

The Claeys & Engels 2021 **HR BEACON**

February 2021



For the fourth year in a row, Claeys & Engels organised a brief questionnaire among its clients during the period from 18 December 2020 until 6 January 2021. We received a total of 181 replies.

We are delighted to share the results with you.

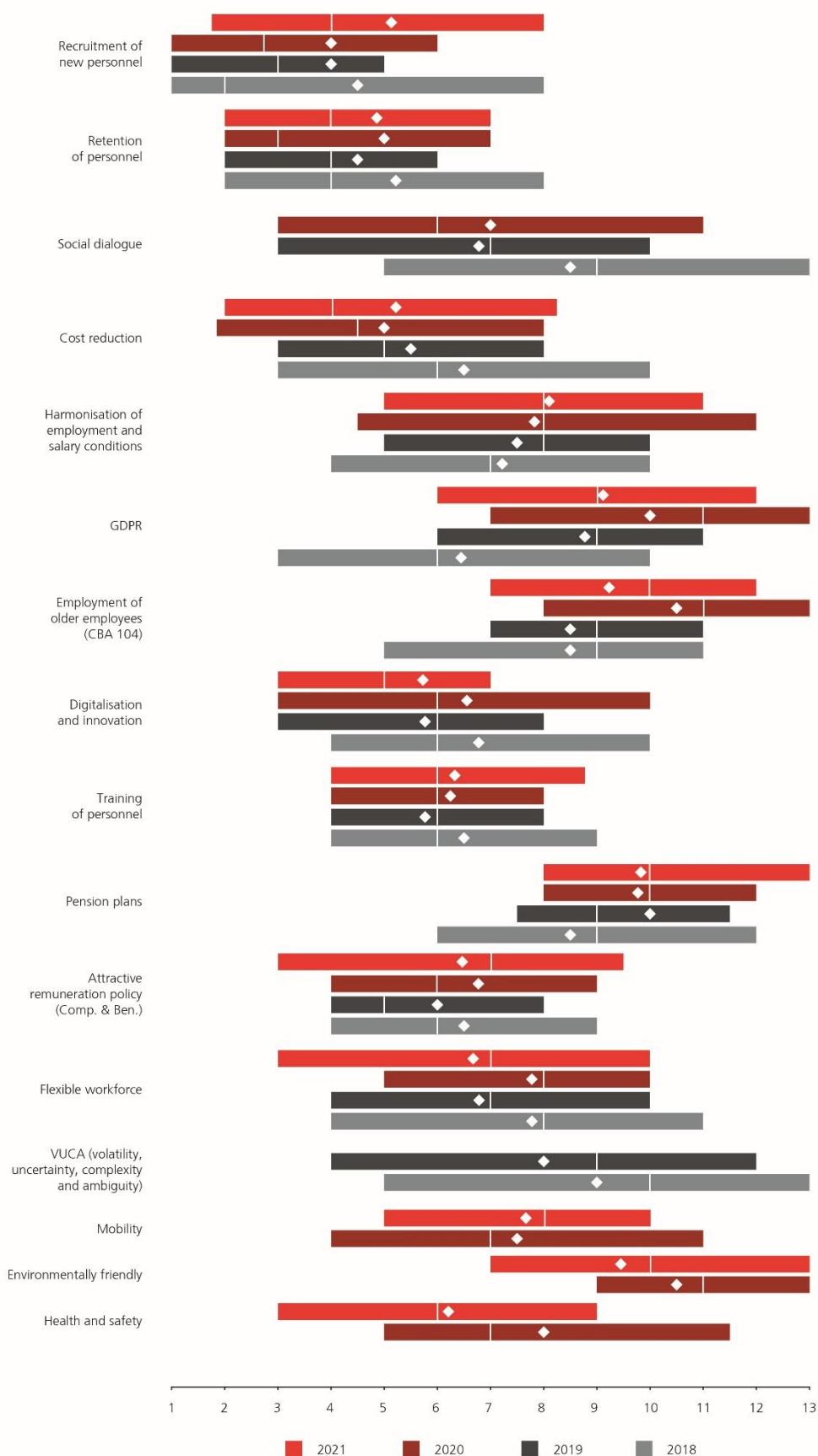
Those who did not give an answer to a question have not been taken into account.

Table of contents

1	Challenges for 2021	2
2	Your recruitment policy	4
3	Flexible benefit plans	5
4	Remuneration policy	7
5	Variable remuneration	8
6	Flexitime	10
7	Occasional telework	13
8	Employee representatives	15
9	Social elections	16
10	Reintegration procedure	18
11	Privacy of your employees	19
12	GDPR	22
13	Discrimination at work	24
14	Mobility and illegal employment	27
15	Violations of employment law and prevention legislation	28
16	Challenges in case of in- or outsourcing	29
17	Withholding tax	30
18	Group insurance	32
19	Employment plan for older employees	33
20	Reorganisation	34
21	Cash for car - Mobility budget	36
22	Fidelisation of staff	38
23	Digitalisation	39
24	Well-being at work	42
25	Overview	44

1 Challenges for 2021

Which challenges do you see in your company in terms of HR for 2021?



- Recruitment of new personnel
- Retention of personnel
- Social dialogue
- Cost reduction
- Harmonisation of employment and salary conditions
- GDPR
- Employment of older employees (CBA 104)
- Digitalisation and innovation
- Training of personnel
- Pension plans (rate reduction group insurance, harmonisation blue-collar and white-collar workers etc)
- Attractive remuneration policy (Compensation & Benefits)
- Flexible workforce
- VUCA (volatility, uncertainty, complexity and ambiguity)
- Mobility
- Environmentally friendly
- Health and safety

Analysis

Looking at the **averages (drop - ♦)** of the biggest challenges for 2021, we see that for the first time in four years, **recruitment of personnel** is not in first place. In particular, recruitment has given way to **retention of personnel** as the biggest challenge for 2021. The current corona crisis is no doubt at the root of this development.

The corona crisis seems to have had an impact on several points.

For example, **cost reduction** has taken third place in the list of greatest challenges. The need to cut costs thus seems to be effectively present among many participants. The challenge of **digitalisation** has also taken on more importance. Undoubtedly, the obligation to telework and the associated recourse to many video calls, as well as the need for remote access to all necessary work tools, will also explain this.

Health & safety has also been seen in the past year as a greater challenge. Once again, the health crisis in which we now find ourselves will be behind this.

It is clear that the special corona year 2020 has had an impact on HR that should not be underestimated.

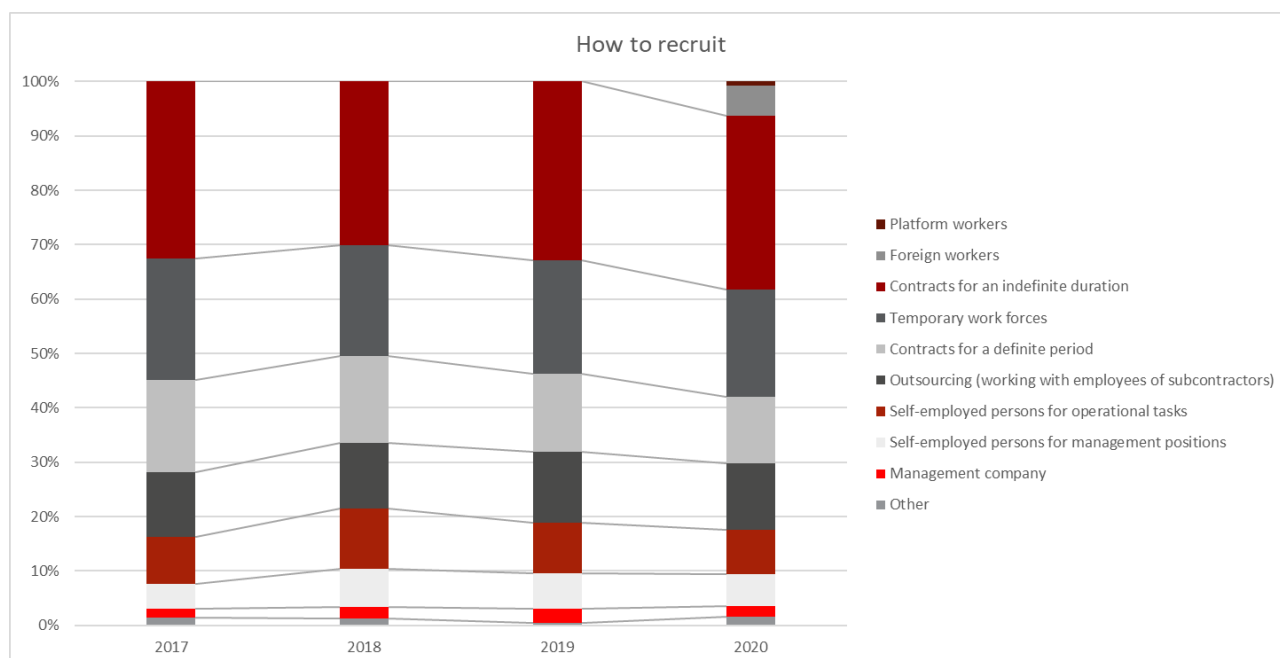
More than ever, we are therefore looking forward to how a – hopefully favourable – evolution in 2021 will influence these questions again next year.

2 Your recruitment policy

For your recruitment in 2021, you plan to use:

- Contracts for an indefinite duration
- Temporary work forces
- Contracts for a definite period
- Outsourcing (working with employees of subcontractors)
- Self-employed persons for operational tasks
- Self-employed persons for management positions
- Management company
- Foreign employees
- Platform workers (“gig” economy)
- Other

Others: recruitment freeze, trainees, etc.



Over the past four years, contracts for an indefinite period remain the most popular (consistently above 30%). The tendency for contracts for a definite period to decline in importance is also confirmed this year (down from 17 to 12% over the years).

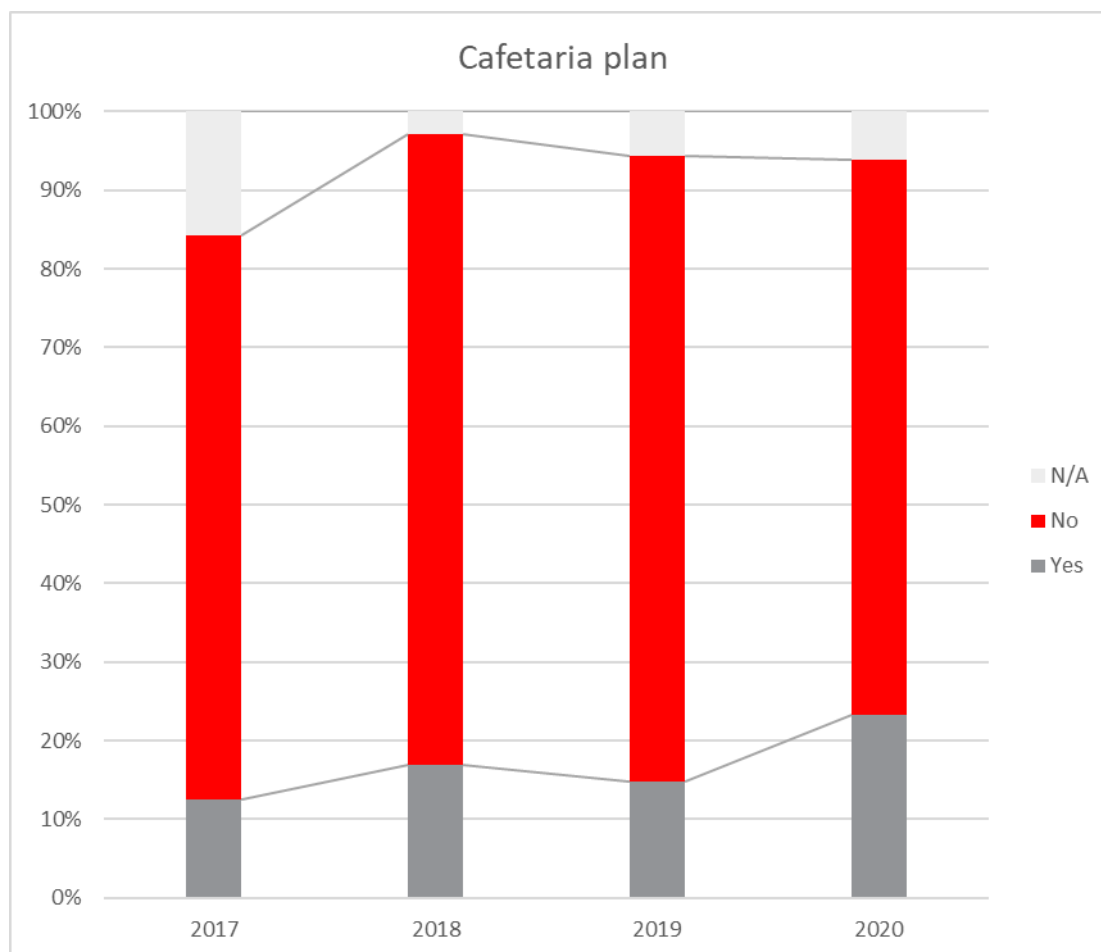
Only a few participants already make use of platform workers (only 1%). Foreign employees are also a new category this year and represent 5% of all recruitments.

3 Flexible benefit plans

Do you have a flexible benefit plan (*flexible reward*)?

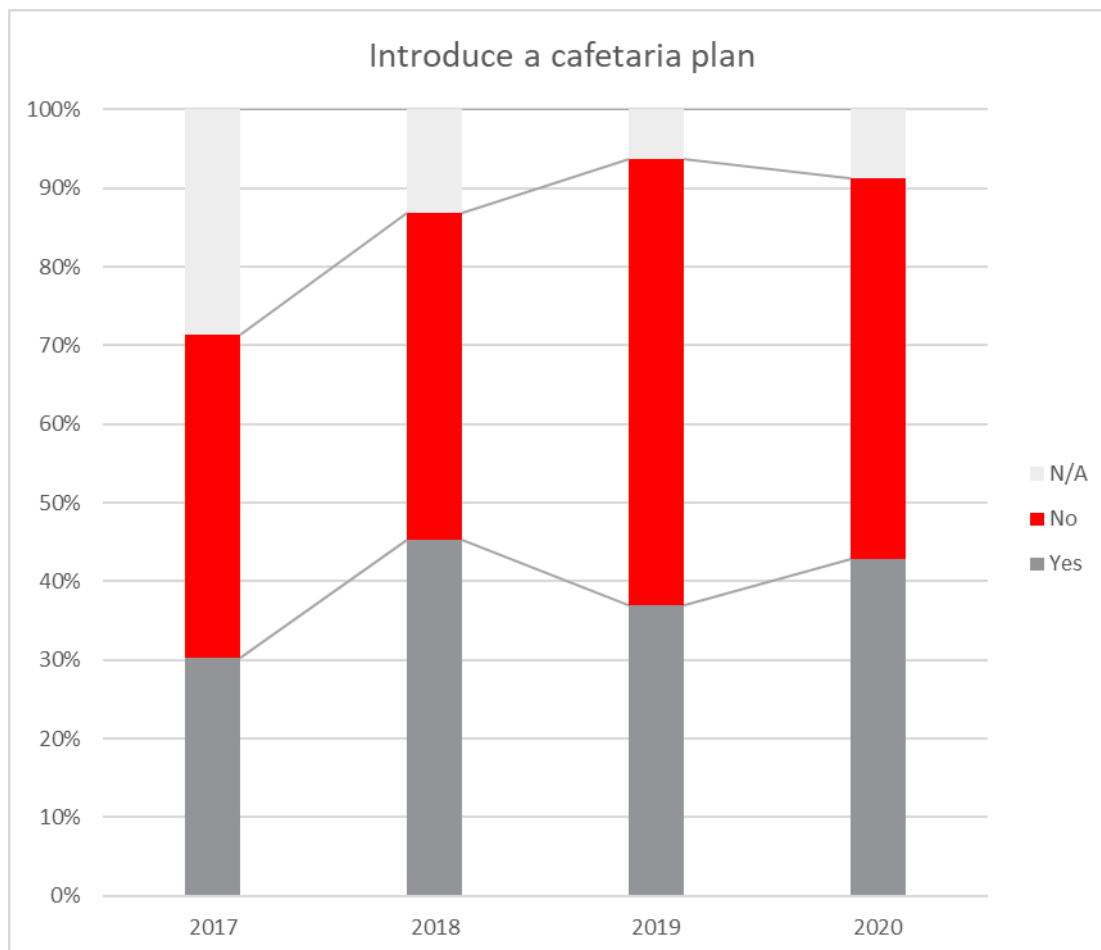
- Yes
- No
- Not applicable

The number of participants who have introduced a cafeteria plan is rising strongly in 2020 and is at its highest level since the beginning of our surveys (23%).



If not, are you considering introducing an employee benefit plan?

- Yes
- No
- Not applicable



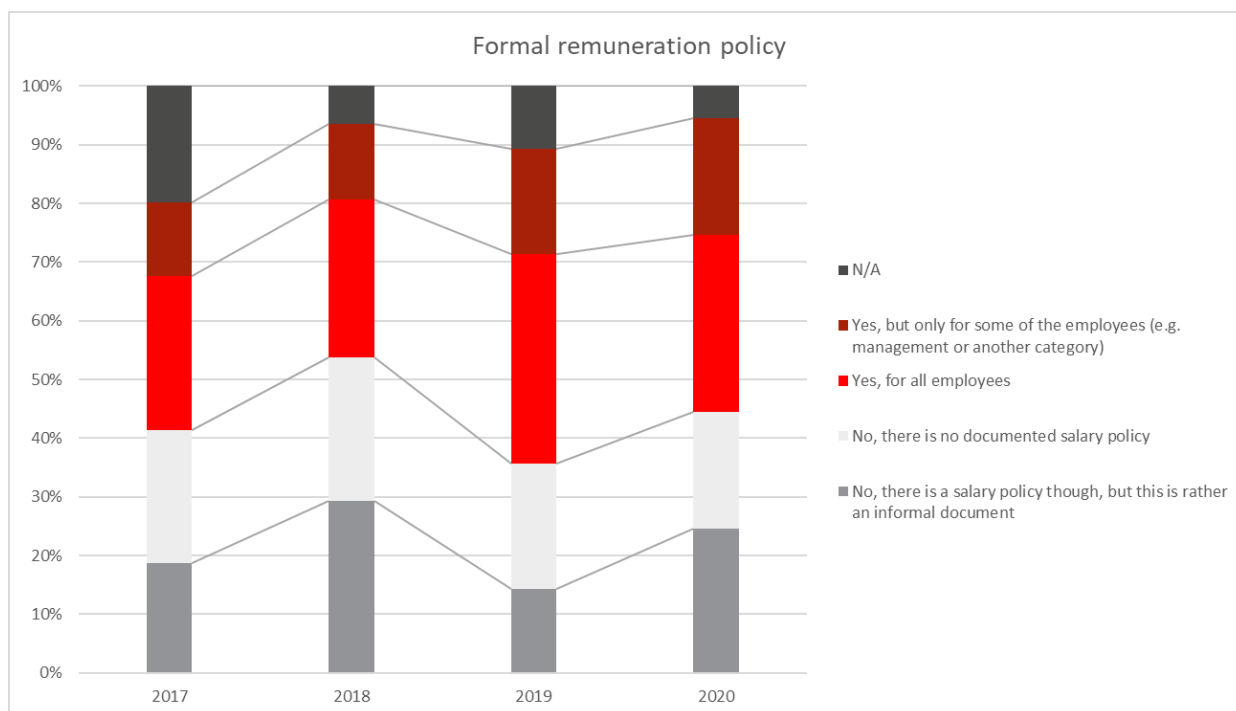
The desire of companies that do not yet have a cafeteria plan to introduce one in the future has also increased slightly by 6% compared to last year.

