



Webinar 09/11/2020

THE PURPOSE-LED ORGANIZATION, NEW TIMES ARE COMING!

**Are you ready for the next normal?  
New Boardroom challenges!**

By Deloitte

# Women on Board Manifesto

## Three key promises

### 1. **Women on Board offers to help corporates, SME's and NGO's build gender diverse boards**

Women on Board counts **312 talented ladies** ready for board positions, starting from C-Level experience to skillsets that vary from Financial, Digital, Strategy, Transformation, Science to People and many more. If you are looking for board members or advisory board members, we can connect you to these talents

### 2. **Gender diverse boards contribute to a better performing companies and organisations**

Many researches have demonstrated that gender diverse boards are **better performant**, respect the **equality of talents** and are **role models of inclusivity**. As such, better performant organisations are more competitive and help the economy grow stronger.

Women on Board supports the current targets to have 33 or 40 % women on boards, but aims higher and believes that **boards with a 50 % gender composition will be the future normal**

### 3. **Gender diverse boards are a leverage to engage for a better future**

Organisations with gender diverse boards are believed to generate added value on **strong long-term vision, sustainability and considering impact of the climate**, next to good **relations with social partners and having a clear diversity policy**. These qualities are exactly the most top of mind challenges for boards and for society as a whole and cornerstones of the European Green Deal.

# Agenda

- 18:00 Welcome & introduction: Trees Paelinck, WoB & Claire van Bergen, Senior Director Deloitte
- 18:15 Thriving in the Next Normal. Embedding Purpose in the core: Hilde Van de Velde, Chief Purpose Officer, Deloitte
- 18:35 Values and authentic leadership within the Deloitte partnership: Nikolaas Tahon, Chair Partnership Council, Deloitte
- 18:55 Purpose at the core of Cofinimmo – a boardroom testimonial: Françoise Roels, Chair WoB and Boardmember Cofinimmo
- 19:25 Q&A & Closing remarks: Trees Paelinck, WoB

**Deloitte.**

# **Purpose in the Next Normal**

## **The importance of authenticity**

Hilde Van de Velde, Chief Purpose Officer

A revised narrative that is not new.

CORPORATE GOVERNANCE

## Business Roundtable Redefines the Purpose of a Corporation to Promote 'An Economy That Serves All Americans'

AUG 19, 2019

Updated Statement Moves Away from Shareholder Primacy, Includes  
Commitment to All Stakeholders

