

# To the POINT

ISSUE 02 | 2023 - BDO MAGAZINE

**PARTNERSHIP**  
Stay in control of your energy bill  
**BUSINESS**  
Knowledge of industries drives the business

**TESTIMONIAL**  
Rejuvenate Biomed is helping  
eliminate age-related illnesses

# DRIVEN BY AND FOR PEOPLE

**W**ill we live to the age of 130 in a few decades' time? According to gerontology specialists, yes, undoubtedly. Provided we live healthier lives. In any case, the biotechnology world has jumped into the fray and is looking for solutions to slow down, or even prevent, aging processes and diseases. Rejuvenate Biomed, led by Dr Ann Beliën, is such a biotech company that, with the help of BDO Belgium in the back office, is seeking to extend the age expectation of humans. It should come as no surprise that Artificial Intelligence (AI) is playing a central role in this.

## Our people guarantee our growth.

That evolution aside, people are becoming concerned about the growing dominance of, and reliance on, algorithms in our work and life. The breakthrough of ChatGPT has accelerated that feeling. "Obviously, we must remain critical, but should not gloss over the benefits. Algorithms and technology also save lives and, subconsciously, they are already gaining our trust in many almost invisible applications," Peter writes in his opinion piece.

Via the fintech aiGust – you will already have guessed what the ai stands for – it may soon even be possible to link an organisation's energy consumption and costs with optimal energy management. In the current volatile energy landscape, the latter is becoming ever more of a challenge for ever more companies. That's why, with BDO Belgium, we are participating in Odot – the energy expert that, thanks

to a unique purchasing model, keeps your energy bill under control.

Moreover, 'Energy & Utilities' is one of the sectors on which BDO Belgium focuses. Just as we do for the 'Real Estate & Construction' sector, which is good for about 10% of our turnover. But that's not the only reason. So why? Erik (BDO Belgium) and Ayman (BDO Global) explain this in careful detail.

Finally, I would like to emphasise once again that, at BDO, we see our people as our most valuable asset. They are the ones who guarantee our growth. A truth that is also perfectly understood by Tessa, our Inclusive Diversity Manager, and her team. With the recent 'parent journey', they look for solutions in order to support parents better and more proactively in the organisation of their work. Indeed, we believe that by giving opportunities to talents and ideas in a more diverse and inclusive way, we – as an organisation – can provide stronger responses to the challenges of modern society. Just ask Jan<sup>(1)</sup>.



### Werner Lapage

Partner BDO Belgium, Chairman of the Editorial Board  
[werner.lapage@bdo.be](mailto:werner.lapage@bdo.be)

<sup>(1)</sup> "Modern leadership relies on the ability to connect with and, at the same time, challenge people – to make them better, stronger and taller."  
*Jan De Schepper, Partner BDO Belgium and strategic thinker*  
Read his story on p. 15.



5



15



9



26

“Investors are less eager in the current economic climate, but fortunately many advisers and international groups support us.”

**Dr Ann Beliën,**  
founder and CEO of  
*Rejuvenate Biomed*

- 4 Wonderful? Productive? Terrifying?
- 5 Rejuvenate Biomed, with support from BDO, is helping eliminate age-related illnesses
- 9 Stay in control of your energy bill  
BDO + Odot = optimal energy management
- 12 Cross-pollination becomes a lever for growth in the real estate & construction industry
- 15 Jan De Schepper links people and business
- 18 Knowledge of industries drives the business
- 21 You ask, we answer
- 24 Away with the stuffy bookkeeper image
- 26 Young BDO links client visits to recruitment
- 28 The parent journey, pillar of inclusive diversity
- 30 Insights
- 31 In the picture
  - ▶ BDO Advisory's shortski
  - ▶ TEDxUHasselt 2023
  - ▶ BDO Dining out
- 34 Jobs: do you know someone who would be a fit with us?

**Colophon:** To The Point is a BDO publication • Issue 02 | 2023 • Publisher: R.E. BDO Belgium BV/SRL, Werner Lapage, p/a The Corporate Village, Da Vincilaan 9 Box E6, Elsinore Building • 1930 Zaventem. Editorial Board: Koen Claessens, Katleen Coppens, Cindy De Bock, Wim Galbusera, Werner Lapage, Mieke Loncke, Gert Maris, Tessy Martens, Vanessa Scheen, Dirk Vandendaele, Peter Van Laer, Johan Van Praet, Cynthia Verschuere • Copywriters: Lion De Clerck and Johan Van Praet • Photographers: Iwona Pom, Andreas Gijbels ([www.andreasgijbels.be](http://www.andreasgijbels.be)), Tom Wuilmus ([www.wuilmusmedia.com](http://www.wuilmusmedia.com)), Marco Mertens ([www.marcomertens.be](http://www.marcomertens.be)) and Joppe Geuens ([joppegeuens.com](http://joppegeuens.com)) • Realisation: [www.propaganda.be](http://www.propaganda.be)

© BDO 2023: The information contained in this magazine is of an informative and general nature and is not intended to be professional advice. Our advisers are at your disposal for more in-depth advice and to take appropriate action. To The Point is available in English, French and Dutch, in both paper and digital format ([www.bdo.be](http://www.bdo.be)).





OPINION

## WONDERFUL? PRODUCTIVE? TERRIFYING?

**W**ith the advent of ChatGPT, the world of artificial intelligence (AI) experienced its iPhone moment. 'A watershed moment in the history of AI' ran the headline in the trade press. Soon after, the big boys jumped on the bandwagon – adding to the momentum and underlining AI's relevance.

ChatGPT – or, to give it its full name: Chat Generative Pre-trained Transformer – sounds more extra-terrestrial than human. However, the chatbot specialises in conducting dialogues in the most human way possible. I have been experimenting myself, and I have to admit ... at first glance, the results look amazing. And I'm not alone: just 5 days after the launch, the number of registrations exceeded the magic mark of 1 million users! Facebook took 10 months to achieve this, Instagram 10 weeks.

**“AI opens a window onto an inevitable future.”**

So, has ChatGPT written a piece of history? It seems very likely. With every step we take forward in AI, the boundaries between human activity and machine-based actions blur - think too of deepfaking in imaging and processing. That may seem frightening, but nevertheless it's a window onto an inevitable future: human activity increasingly supported by digital devices, whether or not artificially intelligent.

### DRIVEN BY AND FOR PEOPLE

Critics focus - often justifiably - on the flaws of chatbots. At the same time, people are concerned about the growing dominance of, and dumb reliance on, algorithms in our work and life. Obviously, we must remain critical, but we should not gloss over the benefits. Algorithms and technology also save lives and, subconsciously, they are already gaining our trust in many almost invisible applications, such as assisted driving systems (anti-skid, ABS, collision detection, etc.).

Are we still able, let alone willing, to do without them? As a technology optimist, I believe that the new AI capabilities will quickly become part of our daily activities, on both business and personal levels. But, as with any innovation breakthrough, we will have to consider teething problems and ethical issues.

AI is the long-awaited next quantum leap in the digitisation of our businesses and society. An intelligent digitisation – driven by and for people – that supports our productivity and life in and of itself.

After all, AI offers the perfect opportunity to break the so-called productivity paradox<sup>(\*)</sup>. I see a lot of opportunities for bots like ChatGPT in consulting, software engineering, marketing, and so on. Couple that with optimal cross-pollination amongst the mass of data we have built up over the past few years and we can move mountains.

Without AI, our human brain cannot possibly process the exponential growth in available data, let alone do so efficiently and cost-effectively. Our brains simply don't have such massive computing power. Nevertheless, people will have to continue to intervene to filter out from the results the knowledge that is actually relevant and meaningful. For our DNA as an organisation, as a service provider, as people.

**Peter Van Laer**  
CEO of BDO Belgium

(\*) The productivity paradox (formulated by economist Robert Solow) states that spectacular digital development does not translate into (expected) productivity growth.

**TESTIMONIAL**

## REJUVENATE BIOMED, WITH SUPPORT FROM BDO, IS HELPING ELIMINATE AGE-RELATED ILLNESSES

“Surrounding yourself with the right people is at least as important as the scientific idea.”

*Rejuvenate Biomed is a biotech company located on the Health Campus in Diepenbeek. Surrounded by similar life sciences and health organisations, a dedicated team led by Dr Ann Beliën, founder and CEO of Rejuvenate Biomed, focuses on tackling ageing processes and age-related illnesses. What is it like as a biotech in the current economic climate? What are the trends, challenges and future perspectives?*

Dr Ann Beliën, founder and CEO of Rejuvenate Biomed, and Gert Maris, Partner BDO Audit & Assurance

“Above all, it is thanks to all our colleagues, volunteers and outside support that we get our medicines to patients.”

**How did Rejuvenate Biomed and the idea of tackling ageing processes in the human body come about?**

**Ann:** “During my career at Janssen Pharmaceutica, one of the things I immersed myself in was the treatment of age-related illnesses. Despite the fact that a great deal of interesting research around this theme already existed, I was looking for a different way to approach these ageing processes as a whole. And that is how I ended up in what is called the biology of the ageing process, where we study age-related illnesses via a general mechanistic cellular approach. The goal was, by combining existing drugs, to keep the cells in our body healthy for longer and thereby to try to delay the onset of these illnesses.

When this proved to be a valuable approach – and also a business opportunity in the form of a biotech – the only question left was whether I would want to leave Janssen Pharmaceutica to develop this idea further myself. Since I was convinced about this approach and had been taught at home that if you believe in something you should go for it, I dared to take the step – and Rejuvenate Biomed was founded in October 2017.”