Flexible compensation remains relatively popular, even though the concept itself is not legally regulated. When drawing up a cafeteria plan, one has to rely on the various existing rules regarding wages, taxation and social security for each wage component that will be part of the cafeteria plan. This thinking sometimes deters companies from introducing a cafeteria plan. Nonetheless, the figures show that more and more companies are willing to take the plunge.

4 Remuneration policy

Does your company have a written salary policy / remuneration policy approved by the board of directors?

- No, there is a salary policy though, but this is rather an informal document
- No, there is no documented salary policy
- N/A
- Yes, but only for some of the employees (e.g. management or another category)
- Yes, for all employees

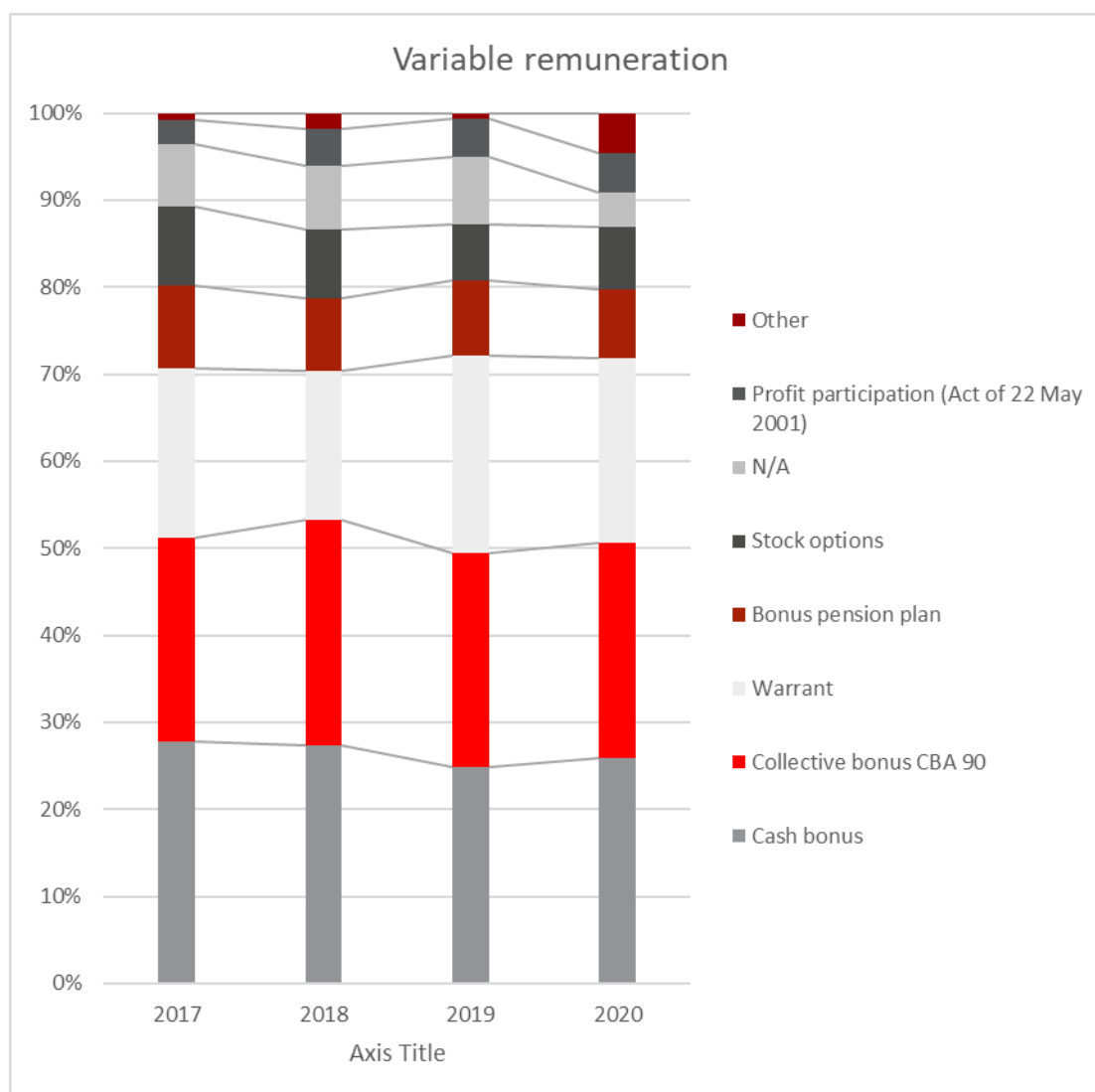


Even in 2020, a formally approved remuneration policy is still not a generally accepted principle. We do notice that a formally approved remuneration policy has gained in importance over the years. About 50% of the participants have a formal remuneration policy.

5 Variable remuneration

Under which forms does your company grant variable remuneration to its employees?

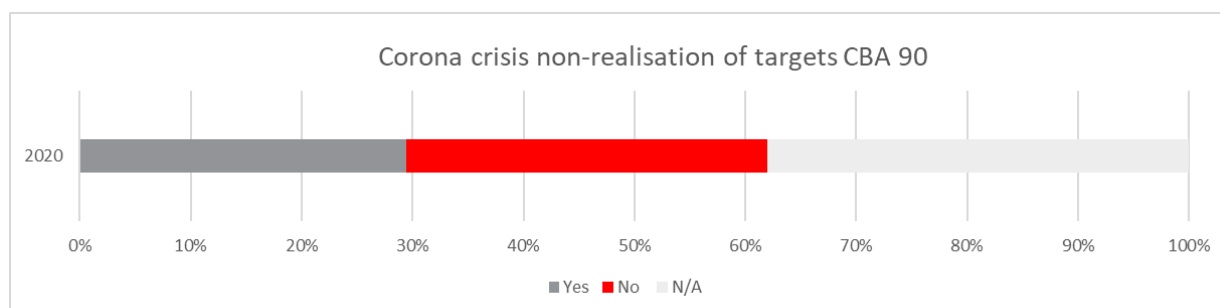
- Cash bonus
- Stock options
- Warrants
- Collective bonus CBA 90
- Profit participation (22 May 2001 law)
- Bonus pension plan
- Not applicable
- Other



The popularity of the cash bonus is once again rising to the level of 2018 and remains the most frequently applied form of variable remuneration. The fiscally favourable collective bonus (CBA 90) follows immediately after the cash bonus. The fact that the FPS ELSD has changed its position on this collective bonus means that this bonus can be used less flexibly. Nevertheless, most participants seem to conform to the vision of the FPS ELSD and keep the bonus. The granting of the profit share/profit premium and the share options seems to remain stable.

The figures also show that an instrument that makes it possible to motivate individual employees in an advantageous way is always attractive to participants. A good example is the warrant: the granting of warrants has clearly increased (+5%) since 2018.

Did the corona crisis cause one or more objectives in the framework of your collective bonus CBA 90 not to be realised?



In this exceptional corona year, it also seemed interesting to find out how the targets of the collective bonus (CBA 90) had fared. After all, many participants will have set their targets at the beginning of 2020, when the impact of the corona crisis could not yet be foreseen.

Indeed, for almost half of the participants who apply the collective bonus, the objectives were not achieved because of the crisis.

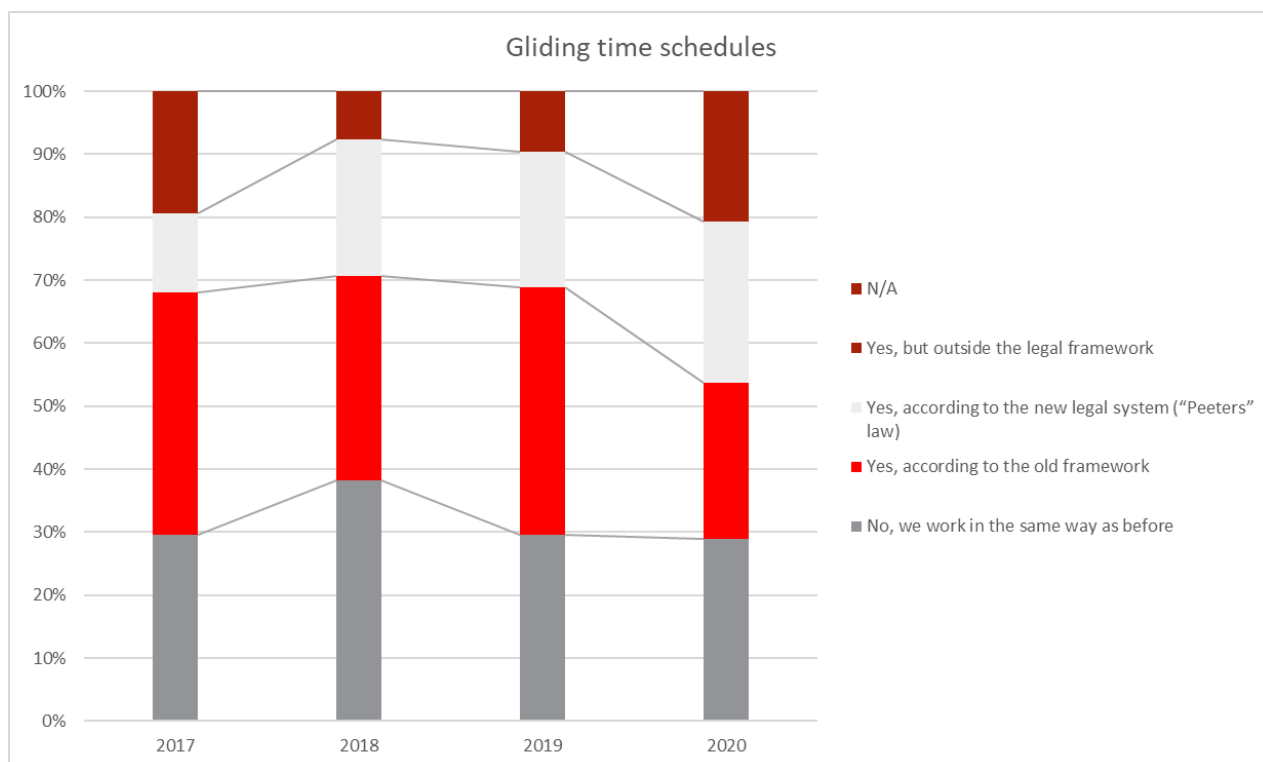
A closer analysis of the open answers shows that many companies were nevertheless able to pay out part of the bonus because certain other targets were met. The part of the bonus that corresponded to the objectives not achieved was then not paid as a collective bonus in accordance with CBA 90. Some companies indicated that they paid this part as a normal cash bonus; others did not know at the time of our survey how they would solve this.

6 Flexitime

6.1 General

Does your company use flexitime?

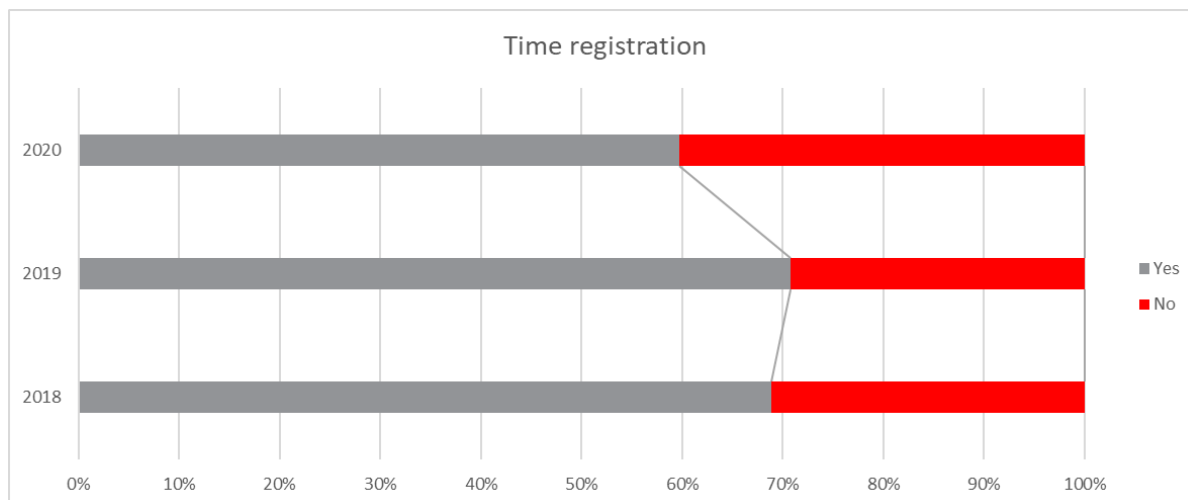
- Yes, in accordance with the old framework
- Yes, in accordance with the new legal system (“Peeters Law”)
- Not applicable
- No, we work the same way as before



The regulation developed by Minister Kris Peeters was only moderately successful in 2017, but for 2018 we saw an increase in the number of participants who had applied this regulation. In 2019, there is less interest in applying this system. In 2020, the new system had a greater success percentage-wise on the sample of participants and rose to 26%. The old system is still almost as popular with 25%.

6.2 Time registration

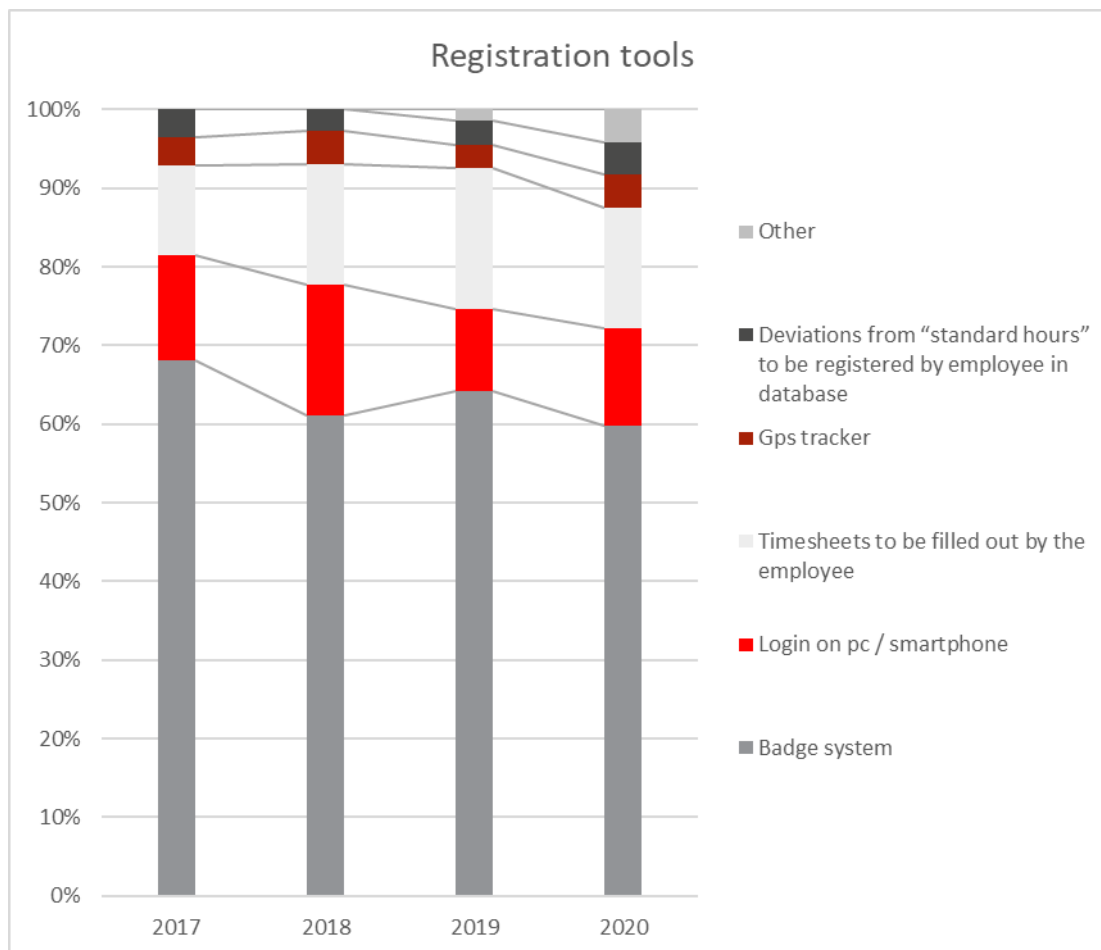
Do you have a system for time registration in this regard?



With flexitime, the issue of monitoring comes up and we see that the majority of participants do foresee some form of time recording, as required by law. The trend of 2018 and 2019 has not continued and we see a decrease of 11% compared to the previous year. Perhaps the current crisis is causing people to look more closely at output?

If so, which form?

