

Deloitte.

Deloitte Partner & Director Profile ESG

& Female Capital

Henriette Verbeem, partner

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Deloitte Partner & Director Profile

About Deloitte

The world around us is constantly changing and will continue to change radically in the coming years. Geo-political developments, climate change, the COVID crisis, new technologies; no company or organization can avoid the consequences of far-reaching digitization and computerization.

Deloitte translates these challenges and market problems of the future into creative and innovative solution across industries.

Deloitte is a professional services company with 330.000 employees worldwide and has offices in more than 150 countries. With more than 6,700 employees and 14 offices throughout the Netherlands, Deloitte is one of the largest providers of professional services in the field of audit & assurance, tax advice, consultancy, risk advice and financial advice. Professionals are working in multidisciplinary teams and therefore have a very broad vision of the issues of our clients.

Deloitte is the reliable and innovative partner that provides insight to clients into opportunities for their future business. Their approach combines intellectual leadership, industrial expertise, insight, consulting & problem solving capabilities whatever the role, technology revolutions and innovation from multiple disciplines to help their clients excel anywhere in the world.

Connect for Impact

Every day we challenge ourselves to do what matters most. Our purpose shapes the way we work and the programs we undertake. Being purpose-led is about action. We want to contribute actively through client work to a more responsible and resilient society and continue to build trust in the financial reporting ecosystem by being at the forefront of Audit.

We prefer clients, ecosystems, and projects which underline our values and public interest while simultaneously supporting our clients towards more responsible business. We provide leadership and a personalized and meaningful workplace anchored in our values. We want to build a responsible business for the future with purpose, integrity, transparency, and respect at the heart.

Ambition

Undisputed leadership goes beyond financial performance and being compliant. It is about being a purpose-led organization. Not only is this expected by our stakeholders, but more importantly it provides us direction. By 2023, we will fully embed purpose across society, clients, people and business operations. Being purpose-led urges us to connect; within Deloitte, and with our clients and society.

We will steer on collaboration through cross business, cross industry topics, and our multidisciplinary (MDM) platforms (Cyber, Legal, S4Hana, Cloud, M&A, Sustainability).

Furthermore, through our client work we want to have a tangible impact on the key societal challenges in the Netherlands. The societal challenges are translated internally (and externally) in the future of themes: Health, Food, Work, Security and Energy. These themes are our vehicle to have a distinctive voice in the market.

Our **Shared Values** are a set of core principles that guide our collective behavior. They provide common ground to unite us across cultures and geographies.

Lead the way

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

Serve with integrity

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

Take care of each other

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

Foster inclusion

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

Collaborate for measurable impact

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

Building trust

Our Audit & Assurance strategy 2023 aligns to Deloitte's multidisciplinary approach, which calls for us to make an impact that matters as we bring integrity and trust to capital markets and lead the way in defining the audit of the future. Our unrelenting commitment to quality

transformation, and technology enablement will enable us to achieve balanced growth, protect and enhance our brand, and provide an unrivalled talent experience for all our professionals.

Executing on five strategic pillars

We aspire to:

1. [lead in quality](#)
2. provide an [unrivalled talent experience](#)
3. establish a leading position in [the market](#)
4. [transform & technology enable](#) our audit, and
5. create the [audit of the future](#)

At Deloitte Audit & Assurance, we have high ambitions. We want to make an impact on clients and society by adding trust to financial statements and be the undisputed leader in the profession. To achieve our ambitions, we need a strong enabling culture that **balances high quality, care for each other and growth.**

Our goal is to embed the Culture Compass in everything we do.



A&A consists of 3 service lines employing 1790 people, of which 36% is female.
134 work from Hyderabad.

Audit

There's more to our clients' numbers, like accomplishments and aspirations. By letting the numbers speak objectively, we bring assurance to aspiration by delivering an accurate and validated picture of the world, mapping the direction of change as it happens by adding our broad historical perspective to financial information, we have expanded our traditional approach to financial reporting to include elements that look ahead and cover a wider scope of topics like corporate culture, sustainability practices, ethical standards and practices, social responsibility practices, corporate purpose and cyber risk.

In other words, today's complex business environment requires the audit to be dynamic, multidisciplinary and insightful. Companies expect audits to provide real-time, relevant information and to evolve with their changing businesses and processes. So, we must be their forward-looking sparring partner, enabling them through being accountable. We empower our clients by helping them to stay a truer course.