**What are the biggest obstacles in your sector at the moment?**

**Ann:** “At Rejuvenate, we are looking for mechanisms at the cellular level that are common in the human body so that we can influence multiple organs simultaneously and counteract ageing processes such as, for example, muscle weakness or sarcopenia. One of the major challenges in the ‘ageing’ sector is demonstrating that a particular drug has a positive effect on multiple organs. But we are optimistic about our ultimate success.



There is also, of course, the regulatory aspect to consider. At the moment, there is no clear regulation (yet) regarding the development and marketing of a product for ‘ageing’. In order to create more clarity, we are engaging with the FDA (Food and Drug Administration, US) and the EMA (European Medicines Agency, EU) in a number of ways. For example, our advisory board includes key opinion leaders and advisers who are working with us and our colleagues towards a common goal. It can be seen as a community that wants to take the next steps in the world of ageing.”

**What are the trends within ‘ageing’? How do you usually go about your work?**

**Ann:** “There are multiple ways of working within our sector, which everyone combines in different ways. For example, we start from an artificial intelligence perspective to determine which products already on the





Ann Beliën's team is currently developing a drug to tackle sarcopenia (muscle weakness).

market are safe to combine. Furthermore, we also look at the potential impact of that combination on the 12 already identified characteristics of the biology of ageing. The system then predicts which combination can positively influence as many of these characteristics as possible. We then confirm this in our animal models – first with worms and then with mice, before moving on to humans in a later phase.

Of course, a great deal of responsibility is involved. Together with Bioage Labs, we are the only 'bio-ageing' company that is already conducting clinical trials towards Phase 2. So, making mistakes is absolutely out of the question. Furthermore, a great deal of progress has already been made academically – but many start-ups and spin-offs are still in the pre-clinical research phase and have thus not yet evolved to the clinical development of a product."

**What is it like as a biotech in the current economic climate? Do you spot a big difference in investors in Europe and beyond?**

**Ann:** "In all sectors – not only in 'ageing' – you notice that many parties are less eager to invest. There are a number of very large investment organisations that do have stable funding, but that is not at all as straightforward as it used to be. As far as 'ageing' is concerned, the US investment market is much larger than the European one – although the market around muscle disease sarcopenia is more active in the EU. So, we really need to compromise a bit between the different markets, but we have a lot of advisers and international groups that support us."

**How did you connect with BDO, and what is the added value of an external adviser for you?**

**Ann:** "For us, the personal link was very important. We were looking for people who fit into our way of thinking, with the same norms and values. We talked to various parties, but with BDO we were on the same page. During our discussions with Gert Maris, Partner and Sales Director BDO Belgium, we felt that the human and collaboration aspect were definitely present.

Of course, there is also the expertise – but the personal match was really the decisive factor. We love getting to know the teams who work with us and with whom we sit together at the table, motivated to get things done. There is mutual respect, not only for each other's expertise but also for the way we communicate."



“Investors are less eager in the current economic climate, but fortunately many advisers and international groups support us.”

**Sustainability is becoming more important in every sector. How does Rejuvenate approach this?**

**Ann:** “Sustainable entrepreneurship is very important to us. So, we included it in our goals from Day 1 and have applied it to the working methods within our organisation. For example, our building is constructed from recoverable elements, and we’re actively working on defining our sustainability path even further, in both the short- and the long-term.

Currently, we are located on the Health Campus in Diepenbeek – a very deliberate choice, as there really is a community of organisations here working around the same topics. To give this community even stronger cohesion, we often work together and exchange expertise with the different sectors that are present. There are also departments from Hasselt University, UCLL and PXL that are situated here. The interaction with STEM students is important in helping to shape the future generation.”

**What determines Rejuvenate’s success?**

**Ann:** “Our organisation is what it is today thanks to the people: everyone who supports us from the outside, investors and advisers, as well as those who carry out the projects internally, the team, and all the volunteers who participate in the clinical studies. Thanks to them, we can work together towards a common goal and get our medicines to the patients who need them. A good scientific idea alone will not get you there. So above all, I’m enormously grateful. The energy I get back from my job is immense, and I look forward to what the future holds for Rejuvenate Biomed.” ■

**LOOKING FOR PERSONAL ADVICE  
TO TAKE YOUR ORGANISATION  
TO THE NEXT LEVEL?**

Contact Gert Maris:  
[gert.maris@bdo.be](mailto:gert.maris@bdo.be)



## PARTNERSHIP

# STAY IN CONTROL OF YOUR ENERGY BILL

## BDO + Odot = optimal energy management

*In the current volatile energy landscape, it's becoming more challenging than ever for companies to optimise energy supply. Sustainably, at the best possible price, and future-oriented. Moreover, the energy market has become so complex that an 'energy manager' is not a luxury. That's why BDO Belgium is participating in Odot, the energy expert that, thanks to a unique purchase model, supported by the necessary apps, keeps your energy bill under control.*



From left to right: Peter Van Laer, CEO of BDO Belgium, Johan Vandenbroeck, Chairman of BDO Belgium, Chris Elbers, CEO of Odot, Anya Kussé, COO of Odot

**T**hrough a capital increase, BDO Belgium is participating in the capital of Odot, the energy manager with which we have been working for some time. Today, Odot is looking at the electricity and gas supply of companies. "It is, above all, the (family) production companies and companies with multiple branches that have every interest in a well-thought-out energy purchasing strategy," says **Peter Van Laer**, CEO of BDO Belgium, regarding the reason for the participation.

Indeed, keeping energy costs under control is not just a matter of accounting. The increasing complexity of the supply and management, the digitalisation of energy flows, and (not least of all) the evolution towards more sustainable entrepreneurship and ESG reporting are important drivers for mapping out energy consumption and energy organisation – and, where possible, optimising them in all their facets. "All the while taking into account the volatile supply market – today, nobody can predict with certainty how that will evolve in the medium- and long-term."

### PURCHASE MODEL ENSURES THE LOWEST COST

Odot knows exactly how energy contracts are constructed: where hidden margins and risks are located, what administrative costs are charged, how the link with wholesale prices is established, and what the optimisation options are. Knowledge of the details of energy contracts, and a detailed purchasing strategy, are becoming more important by the day. "Thanks to Odot's expertise, knowledge and experience, we can guide our clients in the well-considered purchase of gas and electricity," says **Dirk Vandendaele**, Managing Partner Accounting & Reporting BDO Belgium. "We support our clients with the integration of charging station infrastructure, solar panels, and wind farms. As with the purchase contracts, Odot experts also have the knowledge and network concerning these projects to install the best solution for our clients." Bottom line: Odot organises a smart energy mix and takes care of the headaches and red tape. "And all of that for a fee that you can earn back multiple times in a jiffy. A win-win, in other words."

"Our many years of experience in energy trading with energy suppliers have given us crucial insights into the construction of energy contracts and the optimal way to purchase energy. We know the margins and the possibilities like no one else," confirms **Chris Elbers**, seasoned energy expert and CEO of Odot. "We have translated this know-how into a unique purchasing model – supported by an energy management platform developed in-house – and we are playing this out in a targeted manner in negotiations with various energy parties. The clients' interests come first. By grouping the weight of our clients, we also stipulate conditions that an individual company could never receive, in terms of price formulas as well as in terms of the type of contract."

The question is whether, in the current unstable energy market, there is still a good strategy for companies to purchase energy? According to Chris Elbers, until mid-2021, companies negotiated mainly to get the last euro cent out of the margin of the energy contract. That track is exhausted today.



“In addition to energy prices, the energy transition is also a catalyst for making your energy consumption more sustainable.”

Peter Van Laer, CEO of BDO Belgium

“That’s why Odot is now focusing mainly on energy contracts that provide the flexibility to set prices in parts of the volume in the long-term. We must take into account the sharply increased CO<sub>2</sub> prices that trickle down into the price of electricity and the nuclear exit in the coming years. For example, energy prices for delivery in 2025 are currently high compared to two years ago, but they’re up to 20% lower than current prices. Thanks to this advance knowledge, you can, for example, already set a quarter of your required volume at that rate. If the price drops again, there is still 75% left to respond

to the drop. In this way, our clients evolve towards decreasing energy budgets every year and are better able to keep their energy costs under control.”

### SHARING KNOWLEDGE CREATES VALUE

In addition to Odot’s expertise, their digital knowledge platform was another argument for BDO to participate in the capital. Odot centralises all knowledge on this platform and simultaneously links the client’s actual consumption, the price formulas of the contracts, and the actions implemented in the purchase strategy. The platform offers the client continuous insight into the consumption of each connection and a way to follow the cost of each kWh. The platform is even capable of measuring and controlling inverters of solar panels, batteries and charging points. Peter: “The big advantage is that we can capitalise on the evolution of electricity consumption at a client and that we can proactively negotiate or renegotiate contracts or determine a price range for a certain period. This is analogous to what wholesale distribution does with its product suppliers. In turn, clients can closely monitor their energy profile via a personalised dashboard, without having to collect and link data themselves. This offers them insights into their real energy consumption and encourages them to reflect.”

With the platform, Odot also relieves clients of the management and submission of peak capacities within the framework of the capacity rate in Flanders. With the rise of ‘energy sharing’ – for example, to share power surpluses from solar panels with other establishments or to sell them to another company – Odot ensures that this solution is organised correctly, in sync with the surrounding energy contracts. And that not only the megawatt hours but also the numbers of euros are available to clients in clear dashboards.

## AIGUST, MIRROR OF THE FUTURE

aiGUST – started by BDO Belgium with industry peers Van Havermaet and Vandelanotte – helps accountants meet their clients’ expectations by extracting data from existing accounting software packages and other systems and turning it into clear, actionable insights and advice that the accountants’ clients can use to make their business perform better. The power of the platform lies in the sum of the knowledge and data shared by individual members, and brought in by external experts, and the intelligence of the self-learning algorithms unleashed on it.