- Login on pc / smartphone
- Timesheets to be filled out by the employee
- Not applicable
- GPS tracker
- Deviations from “standard hours” to be registered by employee in database
- Badge system



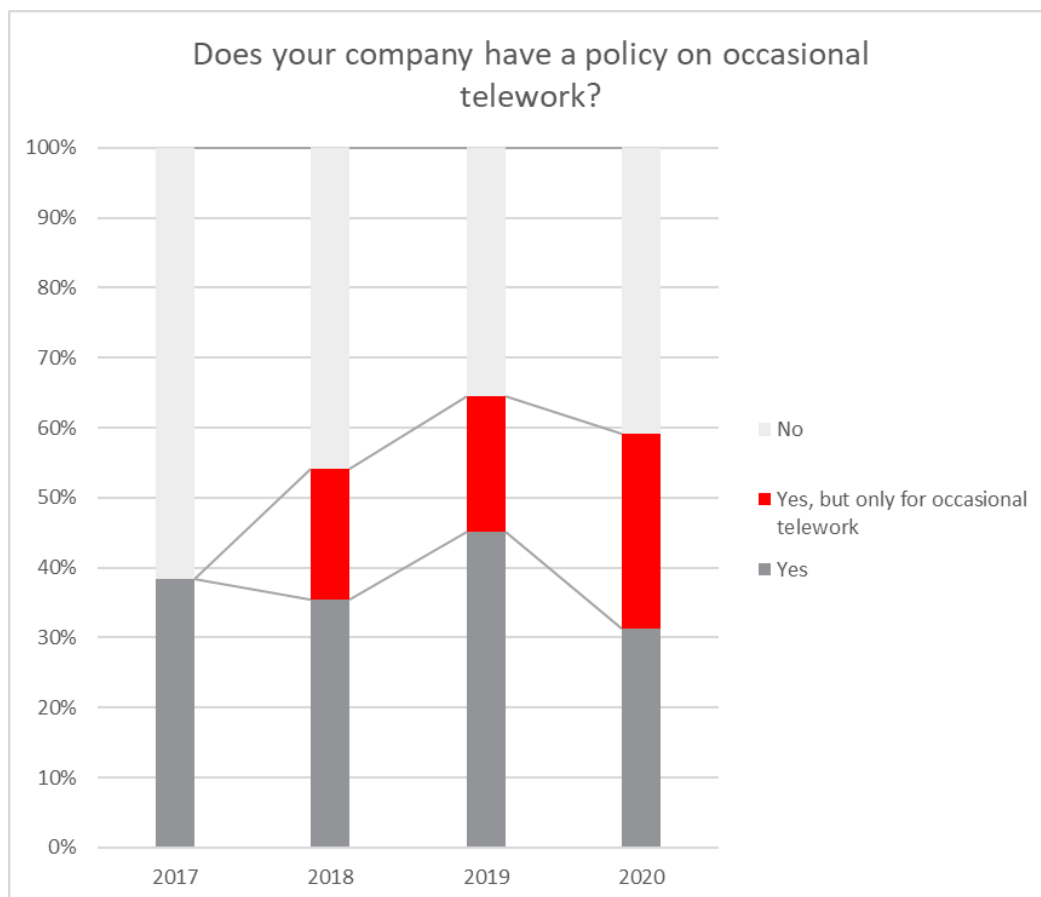
The first choice as a tracking system remains the badge system. It has clearly remained the preferred tracking system over the years even though its share is declining.

The timesheet is gaining in importance compared to 2017. An explanation can probably be found in the simplicity with which a time registration system can be set up. The login on PC or via smartphone is again at the same level as in 2017.

7 Occasional telework

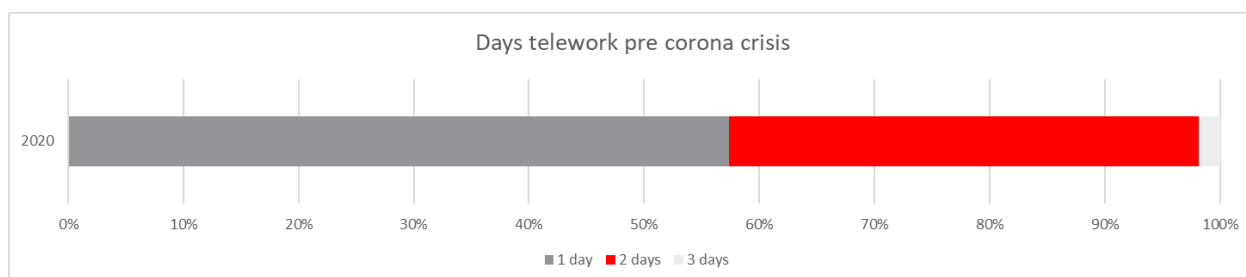
Does your company have a policy on occasional telework?

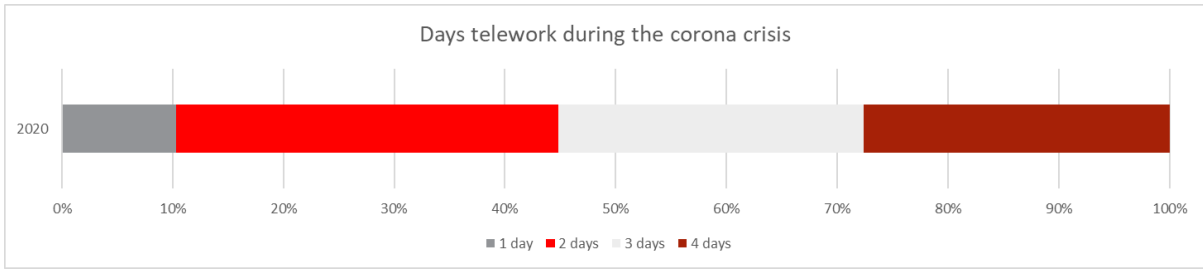
- Yes
- Yes, but only for occasional telework
- No



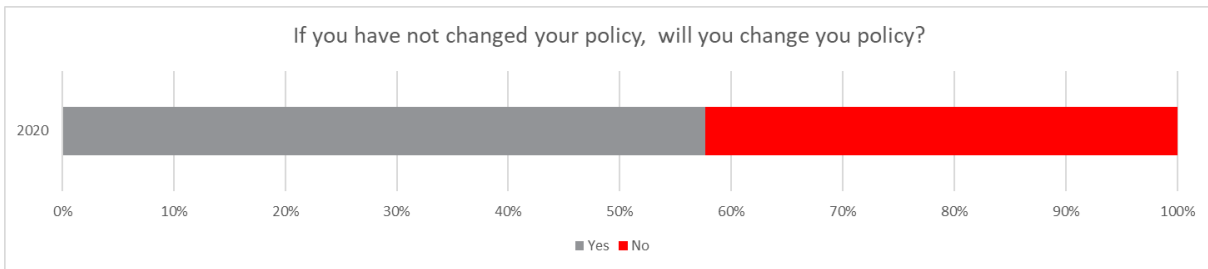
In 2020, 59% of the participants had a policy on (occasional) telework. Despite the mandatory telework as a result of the corona crisis, we have to note that this percentage is lower than in 2019 (when 62% had a policy).

We also asked for more details on the number of days of telework. Not entirely illogically, a clear shift can be seen.

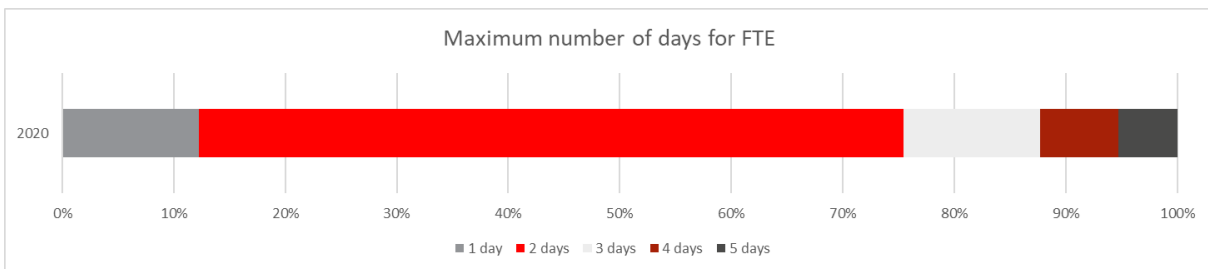




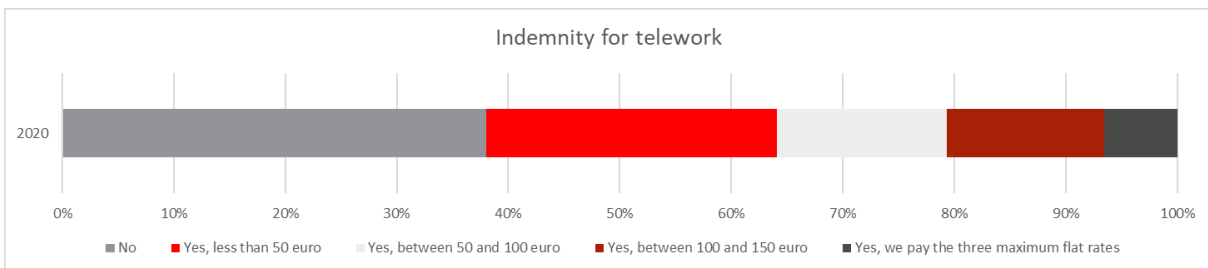
Before the corona crisis, teleworking was generally limited to 1 to 2 days per week. Taking into account the mandatory telework for jobs for which it is possible, it is not surprising that the number of days of telework increased to 3 to 4 days per week during the corona crisis.



Many participants also indicated that they would like to change their policy towards telework (58% of participants).



When we look at the intentions regarding the number of days of telework per week, we see that the majority of the participants want to allow two days, but that there are also some exceptions who want to go up to five days.

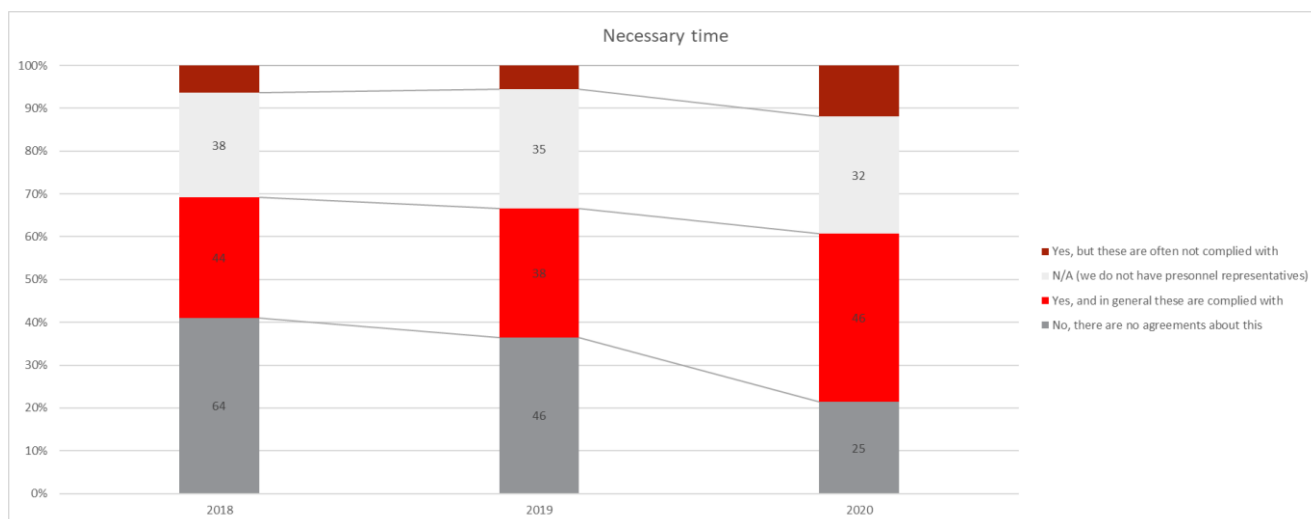


The question remains, of course, whether and to what extent a fee is paid. Almost 40% of the participants pay no compensation, 26% pay an amount of less than EUR 50 per month. 7% pay the 3 maximum lump sums.

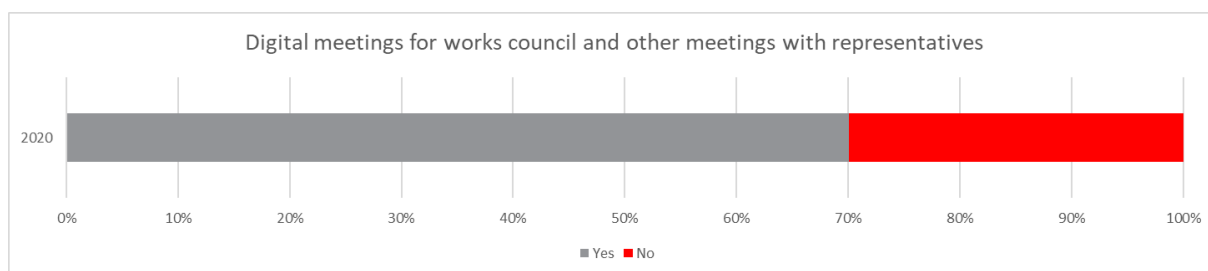
8 Employee representatives

Have you established rules within your company concerning the “necessary time” and facilities for your personnel representatives?

- Yes, and in general these are complied with
- No, there are no agreements about this
- Yes, but these are often not complied with
- N/A (we have no personnel representatives)



A larger proportion (51%) of participants who have personnel representatives have rules about the time and facilities that personnel representatives are allowed. Where rules are in place, it seems that they are generally followed (39% of cases). This again points out the importance of trying to lay down good agreements internally, for example via the internal rules of your prevention committee and/or works council.

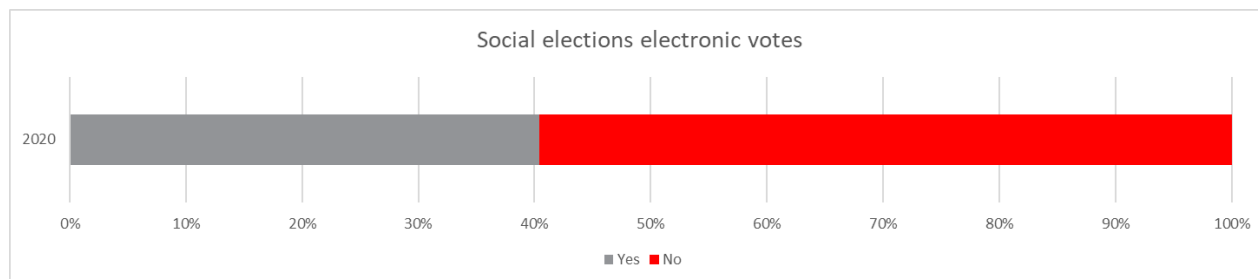


The corona crisis has also changed the way we work with personnel representatives. In 70% of cases, meetings are now held digitally.

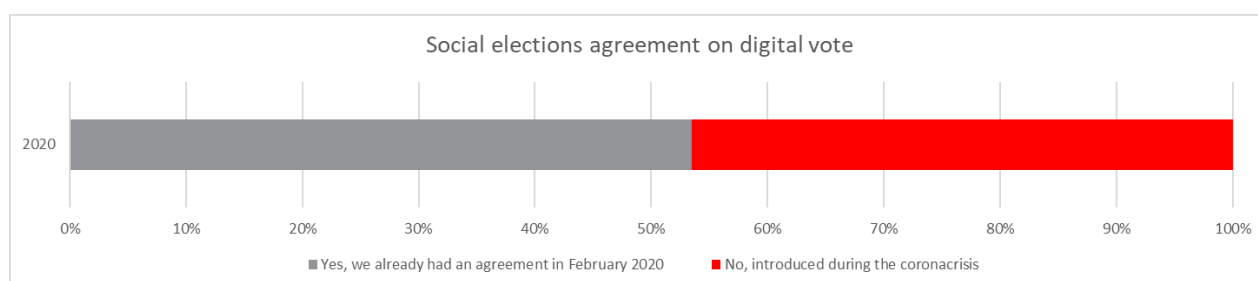
9 Social elections

Both for votes per mail and electronic voting, 104 participants answered the questions each time.

Social elections electronic voting

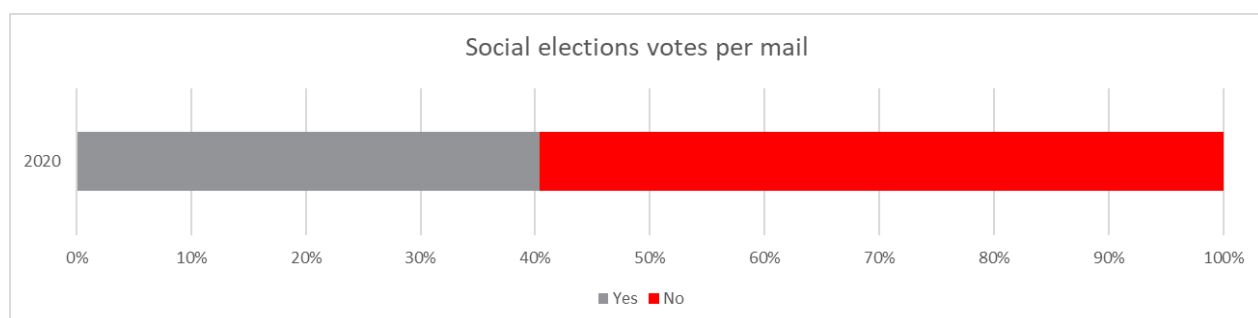


Thus, 41% of social elections were fully or partially digital.

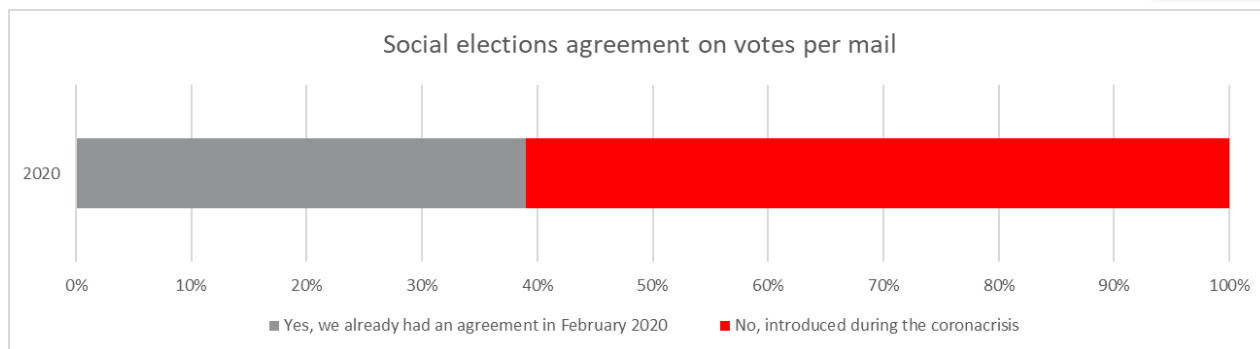


The electronic vote had already been agreed upon in 53% of the cases before the corona crisis. At the same time, this means that almost half of the companies that have organised an electronic vote (47%), have gratefully used the possibility that was created in the autumn of 2020 to still reach an agreement on this at company level.

