INCLUDING MAIN TAKEAWAYS FROM THE EMPLOYMENT DEAL

2022

# HR BEACON

Ius Laboris Belgium Global HR Lawyers

Claeys & Engels

At Claeys & Engels, we offer a full range of legal services in all matters relating to human resources. We like to think that what makes us special is the way we work in partnership with our clients and achieve the results that matter to those same clients. Each matter is handled by a team of specialised lawyers whose practice can range from advice to litigation. In addition, our 90 lawyers are at your disposal to draft and implement, with you, the internal regulations and codes of conduct that are part of your human resources policy. Our firm is the first specialised law firm to offer national and international clients an integrated service in all matters relating to human capital. In order to meet the growing demand for an integrated international service, our firm has actively participated in the foundation of a specialised international alliance, Ius Laboris.

Chris Engels
Chairman

Olivier Wouters
Managing Partner

**The pandemic was an unprecedented wake-up call for many of us, causing disruption in addition to teaching us valuable lessons, including about the way we work. For the fifth edition of our annual HR Beacon, we asked our clients to share their opinions, insights, needs and vision in terms of HR policy. What has changed in 2021? What are their main concerns? What are their plans for the near future?**

Eighty-five percent of employers say they have difficulty finding staff to fill their vacancies as the war for talent continues unabated, a trend that we observed in recent years and that is unlikely to disappear any time soon. So it will come as no surprise that the three main HR challenges this year are: attracting new personnel, retaining existing employees and keeping HR costs under control. The pandemic has also forced a digital acceleration. While this evolution has several benefits – such as teleworking –, it also opens the door to new risks and challenges such as cyber-attacks and hacking. A third (!) of the companies in our survey was the victim of such an attack in the past year. In spite of this worrying figure, 40% of employers say they have no insurance cover for this.

One thing is certain: the Belgian labour market is facing a number of major challenges and transformations. The federal government recently reached an agreement on a new labour deal, helping bring people back into work (such as workers on long-term sick leave) as well as taking the first steps towards a better work–life balance. The government also reached an agreement on platform workers and an adapted legal framework for the platform ('gig') economy. But it is not a done deal yet. The social partners and parliament must now examine these measures before they can be transposed into law. However, in this report, we have chosen to make the link to measures from the new labour deal and their potential impact on HR policy in places.[1]

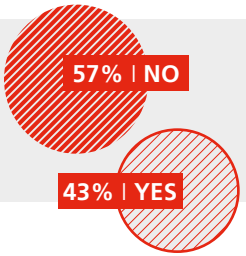
Claeys & Engels listens to its clients every day. With this edition of our HR Beacon, we want to go a step further and give our clients a voice as well. The insights we draw from the survey allow Claeys & Engels to adequately represent its clients. In this way, we not only play the role of advisor, but also position ourselves as a dedicated partner to our clients. More than ever in 2022.

[1] The labour deal measures have not yet been submitted to parliament. The official texts were not available at the time of publication, on 3 March 2022. The analyses rely entirely on information that was published in the press or on social media. Consequently, the nature of the measures may still change.

## TOP 10 HR CHALLENGES - 2022

1. Recruitment of new personnel
2. Retention of personnel
3. Cost reduction
4. Mental and physical well-being
5. Attractive remuneration policy
6. Digitalisation and innovation
7. Training of personnel
8. Remote working
9. Mobility (Greener transport)
10. Performance coaching

## HAS TELEWORKING HAD AN IMPACT ON RETENTION POLICIES?




## THE 3 MAIN TYPES OF VARIABLE COMPENSATION

1. COLLECTIVE BONUS BASED ON CBA 90
2. WARRANTS
3. CASH

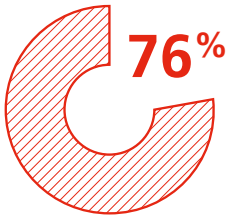
### 56% OF COMPANIES

feel under pressure to provide some form of variable compensation



**78%**

OF COMPANIES HAVE A TELEWORKING POLICY




of companies plan to hire new people by 2022 **through open-ended employment contracts**

## CLIMATE CHANGE

**65% of employers** indicate that this is the reason for a change in their mobility policy

2 OR 3 DAYS OF WORK AT HOME ARE BECOMING THE NORM

## MORE THAN HALF OF COMPANIES

HAVE NOT DEVELOPED A **REINTEGRATION POLICY FOR THE CHRONICALLY ILL**

Many companies will have to redouble their efforts, as from 2023, companies (with more than 50 employees) will have to pay an additional employer's contribution of 2.5% of the payroll

## ADMINISTRATIVE BURDEN AFFECTS HR POLICY:

**12%**

only 12% of employers use the training subsidy system

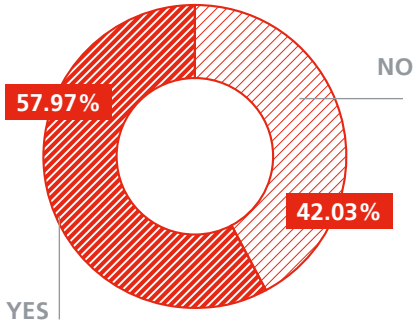
**21%** of companies give access to the mailbox of absent colleagues

**63%** ask for the implementation of an out-of-office message

# 86%

**OF EMPLOYERS DO NOT HAVE AN AFTER-HOURS MAIL POLICY**

**IS THE GDPR A CHALLENGE FOR YOU?**




In 12.36% of companies, employees have exercised their GDPR rights

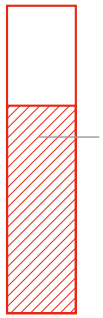
**THE THREE MOST EXERCISED GDPR RIGHTS**

- RIGHT TO ACCESS
- RIGHT TO ERASURE OF DATA
- RIGHT TO RECTIFICATION

# 22%

**OF EMPLOYERS REPORT A FORMAL OR INFORMAL COMPLAINT OF DISCRIMINATION**

1 ETHNICITY 2 GENDER 3 RELIGION AND AGE



**67%** of employers are increasing their efforts to retain staff

- **65,13%** FLEXIBLE WORKING
- **52,49%** ADDITIONAL TRAINING
- **33.72%** MOBILITY
- **24.90%** CAFETARIAPLAN
- **21,07%** RETENTION BONUS POLICY

# 85%

of employers say they have **difficulty filling job vacancies**

# 56%

of companies indicate that they have not used the temporary unemployment scheme

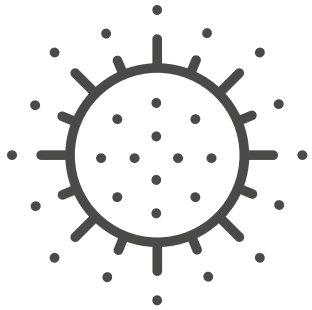
ONE IN THREE COMPANIES WAS THE VICTIM OF A CYBERATTACK IN 2021

One in Five
HACKED

**40%**

OF COMPANIES ARE NOT INSURED AGAINST HACKING

MORE THAN **50%** of companies report meeting more often digitally because of the pandemic

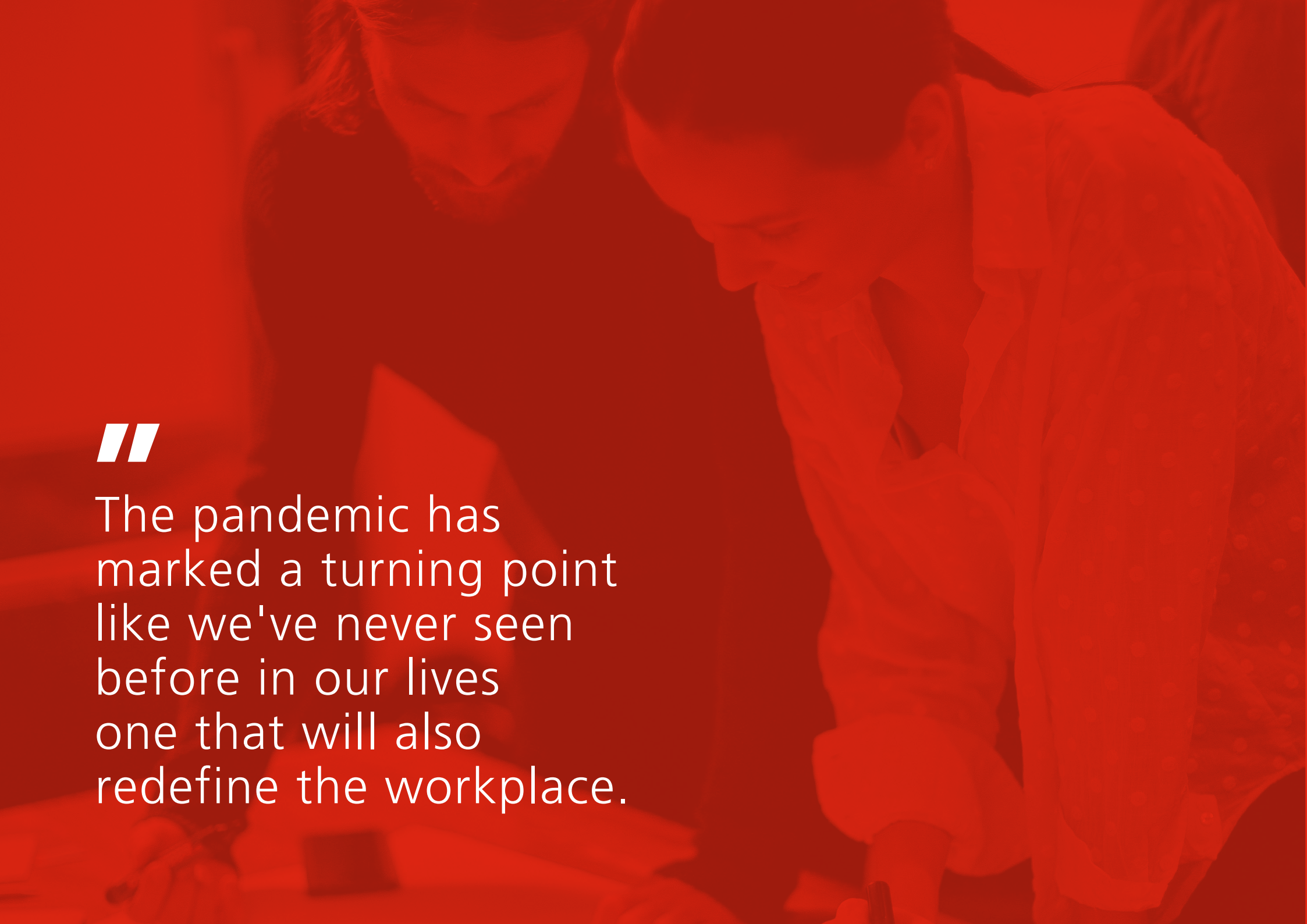


- ONE IN FIVE
- EMPLOYERS IS
- NOT PREPARED
- FOR ANOTHER
- LOCKDOWN

**CHANGE IN SOCIAL POLICY AFTER COVID-19**

**61%** of large companies — YES

**64%** of small companies — NO



"

The pandemic has
marked a turning point
like we've never seen
before in our lives
one that will also
redefine the workplace.

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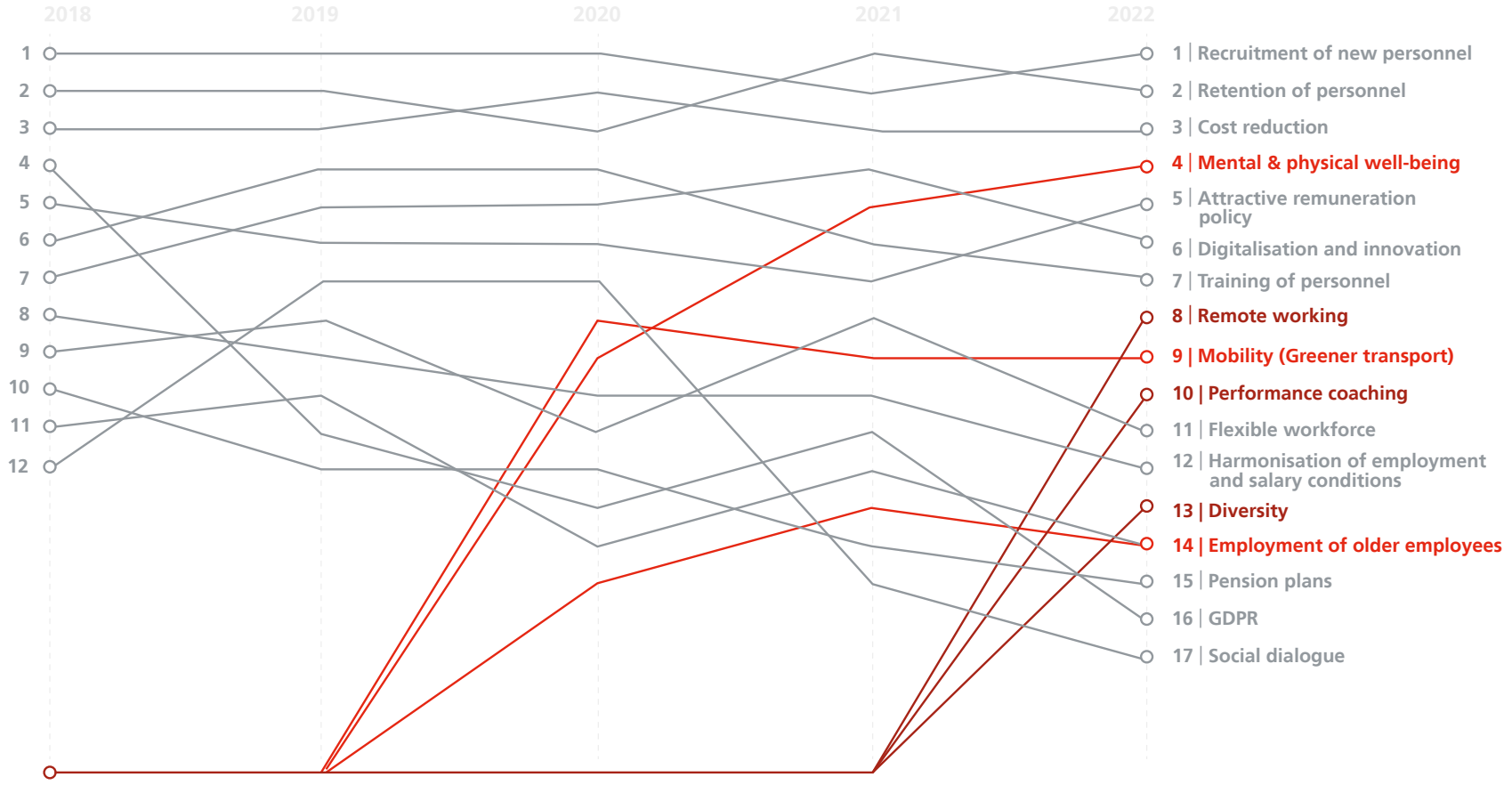
## Attracting and retaining talent is a top priority

Attracting new talent, retaining existing employees, and reducing costs are still the most pressing issues for HR professionals. Since 2018, these priorities have made up the top three of HR challenges, although the order tends to vary.