**Tim Bottelbergs**, CEO of the fintech knowledge platform aiGUST: “It would be crazy if we did not use the energy costs from accounting to help clients map out their energy consumption in relation to these costs. And to work on this in order to optimise energy management. If the accountant has a specific question, they receive targeted advice, based not just on their data but on the entire community’s available data. It’s up to the accountant to decide how to tailor this ‘algorithmic advice’ to their client company. In other words, the accountant retains control over his or her data and the advice from aiGUST at all times.”

Thanks to its huge database, aiGUST can also detect or predict trends and provide benchmarks. “And proactively send triggers to the accountant. For example, what is the impact of a new law or European rule on your clients’ compliance management? (Prediction) Or did you know that your client’s energy costs are not in line with those of its peers in the sector? (Benchmark)”

Also read the article “aiGUST – Everything for and by the accountant”: [www.aigust.be](http://www.aigust.be)



## “Odot organises a smart energy mix and takes care of the headaches and hassles.”

Chris Elbers, CEO of Odot

At the strategic level, thanks to all of the available data, a (hedging) policy can be determined in a future-oriented manner that takes into account the global energy flows and market movements, the production evolution, and the energy needs of the company itself. “Making the link with aiGUST, the fintech AI platform for accountants, is obvious,” says Peter regarding the future. “Because the more we can (and dare to) bundle and share client knowledge and data with each other, the more valuable these data become for each client individually. A company that knows the exact cost per megawatt hour – and can perfectly indicate which internal factors have an impact on this cost – can take very targeted action or adjust its consumption and purchase strategy.” (Also read the insert ‘aiGUST, mirror of the future’).

### TOWARDS SUSTAINABLE ENERGY CONSUMPTION

Energy price and energy cost control are one pillar of the strategic growth path. The transition to sustainable energy consumption is a second pillar. Today, companies must take action towards sustainable entrepreneurship if they want to be compliant with new European regulations (such as the ESG reporting that will soon become mandatory for the majority of companies), as well as federal and regional regulations, and do not want to be presented with the bill in 5 years.

Today, many companies are still struggling with the upcoming ESG reporting obligation, and they’re looking for ways to anchor that new reality in their strategy. Energy is often a first step, but it raises many questions at the same time: do we want to purchase green energy, or what are other innovative options? Do we invest in an electric fleet, solar panels, or wind turbines? From now on, by combining our ESG expertise with Odot’s know-how, we can also help our clients with an objective solution and adjustment of their strategy.

In addition, we also see various drivers that have a major impact on the way (and speed) with which our clients are making the energy transition and will do business more sustainably: for example, the conditions in the context of capital provision, the business risks and opportunities, the pressure from our own clients and other stakeholders, etc. “We want to support our clients in taking a proactive role here, so that they don’t miss out on the opportunities this transition brings,” Dirk and Chris explain. “We urge them not to wait for ‘the hammer’ of upcoming legislation, taxes, etc., which would force them to respond reactively to all costs and associated risks. At the same time, we provide solutions to make their energy policy optimally sustainable. Because, as one example: the lower the energy consumption, the lower the CO<sub>2</sub> emissions.”

## “Thanks to Odot’s expertise and experience, we can guide our clients in the well-considered purchase of gas and electricity.”

Dirk Vandendaele, Managing Partner Accounting & Reporting BDO Belgium

Now that ‘energy sharing’ is a possibility, developers of large solar parks come to us in their search for clients. Chris: “When a lot of energy is injected into the grid, we look into our client portfolio for clients with a good profile match and offer green solar power at a fixed price for up to 15 years. We integrate this solution into the contract structure, and both the seller and the buyer can follow all volumes and euros transparently on the Odot platform.” ■



**DO YOU HAVE ANY QUESTIONS ABOUT HOW TO REDUCE YOUR ENERGY BILL OR BETTER MANAGE YOUR ENERGY CONSUMPTION? ARE YOU LOOKING FOR HELP WITH THE ANALYSIS OF YOUR SITUATION?**

Then contact the specialists in our Accountancy team ([accountancy@bdo.be](mailto:accountancy@bdo.be)) or your trusted contact person within BDO.



## BUSINESS

# “THERE IS MORE IN US”

Cross-pollination becomes a lever for growth in the real estate & construction industry

*Real estate is present everywhere and in all forms in BDO’s business worldwide. Sometimes very visibly, more often not on the radar, but undeniably active. By mapping out and connecting all these services and expertise, BDO Global is striving to increase our strength in the industry. How exactly? Ayman Chalak (BDO Global) and Erik Van den Broeck (BDO Belgium) have the floor.*

In 2023, the Real Estate & Construction (REC) industry represents about 10% of BDO Belgium’s turnover. The industry also represents a similar share in BDO Global. “And we are growing,” laugh Erik and Ayman, who are responsible for business development in the industry at BDO Belgium and BDO Global, respectively. “This growth is mainly driven by social trends, such as the demand for more sustainable buildings and infrastructure, the circular economy, consolidation within the industry, and the rise of PPP (public-private partnership) projects.”

knowledge and know-how together – ‘connect the dots’ – and you cover all the ins and outs of the industry. Hence, the importance of all of our offices being aware of each other’s expertise and sharing with each other so that they can use the expertise to develop their own local business or to focus on cross-border projects with multiple BDO offices.”

To support them in this, BDO Global is developing numerous initiatives that effectively help to generate more turnover. “Think of support when making quotations,” Erik offers as an

“BDO Belgium has many years of experience in PPP, and wants to play a major role in the expected growth in the offer.”

Erik Van den Broeck, Partner and Head of Real Estate & Construction BDO Belgium

Erik: “In particular, the striving for sustainability is a central driver for investors and the financial world. After all, they need to be compliant with, for example, the European regulations and Green Deal targets. Their investment decisions increasingly depend on the level of sustainability of real estate and infrastructure projects. The two worlds work like communicating vessels.”

## CONNECT THE DOTS

To further stimulate this growth, it is necessary to map out in detail the activities in the REC industry internally within the BDO Global community. Ayman is still amazed at how many different niches in the industry we operate in all over the world (read the insert ‘BDO globally active in the REC industry’). “Put all this

example. “Suppose you, as a Belgian construction company, want to compete for a project abroad. Then the input from local BDO experts is very valuable in enabling you to take local regulations, cultural sensitivities, etc. into account.”

Thanks to growing international cooperation, BDO can also focus more actively on the large multinational players in the REC industry. Ayman: “The middle market remains our scope. But when you know that the REC industry is consolidating, then, as a service provider, you must follow your (potential) customers and develop your services more internationally as well. Moreover, without realising it, various BDO offices today sometimes already work for the same multinational customer. It would be crazy not to share that knowledge and effort

## BDO GLOBALLY ACTIVE IN THE REC INDUSTRY

Almost every BDO office in the world is active in real estate and infrastructure in one way or another, through a wide range of services. The BDO Global Real Estate & Construction group invests in relationships that focus on partnership and growth.

### A selection of industry clients being advised by BDO:

- ▶ Real Estate Investment Trusts (REITs)
- ▶ Real estate funds and fund managers
- ▶ Developers
- ▶ Infrastructure funds and construction companies
- ▶ Asset managers
- ▶ Special Purpose Vehicles (SPVs)

### A selection of asset classes where BDO's strong capabilities are making a difference:

- ▶ Retail
- ▶ Residential and Multi-family
- ▶ Hotel & Leisure
- ▶ Student Accommodation
- ▶ Senior Living
- ▶ Offices, Corporate (CRE)
- ▶ Industrial & Logistics
- ▶ Healthcare
- ▶ Affordable Housing
- ▶ Civil Infrastructure (metro lines, bridges, motorways, airports, etc.)

### A selection of services being offered by BDO to industry stakeholders:

- ▶ Audit
- ▶ Real estate tax and law
- ▶ Real estate valuation and appraisal
- ▶ Digital/circular construction and sustainable infrastructure
- ▶ Business services and outsourcing (BSO)
- ▶ Real estate acquisitions, transactions, valuations, due diligence
- ▶ Advisory work, structuring for the establishment of joint venture companies and strategic partnerships
- ▶ Corporate Real Estate (CRE) Advisory – The future of the workplace – and the New Ways of Working (NWOW)

### A random selection of niches within the industry / specialisations by BDO:

- ▶ Real estate cost management – BDO United Kingdom
- ▶ Robotic Process Automation (RPA) in REC – BDO Netherlands
- ▶ Cybersecurity in real estate management – BDO Digital
- ▶ BDO Grizzly 2025, a digital solution for managing reforms within real estate taxation – BDO Germany
- ▶ Selection of, and incentives for, real estate sites – BDO United States
- ▶ Claims and dispute resolution REC – BDO Canada
- ▶ REC insurance (hurricanes, disasters, climate change) and policies for commercial buildings – BDO United States
- ▶ Specialised hotel construction projects and management – BDO in Africa
- ▶ Cost accounting / depreciation regulations – BDO Netherlands
- ▶ Anti-money-laundering and fraud investigations – BDO United Kingdom



From left to right: Erik Van den Broeck, Partner and Head of Real Estate & Construction at BDO Belgium, and Ayman Chalak, Senior Manager Global Business Development

with each other. Because the more knowledge and expertise you share, the more the customer trusts you, and the more business opportunities you create.”

### 3 TO-THE-POINT QUESTIONS

**1** How can companies active in the REC industry address the acute talent shortage?

**Ayman:** “Recent research by BDO Global (read the insert on p. 14) among

final-year students and businesses shows that construction companies are struggling to find and retain the right talent – while, at the same time, they’re facing an increasing outflow of skilled workers. The COVID-19 pandemic was an important trigger here.”