With Deloitte Audit they won't lose sight of their own commitments but continue to run their business to achieve their aspirations and deliver on a broader purpose, while best serving the public interest.

Audit Advisory

Audit Advisory comprise experienced team members with a financial audit background, mostly Certified Auditors and in possession of an IFRS accreditation. With this experience we provide fit-for-purpose solutions; pragmatic but robust on compliance and audit readiness. Our expertise allows us to provide efficient and cost-effective solutions that are tailored to your circumstances.

What is Audit Advisory and what do we do?

We provide advisory services using our background in Financial Audit. So, instead of certifying from an independent position, we provide support by working together with our clients. Our Advisory Services cover complex challenges related to Accounting, Internal Control and Finance Maturity. Our advisory services are designed to always result in 'audit ready' output, achieving acceptance by your external auditor. The client base for our Advisory services comprise . International corporates, larger privately owned companies, fast growing businesses and financial services.

SME

SMEs are the main driver of our economy. As an ambitious entrepreneur or as an ambitious

shareholder of a family business, you contribute to the innovative power, employment and economic prosperity of our country. And that at a time when you also have to have an answer to complex challenges: disruptive events and their sometimes long-lasting consequences, but also laws and regulations and digitization are changing the landscape.

The impact that SMEs make on our society fits in seamlessly with Deloitte's mission: making an impact that matters'.

That is why we like to work with ambitious entrepreneurs in SMEs, whatever the nature of their business. Together with you, we work on a sustainable future, in which we push boundaries and ensure stability. We help you achieve your growth and change ambitions with our tax and financial advice, with our knowledge of mergers and acquisitions, digitization, and innovation.

Our experts know this rapidly changing world and always look at specific challenges in the context of the organization as a whole and the people behind it.

We are active in all regions in the Netherlands

Deloitte's Audit & Assurance practice has gained significant market share over the last couple of years, especially for large Dutch corporates. The same has happened for Deloitte's consulting practice where it has leapfrogged the competition and is now a market leader.

From an audit perspective there should be no doubt about the qualities to successfully run an audit engagement which includes

- ✓ managing client expectations,
- ✓ discuss and report adequately on high impact audit findings with Management and Supervisory Board,
- ✓ inspire and motivate the audit team,
- ✓ ensure all audit requirements are met including those of the professional practice department.
- ✓ The audit files should withstand the highest quality standards.

Development of highly talented professionals to become Partner and Director is part of the responsibilities

Qualifications & Experiences

- A Master's degree from an accredited university followed by an official Auditing degree (i.e. RA)
- More than 15 years of experience providing audit services to clients
- An excellent track record of delivering audit engagements with high client satisfaction rates and zero audit annotations.
- Has demonstrated the ability to 'win' new audit engagements
- Trustworthy personality and considered a sparring partner at board level for executives in the sector.
- Good view on the market of assigned industry , their current auditors and potential audit prospects.
- In-depth knowledge of the industry and regulatory framework.
- Extensive knowledge of the (future) trends and developments in the industry, is part of the public debate and has the ability to translate this to added value to clients

Skills & Competencies

- Proven leadership skills including the ability to inspire and motivate audit teams through challenging times, build such teams and develop talented individuals,
- Fostering diversity and inclusion;
- A team player, who can work successfully with other practices and has a broad view on success
- Excellent stakeholder management skills with internal/external stakeholders
- Demonstrates the ability for independent judgement based on an inquisitive mindset combined with perseverance and taking responsibility
- A highly energetic and authentic professional, who builds trust and communicates openly both internally and externally. Confident, charismatic, impactful and can quickly establish credibility.
- Demonstrable ability to balance a high-level view with detail.
- Top-tier analytical skills, strategic thinking and project management skills.
- Proactive, entrepreneurial and solution-oriented.
- Excellent written and verbal communications skills.