The figures show that **physical and mental well-being** and **teleworking** will become major challenges for most employers in the coming year. Both of these topics are directly related to the current pandemic. It is not clear at present whether these challenges will remain a constant or become less pressing post-pandemic.

**The current coronavirus pandemic has had a clear impact on our clients. According to ECB President Christine Lagarde, Europe is not experiencing anything like 'The Great Resignation', unlike the United States. The ECB says that the European labour force participation rate is converging towards pre-pandemic levels. This explains why companies must pull out all the stops when it comes to attracting and retaining top talent. The top five priorities are clearly related to this war for talent.**

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

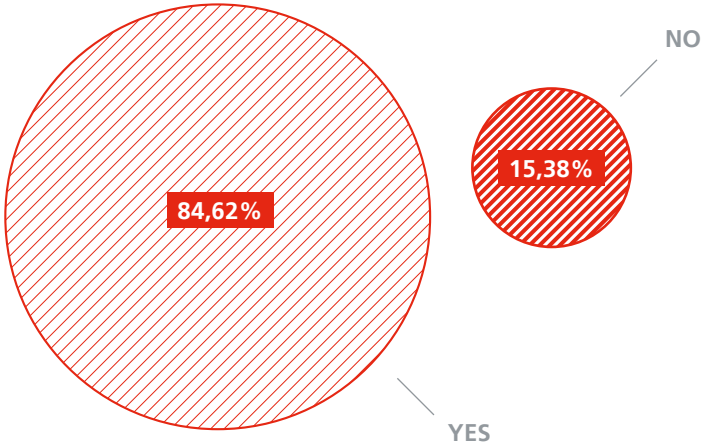



Source: Claeys & Engels: HR Beacon 2022 • Ranking of challenges Belgian companies see in terms of HR

## 85% have difficulty filling vacancies

The **labour shortage** is increasingly mentioned as a concern for businesses: 85% of employers say they have difficulty finding staff to fill their vacancies This is an issue for smaller and larger businesses, although large companies are finding it considerably more difficult. Of note: 100% of the construction companies surveyed say they have difficulty finding workers to fill their vacancies

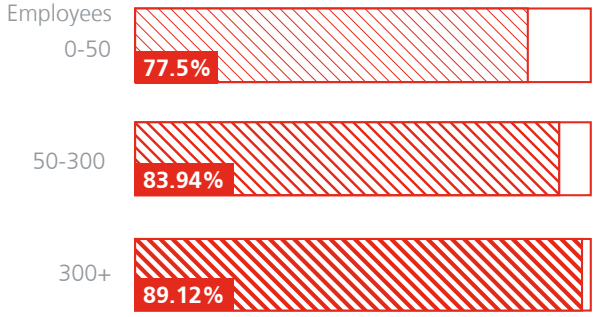
### Does your company have trouble filling vacancies?




**The majority of all vacancies (approximately 87%) are filled between 20 and 180 days. These figures have remained relatively stable, regardless of the size of companies, which is surprising. One might be inclined to think that large companies find it easier to recruit talent, because they often have greater visibility, can offer better terms and have specialised teams for HR-related issues.**

### Does your company have trouble filling vacancies?

(based on number of employees)

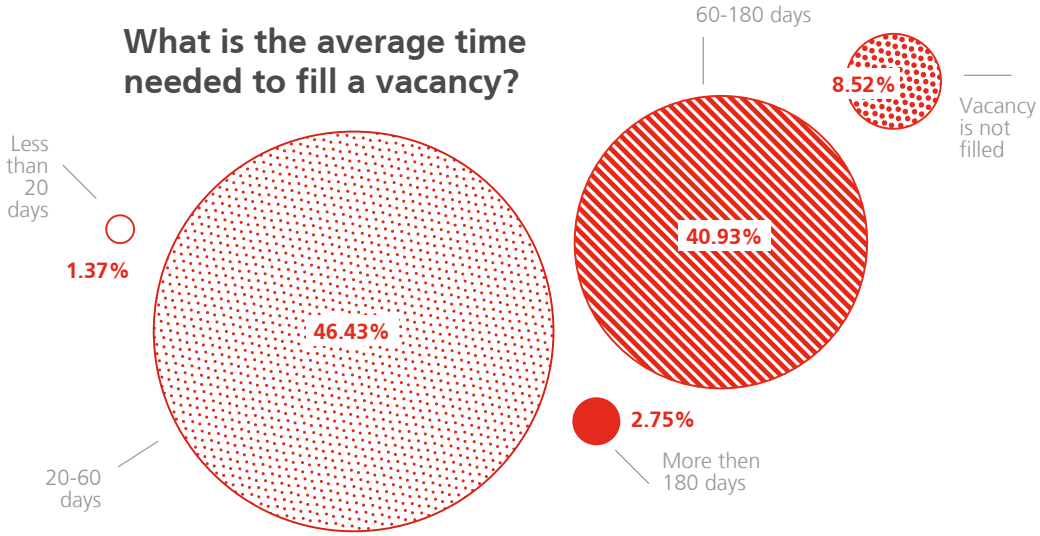



### EMPLOYMENT DEAL

Every two years, the social partners must establish a list of shortage professions, what the causes of the shortages are, and possible measures for resolving this. The figures show that there is a clear labour shortage, but the data indicate that many other industries will soon face the same challenge.

For the fifth consecutive year, a large majority of businesses (approximately 76%) are planning to attract new talent in 2022 by concluding **employment contracts for indefinite duration.** This figure has remained relatively stable, ever since the reform of notice periods in 2014. The trend that fixed-term contracts are becoming less popular is also confirmed this year. Fixed-term contracts have been relegated to fourth place in the list of most popular measures. For the first time ever, outsourcing is more popular than fixed-term contracts. Last

## What is the average time needed to fill a vacancy?




year, they were in joint third place. The difficult search for workforces undoubtedly accounts for this change.

The percentage of employers that rely on platform employees has doubled to 2.2% compared with last year, but it is still very low, nonetheless. The percentage of those intends to hire foreign employees is growing steadily, from just 5% in 2021 to almost 30% in 2022, an evolution that can definitely be explained by the current labour shortages.

## EMPLOYMENT DEAL

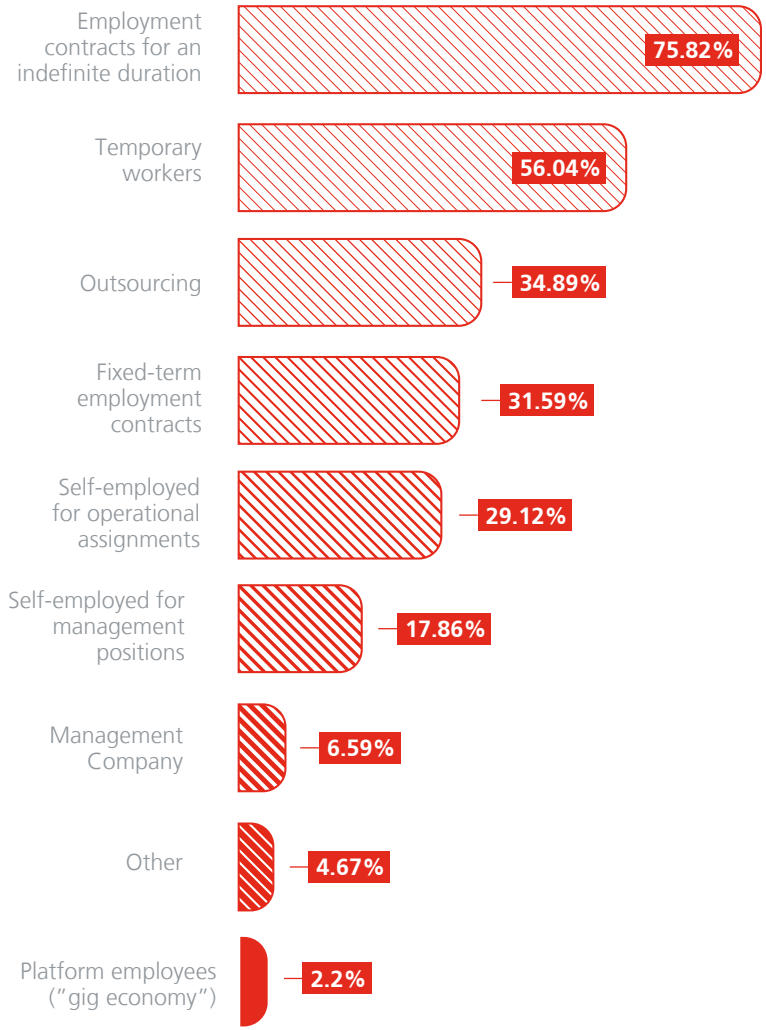
**EMPLOYEES IN THE PLATFORM ('GIG') ECONOMY – E-COMMERCE**

**Platform economy**
A (rebuttable) legal presumption of an employment contract will be introduced, based on eight criteria. Platform workers will also be insured for accidents at work.

**E-commerce:**
Night work (between 8 pm and midnight) is possible with the approval of one trade union and subject to agreements about night work premiums/overtime pay. This will be evaluated after two years.
Pilot projects, over a period of 18 months, will also be set up, enabling employees to work voluntarily and without the approval of a trade union between 8 pm and midnight.

## Wich of the following do you plan to use in 2022?

(more than one answer possible)

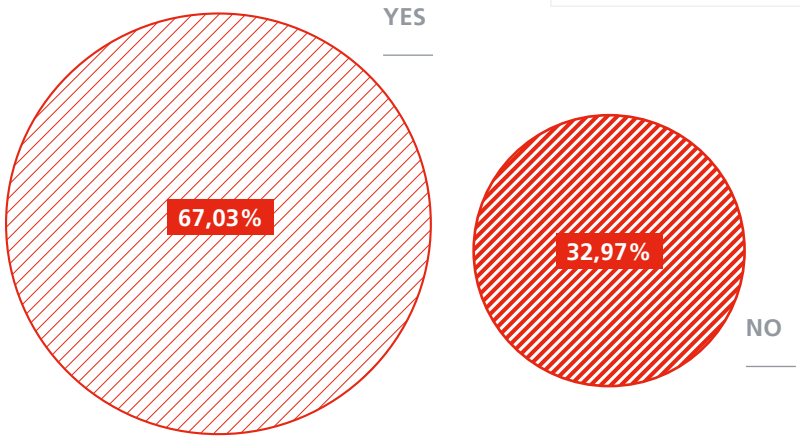


## The 'war for talent' continues unabated

The pandemic has clearly had an impact on companies' retention policy, as evidenced in our survey. **67% of employers** indicated that they arer making **more of an effort** to retain talent, compared with their efforts two years ago. This is in line with the top priorities: the war for talent continues unabated.

**The current labour market has higher expectations for a positive and flexible work culture. It also forces companies to stand out and distinguish themselves from others, with criteria other than compensation. This challenge offers companies a unique opportunity to attract, develop and retain talent in a more targeted way.**

### Is your company putting more effort in staff retention compared to two years ago?

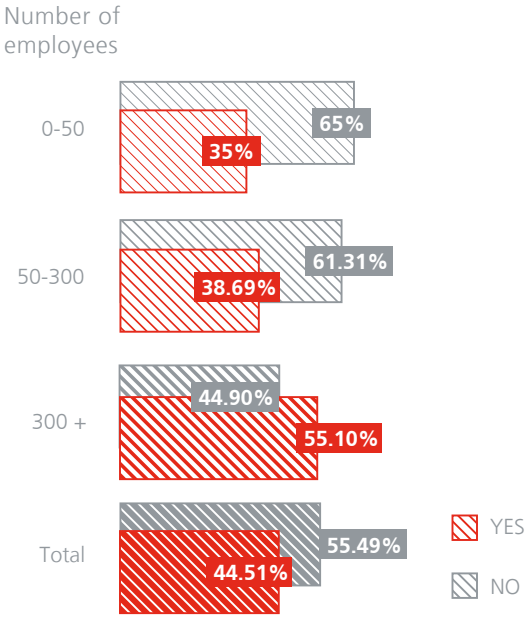



Nearly half of all **large companies have made more of an effort** to retain older employees – a significant difference compared with small and medium-sized businesses.

**Flexible working and additional training are the most common measures** in terms of retention policy. Flexible working is clearly on the rise, increasing to 65% this year, 5% more compared with 2020 and almost 10% more compared with 2019. Moreover medium-sized and large companies are significantly more likely to have a retention bonus policy compared with small businesses. The percentage of companies with a flexible benefit plan remained stable at almost 25% (24% in 2020). Among those that have not implemented one yet, 30% say they intend to do so in 2022.

On the whole, a large majority of employers indicated that **teleworking had no impact whatsoever on their retention policy** (57%). 42% indicated that they had to implement additional measures and step up their efforts as part of their teleworking policy.