**Erik:** “The industry is trying to address the shortage of skilled workers by standardising building products and, for example, using more prefabricated components

## GLOBAL TALENT SHORTAGE IN CONSTRUCTION: KEY FINDINGS SURVEY

BDO's Global Real Estate & Construction team undertook a global survey to examine the opinions and attitudes of university students towards considering/pursuing a career in the industry. The survey aims to gain insight from countries across 5 continents on how attractive the construction sector is for the new generation and how their values and beliefs shape their perspective. It also gathers input from professionals currently working in the sector.

Some of the survey's key findings are:

- 1 Skills shortages and talent retention challenges are negatively impacting construction industry performance.
- 2 Although the demand for skilled construction roles remains robust, students are turning away from a career in the industry.
- 3 Corporates in construction are not aligned with what is most important to the students' future career aspirations.
- 4 51% of construction companies anticipate increasing the size of their workforce in the next 6 months. 50% of the corporate decision-makers surveyed say they find it very difficult to attract and retain early career professionals to roles in the construction sector.
- 5 Gen Z say that construction's perceived negative environmental and social credentials are putting them off the industry.
- 6 Recruitment efforts in construction are misfiring – a fresh think on strategies and tactics is needed.

More details about the survey? Scan the QR code to read the report.



## “The better all of our offices share their expertise with each other, the more growth opportunities we create.”

Ayman Chalak, Senior Manager Global Business Development: Natural Resources & Energy | Real Estate & Construction

(such as a plug-and-play toilet system), which means that they need fewer skilled workers on site.”

- 2 In a country like Belgium, just about everyone agrees that we must safeguard the open space. As a result, the available building space is becoming smaller and smaller. Is the industry in trouble?

**Erik:** “It seems like a contradiction, but despite the shrinking availability of building space, the industry is growing. The demand for affordable, sustainable and comfortable living and working spaces is increasing. The COVID-19 crisis made the importance of a liveable neighbourhood with sufficient local greenery and amenities even more clear. This trend is exacerbated by the pressure to live more sustainably and to (re)build in a circular manner. As a result, more and more investments are being made in ‘smart cities & buildings’ and the focus is shifting from out-of-town new building projects to inner-city valorisation of the existing living and working environment.”

**Ayman:** “At the same time, complexity is increasing. Compliance requirements are becoming increasingly stringent, circular processes require companies to reinvent their business model, and so on – which

also increases the demand for specialised guidance and support.”

- 3 In the last decade, PPP (Public-Private Partnership) projects have again been on the rise. What opportunities do they offer, and what are the risks, pitfalls?

**Ayman:** “Large infrastructure works – such as constructing metro lines, bridges, motorways, hospitals, prisons, airports, etc. – in collaboration with the public sector require very specific knowledge and know-how. These projects are so specific that you do not necessarily have to develop them in every country. It's more important that the available knowledge be accessible to all our offices.”

**Erik:** “As private partner, you are often also responsible for the project's long-term management and maintenance. That's a risk as well as an opportunity. This is where a ‘centre of excellence’ can bring solace – a kind of platform where experts from

different countries cross-pollinate and share their knowledge with those offices that see an opportunity but lack sufficient expertise themselves. Without such a knowledge pool, they would probably miss out on the opportunity – and, of course, we want to avoid that. Remember that sufficient financial resources – think investment funds – are available in Belgium for large infrastructure works – but sufficient projects are currently lacking.”

**Ayman:** “Do not forget the growing infrastructure works in renewable energy: such as solar parks, biomass plants, off- and onshore wind turbines, even waste water management and water treatment plants. We advise customers all over the world about investments in renewable energy, but we do not extrapolate this knowledge enough towards the REC domain.” ■

### DO YOU HAVE QUESTIONS ABOUT HOW WE CAN SUPPORT YOU AS A CONSTRUCTION COMPANY? ARE YOU LOOKING FOR HELP WITH THE ANALYSIS OF YOUR SITUATION?

Then contact the specialists from our Real Estate & Construction team: [erik.vandenbroeck@bdo.be](mailto:erik.vandenbroeck@bdo.be). Or reach out to Ayman ([ayman.chalak@bdo.global](mailto:ayman.chalak@bdo.global)) for bid support and cross-border work, and to learn more about BDO's footprint in real estate and construction – globally and within local jurisdictions.





“A strong leader gains authority by passing on his or her knowledge and skills.”

Jan De Schepper, Partner BDO Belgium

Managers have to understand very clearly what impact the body can have on the brain and vice versa.

© Marco Mertens

## STRATEGY

# “GROWTH-ORIENTED FEEDBACK IS MORE VALUABLE THAN POSITIVE FEEDBACK ALONE.”

Jan De Schepper links people and business

*BDO Partner Jan De Schepper recently received the IT Lifetime Achievement Award from Computable Belgium, which describes him as “one of the most influential ICT personalities in Belgium”. In addition, Jan is one of the driving forces behind the CEO Summit, the annual gathering for captains of industry. High time for a chat with this strategic thinker.*

**Winning a Lifetime Achievement Award hasn't left you unmoved, has it?**

**Jan:** “I try to remain modest about it. People love awards - they really enjoy recognition, and rightly so, but you also have to put that into perspective.

More important than winning an award is the realisation that, in this volatile world – which has been in a permanent state of crisis for years – young people are genuinely concerned. It's up to us, the baby boomers, to support them, to connect with them and pass on our knowledge.

So, I see the award as a confirmation that I'm fulfilling this duty. Those who can share their experience will multiply it. Strong leaders gain authority by passing on their knowledge and skills and not keeping them to themselves. More than that, they are duty-bound to do so for the generations that come after

## WHAT BINDS JAN TO BDO AND VICE VERSA?

When Mechelen consultant Crossroad was absorbed by BDO Belgium in 2017 - at the time Jan was an executive board member at Crossroad - he was asked to put BDO more actively in the market with large corporates, without of course neglecting the middle segment. "The aim was to increase the share in the top-of-the-range corporate segment more than the turnover growth of the entire company. Which was a must in order not to fall behind the wave of consolidation in the market. And that seems to be working well. Moreover, I like it when I can make people better, stronger and taller. This is possible at BDO, where there is an enormous amount of talent on board and the right culture. Both factors are equally important."

**At the same time, Jan supports the sector-driven market approach** (also read the article 'Knowledge of industries drives the business', p. 18). "Up until a few years ago, BDO mainly approached the market vertically, from services (legal, accountancy, finance, audit, etc.). We are now looking for horizontal entrances at the sector level (finance, government, logistics, utilities, real estate, industry, etc.). The combination of vertical and horizontal offers multidisciplinary business opportunities. By creating sector-based propositions, we want to make a difference."

**Ultimately, Jan wants to share his experience, knowledge and know-how with the coming generations.**

"It's incredible how millennials match up with over-55s. Young BDO is extremely dedicated and eager to learn. It's a fantastic generation that's not afraid of hard work, provided they are treated in a warm, understanding way by their managers. Unlike many other companies, BDO has this generation on board. It's a generation that must not be 'overlooked'. Companies that neglect or cannot bind this generation will be less successful in the long-term."

them. The old saying 'knowledge is power' is slowly but surely fading away. Modern leadership does not rely on authority, top-down policy, micro-management, etc., but on the ability to connect with and, at the same time, challenge people, to make them better, stronger and taller."

**Does a manager have to be competent and radiate human warmth and connection?**

**Jan:** "According to a long-term study by Harvard University, for 70% (!) of all employees, the most difficult part of their job is managing their relationship with their manager. The most successful leaders combine 'agreeable' and 'challenging'. In a business environment, making connections – creating links – is just as important as speed in sport. That's a strength that makes other forces grow."

**You were one of the first to establish the link between top-level sport and leadership.**

**Jan:** "In times of crisis, not many people like to lead, while that is exactly when a good captain is

**"Managers have to understand very clearly what impact the body can have on the brain and vice versa."**

Jan De Schepper, Partner BDO Belgium

desperately needed. Managing a company successfully, and retaining the right employees in your company, is becoming increasingly difficult. Therefore, it's high time for a new kind of leadership. A 'sports mindset' must be integrated more into the business world. Top athletes are used to performing under pressure and manoeuvring quickly in competitive and complex situations. Performing under pressure is completely different from performing in your comfort zone. Instead of generating stress, leaders must create drive. Neuroscience can teach and help us a lot in this regard. Humans are complex beings, while simultaneously being such very emotional creatures. Too many leaders don't understand enough what makes people tick, how feelings come about and how to deal with them... You don't get people moving without emotions. But leaders are not adequately trained for this..."

**... which makes organisations 'overmanaged'?**

**Jan:** "... and 'undercoached'. BDO is breaking through that reality and has made an enormous effort in recent years to focus more on coaching their people. In this regard, the relationship of trust between the employee and the 'people manager' – the coach – is essential. Growth and development are central to this. By focusing on continuous feedback – and 'feed forward' – discussions, colleagues know better where they stand and where they want to go. This approach is actually an integral part of the evolution towards more sustainable entrepreneurship. This is not self-evident in a very rational business run primarily by lawyers, accountants, auditors, tax specialists, etc. However, awareness of the importance of connecting and coaching is growing and is also

## PRESSURE AND PRESSURE IS TWO

At BDO, we understand 'pressure' in the positive sense of the word. "Excessive work pressure is certainly not a positive motivator," adds Wim Galbusera, Human Resources Director BDO Belgium. "In other words, motivation and dedication depend not only on salary or job content but also on the extent to which employees feel connected with colleagues and understood, appreciated and 'at home' in their team, organisation or company."

Indeed, recognising employees is essential, but not enough. Continuing to challenge them ('putting pressure' in Jan's words) to use their talents to the full is just as important. "Giving people a 'push' that takes them off balance so that they can, or must, take a step forward afterwards. That's what we call growing together."

being translated into practice. This creates a great deal of stimulation and is clearly becoming a critical differentiator."