## Revised Purpose statement signed by 181 CEOs

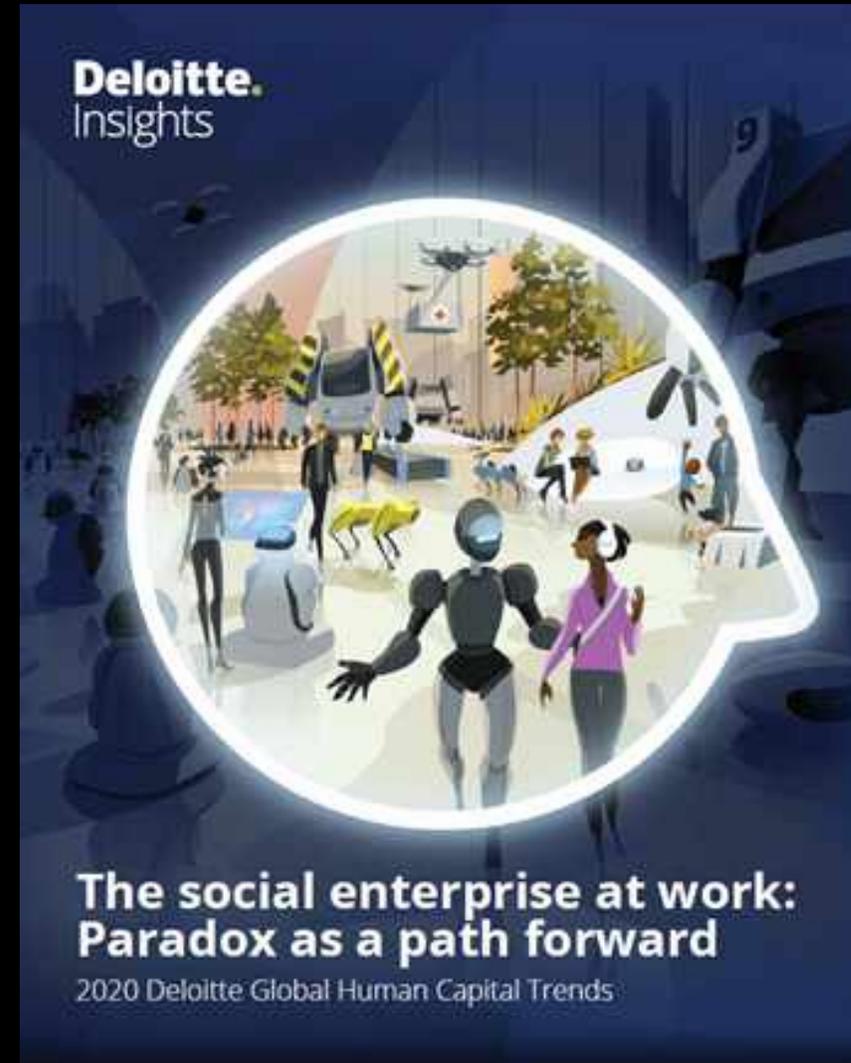
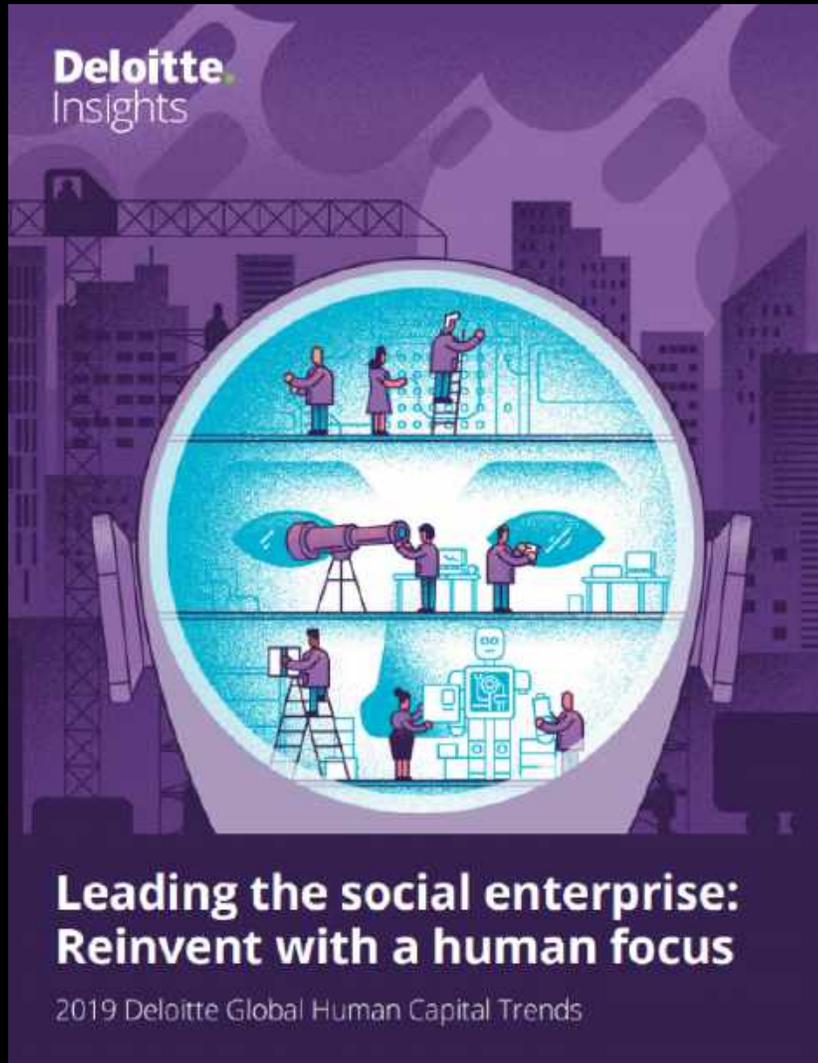
-  Delivering value to our **customers**
-  Investing in our **employees**
-  Dealing fairly and ethically with our **suppliers**
-  Supporting the **communities** in which we work
-  Generating long-term value for **shareholders**

