

2015

FINANCIAL REPORT

Financial Statements

Consolidated Statement of Activities

Year ended 31 December 2020

| | 2020 | 2019 |
|---------------------------------------|----------------------|-----------------------|
| Income | € 876 639,39 | € 1 172 196,39 |
| Donations | 289 445,68 | 316 296,35 |
| Grants | 259 461,16 | 286 038,79 |
| Research | 327 732,55 | 569 861,25 |
| Expenditure | € 951 091,15 | € 1 325 728,27 |
| Office | 337 179,59 | 323 681,44 |
| Administration | 567 053,33 | 847 078,44 |
| Travel | 225,49 | 21 978,47 |
| Events | 15 906,76 | 85 045,51 |
| Publications | 19 132,10 | 39 427,13 |
| Depreciation | 11 593,88 | 8 517,28 |
| Surplus/deficit (reserves) | - € 75 494,21 | - € 150 043,63 |
| Surplus/deficit brought forward | 167 017,71 | 317 061,34 |
| Surplus/deficit to be carried forward | 91 523,50 | 167 017,71 |

Consolidated Statement of Financial Position

As on 31 December 2020

| | 2020 | 2019 |
|-------------------------------------|-----------------------|---------------------|
| Assets | € 1 573 301,63 | € 635 479,38 |
| Fixed Assets | € 69 428,38 | € 57 366,76 |
| Net equipment | 69 428,38 | 57 366,76 |
| Net furniture | 0,00 | 0,00 |
| Current Assets | € 1 503 873,25 | € 578 112,62 |
| Accounts receivable | 253 722,36 | 120 863,53 |
| Cash or equivalent | 1 068 612,44 | 153 277,43 |
| Deferrals and accruals | 181 538,45 | 303 971,66 |
| Liabilities | € 1 573 301,63 | € 635 479,38 |
| Retained Earnings (Reserves) | € 144 403,13 | € 219 897,34 |
| Current Liabilities | € 1 428 898,50 | € 415 582,04 |
| Financial debt | 98 636,11 | 0,00 |
| Accounts payable | 52 199,50 | 236 411,13 |
| Advance payments | 1 098 061,37 | 0,00 |
| Salaries payable | 43 377,52 | 23 795,91 |
| Deferred charges | 136 624,00 | 155 375,00 |

Statutory Auditor's Report

In the context of the statutory audit of the annual accounts of the Lisbon Council for Economic Competitiveness and Social Renewal asbl/vzw, we hereby present our statutory auditor's report. It includes our opinion on the audit of the annual accounts as well on the other legal and regulatory requirements. This forms an integrated whole and is indivisible.

We have been appointed as statutory auditor by the general meeting of members of 28 June 2018, following a proposal by the board of directors. Our statutory auditor's mandate will expire on the date of the general meeting of members which will deliberate on the annual accounts closed on 31 December 2020. We have performed the statutory audit of the annual accounts of the association for the third consecutive year.

Unqualified opinion

We have audited the annual accounts of the organisation, which comprise the balance sheet as at 31 December 2020, the profit and loss account for the year then ended and the notes to the annual accounts, characterised by a balance sheet total of € 1 573 301,63 and a profit and loss account showing a loss for the year of € -75 494,21. In our opinion, the annual accounts give a true and fair view of the organisation's net equity and financial position as at 31 December 2020 as well as of its results for the year then ended in accordance with the financial reporting framework applicable in Belgium.

(continued on the next page...)

Basis for unqualified opinion

We conducted our audit in accordance with the International Standards on Auditing (ISA) as applicable in Belgium. Our responsibilities under those standards are further described in the “statutory auditor’s responsibilities for the audit of the annual accounts” section in this report. We have complied with all the ethical requirements that are relevant to the audit of annual accounts in Belgium, including those concerning independence. We have obtained from the board of directors and the officials of the organisation the explanations and information necessary for performing our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of the board of directors for the preparation of the annual accounts

The board of directors is responsible for the preparation of annual accounts that give a true and fair view in accordance with the financial reporting framework applicable in Belgium and for such internal control as the board of directors determines is necessary to enable the preparation of annual accounts that are free from material misstatement, whether due to fraud or error. In preparing the annual accounts, the board of directors is responsible for assessing the organisation’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the board of directors either intends to liquidate the organisation or to cease operations or has no realistic alternative but to do so.

Statutory auditor’s responsibilities for the audit of the annual accounts

Our objectives are to obtain reasonable assurance about whether the annual accounts as a whole are free from material misstatement, whether due to fraud or error, and to issue a statutory auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISA will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these annual accounts.

