023, Deloitte University EMEA will move from Brussels to a bespoke, state-of-the-art building in Marne La Vallée, just outside Paris.

The building, which is dedicated to and designed for learning and networking, was developed in close collaboration between Deloitte, the architect and the developers with sustainability and biodiversity in focus.

While the facility is in a new location, the strategy remains the same: providing our people with an exceptional and memorable development experience that helps them to grow as professionals.

It is a long-term investment in our people and our ability to deliver outstanding services to our clients.



Deloitte University EMEA

CREATING LEADERS AT ALL LEVELS

Developing our people

Our ambition will require our leaders to adapt and commit to a new way of leading, to live and breathe the changes our purpose, values and strategy demand. Our new generation of partners will be fundamental to that change. We must move beyond traditional approaches to partner development, and focus on empowering and activating our senior leaders and placing leadership at the heart of our transformation strategy.

“You don’t have to be born as a natural leader to become a great leader. That’s why we invest heavily in providing our future leaders with development opportunities, coaching, inspiring insights and a supportive network.”

INGE DIELS, MANAGING PARTNER TALENT

Leading Beyond with impact

Our Lead Beyond programme has been designed to provide our newly promoted partners with the support they need to ‘find their feet’ and navigate their early years in the partnership.

To build high-performing teams, it is vital to prepare the next generation of well-rounded and inspiring leaders. During this two-year learning journey, our new partners balance inspirational workshops with personalised development sessions and networking.

Encouraged to Discover & Explore

As a learning organisation, we are focused on opening doors to diverse developmental opportunities. That’s why we created Discover, a programme that equips our new managers with the coaching, connections and support they need to excel in their new leadership role.

We offer a similar experience for our newly promoted senior managers with our Explore programme, where we help them further build on their leadership skills through workshops and trainings.



Highlights from the Lead Beyond off-site with our Class of FY21 and FY22

DIVERSITY & INCLUSION

Expanding out to become more inclusive

Fostering inclusion is one of Deloitte's shared values, and we recognise that our diversity represents an enormous opportunity to steer our firm in the right direction. Our objective is to create a positive work environment where everyone is treated with respect and encouraged to be their authentic selves.

Tapping into extra-ordinary skills

Widening our circle of inclusivity, our newly-added D&I pillar Neurodiversity@Deloitte acknowledges neurodiversity (ND) in the workplace and embraces its differences. Via Autimatic, 15 'Autimaticiens' - talented people on the autism spectrum - are employed at Deloitte. In parallel, we created a community of ND ambassadors, which consists of 30+ cross-BU practitioners who are keen to make a direct impact on people's lives by being a buddy or counsellor for our neurodivergent teammates.



Kindness breeds kindness

It just takes one small act to make a big difference. This thinking lies at the heart of our talent strategy and manifests in our Diversity and Inclusion (D&I) programme in a myriad of ways. This year, we showed that tiny acts have larger consequences, and that kindness breeds kindness.

Scaling small acts

Our leadership plays an important role in championing an engaging, empowering and welcoming work environment.

Here are some of the ways our EXCO members are committing to inspiring positive change through tiny everyday actions:

- "Supporting my daughters in their decisions, no matter what."
- "Bringing these important conversations on equality into the light."
- "Joining the conversation."
- "I value authenticity, and I want to show women how they can be successful by being authentic too."
- "Calling out microaggressions."
- "Ask more questions and listen better."
- "Encouraging women to see their capabilities."

Inspiring the butterfly effect

The idea that 'small acts can make a big impact' is called the butterfly effect. And it was this year's theme for International Women's Day. Via our ongoing Deloitte Inspires programme, we invite speakers from diverse backgrounds and diverse areas

of expertise to share their stories of impact. During this year's Deloitte Inspires session, guest speaker Michele Mees, co-founder of Inclusion Now, discussed how the butterfly effect can lift others up. The talk was followed by Butterfly Latte Art in the Gateway atrium where colleagues were invited to join the conversation, catch up with each other, and celebrate International Women's Day over an artisanal coffee. Topping off the day, Chef Sofie Dumont stopped by to hand out delicious and healthy snacks made with her own recipes.



DIVERSITY & INCLUSION

Building an LGBT inclusive society from an early age

Helping young people discover their true identity early in life is one of the reasons why Deloitte is taking its inclusivity efforts on the road. Together with Forbidden Colours, we launched an LGBT+ Friendly School Ranking project with Brussels secondary schools. Supported with an online platform, it is one step closer to advocating for safe and comfortable environments in schools.

Being proud year round

To see how generosity is contagious, just look at Deloitte Belgium's GLOBE community. It's a good frame of reference to see how a single act of kindness can influence dozens more - including heaps of good vibes.

As in years past, a group of GLOBE members showed their support at the kick-off of the Summer of Pride celebration in Brussels this past May. In August, for the fourth year running, we teamed up with our long-time partner Antwerp Pride at the most inclusive festival of the year. A team of enthusiastic Deloitteers from our rainbow communities, their friends and families handed out merchandise and goodies and celebrated the power of diversity together, while brave participants took the plunge from our 16-metre-high Skyfall tower.

Because Pride is not for a day or a month, but for every day, Deloitte launched #QueerAllYear to keep the spotlight on helping LGBTQ+ friends, family, and colleagues in our offices throughout the year. It's an exploration of LGBTQ+ perspectives and experiences, and the role allies can play in supporting the queer community. GLOBE's activities support our overall goal of building an environment in which all our people feel valued and accepted.

To be an inclusive organisation takes a real commitment to live it every day through small acts that contribute to the greater good.



LGBTQ Celebration, Antwerp

KNOWLEDGE TO EMPOWER

Lunch & learn on neurodiversity

We interviewed Magali De Reu, author of the book “Aut of the Box” and neurodiversity champion, who joined our Neurodiversity lunch&learn session as guest speaker to share her personal experience and insights.



How did you experience the session?

I got to join a great group for a dynamic discussion: Deloitte senior consultant Koenraad Jacobs and host Lieven Verbrugge, senior director virtual gateways and leader of the Deloitte China Service Group, along with Ilse Van den Eede, who is chief talent officer at Autimatic, an organisation that provides an online platform to connect employers with people on the autism spectrum through teleworking. It's a very exciting way to access the talent of people with autism, who are underemployed compared to their peers despite a high level of education.

Deloitte had invited me as a special guest to share my own experience with autism. It felt like a very safe environment because attendees (both physical and virtual) were allies, talent managers eager to increase their knowledge and other interested parties. They had a good level of awareness on the subject. The fact that they had already bought a bunch of copies of my book, Aut of the Box was a nice bonus!

Why is neurodiversity so important today?

Neurodiversity is the theme of the moment and that shouldn't come as a surprise, if you take a look at the numbers! Europe is one story, but Flanders alone is home to about 42,000 people with an Autism Spectrum Condition (ASC). So there is a strong chance that one of your employees has autism. Not every person with autism is aware of their “condition.” Those who are aware, may prefer to keep it to themselves.

What are the main challenges at work for a neurodivergent person?

The problem is that employers tend to rely very heavily on biases and assumptions. While the best thing they can do is to enter into a dialogue with the person on the spectrum and see what their needs are. Trust and knowledge are the most important prerequisites for someone with autism to flourish in the workplace! That's why it's so great that initiatives like Autimatic exist to provide support for that.

What is your advice in building an inclusive work environment?

While there is still a lot of knowledge to be gained on this subject, the willingness and trust of companies is the first, and probably the most important, step to take!

And Deloitte is doing exactly that - discussing the topic, creating safe work environments and building support network groups. A great example of that is the recent lunch & learn session hosting internal and external neurodivergent speakers, which I truly enjoyed being part of - growing confidence that the future will look bright!

I learned that Deloitte really does walk the talk. For example, Koenraad Jacobs is fully engaged in his diagnostic process and was given some paid sick days to recover from this intense experience. There were also questions from the audience, for example from talent managers and HR staff, who wanted to know how they could approach certain things better.





PROUD TO BE A NEURODIVERSE THINKER

Interview with Koenraad Jacobs, Neurodiversity Ambassador

I've always had difficulty concentrating, but in the second half of 2021 it was really taking its toll. I was not performing as I would expect of myself, I was insecure, I didn't know what was happening.

My concentration was non-existent at that point.

After a month off work, I came back to the office where the partners, who are very caring, ensured that I was surrounded by a network of supportive colleagues. Through Deloitte's partnership with Vogels, I received psychological support and learned I may be struggling with something more structural.

On 31 May 2022, my ADHD diagnosis was confirmed, certifying me as a proud neurodiverse thinker! Over the last few months, I've been learning about my "acquired" strengths through research, professional guidance, and knowledgeable contributions from the people introduced to me by Deloitte, for example, powerhouse Magali De Reu.

I am now enthusiastic and excited to share my experience and hopefully help others get diagnosed, reach acceptance, and know that they have someone they can talk to who understands them.

Deloitte has given me flexibility and support throughout this journey.

The way they noticed, the way they communicated with me, the way they interacted with me and involved me, are the biggest reasons why the diagnosis was easy to accept, relatively speaking. Knowing that I could talk about it has made a major difference.

The Talent team continues to inform me of Deloitte's neurodiversity initiatives, encouraging me to be involved, and the feedback continues to be positive.

I feel free in being me and being divergent, and have a newfound purpose that is very personal.

A BETTER FUTURE

Embracing the next normal

While the pandemic proved that our connections with colleagues and collaborative community spirit are not confined within the walls of a building, there is something to be said for meeting at the office.

From catching up in coffee corners to discussions over desks, working together in person is a nice break from virtual meetings and emails. However, the pandemic also taught us a lot about flexibility and the needs of our workforce.

As our lifestyles change, we adapt, while supporting our people and embracing the good vibes.



COLLABORATING FOR MEASURABLE IMPACT

We believe that the future of work is hybrid. It not only gives our people and our clients the flexibility they need, it also benefits our sustainability objectives.

Collaborating, connecting, learning on the job and having fun defines who we are as Deloitte. It's in our DNA and we know that it often works best when we are together in person. That's why we encourage coming together in our offices, at clients and at team events, while continuing to promote flexibility and keeping the upsides of remote working.

There are no fixed rules for how, when and where to work. We believe that every situation is different. Every person has different needs, context and circumstances differ. Every team has to find its own optimal way of working, considering the specific needs and preferences of our clients.