### Is your company making more effort to retain older workers in your workforce compared to two years ago?




Interestingly, **small businesses felt less of an impact** from teleworking on retention policy, compared with medium-sized and large companies. Among large companies, more than half indicated that they had taken additional measures and stepped up their efforts, whereas nearly three quarters of small businesses experienced no impact.

**Claeys & Engels is ideally placed to advise companies on tax and social security issues relating to compensation and benefits, ranging from drafting variable wage schedules or bonus plans to the introduction and implementation of innovative compensation strategies, including flexible wages and cafeteria (flexible benefit) plans.**

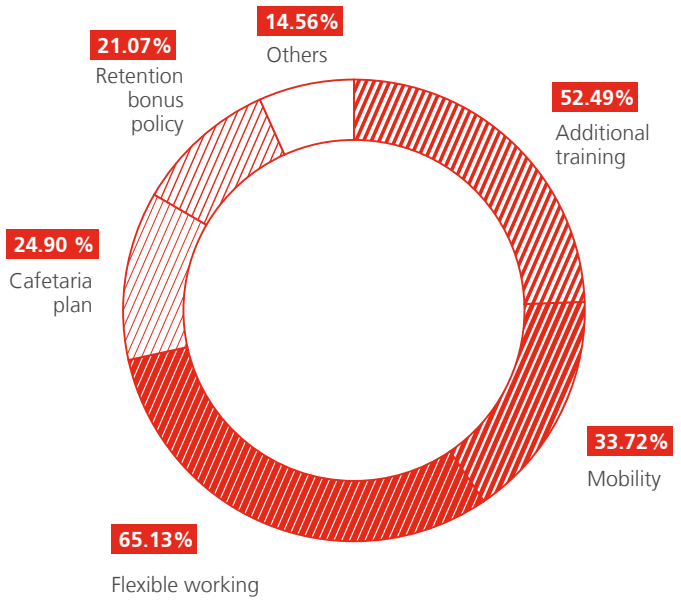
## EMPLOYMENT DEAL

**Switching jobs more quickly:**
The federal government's labour deal proposal enables employees to switch to a new employer after their notice period thanks to a transition process. This would be done under a compensation scheme between the old and the new employer. Older employees will be given the opportunity to convert one third of their notice period into outplacement or training.

**Training:**
Employees are entitled to training 3 days a year from 2022, 4 days from 2023 and 5 days from 2024.Employers with 20 or more employees must draw up an individual training plan.

## What measures is your company taking?

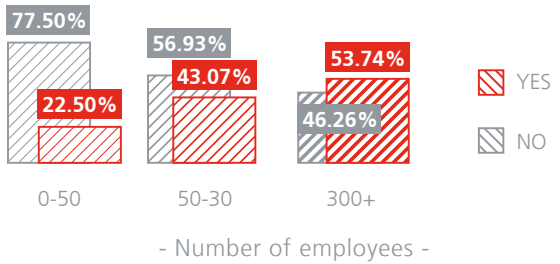
(multiple answers possible)




## Does remote working impact your company's retention policy?

42.86%
YES

57.14%
NO



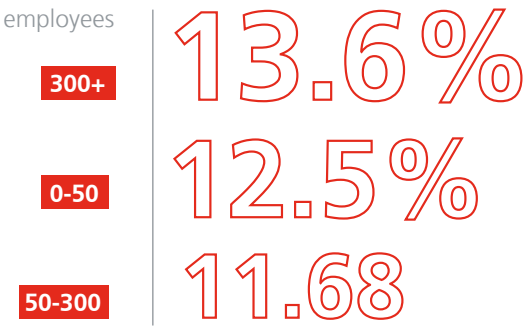
## Clear impact of climate change on mobility policy + focus on well-being

More than half of all businesses (approximately 56%) feel pressured into giving employees some form of **variable compensation.** The three most popular forms of variable compensation are a **collective bonus based on CBA no. 90, a cash bonus and warrants.** For the first time ever, the collective bonus is more popular than the cash bonus, which is interesting. Large companies, in particular, apply many different forms of variable compensation. Nearly 3 in 5 employers grant well-being benefits, in the form of additional leave, for example. This average is strongly influenced by the largest companies, where just over 70% of employers grant such benefits.

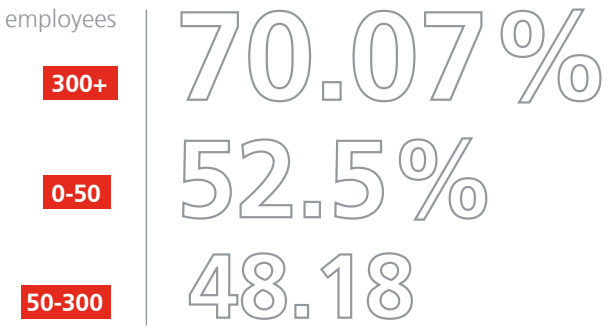
It is remarkable that the current pandemic has barely had an impact on the mobility policy of employers. A mere 30% indicate that this has had an impact. **Climate change** is a much more **important driver** in mobility policies. 65% of employers indicated that climate change gave rise to a change in mobility policy. In practice this means switching to less polluting cars, teleworking, limiting business travel and meetings, and making company bicycles available.

**Interestingly, just 12% of businesses indicated that they would use the scheme whereby employers are eligible for subsidies if they organise at least ten days of additional training per employee. This is a significant drop compared with last year, when 23% of all respondents indicated that they considered using the scheme. We think that the red tape that is associated with this scheme is the cause of this.**

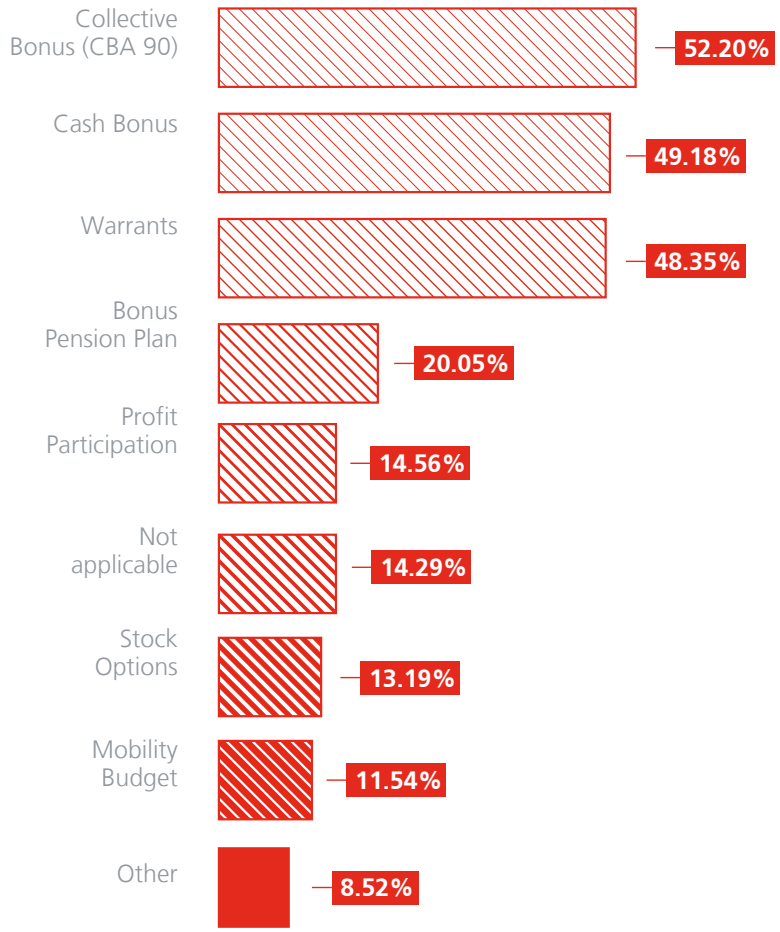
**Wich companies make use of the scheme whereby employers can receive a subsidy if they organise at least 10 days of additional training per employee on top of what is legally provided?**
(based on the number of employees)



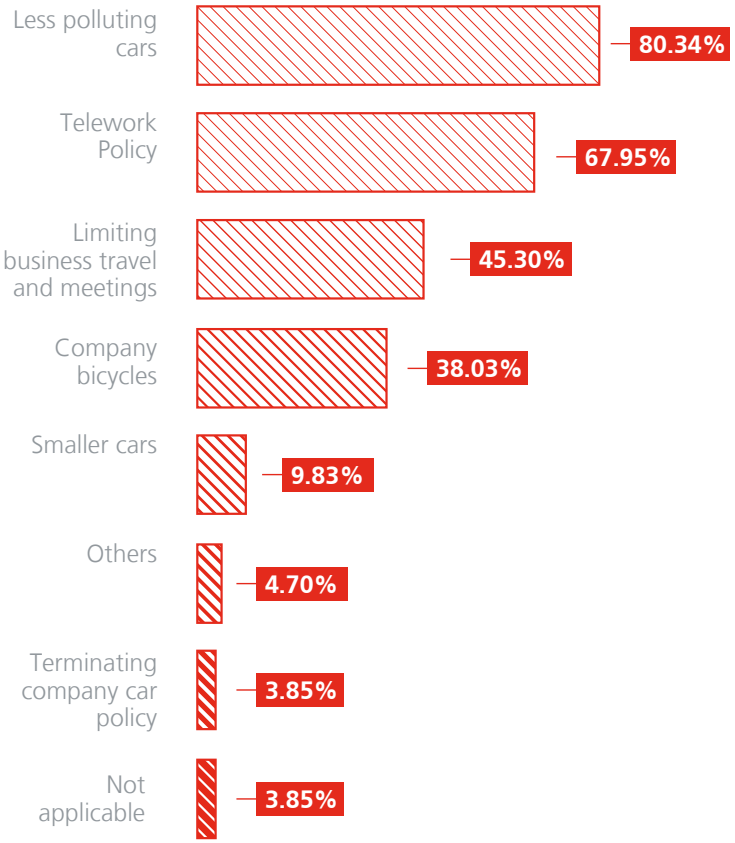

**Which companies grant 'well-being benefits' to their employees (such as extra holidays, counselling, etc.)?** (based on the number of employees)



## What forms of variable pay does your company grant to its employees?




## What measures is your company taking in the face of climate change?




(multiple answers possible)

## One in five employers is not prepared for a new lockdown

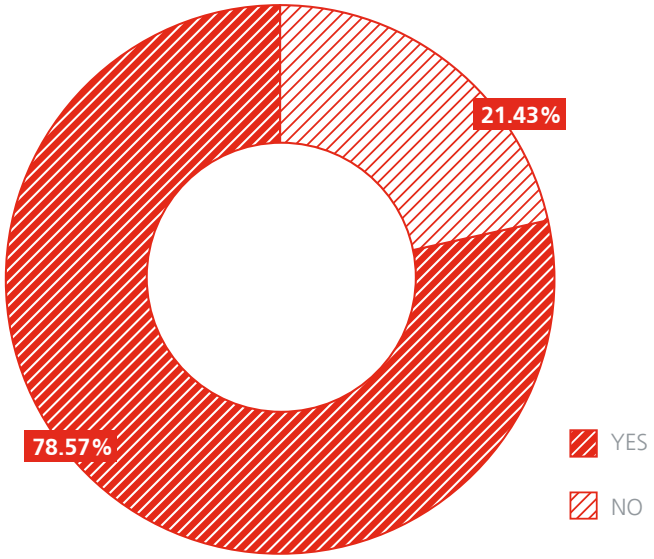
**65%** More than 65% of employers indicated that they feel pressure from employees to organise teleworking. Currently **78% of all businesses have a teleworking policy.** Compared with previous years (including before COVID-19), there is a marked tendency towards more teleworking policy.

In 2017, just 38% of all businesses had a policy in place, compared with 55% in 2018, 62% in 2019 and 59% in 2020. The current figure may seem high, but we are entering the third year in which our society has been dominated by COVID-19. A teleworking policy should be the new normal in business. One explanation why this is not the case is the fact that not every job can be done remotely.

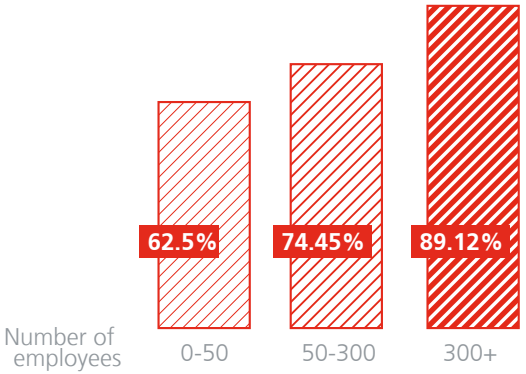
**Just 20% of all businesses have enshrined their teleworking policy in a CBA. Red tape definitely plays an important part in this. Post-pandemic, we think 2 to 3 days of teleworking a week will be the new normal.**

In 2% of businesses, nobody has returned to the office. In 45% of businesses, the return was not voluntary. It is also worth noting that **one in five employers** indicate that they are not **prepared for a new lockdown.** At the same time, many businesses have invested in digital tools and adapted infrastructure. Moreover, 75% of employers requested the **vaccination status** of their workforce, with some being pressured into doing this by other employees.