Social elections votes per mail

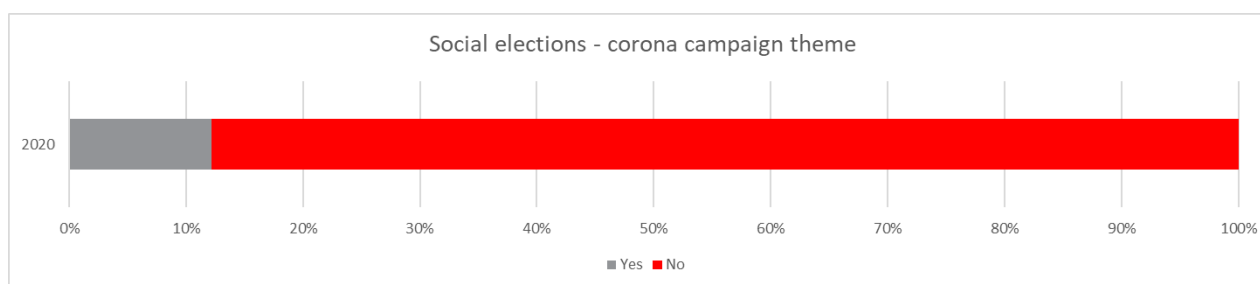


104 participants answered the question about votes per mail and here, too, 41% of the companies organised a postal vote. This also suggests that most companies combined the electronic vote with a vote per mail for certain categories of employees (e.g. employees whose employment contract was suspended).



Compared to the agreements on electronic voting, the agreements on votes per mail were mainly introduced during the corona crisis, which is not illogical since the agreement on votes per mail was only to be concluded after the resumption of the social election procedure in the autumn of 2021.

The corona crisis, a campaign theme?

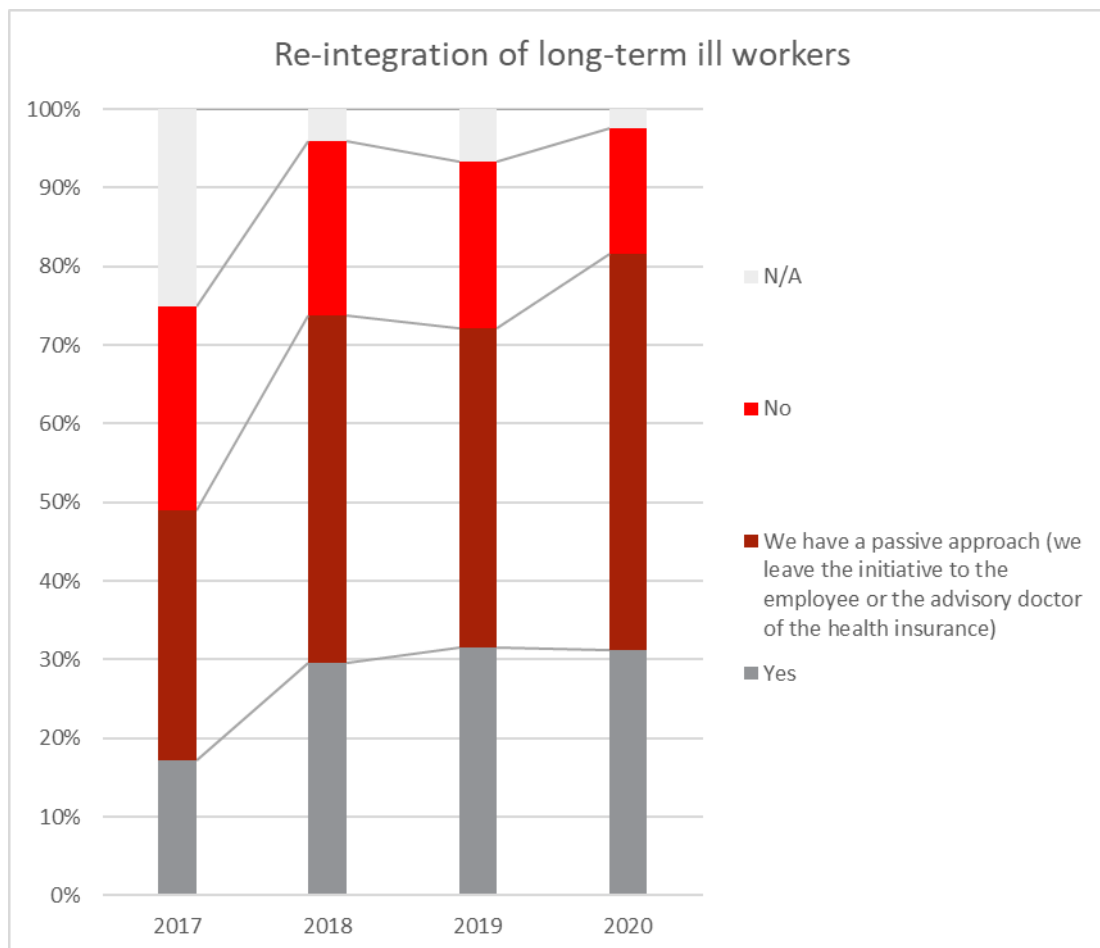


The corona crisis was hardly a topic during the social elections.

10 Reintegration procedure

Have you worked out a policy regarding the reintegration of your long-term ill workers?

- We would rather take a reactive position (leave the initiative to the employee or the advisory doctor of the health insurance)
- No
- N/A
- Yes

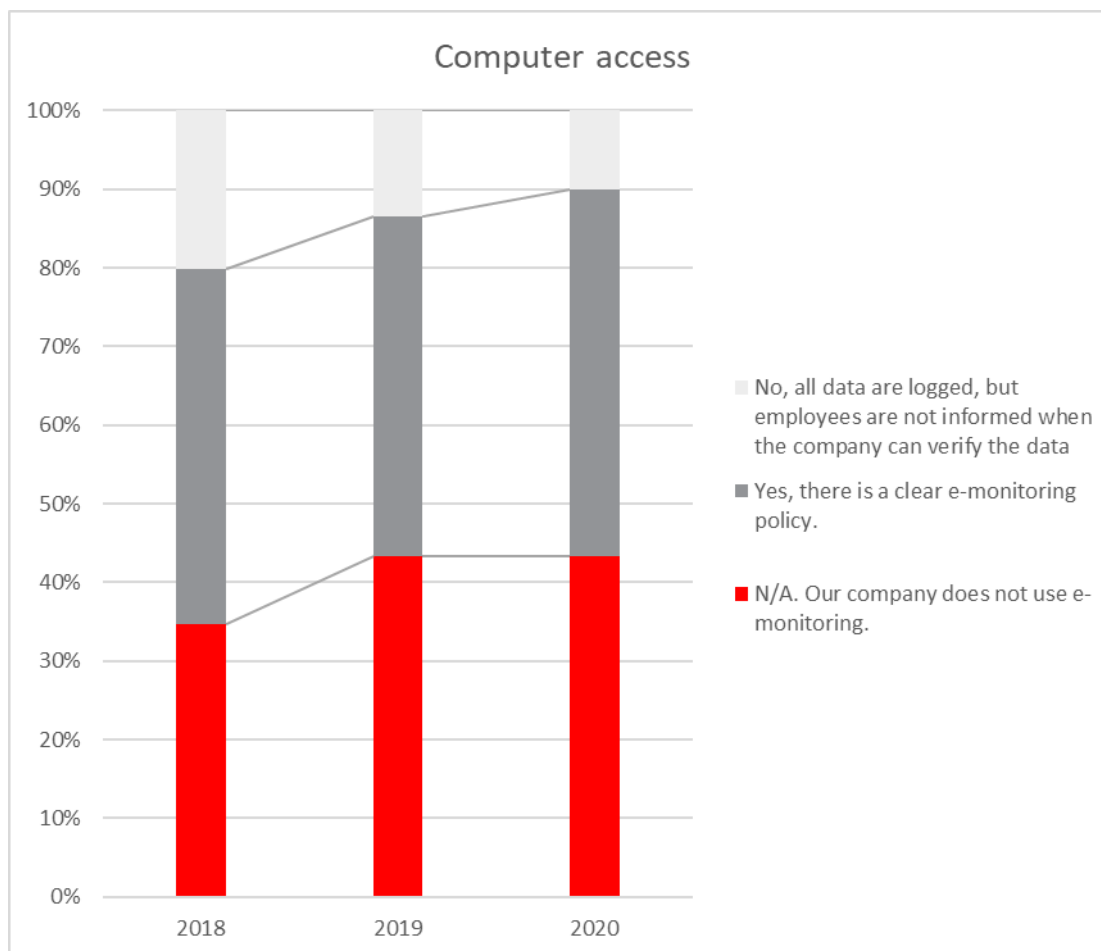


In 2020, the number of participants that have developed a policy appears to have stabilised. However, it is striking that more and more companies confirm that they have adopted a rather passive attitude and leave the initiative to start a reintegration procedure to the employee or the advisory doctor of the health insurance fund. Also noteworthy is that the number of participants who ticked “not applicable” has declined significantly in recent years.

11 Privacy of your employees

Do you give transparent information to your employees about in which cases and how much their activities on the computer can be monitored?

- N/A. Our company does not use e-monitoring
- Yes, there is a clear e-monitoring policy
- No, all data are logged, but employees are not informed when the company can check the data



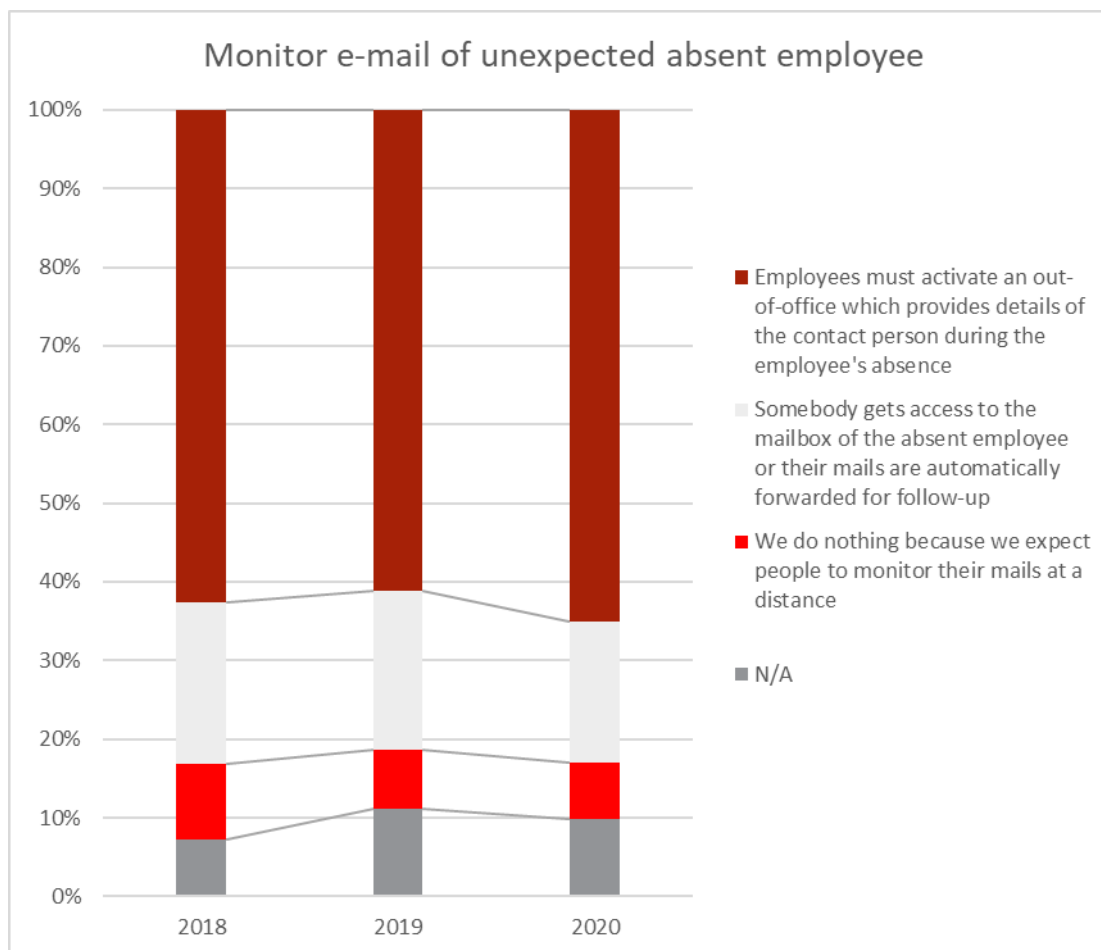
The number of participants not organising e-monitoring has been stable over the past two years at 43%.

On the other hand, it is noteworthy that still a number of participants indicate that they do monitor their staff's e-mails without informing them. Fortunately, this trend is decreasing, and only 10% of employers were doing so in 2020. It is advisable to provide clear guidelines, not only to eliminate uncertainty among employees, but also to be able to take appropriate action in the event of a breach of policy. Moreover, the evidential value of monitored e-mails or other electronic data (e.g. on surfing behaviour) can be compromised as a result.

A good e-monitoring policy can help prevent and/or detect fraudulent data leakage. The GDPR legislation requires that a company deal transparently with the data of its employees but also of its customers. Being able to enforce correct behaviour of your employees is part of this. The trend of having a policy is confirmed, and 47% of the participants now have such a policy in place.

What happens with the monitoring of the e-mail account of an unexpectedly absent employee?

- Nothing, because we expect people to monitor their mails at a distance.
- Employees must activate an out-of-office message which provides details of the contact person during the employee's absence.
- Somebody gets access to the mailbox of the absent employee or their mails are automatically forwarded for follow-up.
- Not applicable.



The follow-up of the mails of suddenly absent employees is a tricky issue that many participants struggle with. Not only is the sender of the mail unaware that his or her mail may not be processed by the recipient, but accessing it can potentially infringe the privacy of the sender and intended recipient (unless you have prior permission).

Most participants (in 2020 this is 65%) ask their employees to set up an out-of-office message. In our opinion, this is a good approach to the problem of still being able to speak to the company's contacts, even if the employee is absent.

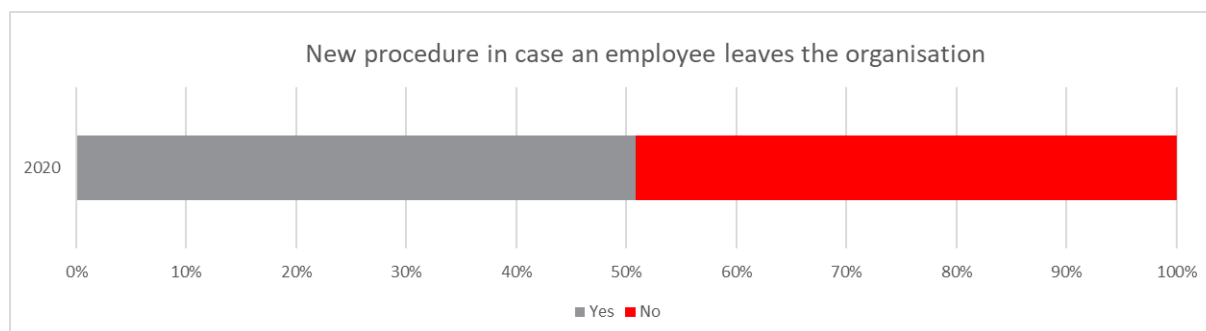
Simply giving access to another employee is a risky path, unless the mailbox has no personal characteristics (e.g. info@company.be).

Following the decision of the Dispute Resolution Chamber of the DPA, we asked an additional question about the **follow-up of the mailbox for staff members who have left the organisation**.

As a reminder: in its decision, the DPA gives a number of clear guidelines for employers to follow when their employees leave:

- the controller should block the e-mail accounts of ex-employees at the latest at the time of their effective departure;
- the ex-employee must have been informed of this and there must be an automatic message informing the recipient that the person he was trying to contact has left the organisation;
- after a reasonable period of time (preferably one month), the mailbox – and the automatic message – must be deleted. The DPA notes that, taking into account the context and the level of responsibility of the ex-employee, a longer period for the automatic message can be foreseen, but ideally not longer than 3 months. This extension of the period should be justified and should be done in mutual agreement with the ex-employee. At the least, the ex-employee should be notified of the extension. Keeping the mailbox active for a limited period of time can be based on the legitimate interest of the company, in particular ensuring continuity of performance and proper functioning;
- preferably prior to deactivation, the employee who leaves and any third parties must be informed, in order to allow the employee to sort his private e-mails and forward them to his private e-mail address prior to his actual departure;
- in order to avoid the company still needing to have access to the e-mail account of the ex-employee after his departure, e-mails from the e-mail account of the employee concerned that are essential to ensure the proper functioning of the company must be recovered preferably before the employee's departure and in his presence.
- In case of dismissal with immediate effect, the aforementioned procedures should be started as soon as reasonably possible.