As we strive to further enhance our workplace, we will engage with experts to optimise our efforts and support other organisations to transform. That is why we invited Professor of Work Psychology and Behavioural Economics Frederik Anseel to be the first guest of Tarmac Talks, our podcast hosted by CEO Piet Vandendriessche from the Tarmac Café, a popular gathering spot in our Gateway office.

We will continue to explore and evolve, creating the future of work that best meets the needs of our people, our clients, and our firm. Engaging in honest and open conversations is key to finding the best ways of working for everyone.



Next normal

BRINGING BACK THE GOOD VIBES

We're creating closeness near and far, no matter where our people work.

With the **Good Vibes** campaign, we have focused on rebuilding social bonds following the restrictions of the pandemic.

Through a series of events, initiatives, and yummy surprises, we've offered opportunities for our people to reconnect and get re-energised with positive vibes!

Whether it's delicious donuts at the office or happy hour at the Tarmac Café, casual get-togethers with colleagues are back and so are the good vibes.



Snacks shared during a Good Vibes event.

EVERY TALENT COUNTS

Our people are the heart of our firm

At Deloitte, we take care of our people. We believe there should be a meaningful balance between their professional and personal priorities. The Deloitte policy therefore includes flexible work arrangements, such as homeworking or managing their own agenda.

For each employee, we put in place a set of best practices to ensure that their personal skills are recognised and put to the best use. Each employee is different, and we consider the best career opportunities for each individual team member, empowering them to learn and grow.

We not only support our people to be their best authentic selves, our wide range of wellbeing initiatives encourage them to be active, build mental resilience, and stay healthy.



THE POWER OF MEANINGFUL CONVERSATIONS

We introduced SPARK, our performance management programme, in 2018 to empower our people to grow and develop through meaningful conversations. It prioritises future-focused coaching and provides continuous feedback through regular qualitative conversations about career and personal aspirations, taking into account changing family dynamics, combining training with work, etc.

A SPARK check-in is not just a check-the-box activity, it goes significantly beyond this. It helps our people set goals, perform better, and further their career by developing a clear action plan for the coming months with steps to take together.

Through these regular conversations, the coach strengthens his/her relationship with the coachee as well as their connection with the organisation, enhancing their sense of belonging.

Practicing active listening

Becoming a simply irresistible organisation requires knowing what matters to our people, what they are discussing in the corridors of our offices. We strive to ensure that we address the right topics, with the right priority, in the right way by actively listening.

We not only use surveys, dashboards, and KPIs to keep a finger on the pulse, our Talent Sounding Boards play an important role in keeping our leaders informed. Actively listening and taking action develops trust in our leadership, which is essential to engage our people and to build an irresistible organisation.



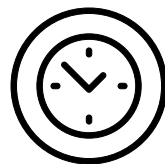
NURTURING THE WELLBEING OF OUR PEOPLE

The wellbeing of our people and having a stigma-free workplace has always been our priority, but it became even more important during the pandemic. Poor mental health not only affects every aspect of our lives, it has a significant impact on employee productivity, attraction, and retention.

To support our people, we launched our **Wellbeing Charter** that includes concrete guidance on how to build resilience and stay emotionally and mentally healthy. These nine tips nurture the wellbeing of our people by focusing on a positive outlook, connectivity, and a healthy work experience.

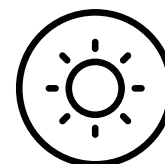
Our Energise@Deloitte programme has been inspiring and energising our people for years. With a wide variety of sports events on offer, it encourages being active, which is crucial for both physical and mental wellbeing.

Experience



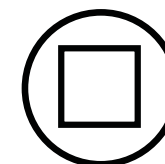
No back-to-back

Change default meeting times to 50'/25' always



Off screen time

Schedule fresh air breaks & consider walking check-ins



Flexible work time

Respect each other when planning meetings and communicate well



Connection



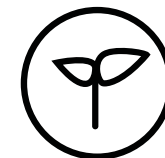
Virtual open space

Organise virtual open space meetings to enhance collaboration



Listen with as much as passion as you have for being heard

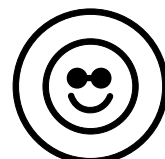
Have formal and informal quality conversations during & in between meetings



Purpose

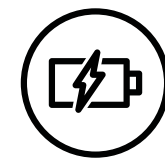
Connect through purposefull initiative

Positive Outlook



Look forward

Plan & create short term positive milestone to look forward to



Positivity

Energise colleagues with your positive mindset and focus on things within your control



Team Connect

Organise positive team events/moments

WORLD MENTAL HEALTH DAY

We recognise the importance of mental wellbeing. World Mental Health Day takes place every year on 10 October, and in 2022, we chose to underline the importance of being able to talk about mental health at work and acknowledge that “It’s OK not to be OK”. Through World Mental Health Day, we sought to ensure that our people know where and how to seek support.

Taking care of each other

Mental health challenges are often deeply personal and private. This means that it can be difficult to know what a colleague is coping with, especially in the workplace. A colleague may appear to be coping externally, but may be struggling internally and feel unable to ask for help. Looking out for a team member’s mental health is not just for the Team Leader. A trusted and inclusive peer can play an important part in helping a colleague take a much-needed positive step towards improving their situation.

We introduced a Wellbeing hub on our Delight Learning platform, to familiarise our people with the mental health support that’s available, as well as resources to support them to take care of others and understand wellbeing. The platform included podcasts featuring Deloitte professionals, videos from wellbeing leaders, interesting articles, apps, and invitations to collective classroom trainings. We also ensured that each of our people had access to trusted leaders and members of the Talent team, to assist in supporting their own and their team’s wellbeing needs.



Every Talent Counts

ENERGISE@DELOITTE

This year our Energise@Deloitte Ambassador programme was a little extra. We selected 100 enthusiastic Deloitteers who were ready to commit to making significant lifestyle changes, and take on one of three amazing challenges.

With guidance from professional coaches at Energylab and the support of their ambassador teammates, colleagues and families, our ambassadors trained for six months to complete a triathlon (1.5 km swim, 40 km bike ride, and 10 km run), a 21 km off-road trail run, or a 92 km hilly cycling tour.






On 19 June, one of the hottest days of the year to date, they all successfully crossed the finish line in Lacs de l'Eau d'Heure, 50 kilometres south of the city of Charleroi. Special precautions had of course been taken to keep the ambassadors safe and healthy given the heat.

Congratulations to our inspirational Energise@Deloitte ambassadors!



TALENT PERFORMANCE SCORECARD FY22

Main ambitions

Theme	Measurable KPI's	Baseline FY22	Target FY27	Target FY30
Learning and Growth	 Avg number of training hours (equivalent) per person (Head Count)	42,0h	70h	80h
Diversity & Inclusion	 Workforce composition by Gender (Head Count) Workforce Inflow by Gender (Head Count)	See KPI Page	See KPI Page	See KPI Page
	# Nationalities	82	NA	NA
	E4C “My work environment is respectful, supportive and inclusive”	84% (Approval Score)	85% (Approval Score)	85% (Approval Score)
Employee Vitality	 % of staff (Head Count) using flexible leave solutions	25,2%	NA	NA
	E4C “My choices around flexibility are respected”	67% (Approval Score)	80% (Approval Score)	80% (Approval Score)
Attraction	 E4C (eNPS) “How likely would you be to recommend Deloitte as a great place to work)	NA	30 (eNPS Score)	30 (eNPS Score)
Meaningful work	 E4C “My work is meaningful and makes an impact that matters”	74% (Approval Score)	80% (Approval Score)	80% (Approval Score)

ACTING ON OUR SHARED PURPOSE

Despite the challenges facing the world today, we remain resilient and focused on living our Shared Values to ensure a brighter future for everyone.

Now more than ever, we understand what it means to be Purpose-led, and our role in building a better society.

Our **Purpose** guides everything we do at Deloitte. Our **Shared Values** define our behaviour and provide a common ground that unites us. The two go hand-in-hand. Bringing them to life in a meaningful way for our people, clients and communities remains a priority.

With our people looking to us to connect, recognise and support them throughout the past year, it's never been more crucial for employees to feel a sense of belonging and alignment to our Purpose. After all, it guides our collective behaviours and unites us with one common objective: to make an impact that matters. **Investing in our people** by providing meaningful work, an exceptional career experience and a collaborative culture helped us earn our people's trust.



Impact Awards Celebration moment

2022 will be a year of transition

While many are emerging from the pandemic and showing promising signs of recovery, numerous challenges persist. Our return to the workplace strategy remains under development as we work towards a hybrid work model, which poses both solutions and difficulties. The goal remains to help our people, clients and communities to be resilient, recover and flourish.