# Social movements

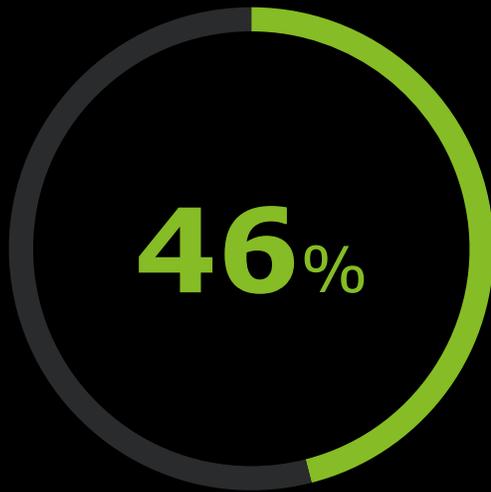
Leadership vacuum in society.



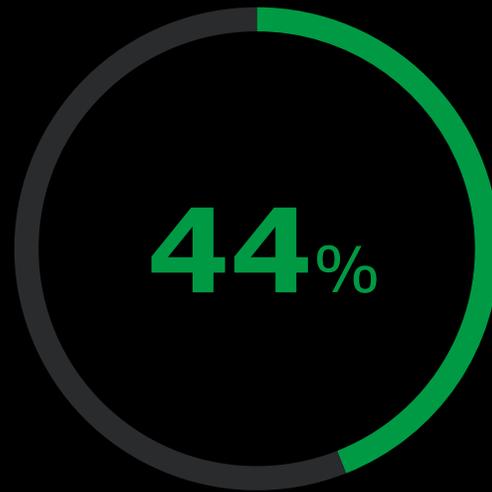
# Pre-COVID-19. Human Capital Trends.



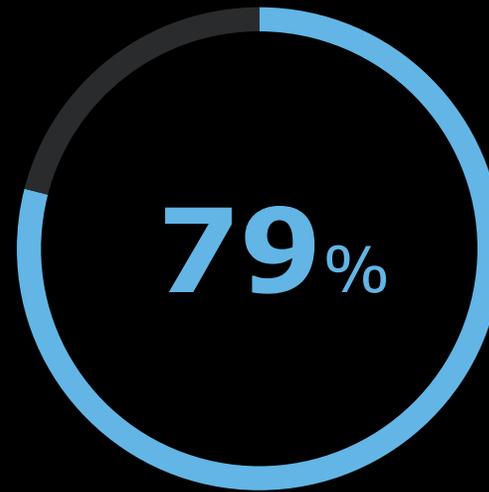
# Purpose and sense of belonging.