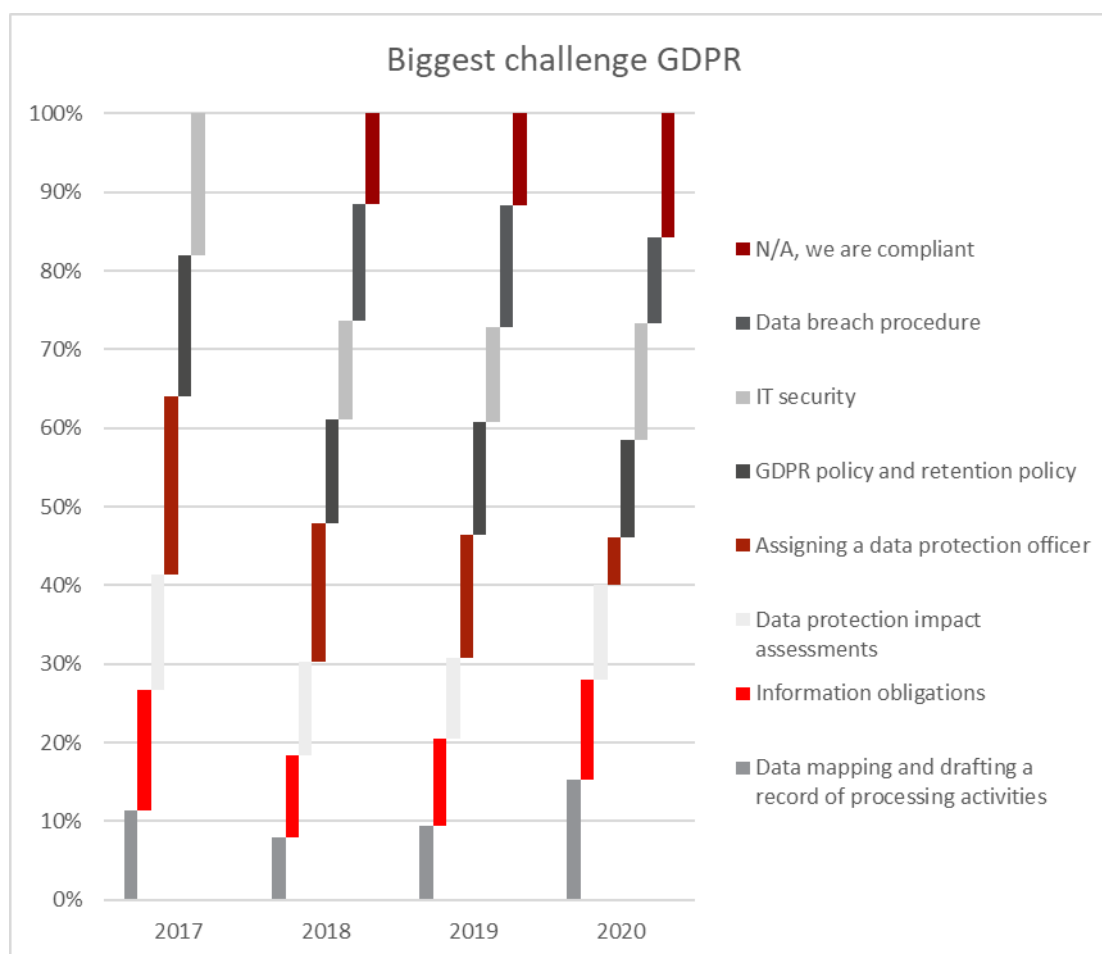
For the time being, only 51% seem to know about the new regulation. It is recommended to include this as soon as possible in your ICT policy and exit procedures.



12 GDPR

What is your main challenge with regard to GDPR compliance?

- Data mapping and drafting/updating a record of processing activities
- Information obligations
- Data protection impact assessments
- Assigning a data protection officer
- GDPR policy and retention policy
- IT security
- Data breach procedure
- N/A, we are compliant

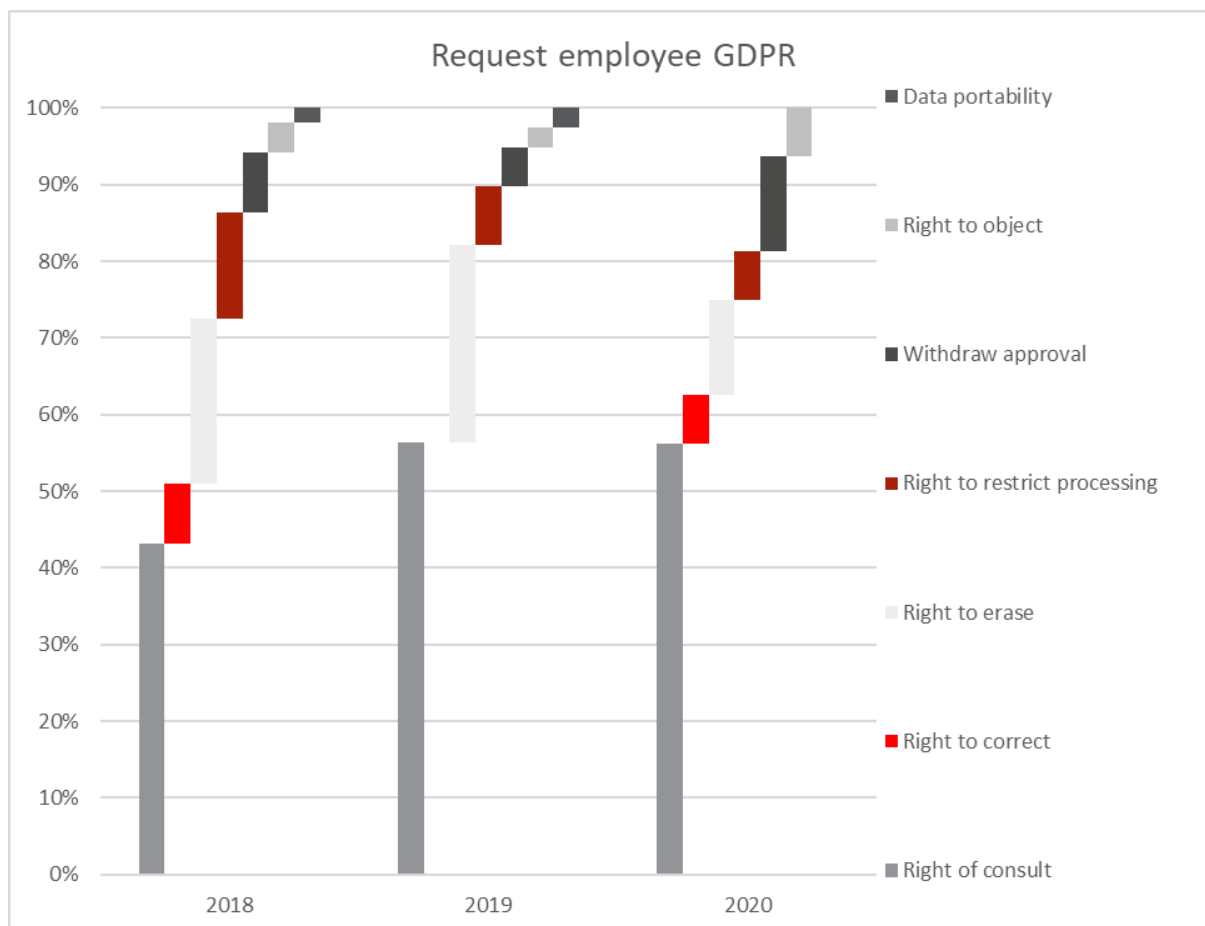


To make the comparison easier, we have chosen to assign a weighted average to each of the challenges. This weighted average consists of, on the one hand, the importance that the participants attach to the challenge and, on the other hand, the number of participants who considered this challenge important.

Data mapping has proven to be an important challenge over time. This also applies to the information obligation. In recent years, IT security and the data breach procedure have gained in importance. Compared to previous years, a larger proportion of participants indicate that they are fully compliant. The concern about whether or not to appoint a DPO has also diminished. We notice from the evolution of the figures that the topic of GDPR has gained a certain maturity.

Have you received a request from an employee regarding his rights under the GDPR over the past few months? If so, which right did it concern?

- Right to consult
- Right to correct
- Right to erase
- Right to restrict processing
- Withdraw approval
- Right to object (against processing of data based on legitimate interest or automatic decision making)
- Data portability



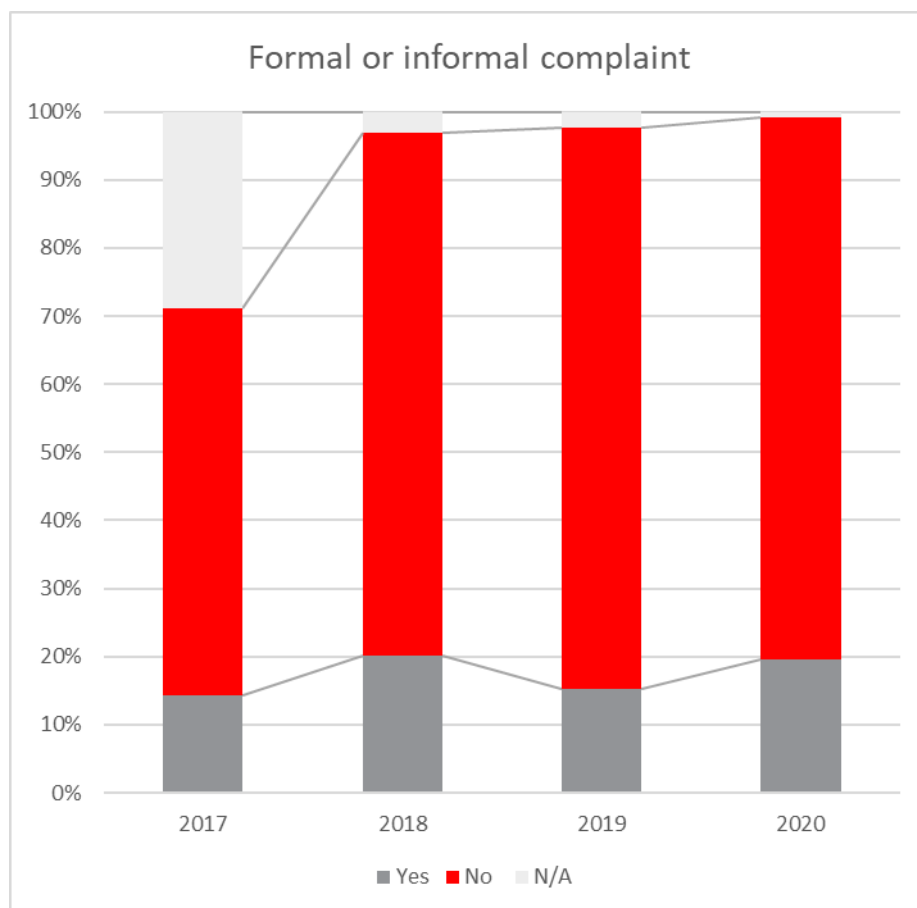
When employees exercise their rights under the GDPR, it is in most cases to access the data being processed about them. This trend that started in 2018 has proven to be by far the most important over the past two years. It is important for every company to be prepared for any requests to exercise rights under the GDPR in order to act on them appropriately and within the legal deadlines (in principle only one month). Smooth procedures and template forms can obviously help with this.

What is striking this year is that the withdrawal of consent (as a legal basis for processing), and the exercise of the right to oppose processing (as part of legitimate interests or automatic decision-making) have increased in comparison to last year.

13 Discrimination at work

Have you ever received a formal or an informal complaint based on discrimination at work?

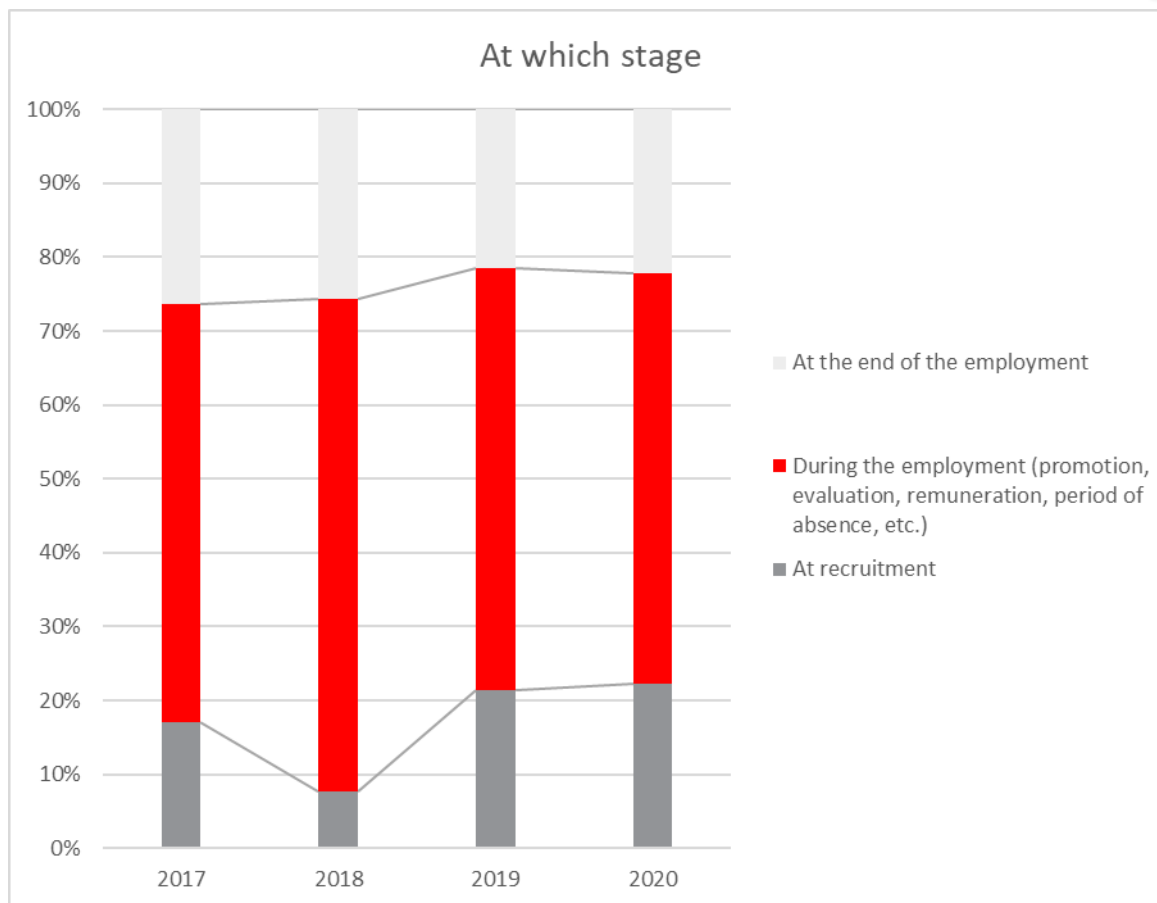
- Yes
- No
- Not applicable



Complaints on grounds of discrimination have increased slightly compared to last year and are now back at the same level as in 2018. The number of complaints remains rather limited (only 23 complaints in 2020).

If so, at what stage of the employment process was this?

- At recruitment
- During the employment (promotion, evaluation, remuneration, period of absence, etc.)
- At the end of the employment



It appears that still most of the complaints arise during employment. Contrary to 2018 and 2019, we notice in 2020 there are significantly more complaints about discrimination during the recruitment process. This is a remarkable situation as complaints during the recruitment process will be more difficult to prove. When we want to find out how such a complaint is substantiated, we often notice that the complaints are based on communications from persons involved in the recruitment process. It is therefore recommended that these persons are informed about this legislation so that they do not accidentally share unwanted information with the candidate.

The number of complaints of discrimination at the end of the employment remains relatively low.

On what discrimination criterion/criteria was this complaint based?

- Gender
- Age
- Health
- Disability
- Sexual orientation
- Religion or belief
- Race or ethnic origin
- Trade union association



Discrimination complaints based on gender decline every year. Complaints based on race or ethnic origin continue to account for the lion's share of discrimination each year and now make up 36% of complaints.

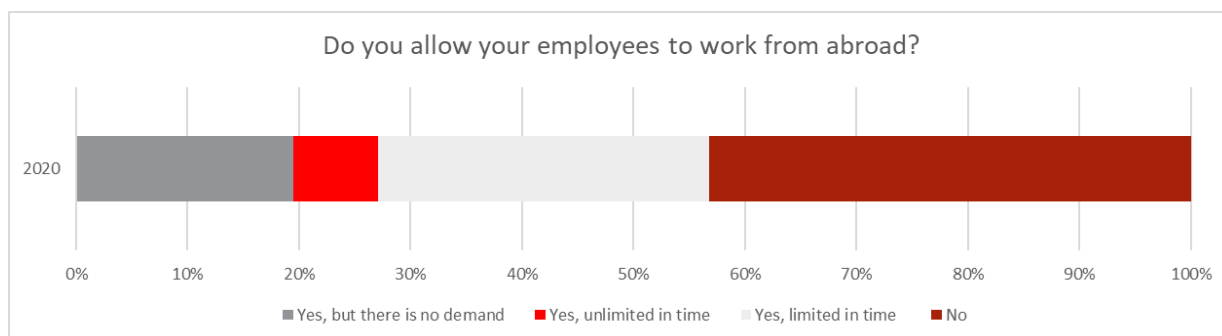
In recent years we have seen more discrimination complaints of all forms of discrimination, which may be explained by the increased awareness and the very active role of Unia.

In the "Others" category, we found an interesting complaint in the open comments for 2020, based on the self-employed status. Unfortunately, there are no factual elements that allow us to find out the exact circumstances. The main lesson is to be careful also when persons working together under different forms of cooperation (employment contract, self-employed, etc.) work for the same entity.

14 Mobility and illegal employment

Digital nomads: Do you allow employees to work for your company from abroad (e.g. a second residence)? Or would you allow this?

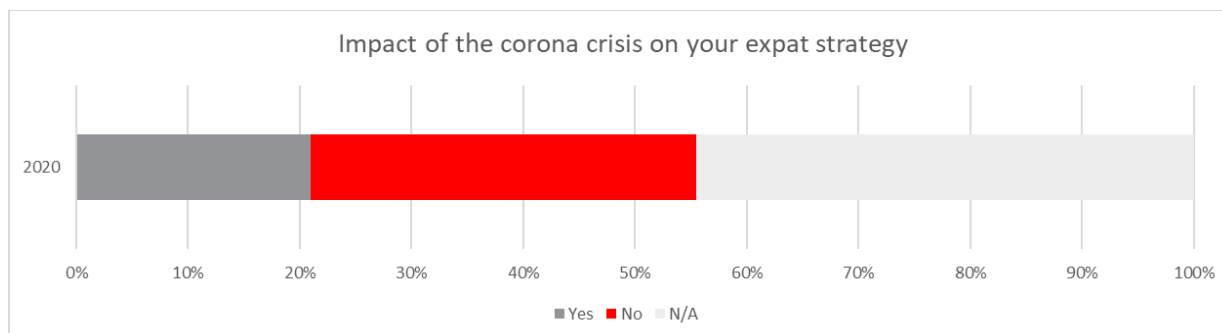
- Yes, we allow this but only limited in time
- Yes, we allow this and this can be unlimited in time
- Yes, we would allow this but there is no demand for it at this moment
- No



More than half of the participants would allow employees to work from abroad (e.g. a second residence). However, this way of thinking is not completely without risk. Questions quickly arise regarding applicable social security, taxation, labour migration, mandatory reporting, salary and working conditions, health and safety and data privacy measures. We therefore strongly recommend paying the necessary attention to these issues and developing a policy on this.