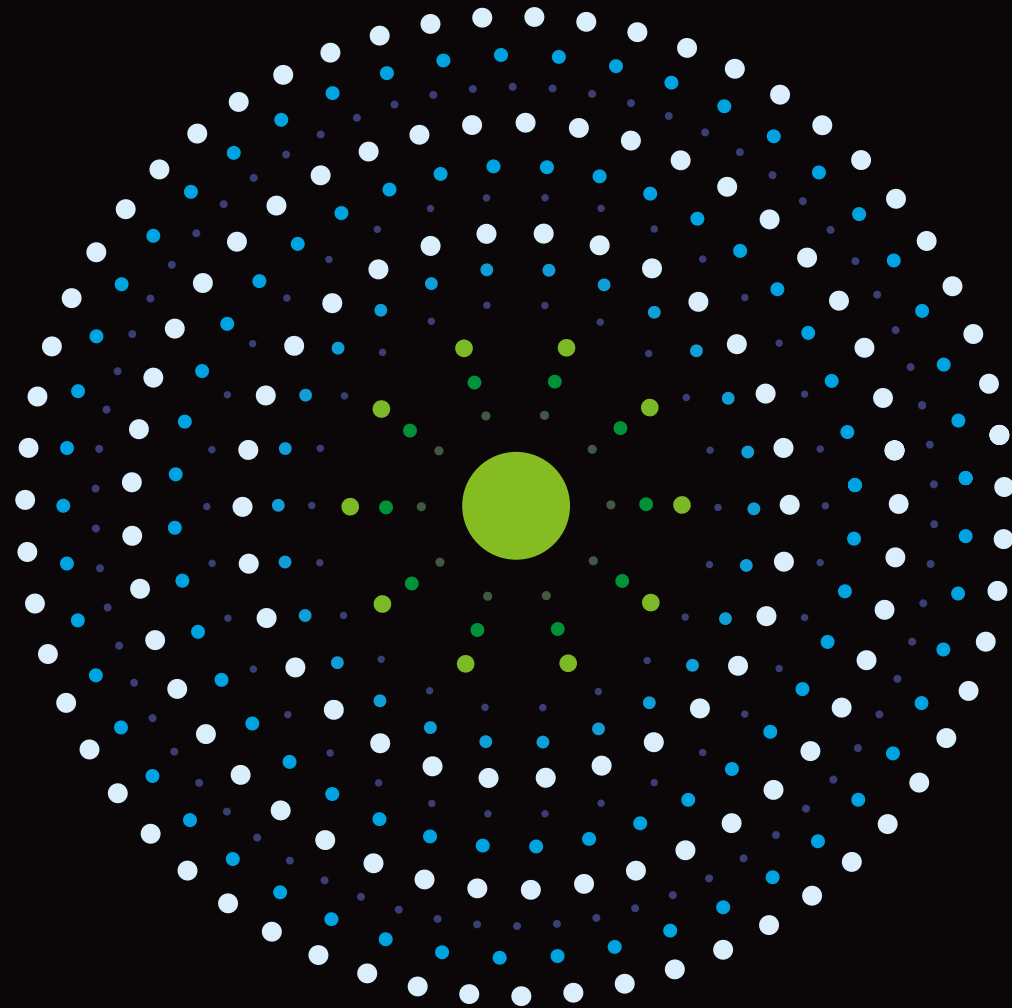
Throughout the year, we adapted quickly to serve client distinctively, bringing innovative insights, solving the most complex challenges they are facing and helping them grow, in a responsible way. By supporting inspiring projects, our practitioners **contribute to our Purpose through client work**, helping organisations to deliver continued growth and achieve maximum impact.

Measuring the impact

As we work to create shared value for all, one thing remains constant, Deloitte people are empowered to lead with their professional, making an impact across their personal lives, through our collaborations and with clients. This is how we'll reach our *WorldClass* goal of positively impacting 750,000 lives by 2030. Since FY18, we've positively impacted more than 390,000 lives.

Deloitte people are difference makers

As we move confidently into the future, it's important to reflect on the countless ways our people and our organisation stepped up over the past year. By working together in unity, we made a lasting impact on our communities when it mattered most.





Employee engagement:

More than

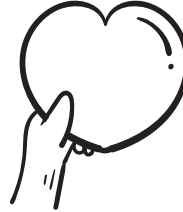
18k

hours volunteered

More than

1.2k

Deloitte's participated



Purpose investment:

Over

€3M

contributed to purpose



Monetary donations:

Almost

€830k

total donations



Lives impacted:

Almost

115k

people reached since 2018

WorldClass target:

52%

of our total WorldClass target reached (750k lives)



Deloitte Foundation Partners:

10

Strategic Deloitte Foundation Partners

THE COMPASS THAT GUIDES US

Embedding Purpose in everything we do

Our five Shared Values define our behaviour and provide a common ground that unites us as we work together to make an impact that matters.

Embedding Purpose into everything we do shifts us from a Purpose-driven to a Purpose-led organisation. This is a mindset, a consideration at the heart of every single decision and action we take. Including our client and engagement acceptance processes.

Guiding us forward, our Purpose acts as our compass as we work together with organisations of all types, active in all industries, across the globe. By carefully selecting where we want to bring the best of Deloitte, our people and our expertise, we can maximise our impact.

Purpose opportunities and risks

By sharing impactful stories of how we collaborate with our clients, we intend to inspire others. Assessing potential risk is equally important to move the needle. That is why we focus on very consciously identifying and acting upon any Purpose risks that are connected to (potential) projects. Our position as a firm for both Purpose opportunities and risks is shaped by a combination of the sector, client, and the service we offer. This forms the foundation of the impact that we want to make as an organisation – to build a better, more responsible future.



NSE IMPACT AWARDS

Shining a spotlight on Purpose

Honouring the people bringing our Purpose to life is at the core of the NSE Impact Awards. It is an opportunity for Deloitte to celebrate the countless ways our people make a difference, but this year we took it one step further, putting our Belgian stories centre stage.

Ten teams out of the 50 projects received were nominated to pitch their impact story to our local Belgian jury chaired by CEO Piet Vandendriessche, this past June at our Gateway office.

This year's honourees are a reminder that, all year round, bold problem solvers are making a positive impact in the world. They are devising innovative solutions to complex problems, while creating a sense of unity throughout our firm via our joint efforts to contribute to a better future.

“ Making an impact that matters is more than a slogan, it truly lives within our organisation. The NSE Impact Awards put the spotlight on the amazing things that all of our teams do daily and as part of the organising committee, I was impressed with this year's finalists! ”

ANNELIES REUL, STRATEGIC PURPOSE ADVISOR



Impact Award winners

ENGAGING FOR IMPACT

Our Purpose Champions

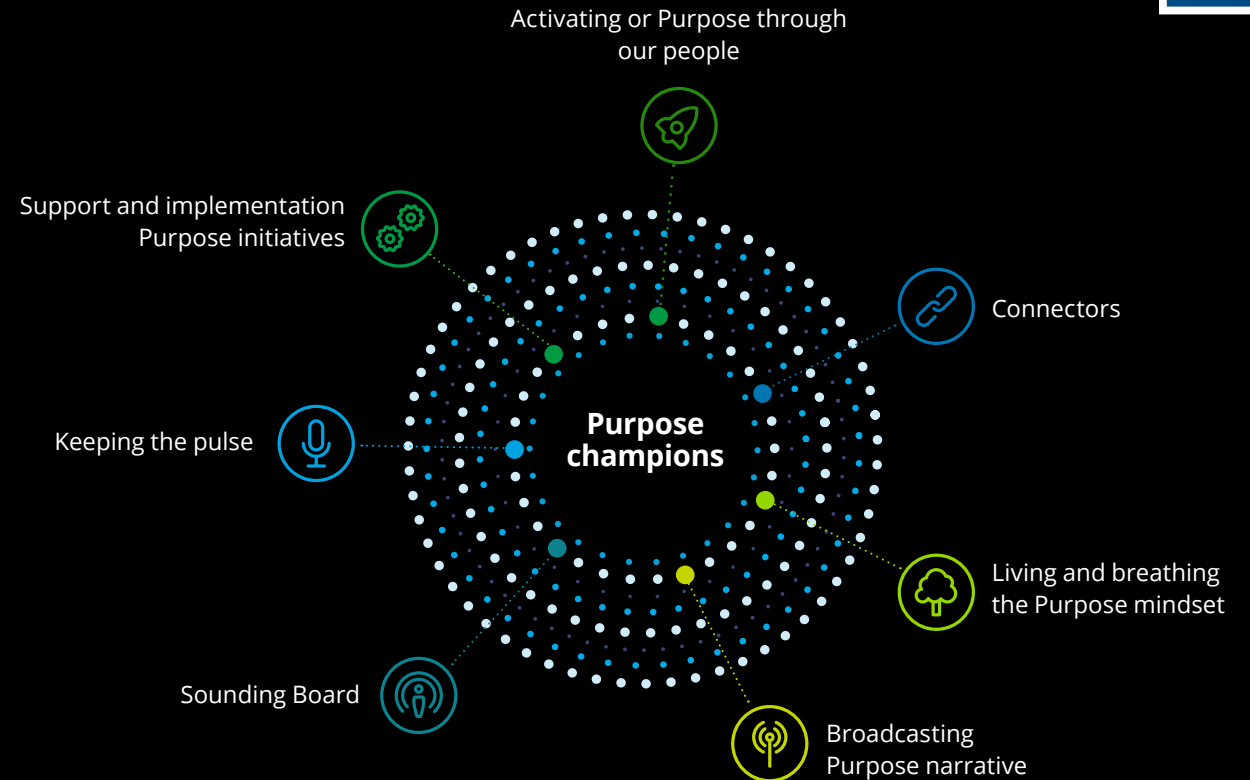
Our Purpose is at the heart of everything we do. But as we strive to make an even greater impact, we are on a journey to embed and amplify our Purpose even more in every part of our organisation. With that in mind, we activate our Purpose through our people.

Putting our Purpose to work

That's where our Purpose Champions, who live and breathe our Purpose mindset, come in. All of our business units and industries are represented in our network of more than 30 Purpose Champions. Working together, across the firm, they are actively involved in ensuring that everything we do - from business opportunities to impact on society to the talent experience - involves our Purpose.

“As connectors, our Purpose Champions ensure our people have an active voice in our Purpose journey, further implementing our strategy, and helping to bring our Purpose stories to life. They play a crucial role in inspiring and steering our impact.”

HILDE VAN DE VELDE,
CHIEF PURPOSE OFFICER



PURPOSE IN ACTION

Collaborating for impact

Living our Purpose goes hand in hand with working on meaningful projects. At Deloitte, we firmly believe that when it comes to building our global future, today's youth are our greatest asset. Here are some examples of the many ways in which our people collaborate to positively impact young people.

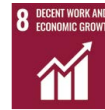
Developing an early entrepreneurial spirit

Vlaamse Jonge Ondernemingen (Vlajo) and Les Jeunes Entreprises (LJE) are non-profit organisations that focus on all levels of education to develop the entrepreneurial spirit in young people within the Belgian education system.

Deloitte volunteers have been working very closely with Vlajo and LJE for several years now to provide feedback on business plans, serve on competition juries, advise the initiative's management and offer the Deloitte Innovation Award.

Empowering children to stay safe online

As digital inclusion is a topic close to our heart, we partnered with Child Focus, the Foundation for Missing and Sexually Exploited Children, to deliver Internet Safe & Fun classes. Over 70 Deloitteers participated in the delivery of playful workshops which educate children on the risks they may face online.



HELPING YOUNGSTERS GROW

Offering students a Bright Future

Be.Face is a non-profit association comprising of a network of enterprises that pool their resources to help integrate less-privileged groups. As part of this partnership, Deloitte kicked off Bright Future, a free career coaching scheme designed to facilitate students' transition from higher education to employment.

Deloitte professionals mentor graduates toward a better understanding of the world of work: offering advice on studies, sharing business practices and developing networking skills.