Extra information on ESG Profile

The growing importance of ESG consulting and assurance

- Sustainability has risen in prominence as a concern in society the past years and receives high attention by politics, corporates and consumers

- An increasing number of corporates across industries are adopting sustainability goals within their business strategies and operating models
- Many new rules relating to sustainability are being introduced, such as the EU Taxonomy Regulation, Sustainable Finance Disclosure Regulation (SFDR), Corporate Sustainability Due Diligence Directive (CSDD) and the Corporate Sustainability Reporting Directive (CSRD)
- CSRD creates significant expansion of legal duties for a larger set of companies to report on environmental, social and governance aspects (ESG)
- Extensive European Sustainability Reporting Standards (ESRS) being developed by European Commission and EFRAG, under the provisions of CSRD
- ESRS use principle of double materiality, which raises new questions for both reporting entities and auditors
- New sustainability standards also being developed by the International Sustainability Standards Board (ISSB), requiring disclosure of the effect of significant sustainability-related risks and opportunities on enterprise value
- Assurance of sustainability information in directors report will become mandatory in the EU
- New opportunities for profitable advisory and assurance work by Deloitte
- Could be biggest change in decades of accounting work
- Also new risks involved, such as greenwashing by reporting entities, reporting deficiencies and potential legal claims against auditors
- New challenging questions of interpretation and application

A strong ESG PPD to boost and support profitable advisory and assurance work

- The new and complex sustainability rules and reporting standards will need to be developed, correctly interpreted and applied
- Setting up a strong ESG PPD team, can provide a solid foundation for high quality (and profitable) ESG advisory and assurance business for Deloitte, ahead of its competitors
- ESG PPD can actively transfer knowledge internally to Deloitte colleagues and communicate alerts about new developments
- ESG PPD can inform and update clients about sustainability standards, best practices and new developments
- ESG PPD can share expertise to solve complex issues with clients
- ESG PPD can in this way mitigate greenwashing risks, risks of deficient sustainability reporting and assurance, and risks of legal claims against Deloitte
- ESG PPD can contribute to consultations about legislation and standards, at international level (ISSB), EU level (EFRAG) and national level (RJ working group)
- ESG PPD can support the organizing of events about ESG standards and developments
- ESG PPD can support publications about ESG
- ESG PPD can thus further the development of ESG standards in a way that is good for the planet, and for Deloitte and its clients

Excellence in executive search for female talents.

& Female Capital

& Female Capital is a leading executive search agency that consciously places women exclusively in order to contribute to more diversity at the top of organizations in the Netherlands. There are various reasons why the percentage of women at the top in the Netherlands is significantly behind. One of the reasons for this is that the recruitment and selection strategy and approach of agencies and organizations (often unintentionally and unconsciously) do not take sufficient account of women's motives and motives. (Top) women find the mission, style, signature and approach of & Female Capital accessible and sympathetic. That is why (top) women register with & Female Capital on a daily basis if they are open to another position. & Female Capital has an up-to-date portfolio of (top) women, an extensive network within various forums of top women, such as Topvrouwen.nl. & Female Capital signed the Executive Search Code of Talent to the Top years ago. One of the spearheads of the Executive Search Code in the pursuit of a more inclusive company is to improve male / female diversity, not only across the board, but also at the top. If you strive for real diversity and thus influence on decision-making, this will only succeed with a critical mass at the board of at least 30 to 40 percent women. Both the longlist and the shortlist of our candidates therefore only consist of women. & Female Capital guides its candidates intensively throughout the entire process. More than a million women in the Netherlands indicate that they want to move up the ladder: several hundred thousand women aspire to an ultimately responsible management position.

Who we are?

Partner Consultant: Drs. Henriette R. Verbeem

Graduated in Communication Sciences. Started her career in the advertising world, later working as a Conference Manager. Marketing & PR manager at Voorlichtingsbureau Brood, Marketeer and Corporate Account Manager at PTT Telecom (KPN). Then a conscious switch to the charity world (CSR); the Dutch Red Cross, Head of Corporate Fundraising and Brand Manager Cordaid. Was Core lecturer of Marketing at The Hague University of Applied Sciences and had many other social positions. Networker pur sang with a large network of organizations and top female talent. Diversity & Inclusion expert and consultant, Master Class Diversity & Inclusion UVA Academy, partner for management and executive teams. Driven and enthusiastic.

Founder-Partner-Psychologist: Drs. Frank P. van Veen

Graduated in organizational and selection psychology. Started his career as a conscript reserve officer. Was Manager Human Resources at Mercedes-Benz Nederland, Manager International Trainee Program Mercedes-Benz, Manager Human Resources Mercedes-Benz United States International Inc. and Partner at HWS Management Search and Holtrop and Director a.i. Interselect. Has many years of experience in Human Resource line functions, executive search, assessments and with the assessment, composition and supervision of

various management and executive teams.