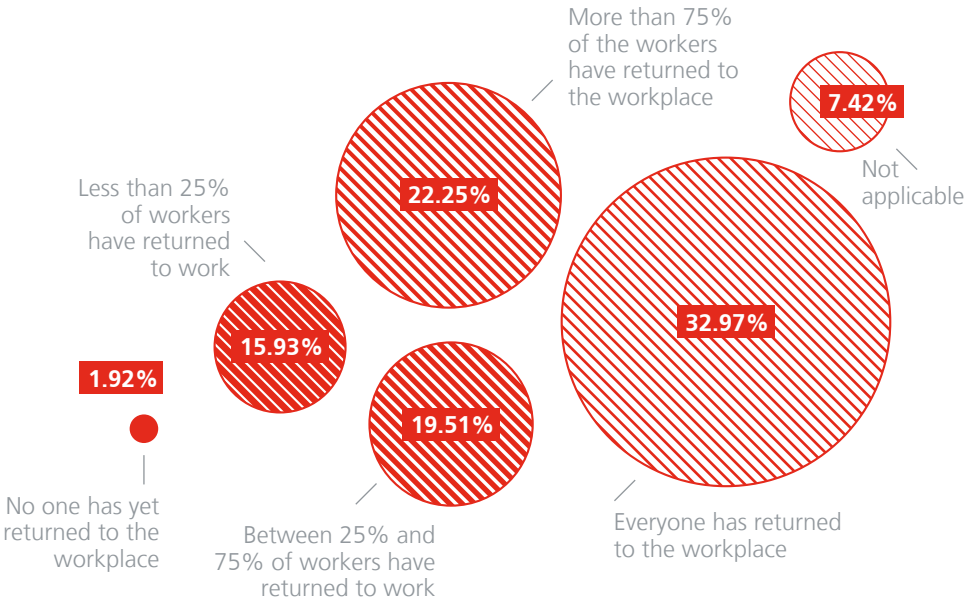
### As a company, are you fully prepared for the possible consequences of a new lockdown on your business & its operations?



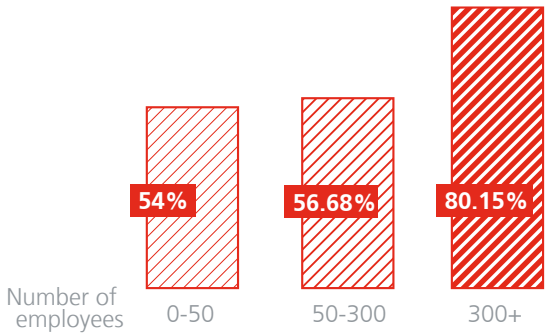

### Companies that have a teleworking policy today.



## What is the status of your employees as a result of the COVID-19 pandemic?




## Companies that already had an occasional or structural teleworking policy prior to the COVID crisis.




### EMPLOYMENT DEAL

The **four-day work week** does not reduce working hours. Instead, employees perform a full-time work week in 4 rather than 5 days. However, the maximum working hours per day are capped at 9.5 hours if the scheme is enshrined in working regulations or 10 hours if it is implemented under a company-wide CBA.

The **alternating schedule** offers more flexibility, giving employees the option of working more hours one week and fewer hours the next. This scheme was mainly created with divorced and co-parenting parents in mind.

In both cases, i.e., the **four-day work week** and the **alternating schedule**, the employee takes the initiative. The employer has the right to refuse but must motivate why. The application must always be submitted in writing and can be revised every six months by the employee.

**Part-time** employees with **flexible working hours** must also be informed sooner about their **work schedules.** The government proposal indicates that employees must be informed 7 days in advance about their work schedule. This may possibly result in additional work for employers as they already struggle to finalise these schedules on time. Currently employers have 5 working days to do this. In practice, they are already finding it difficult to meet this requirement.

## Time to abandon the passive approach

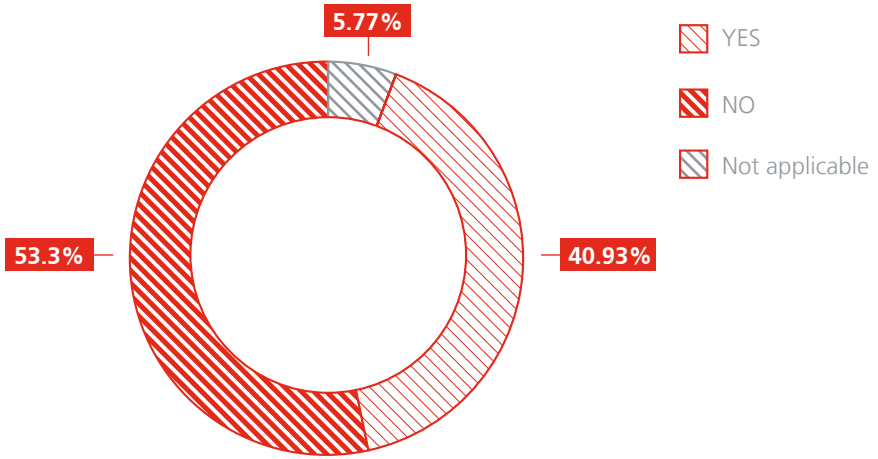
Since 1 January 2022, workers on long-term sick leave have the option of signing up for a return-to-work scheme. This scheme, which was developed by the federal government, aims to give workers on long-term sick leave the opportunity to request coaching and support as part of their return to work. One way of achieving this consists in asking workers on long-term sick leave to fill out a questionnaire. The consulting physician can then assess what they are still capable of.

Currently **more than half** of all businesses has not drawn up a policy for the **reintegration of workers on long-term sick leave**. Nearly 40% of companies have, which is quite an improvement. In the past three years, approximately 30% of all employers had developed a policy to this end. The difference between small and large businesses is striking. In businesses with fewer than 50 employees, fewer than 14% have a policy in place, compared with almost 58% of businesses with a workforce of more than 300 employees.

Most businesses (more than half) applied a passive approach in recent years, expecting the employee and the consulting physician to take the initiative. The time has come to abandon this passive approach. The government is now focusing on raising awareness among employers. Having a policy for the reintegration of workers on long-term sick leave is all the more relevant in this context.

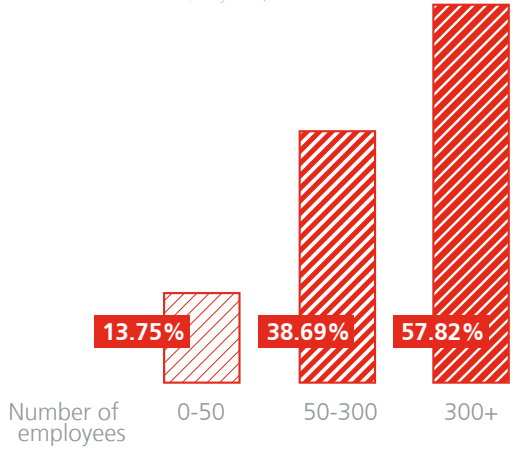
**These figures are worrying. Many businesses will have to step up their efforts because from 2023, businesses (with a workforce of more than 50 employees) will have to pay an additional social security contribution of 2.5% of their wage bill if they have an above-average number of employees who are claiming invalidity benefits.**

### Have you developed a policy regarding the reintegration of your long-term sick employees?




### Companies with a policy regarding the reintegration of your long-term sick employees?

(based on number of employees)

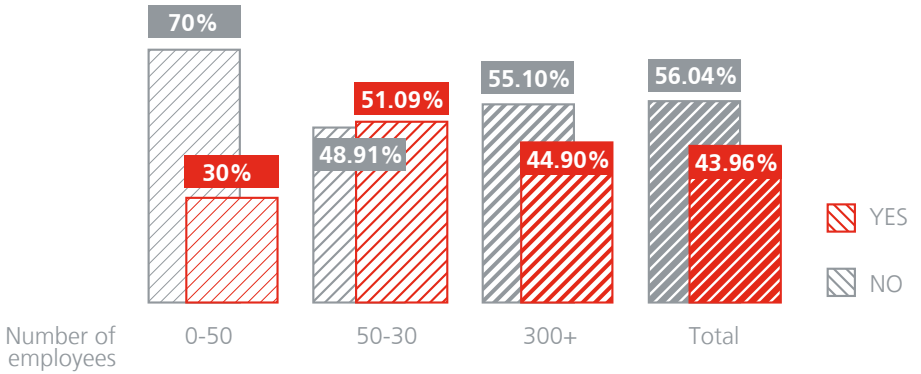


## Less reliance on the temporary unemployment scheme in 2021

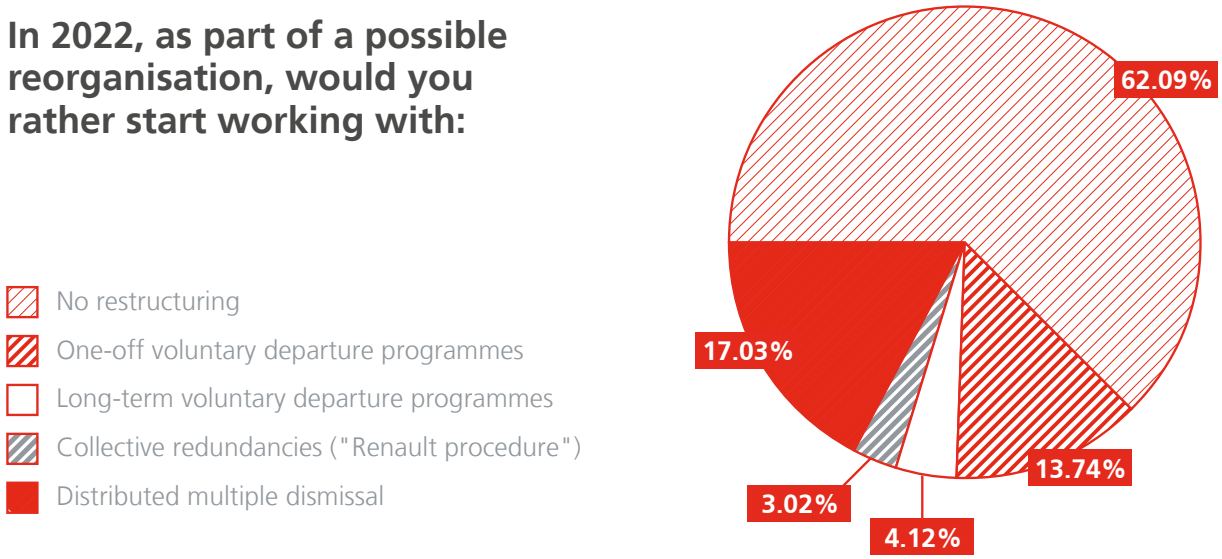
Less than half of all employers (approximately 44%) indicated that they had **used** the **temporary unemployment** scheme in 2021 to avoid layoffs in the context of the pandemic. This is a significant drop compared with last year, At the time, a small majority of all employers (approximately 51%) relied on the scheme.

The percentage is the highest for small businesses: 70% replied that they did not use the temporary unemployment scheme. Perhaps this can be explained by the fact that they do not have the capacity to shoulder the administrative burden that comes with using the scheme.

### Did your company rely on the system of temporary unemployment in 2021 to avoid dismissals?




### In 2022, as part of a possible reorganisation, would you rather start working with:



## One in three businesses the victim of a cyber attack

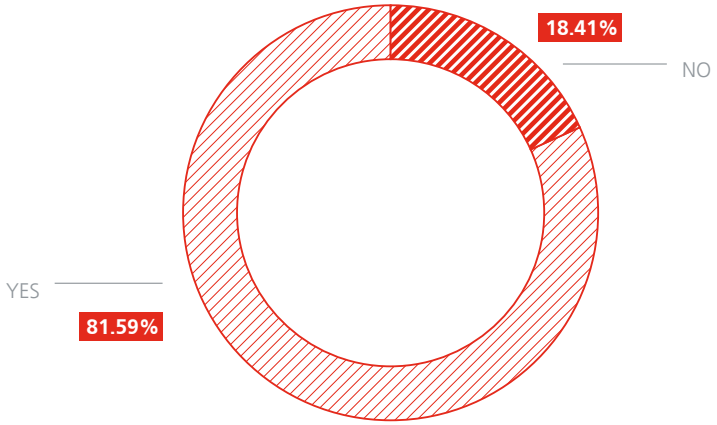
One of the most striking conclusions of the survey was that **one in three businesses** indicated that they had been the victim of a **cyber-attack** in 2021. This average is even higher for large companies. 41% indicated that they had suffered such an attack. More than 70% of small and medium-sized businesses indicated that they had not been targeted in cyber attacks.

Almost 20% of all businesses indicated that they were the victim of a cyber-attack. **Almost 40%** of all businesses said they had **no insurance cover** against cyber-attacks. Most large companies have taken out insurance (70%). Just over half of small (51%) and medium-sized businesses (55%) indicated that they have insurance cover against cyber-hacking.

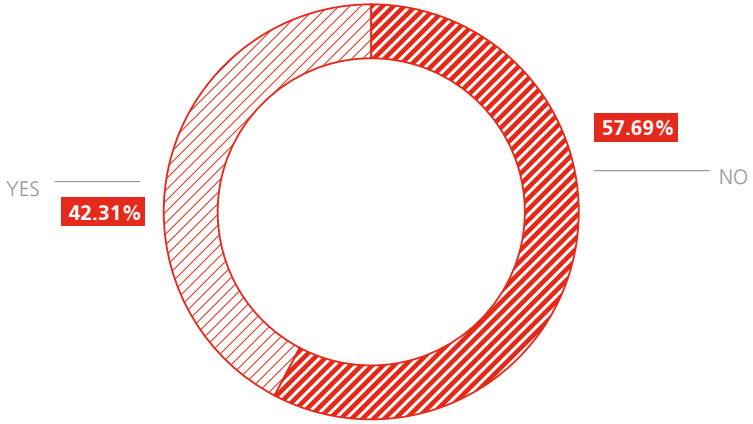
A large majority of employers expect digitalisation to have an impact on HR policy in 2022 (57%). Businesses with more than 300 employees expect more of an impact than businesses with fewer employees. **The coronavirus pandemic has clearly accelerated digitalisation.** This is even more the case for large companies.