Plus, we organise workshops to provide real-world knowledge and experience that can't be learned in a classroom. This includes introducing them to professionals from a range of sectors to show them the world of work, supporting decision making, jump-starting their career and expanding their network.

Helping youngsters to capitalise on growth

In collaboration with numerous organisations, including Deloitte, CAPITAL offers 16 to 25-year-olds choices according to their professional and financial needs. To achieve this, CAPITAL calls on a broad network of associations, training partners, mentors and employers to be entirely at the disposal of youngsters.

This summer, 50% of our job students and interns were selected through Be.Face and Capital, giving them their first professional experience and boosting diversity in our teams.



Welcoming summer students of 2022

IMPACT DAYS

Our Impact Days have been an important part of life at Deloitte for many years. They empower our people to give back to society by volunteering for different organisations with a social or environmental impact, while connecting with each other.

This year, Consulting kicked off the activities with a seven-week Season of Impact, running from spring to summer.

Almost 750 consultants spent a day supporting 32 diverse organisations across Belgium, having chosen the one close to their heart. They took part in various activities, among them painting youth centres; setting up the National Games for Special Olympics Belgium; leading a hackathon; plogging (jogging and picking up litter) along the Belgian coast, in the city and in forests; and hosting workshops for young budding entrepreneurs.

Of course, the rest of the firm has also been getting involved. From Audit & Assurance to Accountancy and DSI, our people have had or will have the opportunity to volunteer this year, sharing their time and skills to enhance people's lives and make a positive impact on the planet.

In addition to our Impact Days, every Deloitteer can volunteer their time to activities and initiatives linked to our Deloitte Foundation partners, advertised throughout the year on our Volunteer Hub.



Beach clean up initiative

Painting facilities for Astertechnics VZW

Supporting Special Olympics

“The Special Olympics is a cause very close to my heart. I truly believe in the value of promoting an inclusive society through sport.”

LEEN HERMAN
SENIOR CONSULTANT DIGITAL CUSTOMER & VOLUNTEER

COMBATting PLASTIC POLLUTION

A partnership for action

Every year over 11 billion kilogrammes of plastics enter our oceans, and the amount of mismanaged plastic waste is expected to grow. River Cleanup, a Belgian not-for-profit organisation, is committed to preventing plastics from ending up in rivers and oceans by cleaning, raising awareness, educating and inspiring students of all ages, and transforming organisations.

With our commitment to society and the environment in mind, the Consulting practice decided to lend a helping hand and make a sustainable difference with its High Impact River Cleanup in October 2021. During an afternoon, Consulting practitioners collected 5.4 tonnes of waste from six rivers and canals in Brussels, Antwerp, Namur, Pepinster, and Ghent, including two areas impacted by the July floods, in collaboration with River Cleanup.

“The High Impact River Cleanup was not only an occasion to make an impact that matters on the environment, it brought together our teams for an important cause. By working together, we collected a substantial amount of waste in just a few hours.”

PAUL DELESALLE, CONSULTING SUSTAINABILITY LEAD AT DELOITTE

Amplifying the impact of River Cleanup

That was just the start of this impactful collaboration. To realise its ambition of preventing 100 million kilogrammes of plastic from reaching our oceans by 2025, River Cleanup needed a clear strategy on how to get there, which is why it partnered with Deloitte. With our broad experience in sustainability advisory in the private and public sector, we helped River Cleanup to define the key levers of success to have an even greater positive impact on the environment and scale up its activities.

Together we defined how to anchor the River Cleanup model in Belgium, Ghana, Cameroon, Indonesia and Albania, and investigated which other geographies should be entered, such as Kenya, India or the Philippines. We also looked at the potential of plastic credits to fund River Cleanup operations and how River Cleanup can better help companies that also want to participate in cleanups, create awareness in their organisation or decrease their plastic footprint by, for example, doing a plastics scan.



High Impact River Clean-up initiative Deloitte

A CUSTOMER RELATIONSHIP MANAGEMENT (CRM) SYSTEM FOR MAXIMUM IMPACT

Supporting the digital transformation at Berrefonds

Since 2009, Berrefonds has been supporting families and friends coping with the loss of a child. They are mostly known for their 'cherish suitcases,' containing different items to create tangible memories of the child. These are offered free of charge to parents, in collaboration with 97% of all hospitals with maternity services in Flanders and Dutch-speaking Brussels.

The non-profit organisation is largely dependent on gifts and donations for its operations. With only a very small number of employees, it became increasingly challenging to get a clear view of Berrefonds' many contacts and donations. To bring more structure and visibility to the large amount of contact and fundraising data, spread over many different Excel spreadsheets, Berrefonds started looking for a platform to centralise all its key data and further transform the organisation.

“ For us, without previous experience with CRM software, this was a very inspiring project in which we received excellent guidance from Deloitte. It is great to experience that professionalism, innovation and empathy can go hand in hand. ”

WOUTER VAN HOYE, CO-FOUNDER OF BERREFONDS



A CRM SYSTEM FOR MAXIMUM IMPACT

An important milestone

At the end of November 2021 we started implementing Salesforce Non-Profit Cloud. After only nine weeks, we went live with a minimum viable product (MVP) solution. Berrefonds is now able to keep track of all its contacts, including parents, donors and volunteers. It can also manage and follow up new funding opportunities.

The goal is to continue our collaboration in 2022-2023. In addition to fundraising management, Berrefonds would like to extend its non-profit cloud solution to include marketing, volunteer management, and product management capabilities.

“ It was a privilege to bring transformation and growth to such an important organisation. Thanks to Deloitte Consulting and National funding, our Salesforce for Private team was able to set up Salesforce Non-Profit Cloud for Berrefonds, ensuring that Berrefonds is ready to continue to support families and care providers in the future. ”

KELLY DOREKENS, PARTNER AT DELOITTE CONSULTING



Berrefonds team image

DELOITTE INSPIRES

Deloitte Inspires is a programme that puts the spotlight on diverse Belgian speakers who are experts in their respective fields. Since launching in 2019, we've hosted musicians, entrepreneurs, politicians and business leaders from all walks of life but with one common thread: they're making a difference by leading with passion and purpose.

Through this programme, we want to inspire our colleagues by offering topnotch experts in diverse domains as part of a thought leadership programme.

“My only religion is respect,” says Gabriel Goffoy, head of communications at FEBIAC. “Respect for me is perceiving and treating every other sentient human being at an equal level, independently of all factors that differentiate us.”

GABRIEL GOFFOY

Living authentically with Gabriel Goffoy

During his poignant and personal Deloitte Inspires session, Gabriel walked us through his upbringing and how coming to terms with his sexuality led him to truly live authentically as himself. Gabriel's journey to self-acceptance also inspired him to co-found Forbidden Colours, a non-profit organisation that defends LGBTIQ+ rights in Europe.

Gabriel was joined by Deloitte ambassadors from GLOBE for a panel discussion on how our colleagues are activating their Purpose and giving back to society through volunteering opportunities with Forbidden Colours.

Second chances with Marc Herremans

Four years after suffering an accident that left him paralysed from the chest down, triathlete Marc Herremans became the 2006 World Champion Ironman. Then he became a coach, founded the charity To Walk Again, travelled the world, and started a family.

Marc's journey is the definition of a second chance, and he joined us to speak about his life-altering accident, the lessons he's learned, and how he turned a setback into an opportunity. Marc compared major events of his life to a pack of playing cards for a powerful depiction of perseverance, hope and strength in the face of adversity.

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

MARC HERREMANS



SEASON TO CONNECT

Deloitte is a Purpose-led organisation 365 days of the year. But during the month of December our focus always revolves around truly living our Purpose through connecting our people and giving back to society.

In addition to our work within society, we supported a myriad of wonderful projects over the year, like Kom op tegen Kanker and De Warmste Week. We are proud of the impact we have made as an organisation in supporting the needs of our community.

We have a long tradition of giving back to the community through corporate donations and fundraising at the grassroots level. Our people have diverse backgrounds, skills, passions and experiences. Their reasons for giving - and for the causes dear to them - are just as varied.





Digital Shoebox
donated

€ 36,110

of meals for people in need



Saint Nicholas
Donation

1,771

children with special needs
received a sweet surprise



Activating Our People
by Giving Our Energy

€ 8.5k

for Warmste Week

€ 21k

for Kom op tegen Kanker

€ 7.5k

for flooded regions

€ 5k

for Vivaforlife

€ 4k

for Athletes for Hope



Deloitte Forest

600

extra trees donated
to the Deloitte Forest



Dokters van
de Wereld

100

flu vaccines donated to Dokters
van de Wereld



Sustainability meets Well-being

DELOITTE FOREST

Growing Our Future, Together

One tree at a time

Through our Deloitte Forest, we're creating a positive and lasting impact on our planet and our people. In March, hundreds of Deloitteers and their families came together to plant 5,000 trees at our Deloitte Forest in St-Stevens-Woluwe. This new forest, which joins our existing green space in Sterrebeek, will be a dedicated area where our people can connect, meet and unwind while contributing to a greener planet.



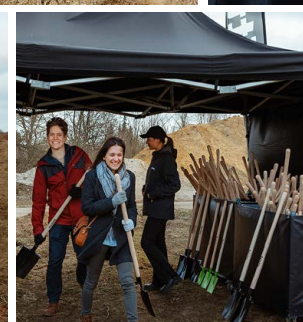
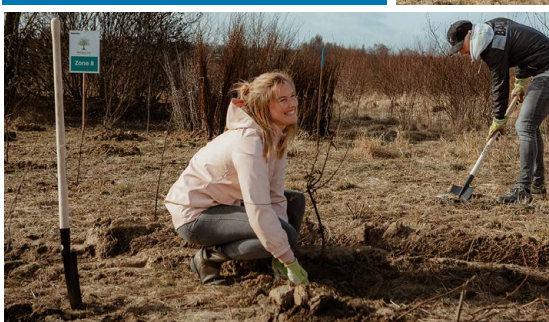
Deloitte.



Plant your tree
in the Deloitte Forest



- Forest edge
- Wide forest edge
- Small groups of same trees and natural rejuvenation
- Ascending forest
- Small groups of same trees
- Path





GOVERNANCE AND LEADERSHIP

Deloitte member firms, and in some cases their related entities, have their own leadership and governance bodies. To foster effective and responsive management within member firms, their management and governance bodies are required by policy to include:

- A formal management structure, including an elected chief executive officer or managing partner who is responsible for managing the member firm and working with the member firm's leaders to align its strategies with those of the Deloitte organisation; and
- A governing body, such as a board of directors, to facilitate sound governance.