Purpose includes contribution to society



Purpose key driver to create sense of belonging



Importance of Sense of belonging

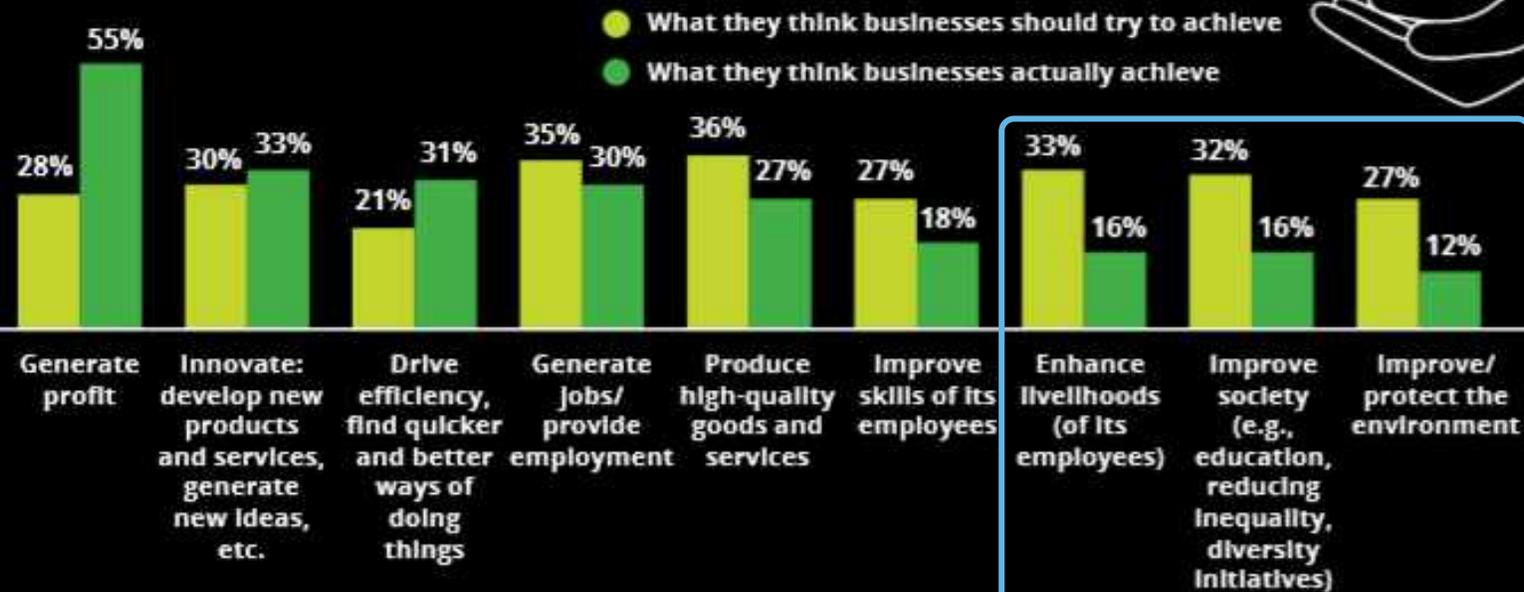


Organisational readiness gap

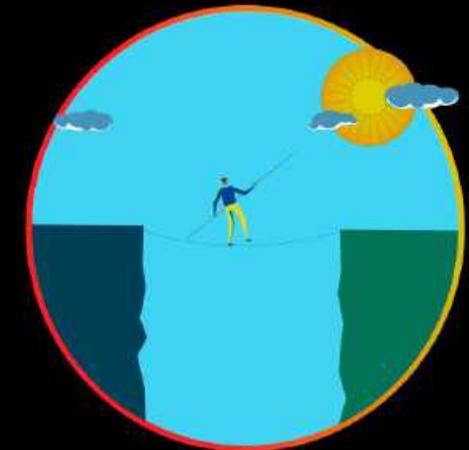
# Pre-COVID-19 Millennials view

## Profit over planet Business is still out of step with millennials' priorities

Percent of millennials who believe that business should try to achieve, and actually does achieve, the following:

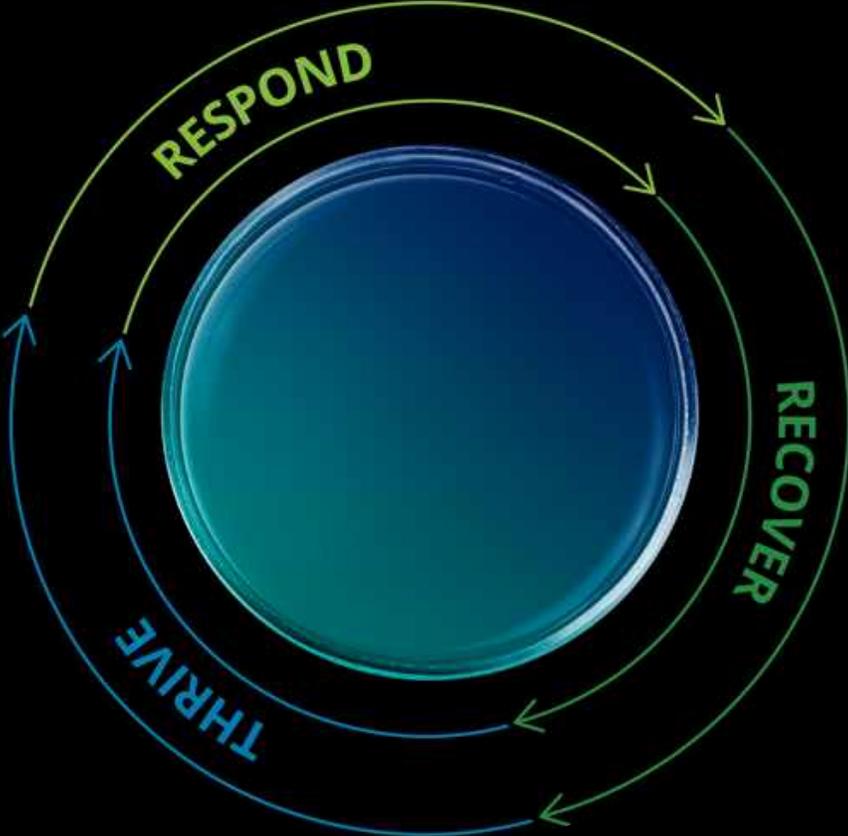


**Deloitte.**



**The Deloitte Global Millennial Survey 2019**  
Societal discord and technological transformation create a "generation disrupted"

# Collective response to the crisis



# Post COVID-19

## GenZ and Millennials show great resilience

**Deloitte.**



The Deloitte Global  
Millennial Survey 2020  
Resilient generations hold the key to  
creating a "better normal"

***Pulse survey April-May 2020  
– Preliminary conclusions!***

- **High marks** for business's & government's response to the pandemic
- It is **not too late** to save the planet (50% → 58%)
- Stronger sense of **individual responsibility**
- Expect companies to provide **opportunities**
- Still high degree of **skepticism** as to **authenticity** of business promise

# Post COVID-19 Human Capital Trends

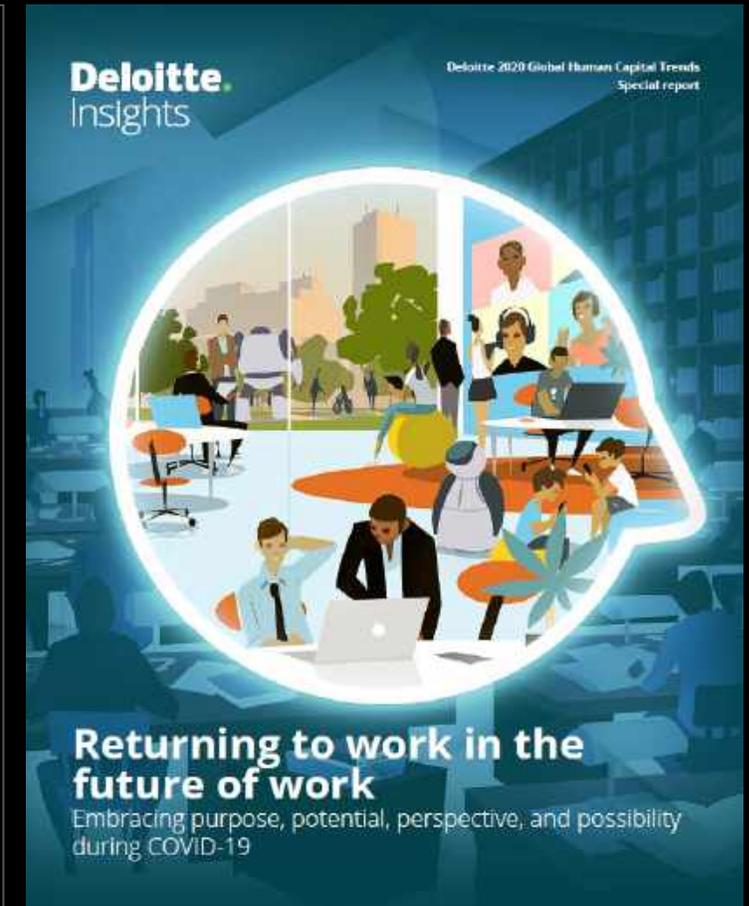
**COVID-19 has challenged business leaders** to

- a) Stage the return to the office
- b) Leverage advancements during the crisis and
- c) Chart a new path forward

Talking the talk is not sufficient,  
**embedding Purpose** in every aspect of work is key

COVID-19 has led to **key shifts**:

- From comfort to **connection to contribution**
- Importance of **well-being**
- Broader scope of **Diversity & Inclusion**
- Shift from 'Could we' to '**Should we?**'





# Thriving in the Next Normal



## AMPLIFY

We **MAXIMIZE OUR IMPACT** by channeling the best of Deloitte, i.e. our skills, our energy and our heart towards our focus domains:

1. Education, Skills, Diversity & Inclusion
2. Entrepreneurship
3. Sustainability



## EMBED

We are conscious about what we do and what we do not do.