**The survey shows that almost all businesses are potential targets for cyber-attacks. It is worth bearing in mind that not having been the victim of a cyber-attack does not imply that a (failed) attempt(s) did not take place. The risks associated with such incidents require a robust cybersecurity policy, regardless of the size or field in which your business operates.**

### Did your company experience a cyber hacking in the past year?

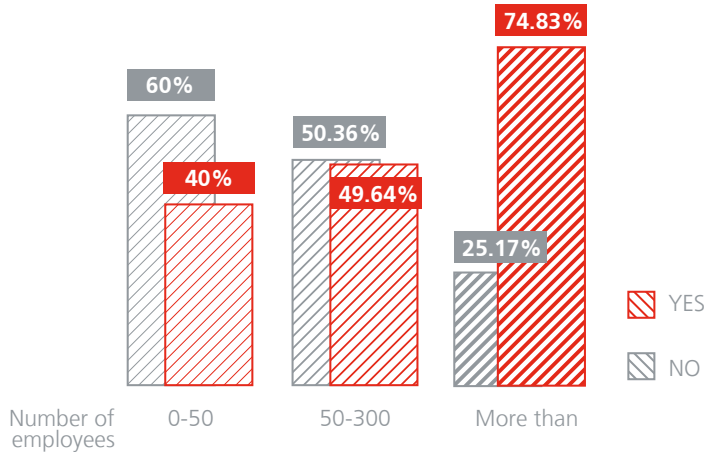



### Does your company anticipate any impact of digitalization on your HR policy in 2022?

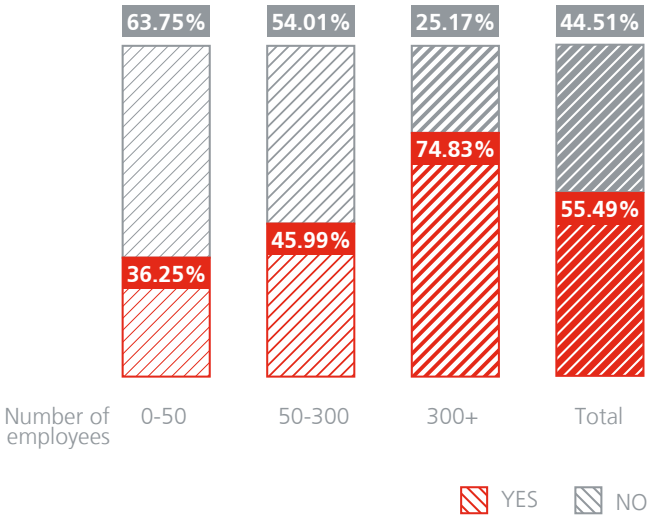


**In the past year, one in three companies was the victim of a cyber-attack. In one in five cases, the attack was so successful that it resulted in hacking. These figures are extremely worrying. The GDPR requires data controllers to report personal data breaches when they compromise the rights and freedoms of natural persons. Failure to report a breach to the supervisory authority or the data subject in a timely manner can give rise to an administrative penalty. It is therefore crucial that businesses have a plan for detecting, controlling and reporting breaches quickly to the supervisory authority.**

## Does your company anticipate an impact of digitalization on your HR policy in 2022?




## Has the pandemic caused you to hold more digital meetings with your works council/ committee for the prevention and protection at work/trade union delegations?




## More digital meetings

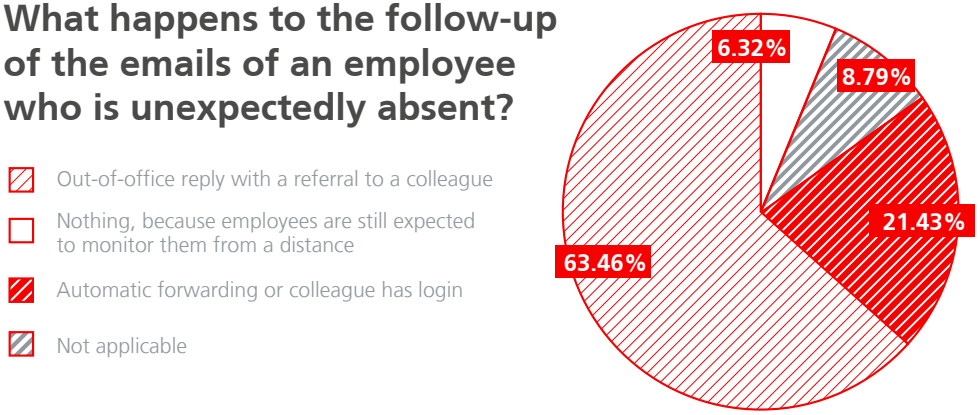
**Almost half of all businesses** indicated that they hold **digital meetings more frequently** with the works council, the committee for prevention and protection at work, or trade union representatives because of the pandemic. Almost three quarters of large companies indicated that they hold more online meetings. This is a significant difference compared with small and medium-sized businesses.

## A point for attention

Employee privacy continues to be a point for improvement for some employers. In almost 21% of all cases, a colleague has access to the mailbox of an absent employee. This is not an adequate solution because this working method is not GDPR-compliant. 63% of businesses ask employees to set an out-of-office message. These percentages are more or less stable, year on year.

**The out-of-office message is the most GDPR compliant way of tackling this issue and maintaining communication in an employee's absence. Large companies have already widely adopted this way of working. Three in four large companies ask employee to set an out-of-office message.**

### What happens to the follow-up of the emails of an employee who is unexpectedly absent?






## GDPR compliance, an ongoing challenge

GDPR seems less challenging for small employers. **A mere 45% of businesses with a workforce of fewer than 50 employees think GDPR is a challenge, compared with almost 70% of businesses with more than 300 employees.** Possible explanations could be that smaller companies are less able to follow up on legislation or (wrongly) feel less targeted by the Data Protection Authority (the privacy watchdog). However, all businesses are obliged to comply with the GDPR and may have sanctions imposed on them. In 2022, the main challenges for businesses are IT security, data mapping (creating a register of all processing activities), and the obligation to inform. Last year, data mapping came first, followed by IT security and the obligation to inform. The rise in the number of cyber-attacks in all likelihood explains this shift.

In 2017, the biggest challenge was appointing a data protection officer. Since then, most companies have cleared this hurdle. This challenge has thus dropped to the penultimate place.

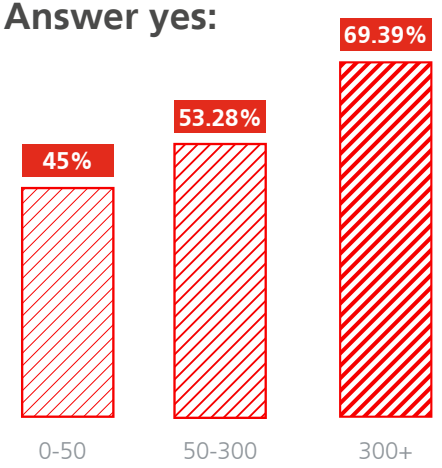
A mere 12.36% of all employers received a request from an employee to exercise his or her

### Is GDPR compliance a challenge for you?

**57.59%** YES

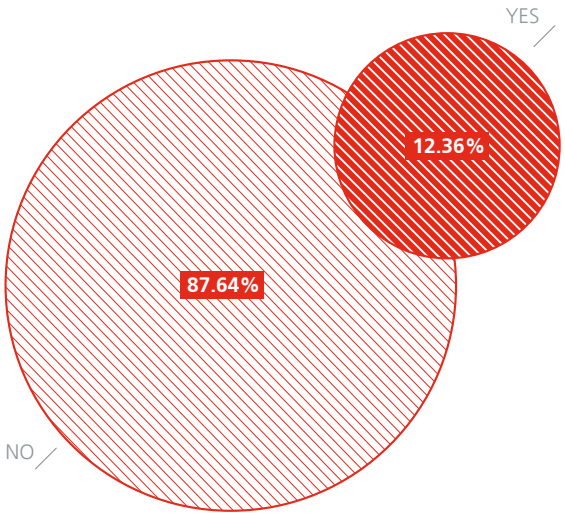
**42.03%** NO

### Answer yes:



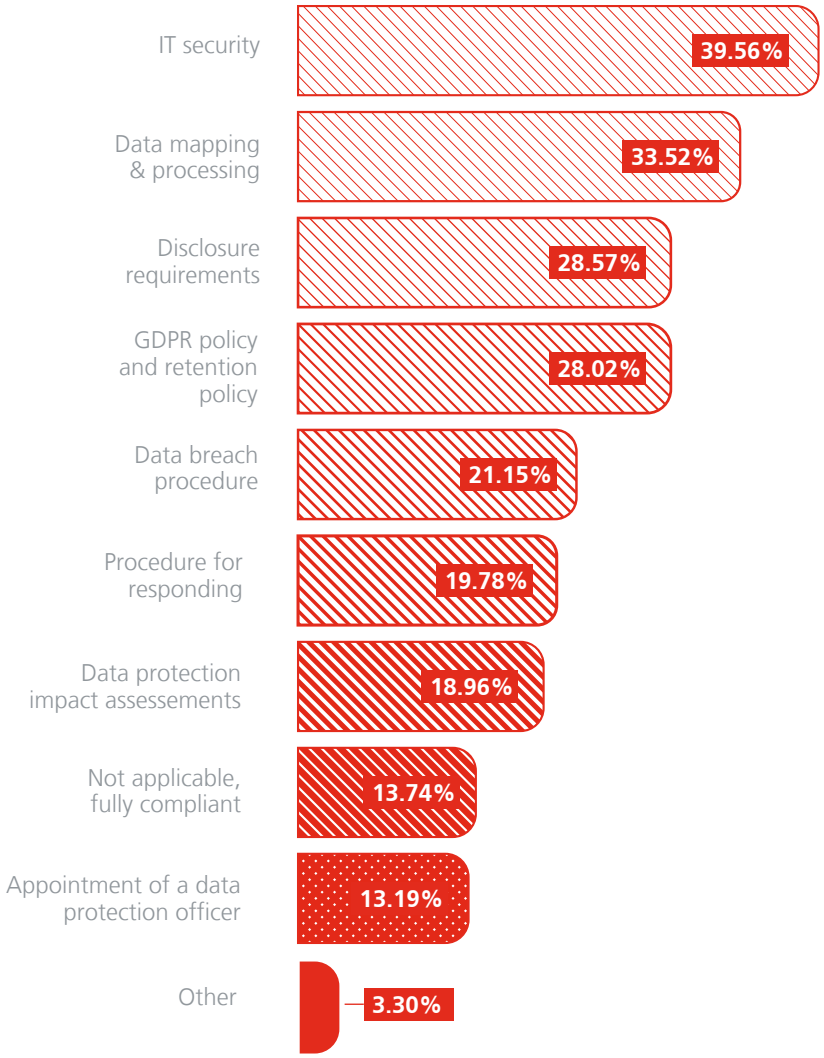
rights under the GDPR. In just over 25% of the largest companies, employees exercised one of their rights under the GDPR. The smallest businesses almost never receive such a request. The right to access is the most frequently received request (60%). Furthermore, 47% of all businesses indicated that employees ask to have data deleted and another 18% say they have received requests to rectify data. The strongest increase was in requests for deletion, up five times on last year.

## Have you received a request from an employee in the last year regarding their rights under the GDPR?




## What are the biggest challenges you face in the context of GDPR compliance?

(more than one answer possible)




**While small businesses see the GDPR as less of a challenge, every organisation needs to be attentive to the regulation. Its possible impact depends on a series of criteria, such as the industry in which your company operates, the nature and volume of the personal data processed, and the level of compliance with the directive. It is advisable to check to which extent your company is GDPR-compliant. Each company should be prepared for a possible data leak and questions from applicants and employees about the exercise of their rights.**

## More than one in five businesses have received complaints

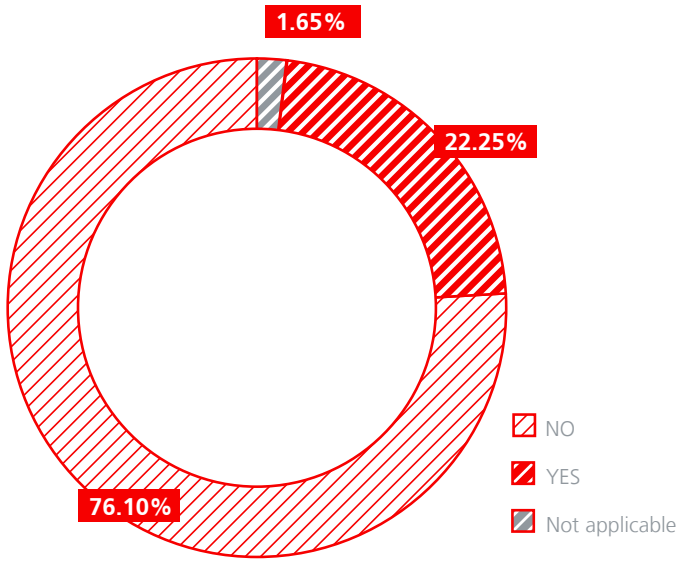
More than **one in five businesses** (approximately 22%) indicated that they received a formal or informal complaint relating to discrimination in 2021, a slight increase compared with past year. This percentage remained stable in the last few years. Most complaints are formulated during employment. Discrimination based on **ethnicity or race** is the most important reason for employees to file a formal or informal complaint. While the figure stood at 36% last year, now more than half of employers indicate that the complaint related to ethnicity or race. Gender comes in second place, although this percentage is decreasing year on year. Faith and age-based discrimination share third place.

**When we break down the figures based on the size of the workforce, the largest companies with more than 300 employees tend to receive more formal than informal complaints. The figure is up to three times higher for large companies, compared with small or medium-sized businesses. We think this is because larger companies have implemented specific procedures for this, such as a trusted counsellor. However, this does not mean that discrimination is less frequent in small or medium-sized businesses.**

### EMPLOYMENT DEAL

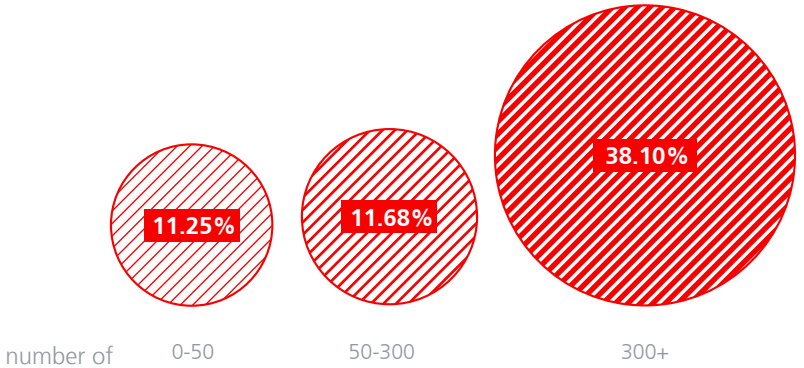
**Diversity in the workplace**
The Federal Public Service Employment, Labour and Social Dialogue (FPS Employment) monitors diversity within sectors. In the event of a significant difference between a company and the industry it operates in, the company will be required to draw up an action plan.