Has the corona crisis had an impact on your expat policy?

- Yes
- No
- Not applicable



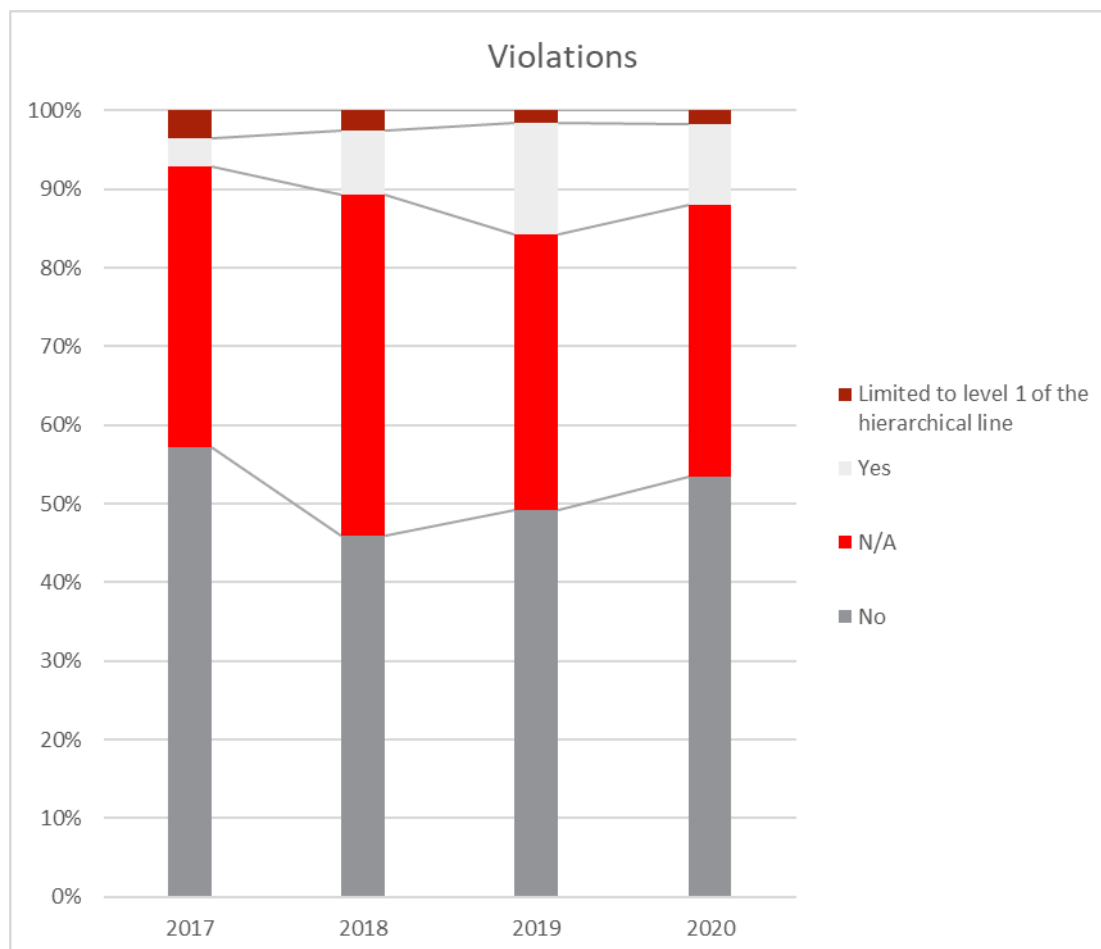
For the majority of participants for whom an expat policy is important, the corona crisis has had no impact.

This can probably be explained by the objectives that are often pursued by an expat policy: responding to local needs, offering international experience and career perspectives to high potentials and creating an international talent pool.

15 Violations of employment law and prevention legislation

Have you also experienced lately that in case of serious violations of employment law and the laws on health and safety, the social inspection more easily drafts a summons in which not only the company but also all members of the hierarchical line are held responsible?

- No
- Not applicable
- Yes
- Limited to level 1 of the hierarchical line
- Limited to level 2 of the hierarchical line

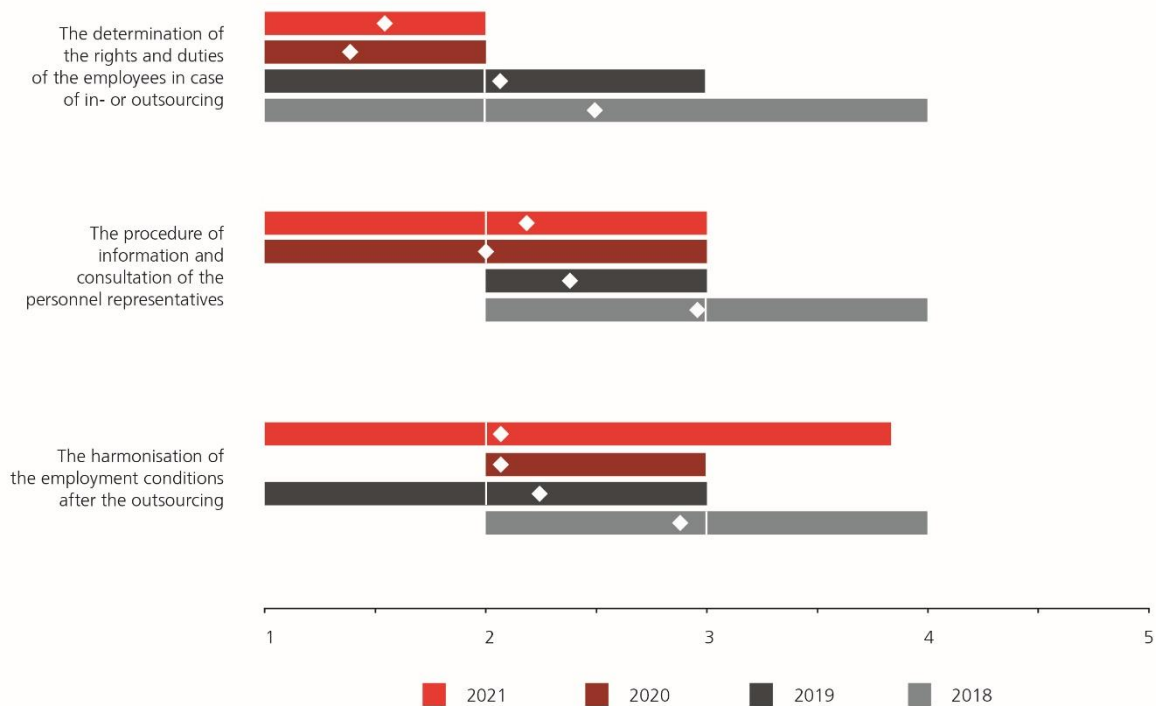


The majority of the participants who found themselves in a situation of serious violation of employment law and the laws on health and safety still indicates that they did not experience an increase in the number of summons in which the members of the hierarchical line are also held responsible. However, we notice that over the years the proportion of cases in which the hierarchical line is involved has increased, the last year somewhat less but still 10%. Moreover, it is an established fact that breaches of the Welfare at Work legislation (especially after a serious workplace accident) increasingly lead to criminal prosecution, at least of the company(ies) involved.

16 Challenges in case of in- or outsourcing

What is your main challenge for in- or outsourcing? (1 = main challenge, 3 = least important challenge)

- The determination of the rights and duties of the employees in case of in- or outsourcing
- The harmonisation of the employment conditions after the outsourcing
- The procedure of information and consultation of the personnel representatives



Over the years, the greatest challenge in outsourcing lies in establishing the rights and duties of the employees. The harmonisation of working conditions and the information and consultation of personnel representatives remain close to each other.

17 Withholding tax

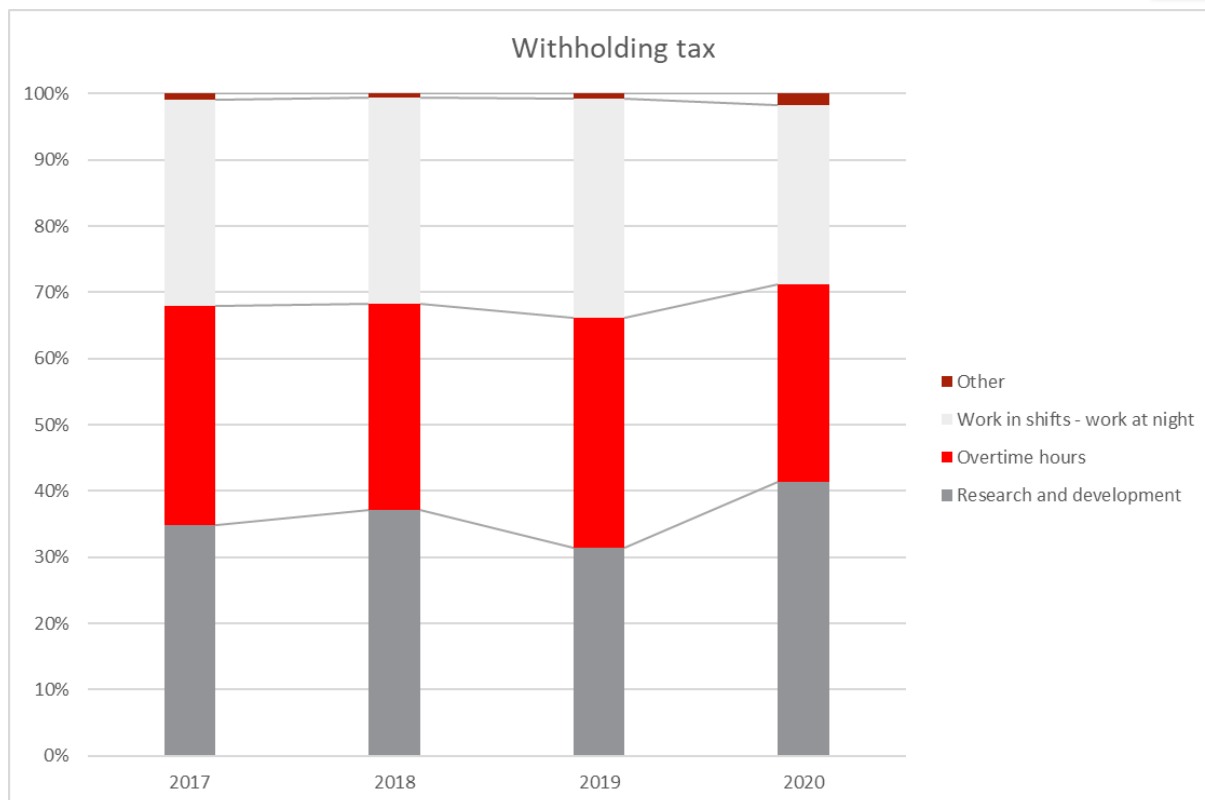
Does your company use the partial exemption for the payment of income tax on wages?



Consistently over the years, approximately half of the participants uses the partial exemption for the payment of income tax on wages.

If so, which one?

- Work in shifts - work at night
- Research and development
- Overtime hours
- Other



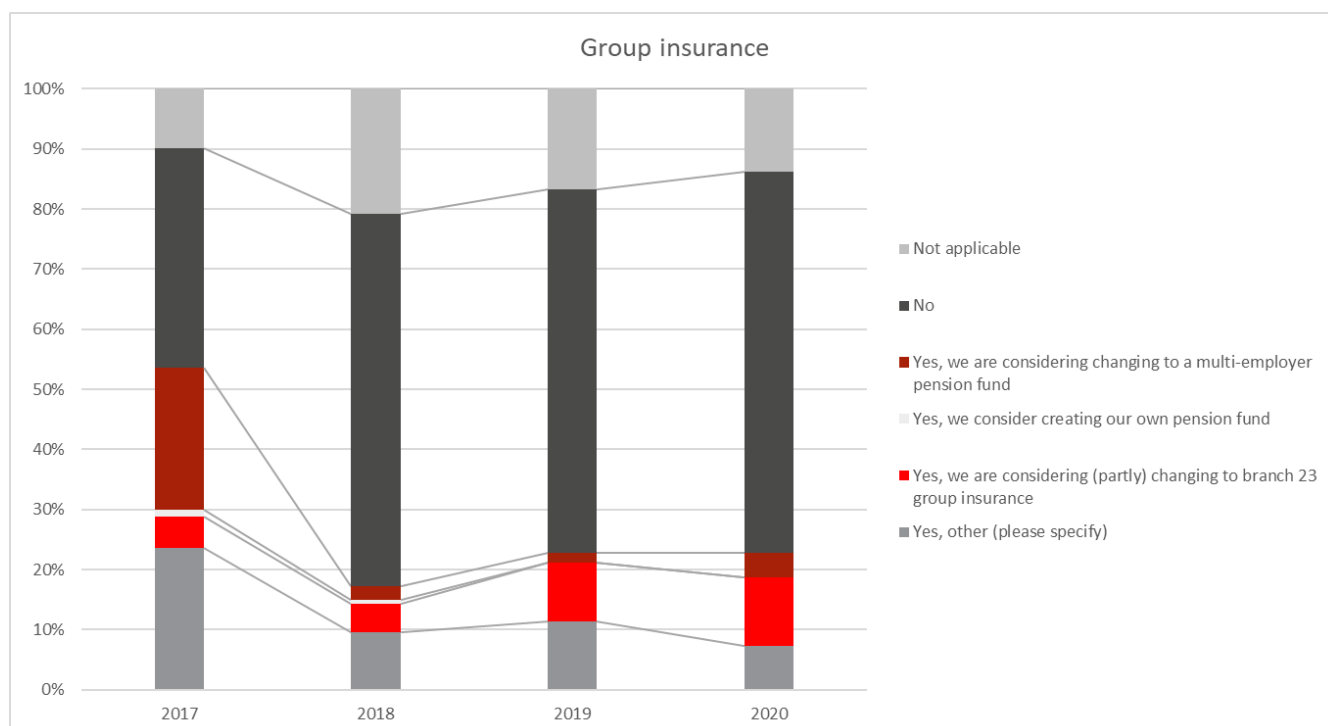
Further analysis shows that when the exemption is used, there is a fairly even distribution of the reason on which the exemption is based. The underlying ratios barely change: research and development (41% in 2020 – 31% in 2019 – 37% in 2018 - 35% in 2017), overtime hours (30% in 2020 - 35% in 2019 - 31% in 2018 - 33% in 2017) and work in shifts (27% in 2020 - 33% in 2019 - 31% in 2018 – 31% in 2017).

The exemption for research and development has risen sharply in the last year and is at an all-time high.

18 Group insurance

Have the rate decreases that were introduced in recent years by the group insurers in branch 21 group insurances had an impact on your group insurance?

- No
- Not applicable
- Yes, other (please specify)
- Yes, we are considering (partly) changing to a branch 23 group insurance
- Yes, we are considering changing to a multi-employer pension fund
- Yes, we are considering creating our own pension fund

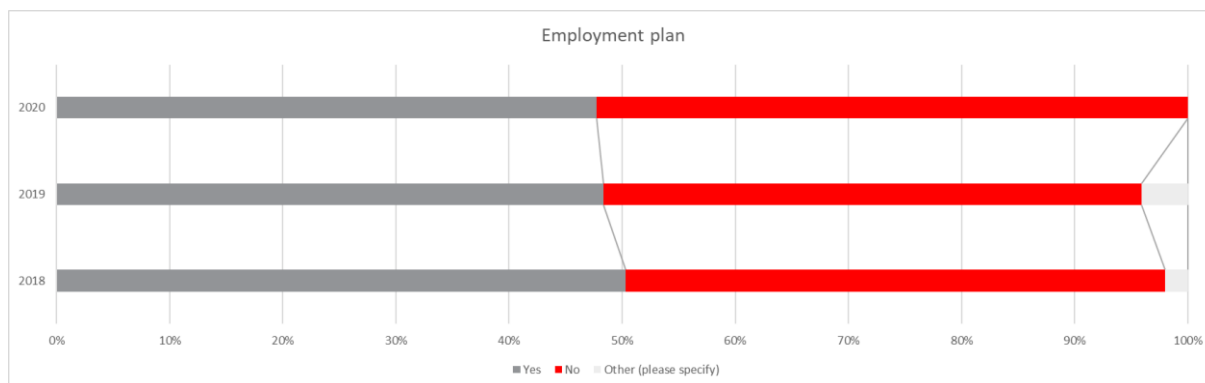


In 2018, 62% of the participants indicated that the rate reduction of the group insurers so far has had no impact on the organisation of their group insurance “branch 21”. In 2019, this was 61% of the participants. In 2018 and 2019 there was much less enthusiasm to switch to other products or solutions in comparison with 2017. In 2020, there is still little change. The vast majority, 59%, indicate that there is no impact.

The open comments show that in 2020 one participant is considering switching to the Cash Balance system. Another participant has chosen to switch to another pension insurer (better conditions, lower cost structure). There is also a participant who has reviewed the current division branch 21/branch 23. Finally, there is also a participant who has set up a mixed plan branch 21/23.

19 Employment plan for older employees

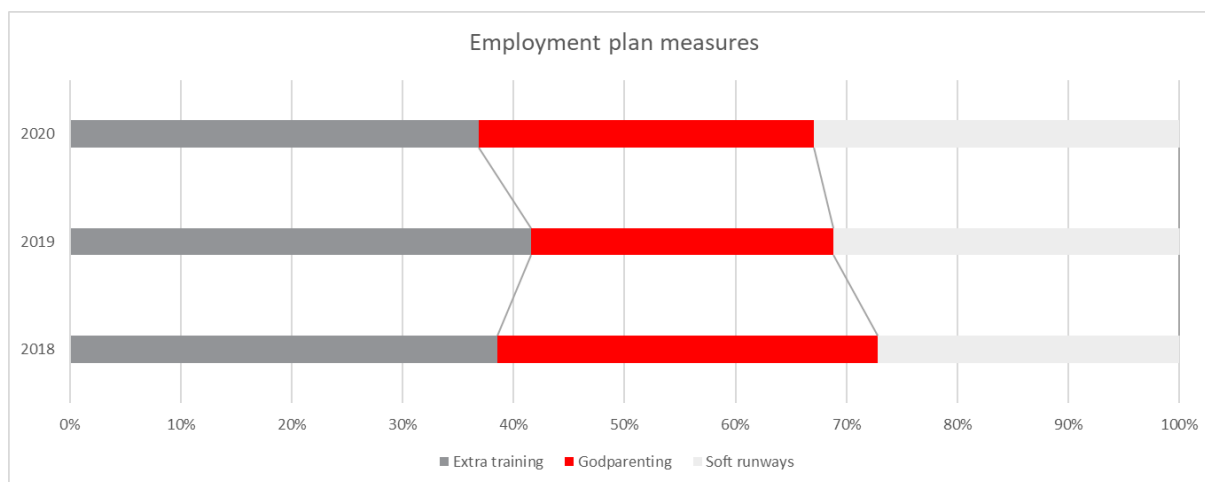
Do you have an employment plan for older employees?