We consider **PURPOSE IN EVERY DECISION** we take.

We consider the human, social and environmental consequences of our actions.

# Food for thought... lessons from our own Purpose transformation.



Be  
**authentic**



**Involve**  
your employees



It is an evolution,  
a mindset shift.  
It **takes time**



# **Values and authentic leadership within the Deloitte partnership**

Nikolaas Tahon, Chairman Deloitte Belgium

**INTEGRITY • TRUST • DIVERSITY • STEWARDSHIP**

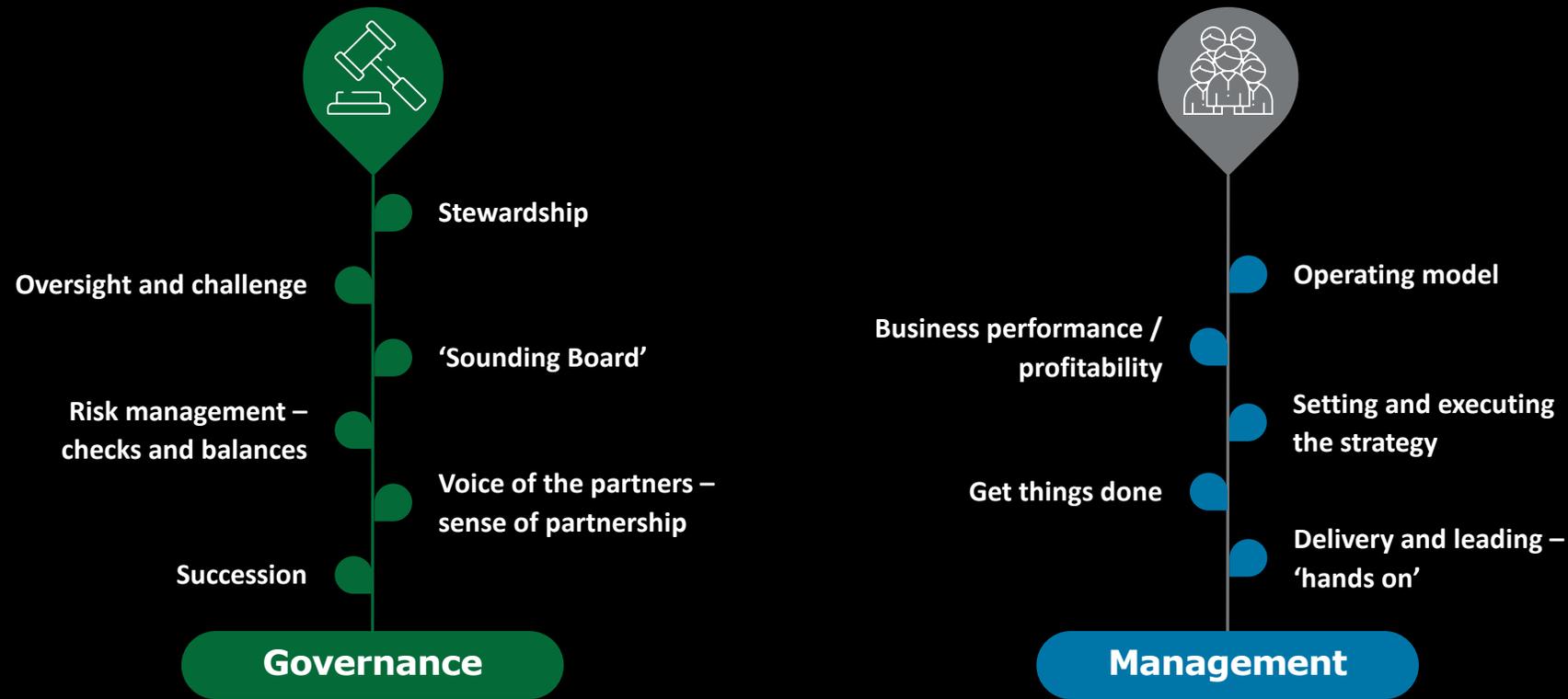


**COACHING CULTURE • COMMUNICATION • ENTREPRENEURSHIP**

# Partnership Council - Roles and Mandates

A well determined role for the PC (“Nose In Fingers Out” Approach)

- Stewardship
- Sounding board & constructive challenge for CEO & Executive management
- Voice of the partners & communicator



**Francoise Roels**

Chair WoB and Boardmember Cofinimmo

The purpose  
driven company

F. ROELS

CARING



LIVING



WORKING



# About Cofinimmo

Leading Belgian listed REIT invested in **healthcare** (56 %), **offices** (31 %) & **distribution networks** (13 %)



Total **portfolio** fair value: **4.3 billion EUR**



Leading listed **healthcare property** investor, with pan-European combined presence in Belgium, France, the Netherlands, Germany and Spain



**Office property** investor in Belgium only



Average weighted **residual lease term** of the current leases: **12 years**



**REIT** status in Belgium (SIR/GVV), France (SIIC) and the Netherlands (FBI)



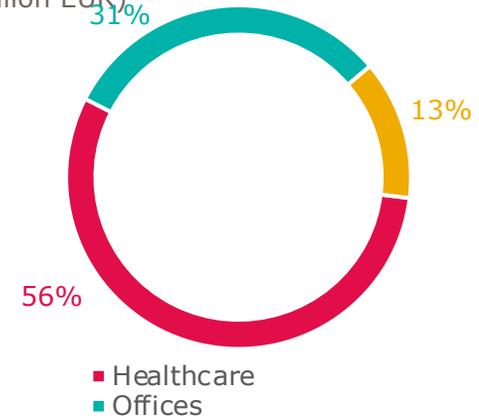