Deloitte Belgium is owned and controlled by partners. A partner's main focus day-to-day is on client service responsibilities and on people leadership. The responsibility for the daily management of the firm is in the hands of the Executive Committee, while a Partnership Council exercises an oversight function. This structure provides a robust and effective way to lead and manage the firm.



NSE EXECUTIVE

The Deloitte North and South Europe member firm is led by the NSE Executive. The NSE Executive includes representation from Clients and Industries, Businesses, Geographies, and (internal) Functions.

The NSE CEO is an elected position; the current NSE CEO is Richard Houston, a UK partner.



**NSE Executive member
representing Belgium**
Piet Vandendriessche
Belgium CEO



**Belgian partner
in NSE Executive**
Geert Verstraeten
NSE Managing Partner
Quality, Risk & Security



NSE & UK CEO
Richard Houston
UK Senior Partner
and Chief Executive

NSE BOARD

The Deloitte North and South Europe member firm is governed by the NSE Board. The Board membership includes representatives from all Geographies, Belgium included. The NSE Chair is an elected position; the current NSE Chair is Michel Denayer, a Belgian partner.



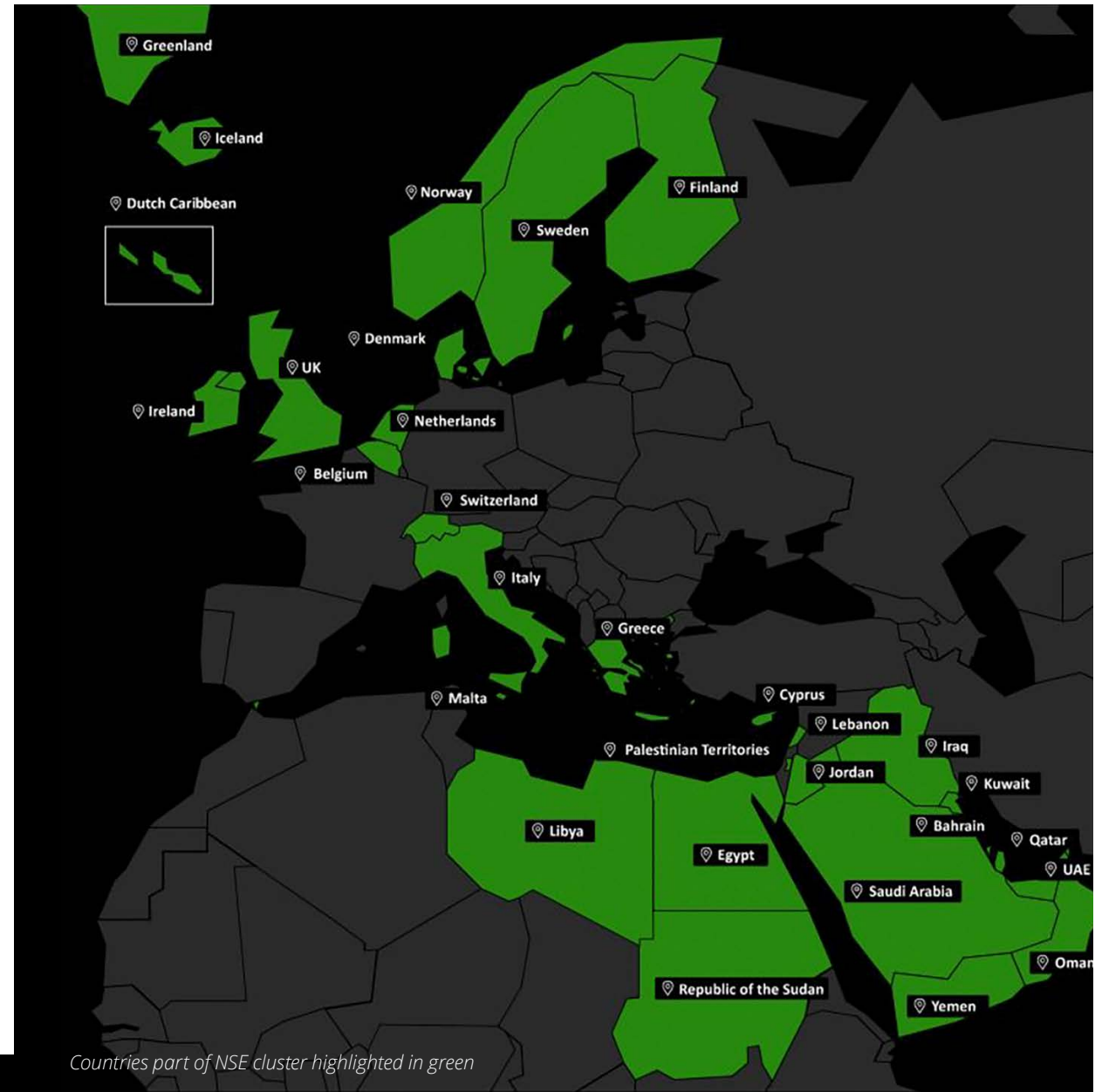
Michel Denayer
NSE Chair



Manu Brehmen
Belgian Board Member



Nathalie Vandaele
Belgian Board Member



Countries part of NSE cluster highlighted in green

ETHICS

Ethics Council



Integrity, quality and professional behaviour are the hallmarks of Deloitte's operations and its responsible business practice. Our Shared Values and Global Principles of Business Conduct are the foundation of our culture, shaping who we are, what we believe and how we behave.

We maintain ethics & transparency and manage independence & risk within a culture of quality (cfr NSE framework)

- Global code of conduct, supplier code of conduct
- Ethics survey; anti-corruption, whistleblowing and non-retaliation
- Reference back to our shared values.

The Ethics Council is a forum for dialogue and reflection on general ethical matters.

The council is composed of:

- Risk & Reputation Leader
- Chief Ethics Officer
- Business unit representatives from Accounting, Audit, Consulting, Deloitte Services & Investments, Financial Advisory, Risk Advisory and Tax & Legal (including Deloitte Legal).
- Independence
- Chief Purpose Officer

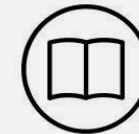
The Ethics Council members are selected based upon:

- Their level and experience
- Their knowledge of the firm
- Their perception within the business
- Their exemplary behaviour around shared values and being a brand ambassador

Ethics cornerstones



Our Shared Values
and Global Principles



Codes of Conduct,
policies & other guide



Incident handling
process



Ethics
episodes

“

Our ethics programme builds ethical sensitivity, encourages consultation and supports ethical decision-making. At Deloitte, our commitment to quality and integrity underlies everything we do – day in and day out – as we seek to make an impact that matters.”

CLAIRE VAN BERGEN, CHIEF ETHICS OFFICER

A new ethics training for all employees was launched early FY22 with a 93% completion rate.

MANAGEMENT

Deloitte Belgium Executive (Exco)

The main management body of the Belgian firm is the Deloitte Belgium Executive, known as Exco. It is led by the CEO. Exco members are appointed by the CEO after he or she has been elected by a vote of the partners. Membership includes the leaders of the businesses plus leaders of strategic central functions, such as (but not limited to) Chief Operating Officer, Chief Financial Officer, Clients & Industries, People, Purpose, Innovation, or Risk & Reputation. The CEO must use his/her best efforts to have at least one-third of the Exco members of a different gender than the others. In the current mandate, FY20-23, there are three women out of 11 Exco members, or 27%.

Exco is responsible for general management, formulating strategy, and making budget and business plans. As a founding member of the Deloitte NSE organisation of member firms, Deloitte Belgium must have a strategy in line with that of Deloitte NSE. The Belgian Exco takes direct responsibility for the management of partner matters, including admissions and performance management.

The Chair attends the Exco meetings in an advisory capacity and to observe certain processes directly for governance purposes.



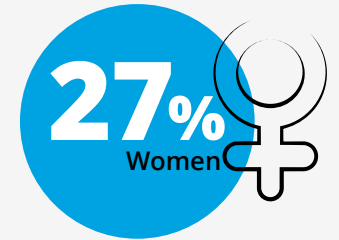
Kathleen De Brabander
Chief Financial Officer (CFO)



Inge Diels
Managing Partner
Talent



Hilde Van de Velde
Chief Purpose Officer



Joël Brehmen
Managing Partner,
Audit & Assurance



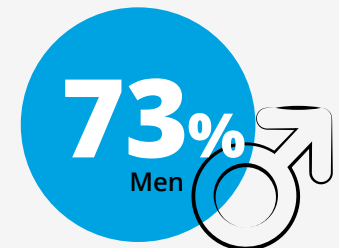
Eric Callewaert
Managing Partner,
Clients & Industries



Christophe De Waele
Managing Partner
Digital Offerings and
Flexible Delivery Models



Rolf Driesen
Managing Partner,
Consulting



Sam Sluismans
Managing Partner,
Accountancy



Pascal Van Hove
Managing Partner,
Tax and Legal



Laurent Vandendooren
Managing Partner,
Risk Advisory



Piet Vandendriessche
Chief Executive Officer
(CEO)

BOARD

Partnership Council

The main governance and oversight body of the Belgian firm is the Partnership Council. It is led by a Chair. The Chair and the Partnership Council members are elected by a vote of the partners. The Partnership Council can have between six and nine members and must strive to be representative of the partnership's different constituencies, e.g. businesses, years as partner, regions, languages and genders. The Partnership Council is required to have at least one-third of the members of a different gender than the others. In the current mandate, FY21-23, there are four women among the nine elected members. The Chair and our Belgian representatives on the NSE Board also count as members of the Partnership Council.

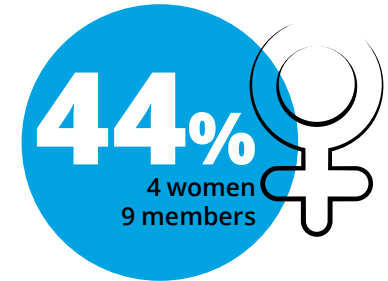
Partnership Council has a governance and oversight role. Its main responsibilities relate to ensuring fair and equal treatment of partners, for example by oversight of the management's processes for partner admissions or performance management. It also has specific tasks in relation to leadership succession and elections.