The majority (52%) of the participants do not have an activation plan. This percentage has been stable for several years.

If so, which measures do you provide in this plan?

- Soft runways
- Godparenting
- Extra training

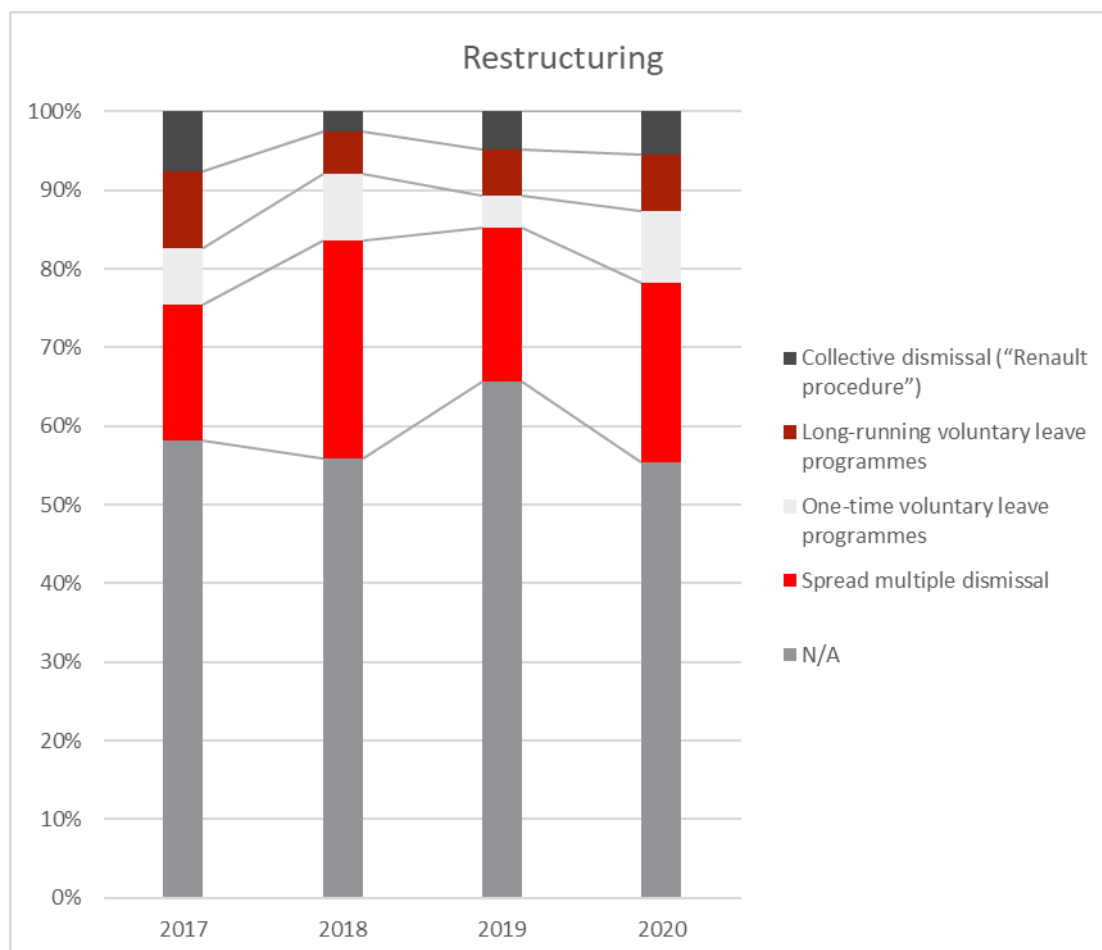


Extra training has lost importance in comparison with the previous two years. Godparenting has been pushed back to third place and the system of soft landing strips now has a slightly larger share (33%) of the measures that are taken.

20 Reorganisation

In 2021 in the framework of a possible reorganisation, would you rather work with:

- Spread multiple dismissal
- Collective dismissal ("Renault procedure")
- Long-running voluntary leave programmes
- One-time voluntary leave programmes
- Not applicable

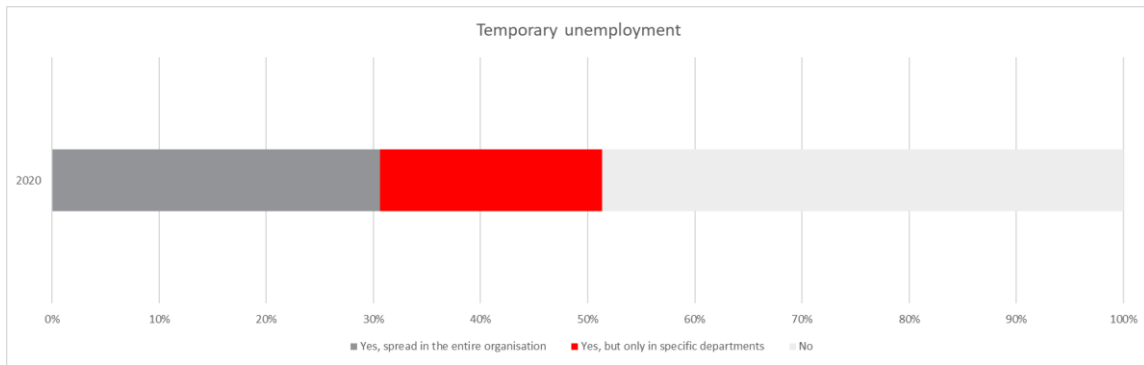


For 2021 again, more restructurings are foreseen compared to the previous years. For those participants who would restructure, the preference is still for spread multiple dismissal (23%). We do notice that this preference is less pronounced compared to 2018. Perhaps this is due to the fact that the (large) number of dismissals does not allow for a spread over time.

Long-running voluntary leave programmes are decreasing. The Renault procedure has gained slightly in importance but is still below the level of 2017.

Have you used temporary unemployment in 2020 to avoid dismissals?

- Yes, and spread over the entire organisation
- Yes, but only in well-defined departments
- No

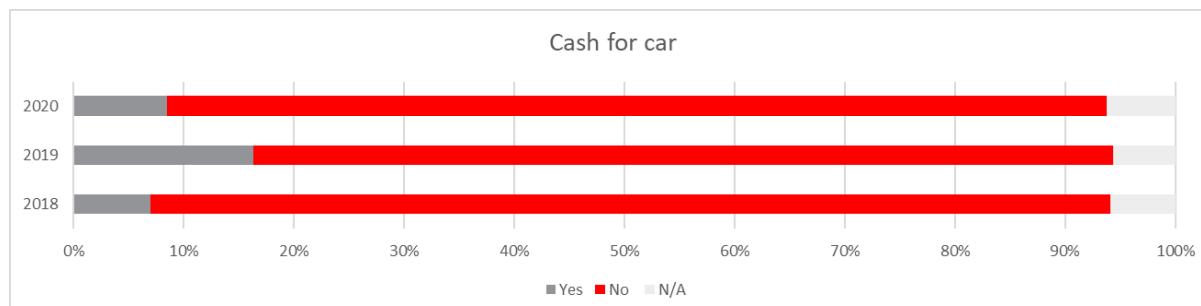


49% of the participants did not use temporary unemployment to avoid dismissals. When temporary unemployment was used, it applied to the whole company and not just to a specific department in 31% of the cases.

21 Cash for car – Mobility budget

Have you introduced *cash for car*?

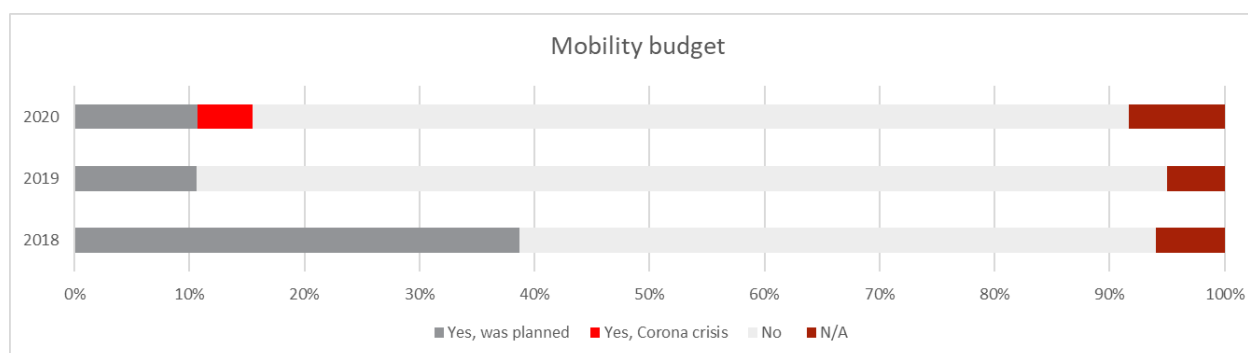
- Yes
- No



The legislation about cash for car had little impact and in all likelihood will have none in the future. A judgment of the Constitutional Court of 23 January 2020 annulled the cash for car legislation. The practical impact of this annulment is relatively limited as it is clear that most participants have not put much energy into it. Only 7% had set up the scheme in 2018; in 2019 the number increased to 17%. As predicted in 2020, an increase in the use of the cash for car scheme – given the annulment of the cash for car legislation – was in all likelihood ruled out or at least only temporary. The latter has now been confirmed in this year's figures and only 9% had this scheme during 2020.

Have you introduced a mobility budget?

- Yes
- No
- N/A



Whereas in 2018 there was still a lot of interest in the mobility budget with 39% of the participants, there is much less interest compared to 2019. Only 11% of the participants introduced such a budget. In 2020, we are seeing a slight increase again, but this is mainly explained by the corona crisis and the annulment of the cash for car scheme, which accounts for 5%.

When we look at the reasons given why the mobility budget or cash for car is not introduced, we notice that this is mainly due to:

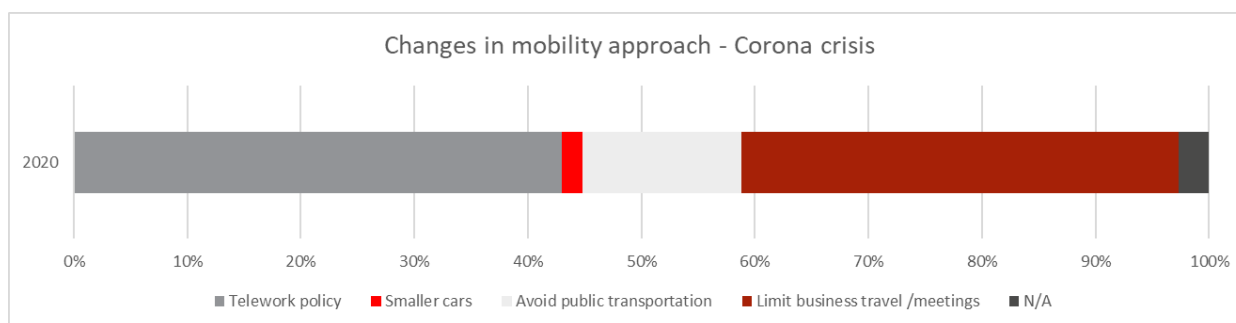
Mobility problems: Some companies cannot really introduce a mobility budget because the public transport is not a viable alternative. In the past year, the demand has increased because more people work from home and alternatives are welcome (e.g. a bicycle). Most participants indicate that they put it on the planning for the coming year but that there is often no time to take on another project.

Complexity: Many participants note that the system of cash for car and/or the mobility budget involves a great deal of administrative burden. Some participants state that it is a too complex system to explain to the employees so there is little support and also no positive feedback from the employees.

Interest: A number of participants indicate that there is little demand from employees and that most employees are more likely to ask for a car. Some also do not have a company car and therefore cannot exchange it. Other participants note that with a cafeteria plan, a similar service can be offered without the complexity.

Has the corona crisis affected your mobility approach? Did you take other measures because of the crisis?

- Telework policy
- Smaller cars
- Avoidance of public transport as long as there is a high risk
- Limiting business travel and meetings
- Not applicable
- Other (please specify)



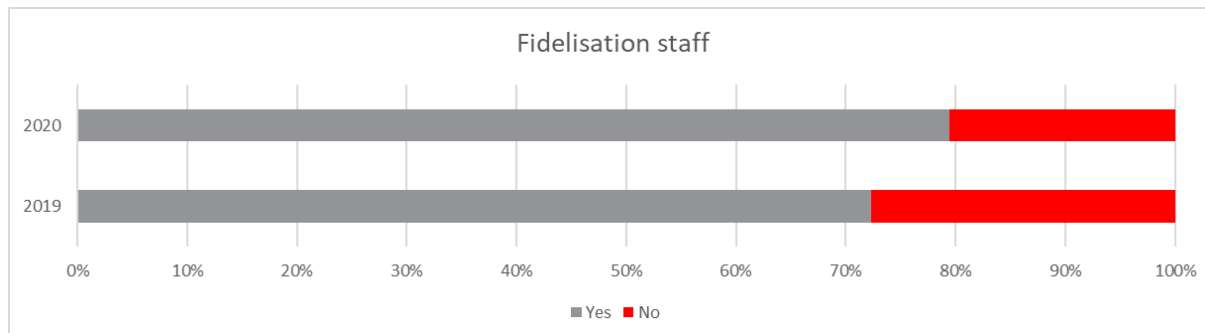
The corona crisis has certainly had an impact on the way the participants have dealt with the mobility issue.

A telework policy is strongly in place with 43% of the participants. Restricting business travel and meetings is also strong with 38%.

22 Fidelisation of staff

Are you making efforts to retain your personnel?

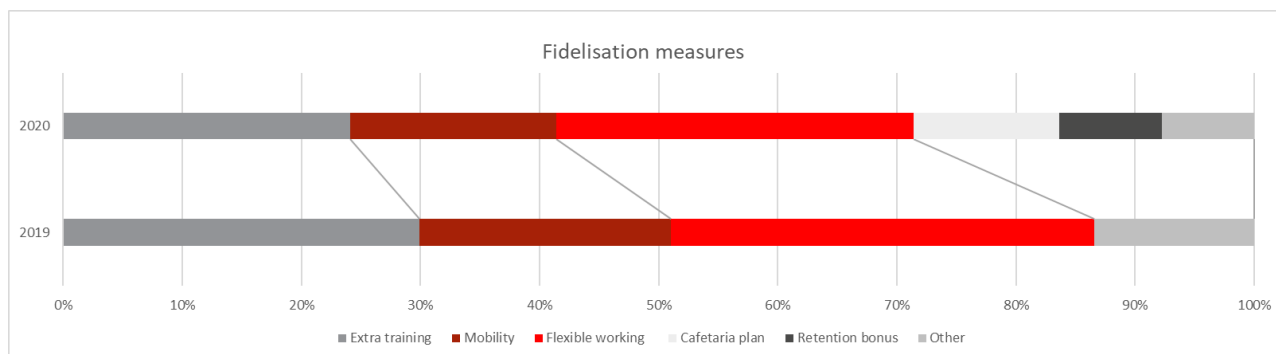
- Yes
- No



The vast majority (in 2020 even 79%) of the participants make efforts to retain their staff.

If so, what measures do you envisage in that plan?

- Additional training
- Mobility
- Flexible working
- Cafeteria plan
- Retention bonus policy
- Other (please specify)



When looking at which measures are most commonly used, flexible work in 2020 with 59% , is the most popular measure. Directly followed by extra training.

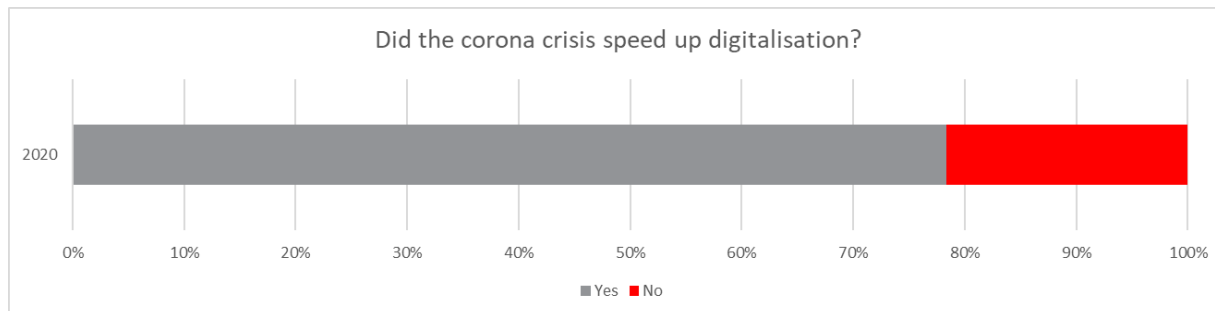
The analysis of the other techniques shows us that most companies are focusing on:

- Improving pay and working conditions (as well as RSUs that are fixed for three years);
- Team building and coaching with extra focus on welfare, and;
- Career opportunities (including internal promotions).

23 Digitalisation

Did COVID-19 accelerate digitalisation in the company?

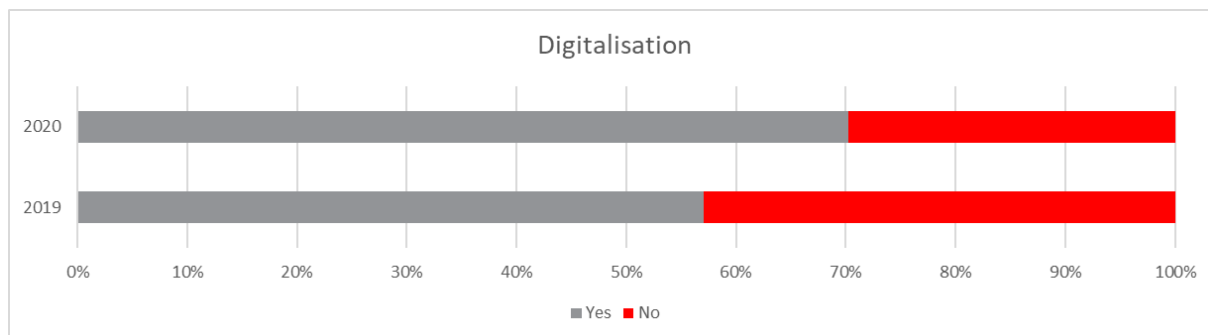
- Yes
- No



Not entirely unexpectedly, almost 78% of participants say that the corona crisis has accelerated digitalisation.