### Have you ever received a formal or informal complaint of discrimination at work?

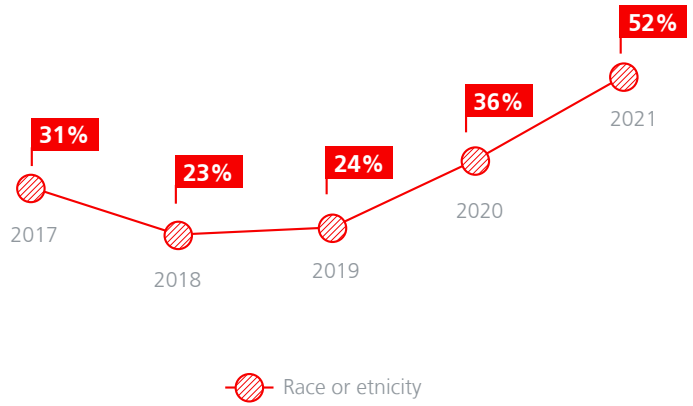



### Have you ever received a formal or informal complaint of discrimination at work?

(based on number of employees)

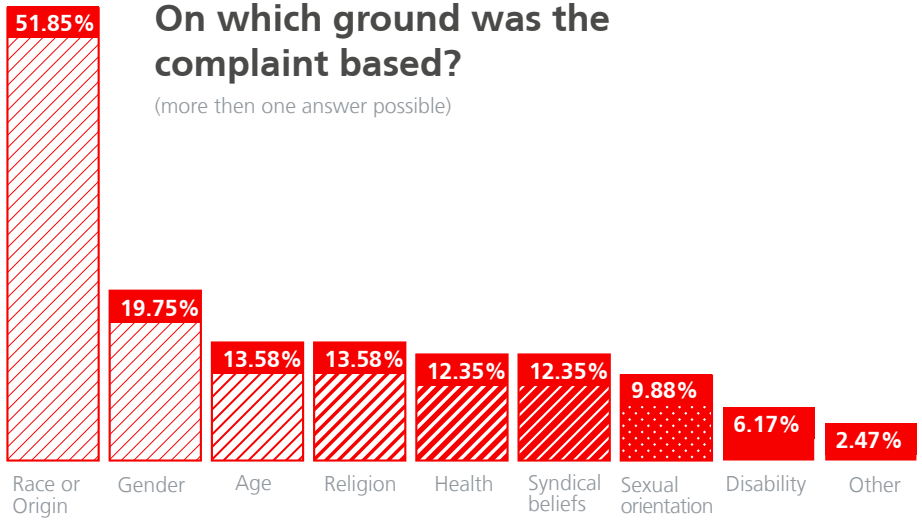


## Percentage of respondents that state that the complaint was based on the grounds of race or etnicity




## On which ground was the complaint based?

(more then one answer possible)

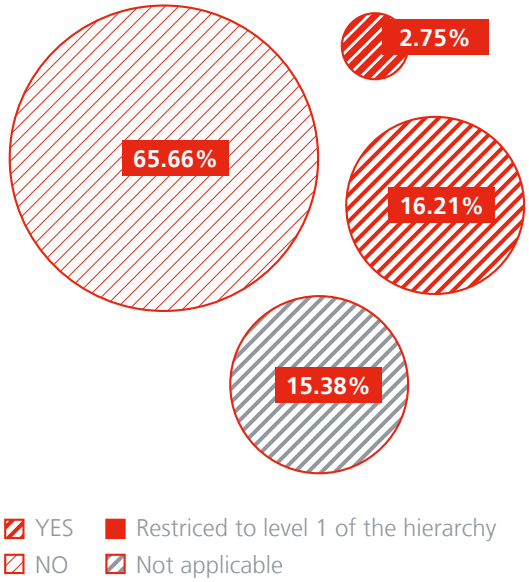





## Spot checks by the social inspectorate in 2022

The majority of employers (more than 65%) did not experience **faster or stricter action** in case of violations of labour law and/or prevention legislation (health & safety, COVID-19) during the recent period. The majority of the respondents consequently were not the subject of more targeted inspections nor was a Pro Justitia drawn up more quickly.

**Did you experience faster or stricter action in case of violations or labor law and/or prevention legislation (health and safety, COVID-19) in the recent period?**




**This does not mean that there were no such checks and that they won't take place in 2022. The social inspectorate will conduct spot checks in the transport, construction, hospitality, agricultural and horticultural industries, among others. Employers should prepare for such inspections. Anticipate by asking Claeys & Engels to perform a social audit. The results can be used to record and tackle any issues in a timely manner.**

"

With the results of this survey, Claeys & Engels will be able to actively express the voice of its clients. We do not just want to be an advisor. We want to be a loyal partner for our clients.

## Additional attention from companies for psychosocial well-being and combating stress and burn-out

The large majority of companies (approximately 86%) has no policy on **email after hours.** More than 61% of employers do not expect their employees to answer their emails outside office hours. Just under 35% of respondents expect management to reply to emails after hours.

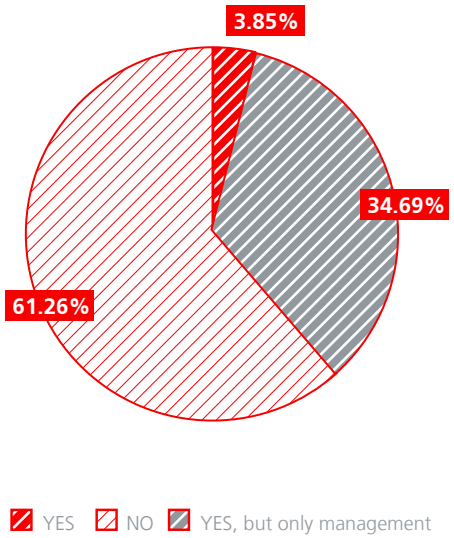
The pandemic has clearly also had an impact on well-being policy. Here too we observe major differences between small, medium-sized and large businesses. Approximately 61% of large companies indicated that they would overhaul their well-being policy after the coronavirus pandemic.

Among small businesses, 64% indicate that they have no intention of reviewing their well-being policy. A large majority of the companies that will overhaul their well-being policy (approximately 67%) said they would pay **more attention** to **psychosocial well-being** and **combating stress and burnout** in the risk analysis.

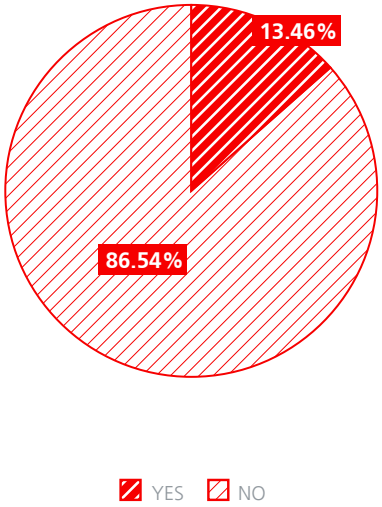
### EMPLOYMENT DEAL

**Right to disconnect or be offline**
Agreements must be made for employers with a workforce of 20 or more employees to ensure that employees are not required to be online or read their e-mails outside office hours.

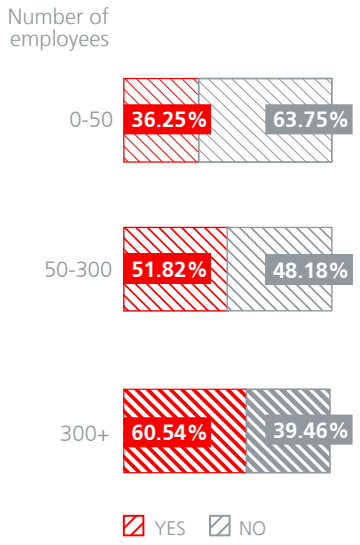
### Do you expect employees to answer emails after the office hours?




### Do you have a policy for email after the office hours?




### Will your company have a revised wellbeing policy following the COVID-19 pandemic?



# ANNEX

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Last year, companies saw recruitment of new staff, retention of existing staff and cost reduction as the most significant challenges. Do you think these will be also be the main challenges in the coming year?

| | EMPLOYEES | | | |
|---|---|---|---|---|
| | TOTAL | 0-50 | 50-300 | 300+ |
| YES | **93.13** | **93.75** | **94.16** | **91.84** |
| NO | **6.87** | **6.25** | **5.84** | **8.16** |

Which of the following do you see as the main challenges for 2022? (choose up to 3 answers)

| | EMPLOYEES | | | |
|---|---|---|---|---|
| | TOTAL | 0-50 | 50-300 | 300+ |
| Harmonization of working and salary conditions | **14.29** | **15.00** | **15.33** | **12.93** |
| Data privacy and data protection (GDPR) | **1.92** | **2.50** | **0.73** | **2.72** |
| Employment of older workers (CBA No. 104) | **7.14** | **6.25** | **6.57** | **8.16** |
| Digitization and innovation | **30.49** | **31.25** | **23.36** | **36.73** |
| Training of personnel | **29.95** | **26.25** | **32.12** | **29.93** |
| Pension plans (rate decrease group insurance, harmonization workers-employees,...) | **3.57** | | **3.65** | **5.44** |
| Attractive compensation policy | **39.84** | **36.25** | **43.07** | **38.78** |
| Implementation of more extensive telework policies and hybrid working (in Belgium and abroad) | **24.18** | **16.25** | **29.20** | **23.81** |
| Performance management and coaching in teleworking | **19.51** | **20.00** | **18.98** | **19.73** |
| Flexible workforce | **19.23** | **16.25** | **17.52** | **22.45** |
| Mobility (transition to green modes of transportation) | **20.05** | **15.00** | **18.98** | **23.81** |
| Environmentally friendly policies | **7.42** | **12.50** | **7.30** | **4.76** |
| Diversity of the workforce | **9.89** | **12.50** | **10.22** | **8.16** |
| Wellbeing and mental resilience of employees | **55.22** | **58.75** | **55.47** | **53.06** |

* All responses are shown as percentages.

## Is your company struggling to get job openings filled?

| | EMPLOYEES | | | |
|---|---|---|---|---|
| | TOTAL | 0-50 | 50-300 | 300+ |
| YES | **84.62** | **77.50** | **83.94** | **89.12** |
| NO | **15.38** | **22.50** | **16.06** | **10.88** |

## What is the average time leading up to filling an open position?

| | EMPLOYEES | | | |
|---|---|---|---|---|
| | TOTAL | 0-50 | 50-300 | 300+ |
| Less than 20 days | **1.37** | **2.50** | **1.46** | **0.68** |
| Between 20 and 60 days | **46.43** | **48.75** | **43.07** | **48.30** |
| Between 60 and 180 days | **40.93** | **36.25** | **41.61** | **42.86** |
| More than 180 days | **2.75** | **1.25** | **5.11** | **1.36** |
| We are not getting the vacancies filled | **8.52** | **11.25** | **8.76** | **6.80** |

## Do you plan to use any of the following for your recruitment purposes in 2022 (multiple answers possible):

| | EMPLOYEES | | | |
|---|---|---|---|---|
| | TOTAL | 0-50 | 50-300 | 300+ |
| Employment contracts of limited duration | **31.59** | **21.25** | **27.01** | **41.50** |
| Employment contracts of indefinite duration | **75.82** | **75.00** | **72.99** | **78.91** |
| Outsourcing (working with subcontractor employees) | **34.89** | **17.50** | **34.31** | **44.90** |
| Temporary workers | **56.04** | **42.50** | **57.66** | **61.90** |
| Self-employed for operational assignments | **29.12** | **25.00** | **27.01** | **33.33** |
| Self-employed for management positions | **17.86** | **8.75** | **16.06** | **24.49** |
| Management Company | **6.59** | **5.00** | **6.57** | **7.48** |
| Foreign employees | **29.67** | **21.25** | **31.39** | **32.65** |
| Platform employees ("gig economy") | **2.20** | **1.25** | **2.92** | **2.04** |
| Other | **1.92** | **1.25** | **2.92** | **1.36** |
| Not applicable | **2.75** | **6.25** | **1.46** | **2.04** |

* All responses are shown as percentages.

## Are you experiencing pressure to grant a greater number of different forms of variable pay to employees?

EMPLOYEES

| | TOTAL | 0-50 | 50-300 | 300+ |
|---|---|---|---|---|
| YES | **55.77** | **50.00** | **56.93** | **57.82** |
| NO | **44.23** | **50.00** | **43.07** | **42.18** |

## What forms of variable pay does your company grant to its employees (multiple options are possible)

EMPLOYEES

| | TOTAL | 0-50 | 50-300 | 300+ |
|---|---|---|---|---|
| Cash bonus | **49.18** | **35.00** | **48.91** | **57.14** |
| Stock options | **13.19** | **5.00** | **10.22** | **20.41** |
| Warrants | **48.35** | **25.00** | **42.34** | **66.67** |
| Collective bonus CBA no. 90 | **52.20** | **33.75** | **46.72** | **67.35** |
| Profit participation/profit premium (law May 22, 2001) | **14.56** | **15.00** | **12.41** | **16.33** |
| Bonus Pension Plan | **20.05** | **10.00** | **15.33** | **29.93** |
| Mobility budget (law March 17, 2019) | **11.54** | **2.50** | **8.76** | **19.05** |
| Other | **8.52** | **7.50** | **6.57** | **10.88** |
| Not applicable | **14.29** | **27.50** | **14.60** | **6.80** |

## Does your company also grant "well-being benefits" to its employees (such as extra vacation time, mentoring, etc.)?

EMPLOYEES

| | TOTAL | 0-50 | 50-300 | 300+ |
|---|---|---|---|---|
| YES | **57.97** | **52.50** | **48.18** | **70.07** |
| NO | **36.54** | **35.00** | **45.99** | **28.57** |
| Not applicable | **5.49** | **12.50** | **5.84** | **1.36** |

* All responses are shown as percentages.