Internal real estate management platform **Approx. 130 employees**



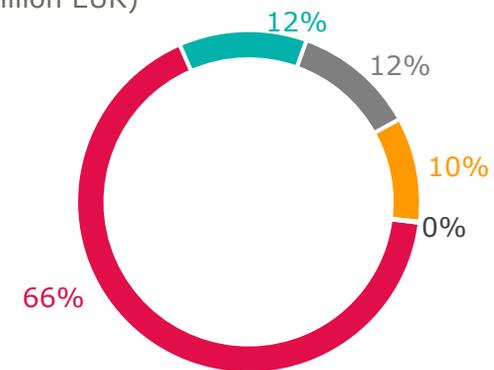
Total **market capitalisation:** **> 3 billion EUR**



Portfolio breakdown by segment (30.09.2019 – based on a fair value of 4,259 million EUR)



Portfolio breakdown by country (30.09.2019 – based on a fair value of 4,259 million EUR)



\* The construction of a first nursing and care home recently started in Vigo, Galicia (Spain). On 30.09.2019 the total fair value of the healthcare portfolio in Spain represents 0,1%.

■ Belgium ■ France ■ Germany ■ Netherlands ■ Spain\*

# Our strategy



*Be a leading European healthcare REIT with top quality portfolio, also participating to innovative real estate concepts addressing healthcare challenges*

## **Caring**



*Creating value through capital recycling and rebalancing portfolio towards Brussels Central Business District ('CBD')*

## **Working**



*Opportunistic add-on approach with secured long-term income*

## **Living**

# Cofinimmo as purpose driven company: “walk the talk”

## Our guidelines

- **Get into reality and catch the concrete consequences of the stated purpose**
- **Authenticity is key**
- **Make from the companies' DNA the force that supports the purpose**
- **Connect the employees individual purpose with the purpose of the company**
- **Make middle management the purpose connectors and identify the change actors**
- **What you do not measure does not exist**
- **Engage with stakeholders : tables rondes**

# Q&A