**"Receiving an award is actually getting feedback." What do you mean exactly?**

**Jan:** "Receiving feedback - in the form of an award or in other ways - may not be an excuse to become conservative, but to improve... regardless of experience and age. People who receive only positive feedback risk falling into the trap of continuing to work the way they currently are. Wrong! Growth-oriented feedback is much more valuable to me than purely positive feedback, because it makes you look at yourself critically and inspires change, evolution and, ultimately, even 'doing better' than before. It's not easy to give and ask for feedback, but it's crucial for an organisation's growth story."

**So, it's fine if feedback puts some pressure on you?**

**Jan:** "A leader must understand the mechanism of where, when and how much pressure they

can and may put. People need pressure from time to time to do more than usual, to broaden their tolerance zone. Obsessively avoiding pressure is counter-productive. The art is to convert pressure into positive drive and not into negative pressure or stress. Good leaders can do that."

**'Pressure' was the theme of last year's CEO Summit. The headline for 2023 is 'Human Cloud: Original Leadership'.**

**Jan:** "A leader who connects with the employees in a human way also dares to (and must) push where it hurts, albeit without pouring salt into the wound. Compare it to receiving a vaccine: at first, you might suffer a little, but eventually you recover, you become better as an individual, and the group immunity grows too. As long as you give people enough time to recover. Giving recovery time is even more important than demanding effort. But don't let employees stay home if they feel tired after an exhausting assignment – instead, give them a different, less burdensome task for a while. Bottom line: pressure is a



© Marco Mertens

well-intended system, and those who can apply the mechanism properly will end up with fewer burnouts or absences. People who experience 'underpressure' because they are not challenged enough will start doubting their own talents or skills. An effective leader understands and masters this paradox."

**Easier said than done?**

**Jan:** "Absolutely. Managers receive too little support or, in the worst-case scenario, they have no interest in how people function. Whereas they must understand very clearly what impact the body can have on the brain and vice versa. Instead of having them take another 3-day

course on process optimisation or a certain methodology, they need more training on 'how do I deal with people?'

I once broke my little finger. The radiologist with years of training took a photo. The anaesthesiologist, also highly trained, put me under anaesthesia for the operation. Then it was the surgeon and the physiotherapist's turn. So many specialisms for a little finger. Meanwhile, there is much less training for the leaders who work with people's heads and have to understand why they feel good or bad about themselves. The impact of this is so much greater on the well-being of the people and the organisation in which they must function." ■

**HOW DO YOU ELEVATE COACHING AND LEADERSHIP TO A SPORT? HOW DO YOU PROMOTE SUSTAINABLE ENTREPRENEURSHIP THANKS TO STRONG LEADERSHIP?**

Contact Jan De Schepper: [jan.deschepper@bdo.be](mailto:jan.deschepper@bdo.be)





## BUSINESS

# KNOWLEDGE OF INDUSTRIES DRIVES THE BUSINESS

*The boundaries between industries are fading. Services that used to be deepened vertically can now be deployed horizontally. In-depth knowledge of what lives and moves in the different industries allows BDO Belgium to proactively challenge, coach and lead clients towards future business opportunities.*

**T**he world is changing, and a new economy is throwing the old one off balance. New technologies and trends are transcending traditional business environments – not just in terms of production, but all the links and processes in a company's value chain. "If we want to be able to support our clients in this new reality, it's important that we adapt our own strategy, our internal organisation, and our business plan accordingly," says Gert Maris, Partner and Sales Director BDO Belgium. "This is one of

the reasons we no longer approach the market primarily from the perspective of traditional, multidisciplinary 'vertical' services – such as 'finance', 'audit', 'legal', etc. – but simultaneously from the perspective of the horizontal operations of the industries."

Another reason is that the boundaries between traditional services, disciplines and industries are blurring at lightning speed. The private equity sector, for example, has more in common with the transport sector than

“An independent third party with a cross-sector helicopter view is more than welcome as an eye-opener or challenger.”

Gert Maris, Partner and Sales Director BDO Belgium

it might seem at first sight. And vice versa. “Sustainability, for instance, plays a key role in how both industries position and differentiate themselves in the market. Investors want to know how sustainable the haulier works in order to be able to justify their investment decision. And to be compliant with ESG reporting (on the environmental, social and governance consequences of the activities). In other words, you must be able – and not afraid – to look beyond the boundaries of your own sector to understand that developments in other industries can also impact the sector you are operating in.”

### EYE-OPENER AND CHALLENGER

When you know and understand what is going on in an industry and why, you can ask clients the right questions. Or clients can point out trends or evolutions that have (or will have) an impact on their activities. “Companies and organisations too often focus - subconsciously - primarily on their own day-to-day business,” says Gert from experience. “The input of an independent third party with a cross-business and

cross-sector helicopter view is more than welcome as an eye-opener or challenger.”

Even the fact that you, as a consultant, feel the obstacles a company has to tackle day-in and day-out gives confidence. “Besides, if you can explain this knowledge and know-how of the sector in an international context, the opportunities and solutions that you offer take on an extra dimension – while, at the same time, your value as a sparring partner increases.” Also read the article ‘Cross-pollination becomes a lever for growth in the real estate & construction industry’, p. 12.

Moreover, this sector approach is in every company’s interest, regardless of its scale. Local SMEs don’t always have the resources to stay in close touch with what is going on in their sector in the medium- and long-term. They are definitely interested in a sparring partner that will help them decide on the strategic direction to take. In turn, large corporations are looking for partners with broad, in-depth experience with the various aspects of (international) projects within their sector.

## JOINING INTERNATIONAL FORCES

Under the leadership of the new CEO, Pat Kramer, BDO Global has defined a number of international business areas in which our experts can bring the greatest added value to clients. The support of the international office network focuses on 4 pillars within these industries:

- 1 Supporting the (international) tender process and key account management;
- 2 Strengthening ‘thought leadership’ within the key industries;
- 3 Further developing the community of internal and external experts;
- 4 Creating efficiency gains and optimal risk management thanks to sharing know-how, experience and best practices among the various BDO countries.



## INDUSTRIES

Today, BDO Belgium combines its know-how, expertise and experience within 13 industries, 7 of which form the core:



### ► Private Equity

A lot is happening in the world of private equity. Competition is growing – to the point that investors are finding it increasingly difficult to find valuable opportunities. Which companies are of interest to these investors?



### ► Financial Services

Developments in the world of financial services are following each other in rapid succession. Never before has the impact of encroaching (data) technology and digitisation been so great. Moreover, regulation is increasing across the board, at both the European and the national levels.



### ► Real Estate & Construction

Real estate prices are soaring. Construction companies are still struggling to find the right, trained employees. The transition from fossil fuels to renewable energy is reaching cruising speed. Just like the digitisation of the sector. And awareness of the need for a new, circular building culture is growing irreversibly.



### ► Public sector

The sector is professionalising and evolving towards being a mature, contemporary player in an increasingly complex and digital society. Changing societal expectations, pressure on public finances, incessant technological evolution, and developments in market forces are compelling governments to bring their public service and assistance provision up to date.



### ► Technology & Life Science

The sector is growing rapidly, as is the demand for capital. Thanks to the relentless innovation and new developments in recent years, in areas such as telecommunications, food and lifestyle, we have seen a significant increase in smaller companies. Technological progress – and the access to, and affordability of, this innovative technology – are giving this evolution a significant boost.



### ► Telco & Utilities

All industries rely on digital connectivity. And this is one of the most important trends that is stimulating the telecom sector to develop new forms of cooperation with software houses, network operators, cloud services, system integrators, and hardware and infrastructure suppliers. On an underlying level, the line between the telecommunications industry and media and technology companies is blurring.



### ► Transport & Logistics

The COVID-19 pandemic and Brexit have again highlighted the critical importance of supply chains. Meanwhile, European customs rules have remained complex. Furthermore, as an import-export business or transporter, you now have to contend with stricter environmental legislation and rising fuel costs, taxes and excise duties. The good news is that national and international trade flows are continuing to grow.

## TOGETHER WITH LIVING TOMORROW

In short, the more experience, knowledge and know-how we can accumulate (and substantiate) as a sparring partner or confidential advisor, the stronger our 'thought leadership' and services become. The partnership with innovation campus Living Tomorrow fits in perfectly with this story. Gert: "You can either choose to stand on the side-lines and passively undergo it or you can ride the wave of change and turn it to your own good advantage. We must keep in step with a world that is changing much faster than we could have ever imagined, while steering clear of tunnel vision. We must not (and we do not want to) get stuck in the belief that our way is the only way. Essentially, this means that the partnership with Living Tomorrow allows us to consolidate our market position as an innovative player and business challenger."

Watch our video story on YouTube (search for 'Living Tomorrow BDO') about the innovation campus Living Tomorrow. ■

**DO YOU HAVE ANY QUESTIONS ABOUT CROSS-POLLINATION BETWEEN DIFFERENT INDUSTRIES AND THE IMPACT THIS CAN HAVE ON YOUR BUSINESS? ARE YOU LOOKING FOR HELP WITH THE ANALYSIS OF YOUR SITUATION OR IN DETERMINING A STRATEGIC DIRECTION?**

Contact Gert Maris:  
[gert.maris@bdo.be](mailto:gert.maris@bdo.be)



## FAQ

# YOU ASK, WE ANSWER

We have recently received 4 important questions from our clients. Each question addresses a specific theme, and so, for your convenience, we provide our answers in this article.