Do you expect an impact of digitalisation on your personnel policy in 2021?

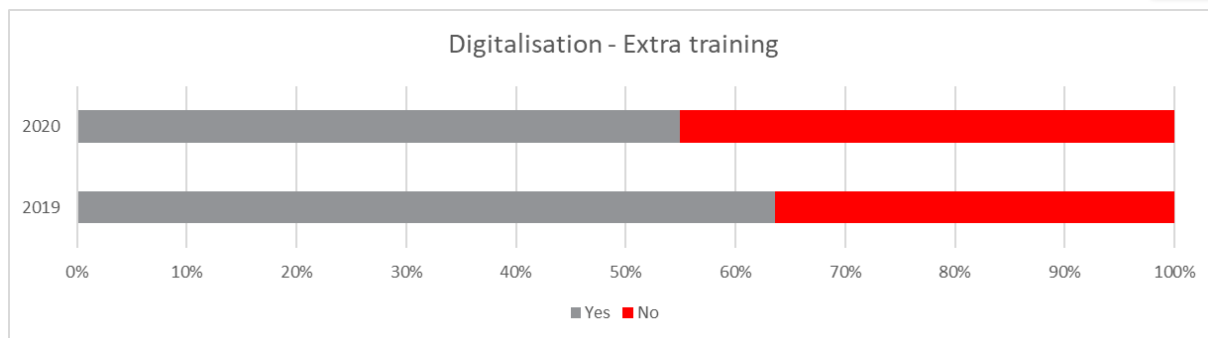
- Yes
- No



Whereas in 2019 only 57% of the participants expected an impact from digitalisation on their personnel policy, this has risen to 70% in the past year.

Do you provide extra training to train your employees?

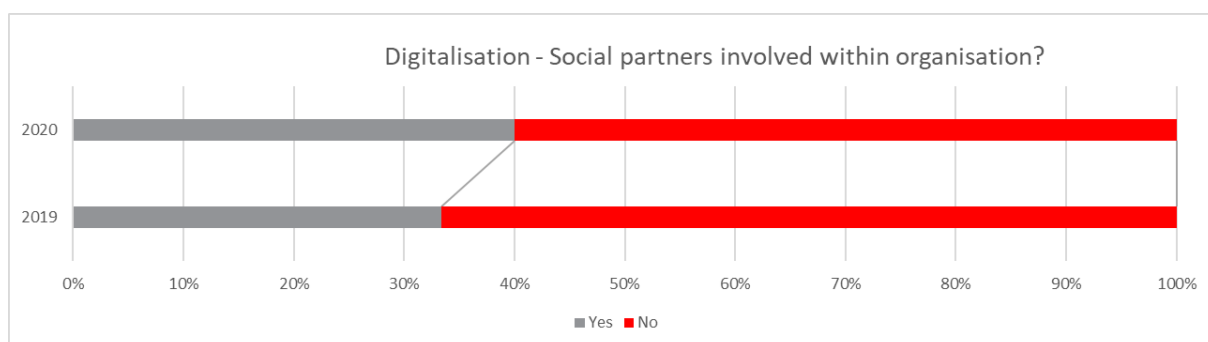
- Yes
- No



A notable trend is that less effort is put into additional training for staff. A decrease from 63% to 55%.

Are your internal social partners involved in the topic of digitalisation in your company?

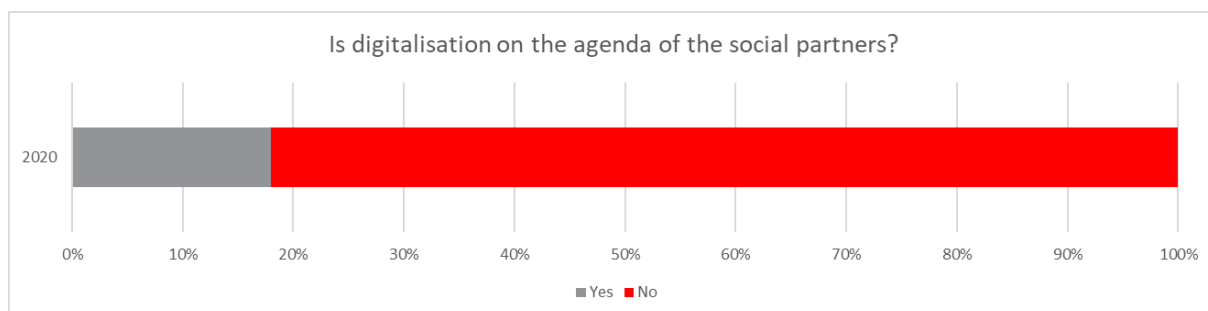
- Yes
- No



Most participants do not involve the internal social partners in the company's digitalisation. There has been a slight increase since 2019.

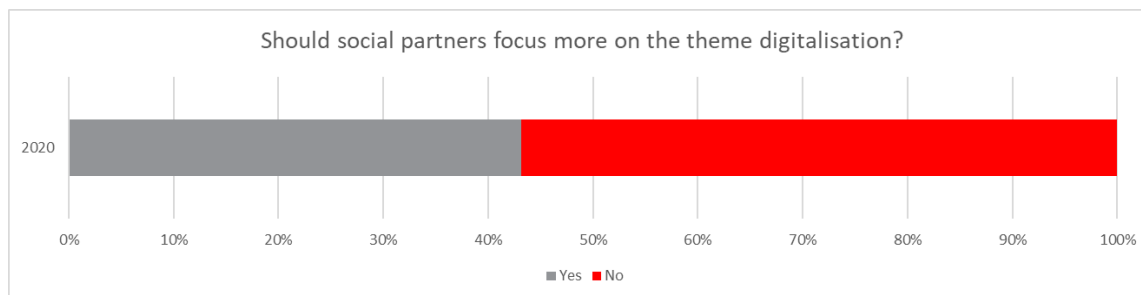
Are the external trade unions sufficiently occupied with this theme?

- Yes
- No



Only 18% of participants feel that the external trade unions are sufficiently prepared for the subject of digitalisation.

This may explain why most participants do not involve the internal social partners in the company's digitalisation strategy.

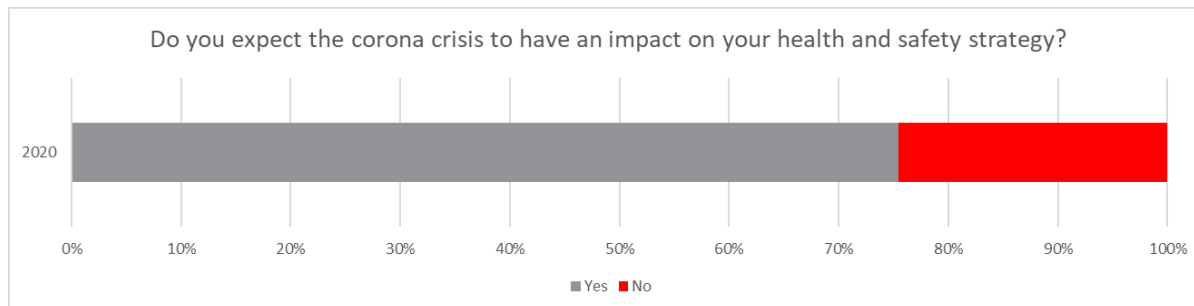


44% of participants do think that the social partners should focus on digitalisation.

24 Well-being at work

Do you expect an impact on your welfare policy as a result of the health crisis?

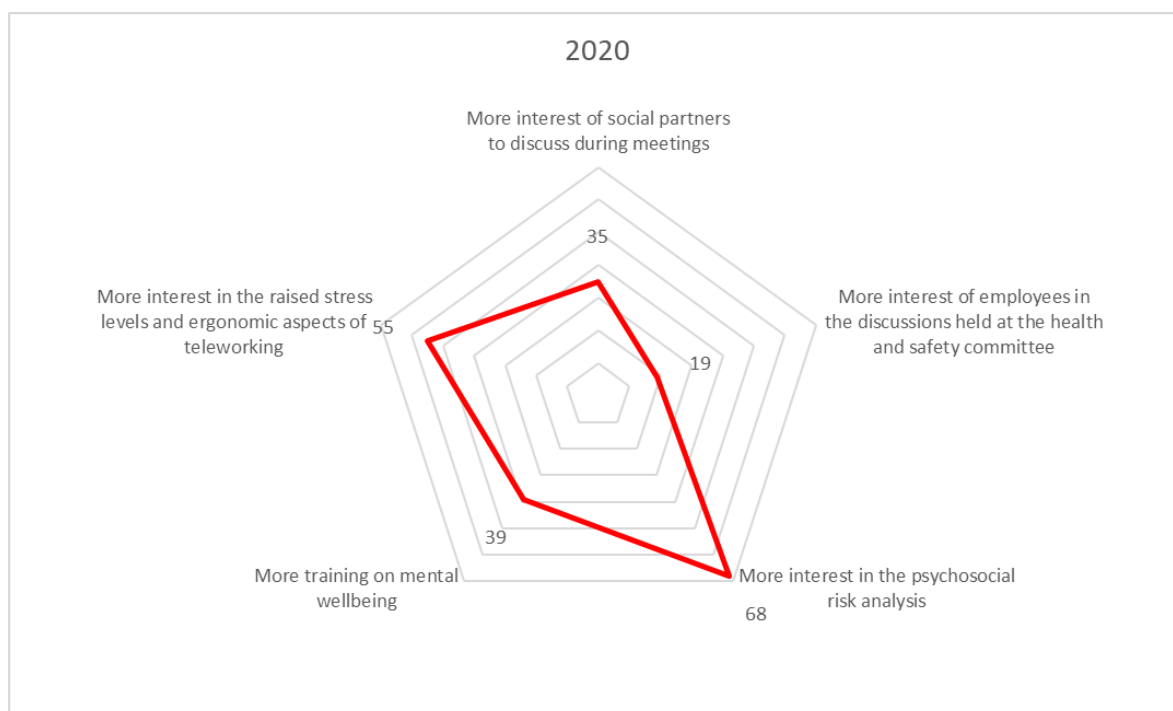
- Yes
- No



75% of the participants indicate that the corona crisis will have an impact on their health & safety strategy.

If so, at what levels:

- Greater interest of workers' representatives in the discussions of the committee for prevention and protection at work/the trade union delegation
- Greater interest of employees in the content of discussion in the committee for prevention and protection at work
- More attention to psychosocial well-being in risk analysis
- More training on psychosocial well-being
- Development of a policy addressing the increased stress and ergonomic aspects related to extensive telework
- Others (please specify)

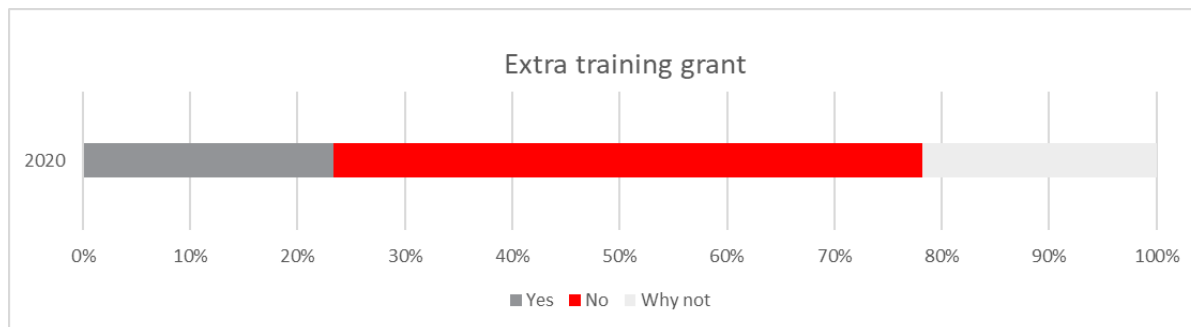


Not entirely unexpectedly, the psychosocial risk analysis is the biggest challenge, closely followed by the increased stress and ergonomic complaints related to telework.

It is clear that the corona crisis is having a very big impact on the operation of our companies and it will require the necessary resilience from the HR departments to be able to support everyone adequately.

Will your company make use of the scheme whereby employers can receive a subsidy if they organise at least 10 days of additional training per employee on top of what is legally provided?

- Yes
- No
- Why not? (please specify)



55% of the participants indicate that they will not make use of the scheme whereby they receive a subsidy if they organise 10 days of additional training.

The reasons are diverse:

- The most common remark is that the measure is not known;
- In addition, many participants say that they cannot organise 10 days of additional training, the company or their function does not have the time or capacity for it;
- The administrative burden, including the controls attached to these regimes, limits the interest in the measure.

25 Overview

For the year 2018, we received 280 responses; in 2019, 224; in 2020, 204.

25.1 Profiles

We received responses from participants that match the following profiles (including open responses).

Title	2017	2018	2019	2020
HR Manager	25.36%	26.79%	21.08%	25.97%
HR Director	19.29%	17.86%	22.06%	25.41%
Compensation & Benefits Manager	9.64%	10.71%	10.29%	9.39%
HR Business Partner	8.21%	11.61%	7.84%	7.18%
In-house Lawyer	6.07%	9.82%	9.31%	7.18%
HR Officer / Coordinator	5.00%	4.46%	5.88%	6.63%
CEO / Managing Director	4.29%	4.02%	6.37%	6.63%
Payroll Officer	3.57%	2.23%	1.96%	4.97%
Financial Director	2.86%	2.23%	4.90%	2.76%
Responsible social relations	1.79%	3.13%	3.92%	2.21%
Other	5.00%	7.14%	6.37%	1.66%

25.2 Size of the companies that participated

Companies with differing numbers of employees are represented. Companies with between 50 and more than 1,000 employees account for more than 80% of the results.

Number of workers FTE	2017	2018	2019	2020
More than 1.000	20.36%	24.55%	24.51%	17.78%
Between 500 and 1.000	13.21%	14.73%	14.22%	16.67%
Between 300 and 500	11.07%	12.05%	8.82%	8.33%
Between 200 and 300	10.36%	12.05%	11.27%	13.33%
Between 100 and 200	13.93%	11.61%	16.67%	18.89%
Between 50 and 100	11.43%	10.71%	9.80%	12.22%
Between 10 and 50	6.79%	10.71%	10.78%	9.44%
Between 5 and 10	1.43%	1.34%	2.94%	2.78%
Fewer than 5	1.79%	2.23%	0.98%	0.56%
#N/A	9.64%			

25.3 Sectors

The number of sectors is very diverse. Below, we give an overview of 83% of the responses indicating in which sectors the participants to the survey were employed:

Sector	2017	2018	2019	2020
Banking / financial sector		7.14%	7.88%	8.89%
Catering industry		2.23%	1.48%	0.56%
Chemical	4.64%	9.38%	9.85%	8.33%
Construction	3.93%	3.57%	4.93%	3.33%
Consultancy	10.36%	3.13%	5.91%	5.00%
Energy	2.50%	4.46%	2.46%	2.78%
Entertainment industry	1.07%		0.49%	0.56%
Finance	1.79%		7.88%	
Food service industry	4.29%	5.80%	3.94%	2.78%
Hospital	4.29%	1.34%	1.97%	1.67%
Industrial	1.07%	6.70%	5.42%	11.11%
Insurance	1.79%	4.02%	3.45%	4.44%
IT & Telecom	4.64%	8.04%	4.93%	10.56%
Logistics	4.29%	2.68%	4.43%	1.11%
Metal		5.36%	2.46%	7.78%
Non-profit	7.50%	4.02%	6.90%	3.33%
Other Unanswered	9.29%	12.50%	11.33%	0%
Pharmaceuticals	2.14%	4.46%	3.94%	3.33%
Printing & publishing	1.07%	1.34%	0%	0%
Public sector	6.43%		1.48%	1.67%
Real estate	2.14%	0.89%	0.49%	0%
Retail	1.79%	6.70%	10.84%	1.67%
Schools / education	2.14%		0.49%	0%
Steel production	1.43%	0.89%	0%	0.56%
Temporary agency work		1.79%	2.46%	1.67%
Transportation	5.00%	3.57%	1.48%	1.67%

25.4 Replies per question

Question	2017	2018	2019	2020
Challenges for 20XX	181	180	147	128
Recruitment	240	176	141	131
Variable salary	236	177	141	128
Benefit plan	236	179	142	129
Cash for car		171	141	129
Mobility budget		168	141	84
Activation contribution		162	127	
Withholding tax	229	171	133	128
Group insurance	222	168	132	123
Documented salary policy	223	171	136	126
Gliding work schedules	224	170	136	126
Occasional telework	224	172	136	
Reintegration procedure	278	172	136	125
Privacy of the employees	201	166	134	123
GDPR	183	140	112	95
Discrimination	202	162	124	118
Secondment and illegal employment	201	160		
Single permit			124	
Violations of the employment law and the prevention legislation	199	159	121	116
Employee representatives	200	156	126	117
Challenges in case of in- and outsourcing	182	134	104	82
Reorganisation	196	152	123	110
Clauses in the employment contract	191			
Public sector	43			
Employment plan		152	122	111
Fidelisation of staff			123	112
Impact of digitalisation			121	111

Brussels

Boulevard du Souverain 280
1160 Brussels
T 02 761 46 00

Liège

Parc d'affaires Zénobe Gramme
Square des Conduites d'Eau 7
Bat. H - 2nd floor
4020 Liège
T 04 229 80 11

Antwerp

City Link
Posthofbrug 12
2600 Antwerp
T 03 285 97 80

Ghent

Ferdinand Lousbergkaai 103
box 4-5
9000 Gent
T 09 261 50 00

Kortrijk

Ring Bedrijvenpark
Brugsesteenweg 255
8500 Kortrijk
T 056 26 08 60

Hasselt

Kuringersteenweg 172
3500 Hasselt
T 011 24 79 10

Partners with you.