The CEO attends the Partnership Council meetings in an advisory capacity, ensuring (together with the Chair) good flows of communication between the management and governance bodies.

The CEO, Chair and Partnership Council members are all elected positions. They can serve a maximum of two mandates of (maximum) four years. In other words, the longest that a person can serve as CEO, Chair or Partnership Council member is eight years.



Nikolaas Tahon
Chairman



Manu Brehmen
member of
the NSE Board



Steven Doms
Accountancy



Julie Delforge
Audit & Assurance



Ine Nuyts
Audit & Assurance



Nathalie Vandaele
Consulting



Frederic Verheyen
Consulting



David Roelens
Deloitte Legal



Catherine Pauwels
Financial Advisory



Thomas Sibille
Tax & Legal



Philippe Delcourt
Risk Advisory

PARTNERSHIP

Partners of Deloitte Belgium

What is “partnership”? At its most basic, a business partnership is “an arrangement where parties agree to cooperate to advance their mutual interests”. That concept of cooperation, of collaboration to achieve common goals, is fundamental to our expectations of every partner at Deloitte.

Our 234 partners are the leaders of our firm, and recognised as such internally and externally. Our Partner Model sets out the expected capabilities and attributes of a partner, both at the start of the partner career and how someone might evolve during their career. It also includes commitment to our global purpose – to make an impact that matters – as well as the global Shared Values which every partner is expected to embody.

That said, there is not one single vision of “a partner”, one career path or one style to adopt. Each partner is an individual, with their own unique style, and will each have different leadership journeys.

As well as collaboration, our partnership is built on the principle of fairness among partners, and on a commitment to stewardship. All partners are stewards of the firm’s long-term future success, aiming to leave the partnership and the firm even stronger than when they joined it.

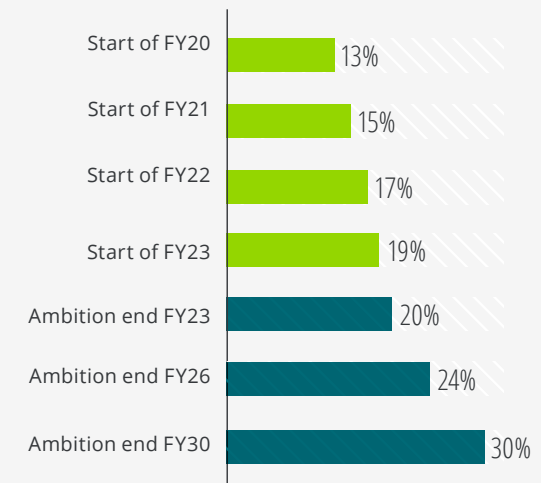
The Belgian partner community is a byword for a strong, positive sense of partnership. Those bonds of commitment to each other and to the success of the firm remain constant, and even go beyond the active career, with a thriving alumni partner community that enjoys regular social events.

As highlighted elsewhere in the Impact Report, diversity and inclusion is anchored in our vision that Deloitte is for everyone. Like many organisations, we have been working to address a historical lack of diversity at leadership levels. Back in 2016, the partners committed to long-term ambitions for gender diversity in the partnership.

These headline goals for gender diversity help us to ensure that we keep a focus on embedding diversity and inclusion into our leadership development approach more broadly.

Female partners Deloitte Belgium

Baseline FY20



Deloitte Belgium partners take part in annual cycling event

PARTNERS IN DELOITTE

September 2022

Last name	First name
Abels	Marc
Artois	Philippe
Baeten	Roeland
Beckers	Koen
Beauduin	Axel
Bertrand	Dries
Bertrand	Paul
Bille	Wesley
Bock	Vincent
Boeyens	Günther
Boone	Sabine
Borghs	Bjorn
Bouckaert	Didier
Boxus	Laurent
Brehmen	Emmanuel
Brehmen	Joël
Brugman	Eline
Bruneel	Timothy
Bulens	Joris
Callewaert	Eric

Last name	First name
Callewaert	Patrick
Camerlynck	Filip
Cardoen	Thomas
Carlier	Thomas
Cauwenbergh	Patrick
Choudhary	Anshuman
Claeys	Joost
Cleymans	Dirk
Clijnsner	Thomas
Clukkers	Koen
Combes	Christian
Comeyne	Lieven
Corstens	Jan
Cox	Kristof
Crauwels	Gerhard
De Brabander	Kathleen
De Clercq	Fabio
De Clercq	Reinout
De Groote	Arno
De Mulder	Sara

Last name	First name
De Ridder	Michel
De Schouwer	Bram
De Vlieger	Daan
De Vylder	Patrick
De Waele	Christophe
De Wilde	Hendrik
Debrabander	Frederik
Debusschere	Vincent
Declercq	Tom
Dedobbeleer	Philippe
Degadt	Charlotte
Dehogne	Yves
Dehoorne	Kurt
Delcourt	Philippe
Delesalle	Paul
Deleuze	Cedric
Delforge	Julie
Delhez	Philippe
Demilecamps	Pascal
Denayer	Michel

Last name	First name
Derhaeg	David
Deschamps	Guillaume
Deschietere	Philip
Dewilde	Patrick
D'hauwer	Els
D'heer	Frederik
Diels	Inge
Dieusaert	Annelies
Dingenen	Stijn
Docquier	Sophie
Domanova	Milena
Doms	Steven
Dorekens	Kelly
Driesen	Rolf
Eynatten	Wim
Falepin	Frederik
Foré	Jurgen
Fosty	Vincent
Gabriel	Michele
Georlette	Nicolas

Last name	First name
Godeau	Marie-Noëlle
Goemaere	Jan
Gos	Lode
Govaert	Hans
Hallard	Christophe
Hallemeesch	Geert
Hannosset	Catherine
Hemelaere	Henk
Hendrice	Renaud
Hermans	Dirk
Hermans	Wim
Herreman	Samuel
Hillaert	Dieter
Hillen	Franky
Hody	Olivier
Hoste	Sophie
Houthaeve	Nico
Jacques	Yannick
Jordens	Marc
Joucken	Patrick

Last name	First name
Kessler	Thomas
Laschet	Carl
Lebersorg	Joël
Lemmens	Jeroen
Letellier	Valérie
Lowagie	Geert
Luysterborg	Erik
Magnin	Corine
Magnus	Koen
Martens	Karolien
Massaut	Wivine
Massij	Anne
Maurau	Bob
Mertens	Marc
Milad	Sofian
Moors	Steven
Moreels	Maarten
Moris	Nick
Mostmans	Maarten
Moueddene	Karim

PARTNERS IN DELOITTE

September 2022

Last name	First name
Mzah	Sabri
Neckebroeck	Rik
Neijens	Koen
Nevelsteen	Liesbet
Niesten	Donald
Nowicki	Laurent
Nuyts	Ine
Overdulse	Kevin
Paridaens	Tim
Pattyn	Jan
Pauwels	Catherine
Peelaers	Bruno
Peeters	Kathleen
Peeters	Toon
Peters	Kasper
Petrosovitch	Andro
Philips	Sarah
Popa	Cedric
Preckler	Sebastiaan
Prosman	Serge

Last name	First name
Radu	Andrea
Renders	Els
Renders	Tom
Rombauts	Yves
Sallamo	Mira
Schuddinck	Nancy
Servaes	Anne-Line
Shkolnik	Renat
Sibille	Thomas
Sluismans	Sam
Sohet	Frédéric
Sohier	Brecht
Stienen	Geert
Stragier	Annelies
Tahon	Nikolaas
Tack	Kathleen
Tilleux	Anne
Toubeau	Valentin
Trevisan	Vincent
Truyman	Bert

Last name	First name
Van Boxstael	Tom
Van Breedam	Sofie
Van Cauwenberge	Tom
Van Damme	Mathias
van den Nieuwenhuijzen	Michiel
Van Der Paal	Johan
Van Der Sijpe	Diederik
Van de Velde	Hilde
Van Durme	Pieter-Jan
Van Durme	Yves
Van Gils	Michael
Van Grieken	Johan
Van Hoecke	Pieter
Van Holle	Frederik
Van Hoof	Stijn
Van Houtryve	Nicolas
Van Hove	Pascal
Van Krunkelsven	Philippe
Van Looveren	Jan
Van Malderen	Joris

PARTNERS IN DELOITTE LEGAL*

September 2022

Last name	First name
Van Malderghem	Liesbeth
Van Schoubroeck	Thierry
Van Tornout	Frederiek
Van Wesemael	Tom
Vandaele	Koen
Vandaele	Nathalie
Vandendooren	Laurent
Vandendriessche	Piet
Vandeweyer	Ben
Vandewijer	Hans
Vanhaecht	Jan
Vanhees	Gert
Vanrobaeys	Charlotte
Verbruggen	Annelies
Verdonck	Christian
Vergauwe	Jeroen
Verheggen	Hans
Verhellen	Marino
Verheyen	Frederic
Veris	Caroline

Last name	First name
Vermandel	Nicolaas
Verschueren	Petra
Versmissen	Peter
Verstraelen	Glenn
Verstraeten	Geert
Verswijver	Piet
Vezbergiené	Agné
Viaene	Bert
Vlaminckx	Dirk
Vlaminckx	Johan
Vrolix	Maurice
Weerts	Laurent
Wensveen	Johannes
Wevers	Franky
Windelen	Tom
Wittemans	Hilde

Last name	First name
Baart	Tim
Ceuterick	Alexis
Costermans	Caroline
De hornois	Kathleen
Demeestere	Stijn
Egger	Jürgen
Ex	Mathieu
Féron	Benoît
Michiels	Christoph
Roelens	David
Stas	Danny
van de Werve de Schilde	Maximilien
Van tieghem	Marc
Verbeke	Alain-Laurent
Verdickt	Bart
Visschers	Annick
von Frenckell	Eric
Wustenberghs	Tim

* Deloitte Legal - Lawyers is a private limited liability company with registered office in Belgium. Deloitte Legal - Lawyers BV/ SRL and Deloitte Belastingconsulenten BV/SRL have entered into a privileged, multidisciplinary cost-sharing agreement.

TALENT

Talent Sounding Board

These are regular, qualitative bottom-up soundings with a diverse group of practitioners from all business units, joined by the CEO and Managing Partner Talent. The aim is to get honest and authentic feedback on key Talent topics and potential blind spots.