## WHICH EUROPEAN SUSTAINABILITY RULES DOES MY COMPANY HAVE TO COMPLY WITH UP TO NOW?



Leen Lefevere, Senior Manager BDO Legal



Timon Sohier, Consultant BDO Legal

Since the launch of the European Green Deal, the European Union has not been sitting idle. In 2021, the Sustainable Finance Disclosure Regulation (SFDR) entered into force, directly imposing specific obligations on financial market participants. However, legislation impacting non-financial entities has also been launched. The most noteworthy initiatives to date are the Taxonomy Regulation and the Corporate Sustainability Reporting Directive (CSRD).

The Taxonomy Regulation encompasses a classification system of activities (and the criteria they must meet) in order to determine an entity's 'degree of sustainability' based on turnover, opex and capex. Today, large listed companies with over 500 employees already have to comply with (certain aspects of) this Taxonomy Regulation. In the future, non-listed large companies (also falling under the scope of the CSRD) will have to comply as well.

The CSRD requires companies to extensively report non-financial data – and more specifically, information about their sustainability policy – in their annual report. The CSRD was adopted at the end of 2022; the large listed companies mentioned above have to comply as of financial

year 2024. As of financial year 2025, all 'large' companies will have to comply. The European Sustainability Reporting Standards (ESRS) are still in draft. The sector-agnostic standards are expected to be approved in mid-2023.

The European legislation will not only have an important impact on the companies directly within the scope, but there will be an inevitable and increasing 'trickle down' effect on the smaller companies that are part of their value chain.

### WANT TO KNOW MORE?

Scan the QR code or contact our ESG legal experts: Leen Lefevere ([leen.lefevere@bdo.be](mailto:leen.lefevere@bdo.be)) and Timon Sohier ([timon.sohier@bdo.be](mailto:timon.sohier@bdo.be)).



## I WANT TO BUY OUT MY PARTNER'S SHARES. HOW DO I GO ABOUT IT?



Sébastien Paulet,  
Partner BDO Financial Advisory

**H**ave you ever heard of an OBO (Owner Buy Out)? This operation allows one (or more) shareholder of a company to buy-back 100% of his (their) shares in the company by setting up an acquisition holding company with the support of third-party investors. The purpose of an OBO may be to finance the exit of a shareholder

and/or bring third parties (employees, investment funds, etc.) into the company's capital with a view to ensuring its long-term development.

An OBO can be carried out without using your own funds, thanks to a contribution in kind of your shares to the acquisition holding company. This contribution is remunerated by shares of the holding company and the case may be through a current account in the holding company books. The partner's acquired shares are fully paid thanks to a bank loan and by the cash injection from the third-party(ies) as equity investors.

The advantages for the outgoing shareholder are numerous. Provided that the operation is part of the normal management of his private assets, the outgoing shareholder will benefit from (among other things) a tax exemption on the capital gain made.

For new shareholders, it is essential to provide for and organise – in the holding company's articles of association and through a shareholders' agreement – the terms and conditions relating (in particular) to governance and the liquidity of the shares. These documents not only define the rights and duties of each party, but they also facilitate the establishment of a common vision.

### WANT TO KNOW MORE?

Scan the QR code or contact Sébastien Paulet ([sebastien.paulet@bdo.be](mailto:sebastien.paulet@bdo.be)), expert in the Financial Advisory team.



## UNTIL WHEN CAN I BRING MY COMPANY'S ARTICLES OF ASSOCIATION IN LINE WITH THE NEW CODE?



Leen Lefevère, Senior Manager BDO Legal

**T**he new Companies and Associations Code came into effect in May 2019. At that time, a 'transitional period' of a good 4 years was provided, during which all companies were required to adapt their articles of association to the new code. This period is set to expire on 31 December 2023.

Failure to update the articles of association as per 31 December can jeopardise director's liability – and yet many companies have not yet taken any action.

For some company forms – such as the public limited liability company (naamloze vennootschap (NV)/société anonyme (SA)) –



Annemie Wittemans, Senior Manager BDO Legal

the required adjustments are minimal (unless one of the new management models in the NV/SA is elected). Nevertheless, these companies too must update their articles of association.

The articles of association of other company forms – such as the limited liability company (besloten vennootschap/société à responsabilité limitée – the former bvba/sprl) – must be adapted more extensively, because, in this case, the innovations are more substantial and comprehensive (e.g., abolition of the capital concept).

There are also company forms that are actually changing fundamentally. The

cooperative company (coöperatieve vennootschap/société coopérative), for example, may from now on only be used by companies for which the 'cooperative philosophy' is central. Finally, there are company forms that will disappear entirely. The partnership limited by shares (commanditaire vennootschap op aandelen/société en commandite par actions) is an example hereof. These last 2 categories of companies risk facing serious legal consequences if they do not take action promptly.

Whatever legal form your company has, it is high time to take a look at the articles of association – if you have not already done so – and amend them if necessary. It will be 31 December before you know it!

### WANT TO KNOW MORE?

Scan the QR code or contact the experts in our Legal team: [legal@bdo.be](mailto:legal@bdo.be)



## DOES MY COMPANY HAVE TO PAY THE 15% INTERNATIONAL MINIMUM TAX?

Under EU Directive 2022/2523, EU Member States are required to introduce a regime to ensure a global minimum level of taxation for multinationals by 31 December 2023. The effective tax rate is to be assessed per year and per jurisdiction. Where the effective tax rate is less than 15%, an additional tax is to be calculated accordingly. In principle, the state of residence of the parent company of the group is obliged to levy the top-up tax. However, Member States may decide that the state in which the lowest taxed entity is established levies the worldwide tax. Belgium seems to prefer this option.

### About the EU Directive 2022/2523

#### ► Why such a directive?

Directive 2022/2523 transposes into European law an agreement initiated by the OECD – and endorsed by nearly 140 countries – on the tax challenges of the digital economy. This agreement follows the OECD Action Plan on Base Erosion and Profit Shifting (BEPS) published in 2013.

#### ► What are its objectives?

The directive's main objective is to prevent large international companies from shifting their profits to low-tax countries in order to partially escape corporate tax. It aims to ensure harmonisation within the EU of the global rules against base erosion (GloBe) agreed at OECD level.

#### ► What is its scope?

National or multinational groups with an annual worldwide consolidated turnover of at least EUR 750 million for at least 2 of the 4 years preceding the income year in question are subject to the directive. Exceptions have been made for international organisations, non-profit organisations, and certain pension or investment funds.

#### ► Are there any exclusions?

The directive provides for no top-up tax to be levied if, during the tax year concerned, the following conditions are cumulatively met:

- 1 The average eligible turnover of all constituent entities located in the jurisdiction is less than EUR 10 million; and
- 2 The average qualifying profit or loss of all constituent entities located in the jurisdiction is less than EUR 1 million.

The average is calculated on the basis of the eligible turnover and the average qualifying profit or loss of the income year and the previous 2 years.

### What does this directive mean for your company?

In determining the amount of the top-up tax, account will be taken of the payroll and tangible fixed assets established in the tax jurisdiction. Therefore, the presence of real substance in the jurisdiction will reduce the amount of top-up tax to be levied.

Is your company based in the EU and subject to the country-by-country reporting requirement? If so, determine whether or not you fall within the scope of the directive and, if so, plan for the 15% worldwide minimum tax.



Olivier Michiels, Partner BDO Tax

The minimum tax will have a significant impact on the companies concerned, both in terms of corporate tax and in terms of administration and compliance. We recommend that they verify now whether their processes and data systems can provide the required information quickly and efficiently.

#### WANT TO KNOW MORE?

Scan the QR code which will take you to [www.bdo.be](http://www.bdo.be). There, you'll find more details about this international minimum tax (including the steps required to determine the levy). You can also contact the experts of our Tax team: [tax@bdo.be](mailto:tax@bdo.be)



CAMPAIGN

# AWAY WITH THE STUFFY BOOKKEEPER IMAGE

BDO launches the 'Accountants Of Tomorrow' campaign together with 7 other peers from the sector

*'Become the most important influencer for entrepreneurs'. That's the slogan of the Flemish 'Accountants Of Tomorrow' campaign, which aims to put the accountancy profession back on the map among young people. Because accountancy today is much more than just dull number crunching.*

Until now, a job as an accountant often entails a stuffy image and a host of other prejudices. And what's more, there are currently 4 times as many vacancies in the job market as the number of graduating accountants. But an accountant today does much more than just check annual accounts or prepare invoices. And you too, if you have a financial background, can apply.

Reason enough then to boost this image and show that accountancy is indeed an interesting and attractive career. That's the main goal

of the 'Accountants Of Tomorrow' campaign launched by BDO and 7 other accountancy and consultancy firms: Baker Tilly, Decupere & Partners, Moore, SBB, Vandelanotte, Van Havermaet, and VGD.

## ACCOUNTANTS AS BUSINESS SPARRING PARTNERS

More than ever, accountants today (and tomorrow) are the confidants of businesses – partners who provide personal advice founded on data. Dirk Vandendaele, Managing Partner Accounting & Reporting at BDO Belgium, realises this: "The accountancy

sector is full of misconceptions. While some experts claim that accountancy has a bleak future in tomorrow's digital world, that opinion does not reflect reality.

In fact, the digital transformation, and the automation of time-consuming tasks, have opened up new possibilities for accountants to serve as reliable strategic business partners for our clients. This allows us to focus more on assisting our clients with a multidisciplinary approach. Entrepreneurs value our proximity and today we can offer them both financial and non-financial expertise."

**MIJN** Bockie De Repper  
**BELANGRIJKSTE**  
**VOLGER?**

**DAT IS MIJN**  
**ACCOUNTANT.**







### INFLUENCERS TO THE RESCUE

The help of various ambassadors was enlisted to promote the campaign and make it attractive to young people. One such spokesperson is 'Bockie De Repper' or Jonas Van Boxstael. As an entrepreneur, digital creative and participant/jury member of De Slimste Mens, Bockie is well-known among young people. Which means he's the perfect person to put the accountancy profession in the spotlight. As a promo for the campaign, a YouTube video was recorded, in which Bockie, together with his own accountant, Bert Van der Veken, goes on a trip through Flanders in search of Bockie's lost VAT receipts. With numerous visits to restaurants...