## Does your company have a cafeteria plan (flexible reward)?

EMPLOYEES

| | TOTAL | 0-50 | 50-300 | 300+ |
|---|---|---|---|---|
| YES | **21.98** | **5.00** | **14.60** | **38.10** |
| NO | **73.35** | **85.00** | **80.29** | **60.54** |
| Not applicable | **4.67** | **10.00** | **5.11** | **1.36** |

## Do you plan to implement this?

EMPLOYEES

| | TOTAL | 0-50 | 50-300 | 300+ |
|---|---|---|---|---|
| YES | **29.59** | **16.18** | **25.45** | **44.94** |
| NO | **65.92** | **79.41** | **71.82** | **48.31** |
| Not applicable | **4.49** | **4.41** | **2.73** | **6.74** |

## Did the corona crisis result in one or more targets under your collective bonus No. 90 not being met?

EMPLOYEES

| | TOTAL | 0-50 | 50-300 | 300+ |
|---|---|---|---|---|
| YES | **20.88** | **15.00** | **18.25** | **26.53** |
| NO | **37.64** | **35.00** | **33.58** | **42.86** |
| Not applicable | **41.48** | **50.00** | **48.18** | **30.61** |

## Have you taken measures to still be able to pay collective bonus No. 90?

EMPLOYEES

| | TOTAL | 0-50 | 50-300 | 300+ |
|---|---|---|---|---|
| YES | **32.89** | **16.67** | **20.00** | **46.15** |
| NO | **67.11** | **83.33** | **80.00** | **53.85** |

## Have you implemented the mobility budget?

EMPLOYEES

| | TOTAL | 0-50 | 50-300 | 300+ |
|---|---|---|---|---|
| Yes, this was planned | **9.34** | **3.75** | **8.76** | **12.93** |
| Yes, the corona crisis has forced us to make this a priority. | **1.10** | **1.25** | | **2.04** |
| No | **68.41** | **68.75** | **76.64** | **60.54** |
| We have introduced alternative mobility measures outside of the mobility budget (law of March 17, 2019) | **11.26** | **7.50** | **8.03** | **16.33** |
| Not applicable | **9.89** | **18.75** | **6.57** | **8.16** |

## To what extent does the corona crisis affect your mobility approach?

EMPLOYEES

| | TOTAL | 0-50 | 50-300 | 300+ |
|---|---|---|---|---|
| Certainly not | **15.11** | **22.50** | **13.87** | **12.24** |
| Rather not | **49.45** | **47.50** | **59.12** | **41.50** |
| Rather yes | **25.82** | **21.25** | **23.36** | **30.61** |
| Certainly yes | **9.62** | **8.75** | **3.65** | **15.65** |

## What type of measures did your company take because of the corona crisis? (multiple answers possible)

EMPLOYEES

| | TOTAL | 0-50 | 50-300 | 300+ |
|---|---|---|---|---|
| Teleworking Policy | **85.27** | **79.17** | **83.78** | **88.24** |
| Smaller cars | **2.33** | | **5.41** | **1.47** |
| Less polluting cars | **29.46** | **16.67** | **16.22** | **41.18** |
| Company Bikes | **20.16** | **12.50** | **24.32** | **20.59** |
| Termination of company cars | **2.33** | **4.17** | **2.70** | **1.47** |
| Avoiding public transportation as long as there is high risk | **30.23** | **33.33** | **29.73** | **29.41** |
| Reduce business travel and meetings | **75.19** | **75.00** | **75.68** | **75.00** |
| Other | **3.10** | **4.17** | **2.70** | **2.94** |
| Not applicable | **3.10** | **8.33** | | **2.94** |

## To what extent does the corona crisis affect your mobility approach?

EMPLOYEES

| | TOTAL | 0-50 | 50-300 | 300+ |
|---|---|---|---|---|
| Definitely not | **9.34** | **16.25** | **9.49** | **5.44** |
| Rather not | **26.37** | **33.75** | **32.12** | **17.01** |
| Rather yes | **39.56** | **33.75** | **39.42** | **42.86** |
| It certainly did | **24.73** | **16.25** | **18.98** | **34.69** |

* All responses are shown as percentages.

## What actions is your company taking because of climate change? (multiple answers possible)

EMPLOYEES

| | TOTAL | 0-50 | 50-300 | 300+ |
|---|---|---|---|---|
| Teleworking Policy | **67.95** | **62.50** | **62.50** | **73.68** |
| Smaller cars | **9.83** | **2.50** | **12.50** | **10.53** |
| Less polluting cars | **80.34** | **67.50** | **76.25** | **87.72** |
| Company Bikes | **38.03** | **17.50** | **40.00** | **43.86** |
| Termination of company cars | **3.85** | **2.50** | **5.00** | **3.51** |
| Avoiding public transportation as long as there is high risk | **6.84** | **10.00** | **7.50** | **5.26** |
| Reduce business travel and meetings | **45.30** | **47.50** | **41.25** | **47.37** |
| Other | **4.70** | **5.00** | **3.75** | **5.26** |
| Not applicable | **3.85** | **10.00** | **5.00** | **0.88** |

## Did the rate reductions that group insurers have made in branch 21 group insurances in recent years impact your group insurance?

EMPLOYEES

| | TOTAL | 0-50 | 50-300 | 300+ |
|---|---|---|---|---|
| Yes, we are considering (partially) swit-ching to a branch 23 group insurance policy | **10.71** | **5.00** | **10.95** | **13.61** |
| Yes, we are considering switching to multi-employer pension fund | **1.65** | **1.25** | **1.46** | **2.04** |
| Yes, we are considering setting up our own pension fund | | | | |
| Yes, others | **6.59** | **7.50** | **8.03** | **4.76** |
| No | **60.16** | **62.50** | **59.12** | **59.86** |
| Not applicable | **20.88** | **23.75** | **20.44** | **19.73** |

## Is your company utilizing the partial exemption from the obligation to pay withholding tax on professional income?

EMPLOYEES

| | TOTAL | 0-50 | 50-300 | 300+ |
|---|---|---|---|---|
| YES | **46.43** | **25.00** | **47.45** | **57.14** |
| NO | **53.57** | **75.00** | **52.55** | **42.86** |

## What actions is your company taking because of climate change? (multiple answers possible)

EMPLOYEES

| | TOTAL | 0-50 | 50-300 | 300+ |
|---|---|---|---|---|
| Shift work / night work | **50.30** | **15.00** | **46.15** | **61.90** |
| Research and Development | **52.07** | **10.00** | **44.62** | **67.86** |
| Overtime | **65.09** | **80.00** | **60.00** | **65.48** |
| Other | **1.78** | **10.00** | **1.54** | |

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

EMPLOYEES

| | TOTAL | 0-50 | 50-300 | 300+ |
|---|---|---|---|---|
| YES | **12.64** | **12.50** | **11.68** | **13.61** |
| NO | **87.36** | **87.50** | **88.32** | **86.39** |

* All responses are shown as percentages.

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

| | | EMPLOYEES | | |
|---|---|---|---|---|
| | TOTAL | 0-50 | 50-300 | 300+ |
| Does your company have a written pay policy / remuneration policy approved by the board of directors? | **14.84** | **10.00** | **10.95** | **21.09** |
| Yes, for all employees | **25.00** | **15.00** | **21.17** | **34.01** |
| No, there is a pay policy but this is a rather informal document | **30.22** | **23.75** | **36.50** | **27.89** |
| No, there is no documented pay policy | **20.88** | **32.50** | **25.55** | **10.20** |
| Not applicable | **9.07** | **18.75** | **5.84** | **6.80** |

* All responses are shown as percentages.

## Do you use gliding timetables in your business?

| | EMPLOYEES | | | |
|---|---|---|---|---|
| | TOTAL | 0-50 | 50-300 | 300+ |
| YES | **70.05** | **57.50** | **67.15** | **79.59** |
| NO | **26.92** | **40.00** | **29.93** | **17.01** |
| Not applicable | **3.02** | **2.50** | **2.92** | **3.40** |

## According to which framework?

| | EMPLOYEES | | | |
|---|---|---|---|---|
| | TOTAL | 0-50 | 50-300 | 300+ |
| The old framework | **16.08** | **15.22** | **11.96** | **19.66** |
| The new legal system ("Peeters Act"). | **23.14** | **10.87** | **22.83** | **28.21** |
| Beyond the legal limits | **11.76** | **23.91** | **9.78** | **8.55** |
| We work in the same way as before | **35.29** | **34.78** | **39.13** | **32.48** |
| Other system | **7.06** | **8.70** | **6.52** | **6.84** |
| Not applicable | **6.67** | **6.52** | **9.78** | **4.27** |

## In that context, do you provide a time tracking system?

| | EMPLOYEES | | | |
|---|---|---|---|---|
| | TOTAL | 0-50 | 50-300 | 300+ |
| YES | **54.20** | **30.23** | **53.01** | **64.29** |
| NO | **45.80** | **69.77** | **46.99** | **35.71** |

## What system do you use? (multiple answers possible):

| | EMPLOYEES | | | |
|---|---|---|---|---|
| | TOTAL | 0-50 | 50-300 | 300+ |
| Badge System | **75.97** | **76.92** | **68.18** | **80.56** |
| Gps tracker | **3.88** | **15.38** | **4.55** | **1.39** |
| Login on PC / smartphone | **29.46** | **30.77** | **27.27** | **30.56** |
| Timesheets to be completed by employee | **18.60** | **15.38** | **29.55** | **12.50** |
| Deviations from the "standard hours" to be recorded by the employee in the database | **9.30** | | **6.82** | **12.50** |
| Other | **1.55** | | | **2.78** |

## Do you currently have a teleworking policy in your company?

| | EMPLOYEES | | | |
|---|---|---|---|---|
| | TOTAL | 0-50 | 50-300 | 300+ |
| YES | **77.75** | **62.50** | **74.45** | **89.12** |
| NO | **22.25** | **37.50** | **25.55** | **10.88** |

## Before the corona crisis, did you have a teleworking policy in your company?

| | EMPLOYEES | | | |
|---|---|---|---|---|
| | TOTAL | 0-50 | 50-300 | 300+ |
| YES | **38.16** | **30.00** | **23.53** | **52.67** |
| Yes, but only for occasional telework | **28.98** | **24.00** | **33.33** | **27.48** |
| Not applicable | **32.86** | **46.00** | **43.14** | **19.85** |

* All responses are shown as percentages.

## Do you experience pressure to organize telework?

EMPLOYEES

| | TOTAL | 0-50 | 50-300 | 300+ |
|---|---|---|---|---|
| YES | **65.66** | **42.50** | **70.07** | **74.15** |
| NO | **34.34** | **57.50** | **29.93** | **25.85** |

## Have you introduced the teleworking policy through a CBA?

EMPLOYEES

| | TOTAL | 0-50 | 50-300 | 300+ |
|---|---|---|---|---|
| YES | **20.49** | **4.00** | **17.65** | **29.01** |
| NO | **79.51** | **96.00** | **82.35** | **70.99** |

## Has this been modified because of the COVID-19 pandemic?

EMPLOYEES

| | TOTAL | 0-50 | 50-300 | 300+ |
|---|---|---|---|---|
| YES | **72.41** | **100.00** | **66.67** | **73.68** |
| NO | **27.59** | | **33.33** | **26.32** |

## How many days of teleworking does your company allow for full-time employment?

EMPLOYEES

| | TOTAL | 0-50 | 50-300 | 300+ |
|---|---|---|---|---|
| One day per week | **14.13** | **20.00** | **14.71** | **11.45** |
| Two days a week | **44.52** | **32.00** | **49.02** | **45.80** |
| Three days a week | **15.19** | **14.00** | **10.78** | **19.08** |
| Four days a week | **8.48** | **12.00** | **11.76** | **4.58** |
| Five days a week | **4.59** | **12.00** | **2.94** | **3.05** |
| Other | **13.07** | **10.00** | **10.78** | **16.03** |

## Has this been adjusted because of the COVID-19 pandemic?

EMPLOYEES

| | TOTAL | 0-50 | 50-300 | 300+ |
|---|---|---|---|---|
| YES | **80.21** | **88.00** | **78.43** | **78.63** |
| NO | **19.79** | **12.00** | **21.57** | **21.37** |

## Are you going to change your policies?

EMPLOYEES

| | TOTAL | 0-50 | 50-300 | 300+ |
|---|---|---|---|---|
| YES | **17.86** | **16.67** | **22.73** | **14.29** |
| NO | **82.14** | **83.33** | **77.27** | **85.71** |

## How many days of teleworking will you allow for full-time employment?

EMPLOYEES

| | TOTAL | 0-50 | 50-300 | 300+ |
|---|---|---|---|---|
| One day per week | | | | |
| Two days a week | **30.00** | | **40.00** | **25.00** |
| Three days a week | **30.00** | | **20.00** | **50.00** |
| Four days a week | | | | |
| Five days a week | | | | |
| Other | **40.00** | **100.00** | **40.00** | **25.00** |

* All responses are shown as percentages.