Diversity & Inclusion (D&I) Advisory Board

The D&I Advisory Board provides recommendations on the firm's D&I agenda and priorities. The board is composed of each business unit's D&I Lead, and managed by Talent Development & Inclusion (TD&I). The organ informs, Ethics, Safety & Prevention, Talent Partners and Talent Leads and is co-accountable for steering the Internal Diversity Sounding Board (IDSB) and their input on 5 key D&I pillars - gender equality, LGBT+ inclusion, mental health & wellbeing, neurodiversity and ethnic & cultural diversity.

Internal Diversity Sounding Board (IDSB)

This balanced group of people come together throughout the year to discuss specific themes about D&I, driven by hands-on engagement and giving feedback with the support of the D&I Advisory Board. Depending on the topic, the IDSB brings together D&I ambassador networks – such as GLOBE, Deloitte's LGBT+ and Allies network, and the Neurodiversity (ND) ambassador network. By rallying together throughout the year, the networks meet and discuss relevant topics to support the overall goal of building an environment in which all our people feel valued, accepted, and able to be their authentic selves.

Alana Panny

Anne Verlaak

Jeroen Geusens

Mira Sallamo

Marie Godts

EMPLOYEE & EMPLOYER REPRESENTATIVES

Committee for Prevention and Protection at Work (CPPW)

The Committee for Prevention and Protection at Work monitors different aspects of the wellbeing of employees and takes initiatives for improvement. The CPPW consists of employer delegates and a group of elected employee representatives.

This body gives advice and formulates proposals concerning the wellbeing policy in the organisation. The global prevention plan, the annual action plan and the changes, implementation and results of both plans are also part of their area of attention.

In addition, the CPPW supervises the functioning of the Internal Service for Prevention and Protection at Work. The CPPW meets at least once a month.



Works Council

The Works Council is a group of employee and employer representatives. The employee representatives are elected every 4 years and represent the whole workforce. The role of the Works Council is essentially to be informed and consulted about a range of economic and financial topics on the one hand, and employment and personnel matters on the other. It also has some limited decision-making powers, primarily over personnel issues.



PURPOSE

Purpose Champion

- Purpose Champions are colleagues who live and breathe the Purpose mindset. They form a network representing our firm's population: with a good balance of business units and industries, seniority, office location, and gender.
- Purpose Champion plays the role of a connector to help activate, embed and amplify our Purpose within the business. They are the link between our overall Purpose ambitions and the activation within different business units and industries.
- Champions are actively involved in the implementation of the Purpose sprints and initiatives and help ensuring Purpose is embedded in everything we do, from business opportunities to impact on society to the talent experience. They function as an important sounding board for the Purpose core team and act as the voice of their business unit or industry. The champions also help to broadcast our Purpose narrative and stories. This is a key opportunity to activate our Purpose through our People.



Purpose Advisory Group

As a Purpose-led organisation, we embed Purpose in everything that we do – including in every business decision, such as client and engagement acceptance processes.

Our Purpose acts as our compass, guiding us on which impact we want to make as a firm. By doing so, this allows us to prioritize projects that are fully aligned with our Purpose and values but also shows us where we see risks.

When above-normal Purpose-related risks are identified, the Purpose Advisory Group (PAG) assists the EXCO with decisions about client and engagement acceptance.

The PAG includes a number of standing members, such as our Chief Purpose Officer, Risk & Reputation Leader, Chief Ethics Officer, Managing Partner Talent as well as a representative from the Partner Council.

Representatives from the relevant Business Unit, client and industry also take part, enabling joint decisions on how to evolve the business and what impact to make.

SUSTAINABILITY

Green Sounding Board (GSB)

Giving employees a voice in our sustainability journey is why the Green Sounding board (GSB) was started. Launched in January 2020, the GSB consists of more than 70 persons from all BUs and levels. It operates a two-pronged approach. Firstly, it applies a bottom-up strategy: collecting and categorising all our people's sustainability ideas, and reporting them to the Sustainability Steerco. The GSB also collects feedback from people on current projects to better understand their expectations.

It also works top-down, encouraging individuals to become an ambassador of current sustainability initiatives, and matches projects to people's expectations. Plus, it leverages its activities by motivating our people to get involved in sustainable projects.



Some of the members of the Green Sounding Board

Sustainability Steerco

The Sustainability Steerco is composed of the CEO, Managing Partner Talent, Chief of Purpose, head of Facility & Mobility and head of Marketing & Communications. It meets every four-to-six weeks to oversee the delivery of the Sustainability goals, set directions and make key decisions, involving the required stakeholders where relevant.

This will:

- Ensure that leadership provides prompt decisions on actions contributing to the Sustainability goals
- Inform and involve Exco team for decision making where applicable



POLICY

Global Principles of Business Conduct	<p>This articulates the standards to which we all must hold ourselves, wherever in the world we live and work. The Global Code outlines the commitments that each of us make. It is based on our Shared Values and reflects our core belief that, at Deloitte, ethics and integrity are fundamental and not negotiable. This Global Code applies across the Deloitte network and provides the foundation for how our people behave. Each member firm in the Deloitte network commits to the Global Code and, as appropriate, builds on it through more detailed codes of conduct. In addition to local codes, the Global Code is supplemented by member firm ethics programmes which provide support to build ethical judgment and decision-making skills in all Deloitte people. Each member firm has an appointed Ethics Officer, ethics training, and channels for consulting on difficult issues and reporting suspected misconduct, motivating our people to get involved in sustainable projects.</p>
NSE anti-discrimination and anti-harassment policy	<p>This reflects Deloitte's commitment to providing our people with an inclusive and respectful workplace which is free of harassment, sexual harassment, and discrimination, where each person is treated with courtesy, dignity, and respect, and where there is equal opportunity for all to succeed.</p>
NSE Code of Conduct	<p>Includes the Global Code of conduct.</p> <p>The Code sets out Deloitte's values and ethical principles that are critical to our reputation and continued success and are embedded in everything we do: how we serve clients, how we direct our businesses, how we work together as colleagues and how we contribute to society. Fundamentally, the reputation of the firm rests on the personal ethics of everybody at Deloitte.</p>
NSE non-retaliation policy	<p>This reaffirms the NSE member firm's long-standing commitment to maintaining a workplace free from retaliation and is intended to protect Partners, Directors, Professional Staff and Support Staff [or any other reporter] who brings forward an ethics, compliance or other related matter in good faith, or are involved in an ethics or related investigation, from retaliation.</p> <p>Member Firms are committed to maintaining a working environment that promotes ongoing and open communication among its personnel and will not tolerate retaliation against any person who has:</p> <ul style="list-style-type: none"> • reported an ethics, compliance or other related matter in good faith; • assisted or participated in an ethics, compliance or related investigation or proceeding.

POLICY

Acceptable Use Policy

This explains how to protect all Deloitte Information Assets and information Systems. The Policy relies on four security and privacy principles:

1. All information must be treated in accordance with its classification level and applicable data retention Policy.
2. The Deloitte information Systems are only to be used for business purposes and reasonable personal use, in accordance with this Policy.
3. Unauthorised access to Deloitte Information Assets must be prevented at any moment.
4. Personal Information and Confidential Information must be protected at any moment and during any Process, in line with this Policy, the Deloitte Privacy Policy and applicable privacy legislation. The Deloitte leadership is committed to protecting the confidentiality, integrity and availability of the Deloitte information and information Systems. As such, the Acceptable Use Policy (AUP) applies to all Deloitte coworkers and contractors.

Local Procedures and Guidelines related to Anti-corruption

This states that no forms of corruption whatsoever will be tolerated. The policy is guided by the following principles:

- No bribes are offered to win contracts.
- No bribes are accepted from potential suppliers or from other companies which wish to collaborate with Deloitte Belgium.
- At no time at all may the impression be given that bribes would be accepted.

Employee Privacy Statement

This describes the personal information that Deloitte processes, why and how it's processed to ensure the privacy and confidentiality of all employee information.

Personal relationships policy (family and other ties)

This sets out a number of guidelines to deal with situations where the personal lives of Staff Members that (could) have a major impact on their professional lives (in particular, certain relationships and certain family ties could constitute a risk of a conflict of interests, and could compromise the necessary guarantee of independence and objectivity). The guidelines helps to ensure that, through dialogue, healthy understanding, and mutual respect, a solution is found which does justice to the interests of all parties in the vast majority of the few cases that may arise.

Independence consultation and discussion policy

This contains the consultation and discussion requirements related to independence matters required in the complexity of today's business and regulatory environment.

Independence Disciplinary Policy

This policy describes the rules applicable to violations of independence policies and procedures since Deloitte provides audit and other assurance services.



BUSINESS

Client Service Assessments (CSA)

Comprehensive interviews with the client's C-suite conducted by an independent member of the Client Feedback team.



Results

8.5_{/10}

FY22

Engagement Review (ER)

A brief survey sent to those directly involved on a client engagement at key milestones during the project.



Results

8.4_{/10}

FY22

Net Promoter Score (NPS)

An international cross-industry recognised single question survey that gauges client loyalty, on a scale from -100 to 100. An NPS score above 0 is considered good and 50+ is considered excellent.

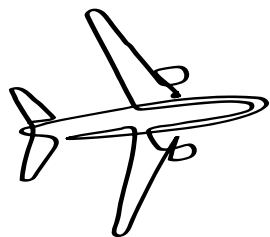


Score

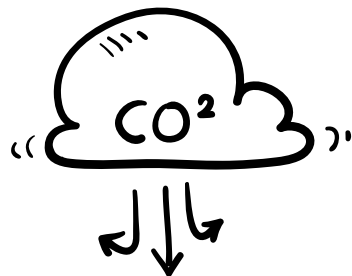
44.3

FY22

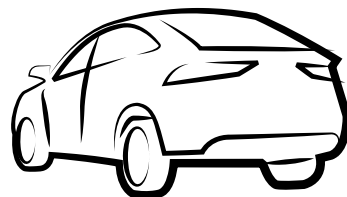
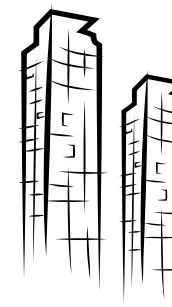
ENVIRONMENTAL



Scope 3

49%**4,490** tonnesBusiness travel,
homeworking &
employee commuting**-74%***reduced CO2 gas
emissions compared to
2017 benchmark**-90%**reduced overall travel
CO2 emission compared to
2017 benchmark

Scope 2

1%**79** tonnesElectricity in
buildings and fleet**-70%****reduced overall fleet CO2
emission compared to
2017 benchmark**26%**of the fleet is electric
or hybrid based**-44%*****reduced building CO2
emissions compared to
2017 benchmark

Scope 1

50%**4,568** tonnesFuel in buildings
and fleet**-57%**reduced waste compared
to 2018 benchmark

*-58% replaces the number -74% communicated in FY22 which was based on an incomplete data set.