The other faces of the campaign are Nour and Fatma Daghbouj: two sisters with more than half a million followers on social media, a mini-series on VTM GO, and a clothing collection at JBC. They too recognise accountancy's added value and know how to bring the profession into focus. Together with their accountant, Jill Van Landeghem, they made a promotional film (along the lines of their other TikTok films) to show that a job as an accountant is indeed exciting and creates impact.

### FROM IT COMPANY TO MUSIC GROUP

Not only large multinationals need the expertise and advice of an accountant – many

companies can benefit from these things. Regardless of size – from start-ups to SMEs to corporates. And regardless of sector too – from content makers (such as Bockie De Repper) to IT companies.

**“Accountants are strategic sparring partners who help guide businesses with personal advice founded on data.”**

In addition to the contribution of the campaign's ambassadors, there is a series of other stories on the 'Accountants Of Tomorrow' website. Businesses, entrepreneurs and accountants give their perspectives on the accountancy profession and what it means for them. For instance, Jan Verlinden of Ritchie shares the story of the relaunch of his father's Belgian lemonades with the help of his accountant. You can also read how Belgian music group Goose has made the right financial decisions over the years thanks to their accountant's advice. ■

### CURIOS ABOUT THE OTHER CONTENT THAT DEMONSTRATES THE IMPORTANCE OF AN ACCOUNTANT?

Be sure to take a look at the Dutch 'Accountants Of Tomorrow' campaign website at [www.accountantsvanmorgen.be](http://www.accountantsvanmorgen.be)

YOUNG BDO

# KNOWLEDGE, FUN & JOB ENRICHMENT

Young BDO links client visits to recruitment

*The young professionals at BDO are making a virtue of necessity – linking their client visits to the search for new colleagues. Every Young BDO employee can invite a friend, family member or acquaintance to come along on the visit. In this way, Young BDO kills 3 birds with 1 stone: the young generation really gets to know the client, the client gets to know the person behind the consultant, and the invitee gets a taste of the BDO culture.*

Young BDO wants to encourage a sense of connection among colleagues. But practical experience has taught them that their initiatives become even more valuable when they also involve clients. Through this cross-fertilisation, the young professionals gain a better feel for the client's business, and in turn the client gets to know the person behind the consultant.

Now, they're going a step further: the young generation is linking their company visit to employer branding. "Every Young BDO employee may bring a friend, acquaintance, family member, etc. to the company visit," says Katleen Coppens (BDO Strategy & Transformation). "The only condition: the

invitee must have a minimum of interest in our field and our way of working. In this way, the invitees get to know BDO better, from both BDO's and the client's point of view. This gives the introduction an extra, valuable dimension ... and, naturally, we hope that there will be a spark!"

## A FIRST AT KINEPOLIS BRUSSELS

A company visit by Young BDO to Kinopolis Brussels was the first try-out of the new concept. On the agenda? An 'afterwork' with a snack and a drink and a keynote from Kinopolis about the many years of cooperation with BDO. Our experts support Kinopolis' finance department, and other domains, in digitisation in the various countries in which Kinopolis is active. To conclude,

"A company visit becomes the lever for internal networking, client retention, and employer branding."

Katleen Coppens, Manager BDO Strategy & Transformation





“People who get to know each other beyond the boundaries of work will make contact or ask for help more quickly.”

Léa Sonnet, Consultant BDO Legal

we also enjoyed - what did you expect? - a film together! Elodie Michaux (BDO Audit): “The advantage of the Kinopolis branch in Brussels is that the film is subtitled in both languages and we can raise awareness among colleagues from all over the country.”

“Of course, we’re not going to actively recruit during the company visit,” says Wannès Rousseau (BDO Digital). “But in this way, the invitees get a feel for our corporate culture and how we put it into practice and communicate it in a pleasant and informal atmosphere. Which might be an additional incentive to apply for one of our vacancies – if not today, then maybe tomorrow or the day after.” The aim is to invite all interested parties to an interview with Human Resources after the event, because we want to be top-of-mind as an organisation.

### OUTSIDE THE OFFICE WALLS

In any case, the main objective of the ‘Know your Client’ events is to gain a better understanding of the ins and outs of the client’s



Kinopolis Brussels has hosted 75 BDO young professionals from all over the country.

### CALL TO ALL COLLEAGUES

Given the success of the ‘Know your Client’ concept, Young BDO is calling on colleagues of other generations to apply the concept as well. “Whenever there’s a BDO event, why not consider hosting it on a client’s premises?” Léa Sonnet (BDO Legal) wonders out loud. “That requires little or no extra effort, and the return on investment is certain. Provided, of course, that it’s meaningful and cost-effective.”

“It should be everyone’s first instinct to think about how to involve clients in every activity, where feasible,” Léa concludes. “You would be amazed at how many activities are suitable for this. And how willingly clients will respond. So, do it!”

business and to get a feel for the company culture. And at the same time, to network with fellow professionals from the various disciplines at BDO and stimulate their interconnectedness. Nick Huysmans (BDO Risk Advisory): “Still too often, colleagues do not

look beyond the limits of their own business practice or venture outside their own office walls. We want to break through this ‘conservative reflex’ one step at a time. After all, people who get to know each other beyond the boundaries of work will make contact or ask for help more quickly. That’s only human.” ■

#### ARE YOU A BDO CLIENT?

Then we are also open to welcoming your young professionals to BDO, so we can get to know each other better. Interested?

#### ARE YOU A BDO EMPLOYEE?

All ideas and suggestions for giving the Young BDO community extra oxygen, or taking it to an even higher level, are more than welcome!

Contact the people behind this initiative at Young BDO:

Nick Huysmans ([nick.huysmans@bdo.be](mailto:nick.huysmans@bdo.be)), Wannès Rousseau ([wannes.rousseau@bdo.be](mailto:wannes.rousseau@bdo.be)), Katleen Coppens ([katleen.coppens@bdo.be](mailto:katleen.coppens@bdo.be)), Elodie Michaux ([elodie.michaux@bdo.be](mailto:elodie.michaux@bdo.be)), and Léa Sonnet ([lea.sonnet@bdo.be](mailto:lea.sonnet@bdo.be)).

INCLUSIVE DIVERSITY

# HOW BDO CAN SUPPORT PARENTS PROACTIVELY

The parent journey, pillar of inclusive diversity

*"In the parent journey, we look for solutions in order to support parents better and more proactively in the organisation of their work. Why? Because at BDO Belgium, we believe that, by giving opportunities to talents and ideas in a more diverse and inclusive way, we – as an organisation – can provide stronger responses to the challenges of modern society."*

In our previous issue of To The Point (01/2023), we discussed how BDO Belgium is working towards inclusive and diverse leadership. "The parent journey is an essential part of our Inclusive Diversity (ID) strategy and culture," Tessy Martens starts off. She is the Inclusive Diversity Manager and ESG Services Lead at BDO. "The journey starts even before the first child arrives, because many future parents are already concerned about whether they will be able to combine parenting with their

job." Internal research shows that colleagues in their mid-20s to mid-30s are leaving the company due to concerns about combining work and family life.

## SUPPORTING MANAGERS

For the roll-out of the parent journey, we worked closely with KU Leuven and with BDO Netherlands, which already has tons of experience. Tessy: "In order to properly understand the challenges and obstacles that working parents have to overcome, we

organised an internal survey. We looked at the root causes and critical pitfalls in parent journeys. This enabled us to identify a wide range of stressors, including deadlines, not knowing about flexibility options, workload, the challenge of letting go of work, and productivity and budgetary pressures. What was also striking: the perception of childless workers or expecting parents in terms of the possibility of combining work with a family was significantly more negative than that of parents (perception vs. reality)."



In order not to deter (future) parents from the combination of career and parenting, proactive communication of a well-thought-out vision and flexibility options is extremely important.



## WHAT HAVE WE ALREADY LEARNED?

- 1 The importance of switching from reactive to proactive. It is essential to encourage an open culture to talk about parenting/planning and challenges.
- 2 Integrating work and life is a challenge for parents. An adapted and personal approach is needed to enable each person to organise him/herself as optimally as possible within their specific context.
- 3 Work is evolving. There is a trend towards (and a need for) more teleworking and making use of other programs that offer flexibility.
- 4 Lack of clarity (written procedures, guidelines, best practices and policies) is a serious obstacle to inclusive diversity. Information about maternity and paternity leave, parental leave, the financial impact as a self-employed person, the possibilities for flexibility within the organisation, and tips from other BDO parents must be part of this information flow.

To provide an effective response to these challenges specifically for the BDO context, we organised focus groups in which 20 colleagues provided input on the parent journey, the critical moments in that journey, and the priorities BDO must set to further support parents.

about how and when to start a conversation, what they should not ask for, which themes they can address and which ones they cannot... To encourage open dialogue, we develop so-called 'conversation starters' for (future) parents as well as for our managers."

Using the inclusion index, BDO measures, and closely follows the evolution of, inclusive diversity within BDO Belgium. "We are growing, but we are not there yet!" concludes Tessy. ■

## "Our ID policy aims to remove barriers for everyone – not just the focus groups."

Tessy Martens, Inclusive Diversity Manager and ESG Services Lead BDO Belgium

In order not to deter (future) parents from a career, it's important to draw up a well-thought-out policy and to clearly inform everyone about BDO's vision and about the possibilities and best practices that we offer as an organisation. This information can also come from fellow parents who share their experiences as ambassadors in tackling the challenges of combining work with parenting. "Without losing sight of the fact that every situation is very personal and that there are no 'one size fits all' solutions."