In the execution of our engagement, we comply with the legal, regulatory and normative framework applicable on the audit of annual accounts in Belgium. A statutory audit does not, however, provide any assurance as to the future viability of the association or as to the efficiency or effectiveness with which the board of directors has undertaken or will undertake the management of the association. Our responsibilities in respect of the management body’s going concern assumption are set out below.

As part of an audit in accordance with ISA, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- identify and assess the risks of material misstatement of the annual accounts whether due to fraud or error, design and perform audit procedures responsive to those risks and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control;
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances but not for the purpose of expressing an opinion on the effectiveness of the organisation’s internal control;

- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the board of directors;
- conclude on the appropriateness of the board of directors’ use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the organisation’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our statutory auditor’s report to the related disclosures in the annual accounts or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our statutory auditor’s report. However, future events or conditions may cause the organisation to cease to continue as a going concern;
- evaluate the overall presentation, structure and content of the annual accounts and whether the annual accounts represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the board of directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identified during our audit.

Responsibilities of the board of directors

The board of directors is responsible for the compliance with the legal and regulatory requirements regarding bookkeeping as well as for compliance with the company and association code and with the organisation’s by-laws.

Responsibilities of the statutory auditor

In the context of our mandate and in accordance with the Belgian standard (revised version 2020), which is complementary to the International Standards on Auditing (ISA) as applicable in Belgium, it is our responsibility to verify, in all material aspects, compliance with certain provisions of the company and association code and with the by-laws as well as to report on these elements.

Statement related to independence

Our audit firm did not provide services which are incompatible with the statutory audit of annual accounts, and we remained independent of the organisation throughout the course of our mandate.

Other statements

- Without prejudice to certain formal aspects of minor importance, the accounting records are maintained in accordance with the legal and regulatory requirements applicable in Belgium.
- There are no transactions undertaken or decisions taken in breach of the by-laws or of the code for companies and associations that we have to report to you.

Grimbergen, 01 June 2021



Geert Van Goolen
Statutory Auditor

Leadership and Acknowledgements

Governing Board*

- **Elisabeth Grosdhomme-Lulin**, managing director and founder, *Paradigmes et caetera*
- **Paul Hofheinz**, president and co-founder, the Lisbon Council
- **Tjark de Lange**, treasurer and co-founder, the Lisbon Council; CEO, Kapp Nederland
- **Elina Valtonen**, member, Parliament of Finland

Managers and Research Fellows*

- **Johanna Barton**, project manager and research associate, the Lisbon Council
- **Mike Bracken**, senior fellow digital government, the Lisbon Council; partner, Public Digital
- **Nathan da Silva Carvalho**, project manager and research associate, the Lisbon Council
- **Ian Hargreaves**, senior fellow, the Lisbon Council; professor of digital economy, University of Cardiff
- **Alessandro Leipold**, chief economist, the Lisbon Council
- **Tom Loosemore**, senior fellow digital government, the Lisbon Council; partner, Public Digital
- **Chrysoula Mitta**, associate director, operations and community management, the Lisbon Council
- **Cristina Moise**, senior researcher and head of statistical analysis, the Lisbon Council
- **Francesco Mureddu**, director, the Lisbon Council
- **Charlotte van Ooijen**, senior research fellow, digital government, the Lisbon Council
- **David Osimo**, director of research, the Lisbon Council
- **Laia Pujol**, research fellow, the Lisbon Council
- **Viorica Spac**, project manager and research associate, the Lisbon Council
- **Marcello Verona**, associate director, information technology and knowledge platforms, the Lisbon Council

*As of June 2021

General Assembly*

- **Elisabeth Grosdhomme-Lulin**, managing director and founder, *Paradigmes et caetera*; member of the governing board, the Lisbon Council
- **Paul Hofheinz**, president and co-founder, the Lisbon Council
- **Audrey Keukens**, partner and senior adviser, Dröge and van Drimmelen
- **Tjark de Lange**, CEO, Kapp Nederland; treasurer and co-founder, the Lisbon Council
- **Joeri van den Steenhoven**, vice-president of the executive board, University of Applied Sciences Leiden
- **Elina Valtonen**, member, Parliament of Finland; member of the governing board, the Lisbon Council

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think tank for the 21st century

The Lisbon Council for Economic Competitiveness and Social Renewal asbl is a Brussels-based think tank and policy network. Established in 2003 in Belgium as a non-profit, non-partisan association, the group is dedicated to making a positive contribution through cutting-edge research and by engaging political leaders and the public at large in a constructive exchange about the economic and social challenges of the 21st century.

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