**-48% replaces the number -70% communicated in FY22 which was based on an incomplete data set.

***-39% replaces the number -44% communicated in FY22 which was based on an incomplete data set.

ENVIRONMENTAL

ENVIRONMENTAL PERFORMANCE SCORECARD FY22

Main ambitions

Measurable KPI's		Baseline FY17 except those with *		Baseline FY17 except those with *			
		FY21 results	FY22 results	FY21 TARGETS	FY23 TARGETS	FY27 TARGETS	FY30 TARGETS
FLEET	1 Overall fleet greenhouse gases reduction CO2 emissions reduction per headcount	-54%	-48%	-25%	-50%	-90%	-100%
	2 Electrifying our fleet Number of electric & hybrid vehicles in the total number of cars	9,9%	25,9%	Achieve 5%	Achieve 25% & 100% for new ordered cars	Achieve 100% by FY26	Keep 100%
	3 Multimodal mobility % of headcount (HC) moving to non-traditional packages (*baseline FY19)	58%	63%	Achieve 55%	Achieve 65%	Achieve 80%	Achieve 80%
TRAVEL	4 Overall travel greenhouse gases reduction Number CO2 emissions reduction per headcount	-99,6%	-90%	-25%	-65%	-70%	-70%
FACILITIES	5 Overall facilities greenhouse gases reduction Number CO2 emissions reduction per m ²	-23%	-39%	-25%	-50%	-60%	-65%
	6 Greenhouse gases offsetting % of residual emissions offset using meaningful carbon credits	100%	100%	N/A	100%	100%	100%
WASTE REDUCTION	7 Printed paper consumption reduction Number of kg of paper consumed	-87%	-84%	-50%	-95%	-95%	-98%
	8 Residual waste reduction with supplier Renewi (*baseline FY18) Number of tonnes of residual waste	-54%	-57%	-25%	-70%	-70%	-70%

ENVIRONMENTAL

ENVIRONMENTAL PERFORMANCE SCORECARD FY22

Enabling initiatives

Enabling initiatives			Baseline FY17 except those with *		Baseline FY17 except those with *			
Initiatives & projects			FY21 results	FY22 results	FY21 TARGETS	FY23 TARGETS	FY27 TARGETS	FY30 TARGETS
FLEET	1.1	Responsible mileage Number of km driven per car	-63%	Waiting for release of YOR24 data	-10%	-50%	No absolute growth	No absolute growth
	2.1	Charging point for EV & HV per office Number of charging infrastructures for EV & HV compared to total available parking spot per office	54%	53%	30%	60%	90%	80%
	3.1	Public transport usage (Skipr) % headcount with active subscriptions	56%	56%	TBD	TBD	TBD	TBD
	3.2	Number of bikes (package & lease bikes) Number of bikes per headcount (baseline FY19)	11%	16%	10%	20%	30%	35%
TRAVEL	4.1	Flight distance reduction Number of km flown per headcount	-99,60%	-87%	-25%	-55%	-60%	-60%
	4.2	Low carbon solution for travelling to neighboring countries (within radius 500 km) % of bookings by train in the total # of bookings	100%	99%	Achieve 70%	Achieve 80%	Achieve 100%	Achieve 100%
FACILITIES	5.1	Renewable energy % of renewable energy produced by Deloitte compared to total consumption	86%	88%	N/A	40%	80%	100%
SUSTAINABLE PROCUREMENT	7.1	Ecovadis certification: towards a more sustainable procurement	“Gold” rating 70/100	New score to be released by Ecovadis	“Gold” rating + Achieve 70/100	“Gold” rating + Achieve 75/100	“Gold” rating + Achieve 80/100	“Gold” rating + Achieve 85/100
CERTIFICATIONS	7.2	BREEAM Standards (category: construction) Every new building receives the BREEAM standard with a minimum of level ‘Gold’	No new building in 2021	Liège office BREEAM with very good level	“Very good” level For GTW office	“Very good” level Each new build	“Very good” level Each new build	“Very good” level Each new build

ENVIRONMENTAL

ENVIRONMENTAL GLOSSARY PAGE

1. **Afforestation** – the conversion (of land) into forest, esp. for commercial use.
2. **Biodiversity** – Biodiversity is the number of distinct varieties or types within a group of living systems: distinct genes in a species, species in an ecosystem, or ecosystems in a biome.
3. **Carbon dioxide (CO2) emissions** – Carbon dioxide (CO2) is released into Earth's atmosphere mostly by the burning of carbon-containing fuels and the decay of wood and other plant matter.
4. **Carbon footprint** – A carbon footprint is the total amount of greenhouse emissions that result directly and indirectly either from an individual's lifestyle, a company's operations, or the full life cycle of a product or service.
5. **Carbon neutral** – Any CO2 released into the atmosphere from a company's activities is balanced by an equivalent amount being removed, called offset.
6. **Climate** – Climate is the weather experienced by a given location, averaged over several decades.
7. **Climate change** – from the United Nations Framework Convention on Climate Change (UNFCCC): a change of climate which is attributed directly or indirectly to human activity that alters the composition of the global atmosphere and which is in addition to natural climate variability observed over comparable time periods.
8. **Deforestation** – A reduction in the area of a forest resulting from human activity.
9. **Fossil fuels** – Fossil fuels include coal, natural gas, and petroleum (puh-TROH-lee-uhm), which is often called oil.
10. **Global warming** – Global warming is understood to result from an overall, long-term increase in the retention of the sun's heat around Earth due to blanketing by "greenhouse gases," especially CO2 and methane.
11. **Greenhouse gases** – Gases, such as carbon dioxide and methane, that tend to trap heat radiating from the Earth's surface, thus causing warming in the lower atmosphere.
12. **ICROA** – International Carbon Reduction and Offset Alliance
13. **Meaningful carbon credit** – Projects that are aligned with our Purpose agenda and that provide social value across one of three categories (1) Just transition (avoid fossil fuel), (2) Climate justice (avoid risk from climate change) and (3) Future financing (investments in nature-based solutions).
14. **Net Zero** – Activity releases net-zero carbon emissions into the atmosphere.
15. **Nonrenewable resources** – Any naturally occurring, finite resources that diminish with use, such as oil and coal.
16. **Offset – Carbon avoidance** – Projects focused on preventing emissions from being released e.g. creation of a wind farm/ investment in solar cookstoves.
17. **Offset - Carbon removal** – Projects focused on removing emissions already released e.g. reforestation/ sea grass restoration/ geological storage
18. **SBTI** – Science Based Targets Initiatives
19. **Sustainability** – At its broadest level, environmental or global sustainability refers to Earth's ability to continue functioning in a manner that supports humans and other ecosystems.
20. **Waste reduction** – Waste reduction, also known as source reduction, is the practice of using less material and energy to minimize waste generation and preserve natural resources.

TALENT

Headcount



5,905

Headcount September 2022
(including 700 graduate hires)

5,222

Headcount end of fiscal year 22 (31 May 2022)

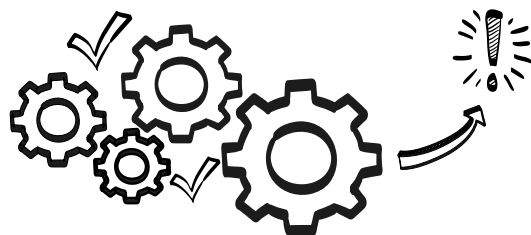


46%



54%

Meaningful work



77%

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

26%

new promotions

Employee vitality



25.2%

of staff (Head Count) using
flexible leave solutions

Learning and growth



214,019

Total number of
training hours
for FY22



More than

1,500

new colleagues FY22

Diversity and inclusion

Workforce
composition
by gender
(Headcount)



Partner	17%	83%
Sr. Director	20%	80%
Director	30%	70%
Sr Manager	44%	56%
Manager	44%	56%
Staff	50%	50%

Workforce
Inflow
by gender
(Headcount)



Experienced Hires	50%	50%
Campus Hires (of the 700 new hires from September 2022)	49%	51%



82

nationalities








84%

"My work environment is
respectful, supportive and
inclusive"

TALENT

TALENT PERFORMANCE SCORECARD FY22

Main ambitions

Theme	Measurable KPI's	Baseline FY22	Target FY27	Target FY30
Learning and Growth	 Avg number of training hours (equivalent) per person (Head Count)	42,0h	70h	80h
Diversity & Inclusion	 Workforce composition by Gender (Head Count) Workforce Inflow by Gender (Head Count)	See KPI Page	See KPI Page	See KPI Page
	# Nationalities	82	NA	NA
	E4C "My work environment is respectful, supportive and inclusive"	84% (Approval Score)	85% (Approval Score)	85% (Approval Score)
Employee Vitality	 % of staff (Head Count) using flexible leave solutions	25,2%	NA	NA
	E4C "My choices around flexibility are respected"	67% (Approval Score)	80% (Approval Score)	80% (Approval Score)
Attraction	 E4C (eNPS) "How likely would you be to recommend Deloitte as a great place to work)	NA	30 (eNPS Score)	30 (eNPS Score)
Meaningful work	 E4C "My work is meaningful and makes an impact that matters"	74% (Approval Score)	80% (Approval Score)	80% (Approval Score)

PURPOSE

**Employee engagement:**

More than

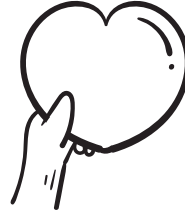
18k

hours volunteered

More than

1.2k

Deloitte participants

**Purpose investment:**

Over

€3M

contributed to purpose

**Monetary donations:**

Almost

€830k

total donations

**Lives impacted:**

Almost

115k

people reached since 2018

WorldClass target:**52%** of our total WorldClass target reached (750k lives)**Deloitte Foundation Partners:****10** Strategic Deloitte Foundation Partners



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