In addition, it is extremely important to support the managers in fulfilling their role as conversation partner in the parent journey. "There may be reluctance

### EMPATHY AND EMPOWERMENT

According to Tessy, too many people still see inclusive diversity as a story of 'they' and 'we', discrimination and racism. Whereas it is really just about transcending unconscious benefits, removing barriers in the processes, and creating empathy and empowerment. "It's essential to constantly bring the theme to everyone's attention and to maintain it in a constructive manner. For example, today at BDO Belgium, we are talking about 'career-loving parents'. We want to support our colleagues in finding a balance that works for them personally, to make equity part of our organisation, and to address anything that gets in the way of the evolution towards a DE&I (Diversity, Equity & Inclusion) organisation."

WOULD YOU LIKE TO KNOW MORE ABOUT OUR INTERNAL SUSTAINABILITY STRATEGY, WHERE INCLUSIVE DIVERSITY IS ONE OF THE MATERIAL TOPICS? Read BDO's Sustainability Report or our ESG Services brochure:



## CORPORATE INSIGHTS

The BDO library contains newsletters, brochures, articles... about a wide variety of topics.  
You can download these insights on the BDO website: [www.bdo.be/insights](http://www.bdo.be/insights)

### MODERN MOBILITY, A QUESTION OF SHIFTING GEARS

The transition to sustainable, alternative mobility involves risks and, above all, entails a great many opportunities. On top of this, mobility has an impact on every link in your business model – from finance to HR, and from production, customer service and suppliers to the taxes that your organisation has to pay.

In our new e-book – ‘Modern mobility, a question of shifting gears’ – we set out all the risks and opportunities and give you useful tips and tricks on the following subjects:

- ▶ New car taxation as of 2023: the 4 phases in a clear overview.
- ▶ Step-by-step towards a sustainable fleet – with a handy roadmap that draws on BDO customers’ own experiences and best practices.
- ▶ Mobility budget or cafeteria plan – what are your smart policy options?
- ▶ Electrification or not: example scenarios and alternatives put to the test.

Make your transition to sustainable mobility a success – scan the QR code and download the e-book (only available in French and Dutch).



French



Dutch



### FOLLOW BDO TAX & LEGAL BELGIUM ON LINKEDIN!

This may not be news to those of you who follow BDO Belgium via LinkedIn, but ... we’ve recently launched a LinkedIn page devoted to all of the tax & legal news: BDO Tax & Legal Belgium!

From now on, you can find all tax & legal news flashes, tools and tips on this separate page instead of on our general BDO Belgium page.



Here’s the kind of content we will post there:

- ▶ News and info hot off the press on national and international tax & legal subjects.
- ▶ Links to articles on our website about important changes in laws and regulations.
- ▶ Events organised by our Tax & Legal colleagues.
- ▶ Help in finding the right BDO expert for your organisation.

Scan the QR code, follow ‘BDO Tax & Legal Belgium’, and stay informed about all of the tax & legal news.





IN THE PICTURE

# BDO ADVISORY'S SHORTSKI

In keeping with a good annual tradition, our Advisory colleagues went short skiing in February. Normally per team, but now for the first time all together. No fewer than 79 colleagues travelled to Caprun in Austria, to descend the mountains together. The weather was not entirely favourable, but the festive après-ski made up for it! Everyone came back in one piece and with lots of great memories.





# TEDxUHASSELT 2023

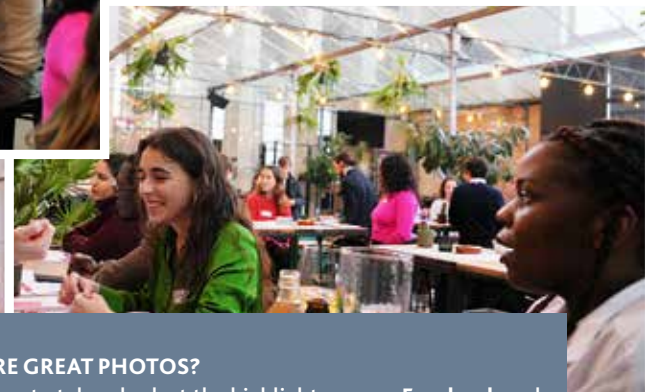
TEDxUHasselt 2023 took place on Saturday 15 April at the UHasselt Campus in Diepenbeek. An evening filled with national and international speakers who gave keynotes about intriguing and inspiring ideas. As one of the main sponsors, BDO was also present with our own innovative delicacy: pancakes with 3D-printed toppings!





# BDO DINING OUT

During BDO Dining Out, more than 200 students had the opportunity to get to know more about our company in a casual, accessible and pleasant way. On the programme: a 4-course menu, during which the participants could spend each course with other colleagues from our different departments. With a guest appearance by our CEO, Peter Van Laer, in Leuven. A successful event that perfectly reflected the spirit of the BDO Family. On to the next edition!



## MORE GREAT PHOTOS?

Be sure to take a look at the highlights on our Facebook and Instagram profiles ([@bdo\\_belgium](#)).



**JOBS**

# DO YOU KNOW SOMEONE WHO WOULD BE A FIT WITH US?

Then be sure to make them aware of these jobs!

*At BDO, we are always on the look-out for new colleagues – for passionate talents who would fit perfectly into our BDO Family. Do you know someone in your network who is yearning for change? Who you can already see flourishing in a company that focuses on well-being, flexibility and career opportunities? Then be sure to make them aware of these opportunities.*

## SENIOR CONSULTANT ACCOUNTANCY

Do you have strong analytical skills, enjoy variety in your work, and want to guide and advise clients regarding their company's financial management? Then continue developing your talents as a Senior Consultant Accountancy at BDO.

As a Senior Consultant Accountancy, you independently manage various files in consultation with the Manager and/or Partners, to whom you provide regular feedback. For your clients, you update their accounts, prepare interim balances, and process the necessary VAT returns, amongst other things.

From start to finish, you are involved in all the details of the files you prepare, schedule, monitor, have checked and submit. The majority of your work takes place at our office or at home, but you also visit clients regularly, of course.



## ERP IMPLEMENTATION CONSULTANT

Our colleagues from BDO Digital provide expert advice at the interface between business and ICT. To support the Enterprise Solutions team, we are looking for an experienced ERP Implementation Consultant.

As an ERP Implementation Consultant, you analyse the client's problems and are responsible for configuring and optimising business-supporting software tools such as Netsuite, Globis or Clarity. Full of motivation, you dive into one of these tools with the aim of making your client's operations as efficient and effective as possible. You take care of the functional and technical configuration, build reports and automation processes within the tools, give demos, and listen to the client's needs.



## SENIOR AUDITOR

To support the growth of our Audit & Assurance business line, we are looking for a Senior Financial Auditor in all regions where BDO Belgium is located.

As an audit professional, you provide audit advice to numerous clients in various sectors, including SMEs, large international corporations, and listed companies. Your role is to lead and monitor projects, supervise employees, and report to managers. In addition, you are the first point of contact for clients.

You are responsible for independently handling audit assignments for important files. This includes ensuring the execution and coordination of financial audit tasks and contributing to the development of audit programmes.



**DO THESE JOBS SOUND LIKE THE PERFECT FIT FOR SOMEONE YOU KNOW?**

Check out the details via the QR codes and feel free to forward them to your friends and acquaintances.



## BDO in Belgium: 12 offices



### BDO ANTWERPEN

Uitbreidingstraat 72/1  
B-2600 Antwerpen  
T. +32 (0)3 230 58 40

### BDO ANTWERPEN-NOORD

Ceka Center  
Noorderlaan 79  
2030 Antwerpen

### BDO BRUSSELS (AIRPORT)

The Corporate Village  
Da Vincilaan 9, Box E.6  
B-1930 Zaventem  
T. +32 (0)2 778 01 00

### BDO BRUSSELS (CENTRE)

Rue de Stassart 35  
B-1050 Ixelles  
T. +32 (0)2 640 07 96

### BDO GENT

Brusselsesteenweg 92  
B-9090 Melle  
T. +32 (0)9 210 54 10

### BDO HASSELT PRINS BISSCHOPS

Prins Bisschopssingel 36/3  
B-3500 Hasselt  
T. +32 (0)11 28 60 60

### BDO HASSELT HERKENRODE

Cynex  
Herkenrodesingel 10  
B-3500 Hasselt  
T. +32 (0)11 30 22 70

### BDO LA HULPE

Nysdam Office Park  
Avenue Reine Astrid 92  
B-1310 La Hulpe  
T. +32 (0)2 352 04 90

### BDO LIÈGE

Rue Waucomont 51  
B-4651 Battice  
T. +32 (0)87 69 30 00

### BDO MOUSCRON

Drève Gustave Fache 1  
B-7700 Mouscron  
T. +32 (0)56 85 61 61

### BDO NAMUR – CHARLEROI

Parc Scientifique Créalys  
Rue Phocas Lejeune 30  
B-5032 Isnes  
T. +32 (0)81 20 87 87

### BDO ROESELARE

Westwing Park  
Kwadestraat 153/5  
B-8800 Roeselare  
T. +32 (0)51 26 08 40

BDO & TomorrowLab present:

# VISION 2030



19 September 2023



Living Tomorrow's new  
Innovation Campus

**Discover the future of business at this exclusive C-level event!**

- ▶ Immerse yourself in the latest technologies in brand-new experience rooms
- ▶ Attend exciting sessions on the impact of these innovations on the business world
- ▶ Exchange ideas with peers and gain insights during workshops into the possible implementation of these innovative technologies in your organisation

**Interested in what the latest technologies and innovations could mean for your business?**

Registrations for this event are limited and by invitation only.  
Scan the QR code and be sure to leave your details.