## How do you track (monitor) telework?

EMPLOYEES

| | TOTAL | 0-50 | 50-300 | 300+ |
|---|---|---|---|---|
| Electronic time clock | **14.49** | **4.00** | **16.67** | **16.79** |
| Agreements on accessibility | **32.16** | **30.00** | **31.37** | **33.59** |
| Daily or weekly performance report | **9.19** | **8.00** | **9.80** | **9.16** |
| Other | **13.43** | **12.00** | **9.80** | **16.79** |
| No monitoring | **30.74** | **46.00** | **32.35** | **23.66** |

## Do you pay fees for teleworking (desk allowance, internet allowance and/or private PC allowance)?

EMPLOYEES

| | TOTAL | 0-50 | 50-300 | 300+ |
|---|---|---|---|---|
| YES | **71.02** | **82.00** | **64.71** | **71.76** |
| NO | **28.98** | **18.00** | **35.29** | **28.24** |

## How much is this compensation?

EMPLOYEES

| | TOTAL | 0-50 | 50-300 | 300+ |
|---|---|---|---|---|
| Less than 50 EUR per month | **39.80** | **21.95** | **36.36** | **50.00** |
| 50 to 100 EUR per month | **35.82** | **41.46** | **36.36** | **32.98** |
| 100 to 150 EUR per month | **20.90** | **29.27** | **24.24** | **14.89** |
| We pay the three maximum forfaits | **3.48** | **7.32** | **3.03** | **2.13** |

## Does your company reimburse you for the purchase of home office equipment (office chair, desk, cabinet, lamp, etc.)?

EMPLOYEES

| | TOTAL | 0-50 | 50-300 | 300+ |
|---|---|---|---|---|
| YES | **19.79** | **18.00** | **17.65** | **22.14** |
| NO | **80.21** | **82.00** | **82.35** | **77.86** |

## How much is this compensation?

EMPLOYEES

| | TOTAL | 0-50 | 50-300 | 300+ |
|---|---|---|---|---|
| On the basis of expense claims with a ceiling | **51.79** | **66.67** | **61.11** | **41.38** |
| Based on a fixed budget to be justified on expense claims of less than EUR 50 per month | **8.93** | **22.22** | **5.56** | **6.90** |
| Other | **39.29** | **11.11** | **33.33** | **51.72** |

## What is the best description of the status of your employees who are teleworking as a result of the COVID-19 pandemic?

EMPLOYEES

| | TOTAL | 0-50 | 50-300 | 300+ |
|---|---|---|---|---|
| No one has yet returned to the work-place | **1.92** | **2.50** | **2.92** | **0.68** |
| Less than 25% of workers have retur-ned to the workplace | **15.93** | **13.75** | **13.87** | **19.05** |
| Between 25% and 75% of workers have returned to the workplace | **19.51** | **12.50** | **15.33** | **27.21** |
| More than 75% of workers have retur-ned to the workplace | **22.25** | **12.50** | **25.55** | **24.49** |
| Everyone returned to the workplace. | **32.97** | **38.75** | **37.96** | **25.17** |
| Not applicable | **7.42** | **20.00** | **4.38** | **3.40** |

* All responses are shown as percentages.

## Was the return to work voluntary?

EMPLOYEES

| | TOTAL | 0-50 | 50-300 | 300+ |
|---|---|---|---|---|
| YES | **63.03** | **77.42** | **64.57** | **55.32** |
| NO | **36.97** | **22.58** | **35.43** | **44.68** |

## To what extent do you experience external pressure to measure vaccination coverage among your staff? By this we mean "pressure from internal or external stakeholders to find out to what extent your staff is vaccinated".

EMPLOYEES

| | TOTAL | 0-50 | 50-300 | 300+ |
|---|---|---|---|---|
| Definitely not | **28.02** | **35.00** | **29.20** | **23.13** |
| Rather not | **39.84** | **36.25** | **40.15** | **41.50** |
| Rather yes | **21.98** | **25.00** | **21.17** | **21.09** |
| Definitely yes | **10.16** | **3.75** | **9.49** | **14.29** |

## Have you enquired about the collective vaccination coverage among your staff?

EMPLOYEES

| | TOTAL | 0-50 | 50-300 | 300+ |
|---|---|---|---|---|
| YES | **54.67** | **27.50** | **48.91** | **74.83** |
| NO | **42.86** | **70.00** | **48.18** | **23.13** |
| Not applicable | **2.47** | **2.50** | **2.92** | **2.04** |

## Does this give you enough information to assess the risks or would you prefer to know the individual vaccination results as well?

EMPLOYEES

| | TOTAL | 0-50 | 50-300 | 300+ |
|---|---|---|---|---|
| Yes, this gives me enough information | **65.33** | **77.27** | **68.66** | **60.91** |
| No, this does not give me enough information and I would like to know the individual vaccination results | **34.67** | **22.73** | **31.34** | **39.09** |

## How do you analyze the risks of contamination within your company?

EMPLOYEES

| | TOTAL | 0-50 | 50-300 | 300+ |
|---|---|---|---|---|
| I assume that the vaccination coverage of my staff is in line with that of the region in which the company is located | **29.12** | **32.50** | **30.66** | **25.85** |
| I discuss the risks verbally with my employees | **27.47** | **43.75** | **26.28** | **19.73** |
| We have retained all corona measures now that we do not know how many employees have been vaccinated | **44.51** | **40.00** | **48.18** | **43.54** |
| We ask our external prevention service to analyze the risks | **20.88** | **2.50** | **15.33** | **36.05** |
| Other | **5.49** | **2.50** | **5.11** | **7.48** |

## Has the pandemic had an impact on your use of space?

EMPLOYEES

| | TOTAL | 0-50 | 50-300 | 300+ |
|---|---|---|---|---|
| Yes, we have reduced our office/factory space | **18.41** | **15.00** | **12.41** | **25.85** |
| No, we have no intention of reducing this | **68.41** | **81.25** | **73.72** | **56.46** |
| We want to reduce our office/factory space in the short term | **13.19** | **3.75** | **13.87** | **17.69** |

* All responses are shown as percentages.

## D | ANNEX - WORKING HOURS

### Will you change the composition of your office?

EMPLOYEES

| | TOTAL | 0-50 | 50-300 | 300+ |
|---|---|---|---|---|
| Yes, we will push for more meeting rooms and higher quality offices. | **38.46** | **25.00** | **37.23** | **46.94** |
| No | **61.54** | **75.00** | **62.77** | **53.06** |

### As a company, are you fully prepared for the potential impact of a new lockdown on your business & its operations?

EMPLOYEES

| | TOTAL | 0-50 | 50-300 | 300+ |
|---|---|---|---|---|
| YES | **78.57** | **76.25** | **77.37** | **80.95** |
| NO | **21.43** | **23.75** | **22.63** | **19.05** |

### Please indicate the ways in which you are prepared: (multiple answers possible)

EMPLOYEES

| | TOTAL | 0-50 | 50-300 | 300+ |
|---|---|---|---|---|
| Guaranteeing production capacity | **25.52** | **26.23** | **21.70** | **28.57** |
| Adapted infrastructure of the building (presence of plexi's, sufficient distance between workers, etc.) | **76.22** | **59.02** | **77.36** | **84.03** |
| Digitalization of our processes to avoid personal contact as much as possible | **73.78** | **75.41** | **70.75** | **75.63** |
| Financial buffer: our company can absorb a potential drop in demand due to a lockdown | **26.22** | **31.15** | **23.58** | **26.05** |
| Other | **3.15** | **3.28** | **2.83** | **3.36** |

## E | ANNEX - POLICY REGARDING LONG TERM ILLNESSES

### Have you developed a policy for the reintegration of your long-term sick employees?

EMPLOYEES

| | TOTAL | 0-50 | 50-300 | 300+ |
|---|---|---|---|---|
| Yes | **40.93** | **13.75** | **38.69** | **57.82** |
| No | **53.30** | **73.75** | **56.20** | **39.46** |
| Not applicable | **5.77** | **12.50** | **5.11** | **2.72** |

* All responses are shown as percentages.

## What happens in terms of following up the e-mails of an employee who is unexpectedly absent?

| | EMPLOYEES | | | |
|---|---|---|---|---|
| | TOTAL | 0-50 | 50-300 | 300+ |
| Nothing, because employees are still expected to follow up on them remotely. | **6.32** | **5.00** | **6.57** | **6.80** |
| In this case, employees are required to establish an out-of-office indicating who can be contacted until work resumes. | **63.46** | **46.25** | **62.04** | **74.15** |
| Someone internal gets access to the absent employee's inbox to ensure follow-up or the emails are automatically forwarded to someone for further follow-up. | **21.43** | **41.25** | **21.90** | **10.20** |
| Not applicable | **8.79** | **7.50** | **9.49** | **8.84** |

## Have you developed a procedure in case of employee departures in line with the decision of the Data Protection Authority?

| | EMPLOYEES | | | |
|---|---|---|---|---|
| | TOTAL | 0-50 | 50-300 | 300+ |
| YES | **63.19** | **45.00** | **55.47** | **80.27** |
| NO | **36.81** | **55.00** | **44.53** | **19.73** |

## Do you provide transparent information to employees concerning under what circumstances and to what extent their activities on their computers can be monitored?

| | EMPLOYEES | | | |
|---|---|---|---|---|
| | TOTAL | 0-50 | 50-300 | 300+ |
| Yes, there is a clear e-monitoring policy. | **44.51** | **23.75** | **42.34** | **57.82** |
| No, all data is logged, but employees are not informed of when our company can check it. | **10.71** | **13.75** | **8.03** | **11.56** |
| Not applicable. Our company does not engage in e-monitoring. | **44.78** | **62.50** | **49.64** | **30.61** |

## Do you have a policy for emails after business hours?

| | EMPLOYEES | | | |
|---|---|---|---|---|
| | TOTAL | 0-50 | 50-300 | 300+ |
| YES | **13.46** | **12.50** | **11.68** | **15.65** |
| NO | **86.54** | **87.50** | **88.32** | **84.35** |

## Do you expect employees to answer emails after business hours?

| | EMPLOYEES | | | |
|---|---|---|---|---|
| | TOTAL | 0-50 | 50-300 | 300+ |
| Yes | **3.85** | **3.75** | **2.92** | **4.76** |
| Yes, but only management | **34.89** | **30.00** | **34.31** | **38.10** |
| No | **61.26** | **66.25** | **62.77** | **57.14** |

* All responses are shown as percentages.

## Is GDPR compliance a challenge for you?

| | EMPLOYEES | | | |
|---|---|---|---|---|
| | TOTAL | 0-50 | 50-300 | 300+ |
| YES | **57.97** | **45.00** | **53.28** | **69.39** |
| NO | **42.03** | **55.00** | **46.72** | **30.61** |

## What is your biggest challenge in GDPR compliance? (multiple answers possible)

| | EMPLOYEES | | | |
|---|---|---|---|---|
| | TOTAL | 0-50 | 50-300 | 300+ |
| Data mapping and formatting/updating the register of processing activities | **33.52** | **28.75** | **32.12** | **37.41** |
| Information Requirements | **28.57** | **23.75** | **32.85** | **27.21** |
| Data protection impact assessments | **18.96** | **12.50** | **16.79** | **24.49** |
| Designation of a data protection officer | **13.19** | **13.75** | **16.79** | **9.52** |
| GDPR policy and retention policy | **28.02** | **31.25** | **32.12** | **22.45** |
| IT security | **39.56** | **26.25** | **40.15** | **46.26** |
| Data breach procedure | **21.15** | **25.00** | **17.52** | **22.45** |
| Develop a procedure for responding to data subject rights | **19.78** | **17.50** | **21.90** | **19.05** |
| Other | **3.30** | **5.00** | **1.46** | **4.08** |
| Not applicable, we are fully compliant | **13.74** | **18.75** | **14.60** | **10.20** |

## Have you received a request from an employee in 2021 regarding their rights under the GDPR?

| | EMPLOYEES | | | |
|---|---|---|---|---|
| | TOTAL | 0-50 | 50-300 | 300+ |
| YES | **12.36** | **3.75** | **2.92** | **25.85** |
| NO | **87.64** | **96.25** | **97.08** | **74.15** |

## What right was it about? (multiple answers possible):

| | EMPLOYEES | | | |
|---|---|---|---|---|
| | TOTAL | 0-50 | 50-300 | 300+ |
| Right of access | **60.00** | **100.00** | **50.00** | **57.89** |
| Right of correction | **17.78** | | | **21.05** |
| Right to erase data | **46.67** | | **50.00** | **50.00** |
| Right to restrict processing | **13.33** | | **25.00** | **13.16** |
| Withdrawal of consent | **8.89** | | | **10.53** |
| Right to object (to processing in the context of legitimate interests or auto-mated decision-making) | **8.89** | | | **10.53** |
| Right of portability (data portability) | **11.11** | | **25.00** | **10.53** |

* All responses are shown as percentages.

## Have you ever received a formal or informal complaint based on discrimination in the workplace?

EMPLOYEES

| | TOTAL | 0-50 | 50-300 | 300+ |
|---|---|---|---|---|
| Yes | **22.25** | **11.25** | **11.68** | **38.10** |
| No | **76.10** | **87.50** | **86.13** | **60.54** |
| Not applicable | **1.65** | **1.25** | **2.19** | **1.36** |

## At what stage of the employment process was this? (multiple answers possible)

EMPLOYEES

| | TOTAL | 0-50 | 50-300 | 300+ |
|---|---|---|---|---|
| In the recruitment process | **17.28** | **11.11** | **12.50** | **19.64** |
| During employment (promotion, evaluation, pay, period of absence,...) | **64.20** | **44.44** | **62.50** | **67.86** |
| At the end of employment | **34.57** | **44.44** | **31.25** | **33.93** |

## On which discrimination criterion(s) was the complaint based? (multiple answers possible)

EMPLOYEES

| | TOTAL | 0-50 | 50-300 | 300+ |
|---|---|---|---|---|
| Gender | **19.75** | **22.22** | **6.25** | **23.21** |
| Age | **13.58** | | **12.50** | **16.07** |
| Health | **12.35** | **22.22** | **6.25** | **12.50** |
| Disability | **6.17** | | **6.25** | **7.14** |
| Sexual orientation | **9.88** | | **6.25** | **12.50** |
| Faith or philosophy of life | **13.58** | **11.11** | **6.25** | **16.07** |
| Race or ethnicity | **51.85** | **44.44** | **56.25** | **51.79** |
| Syndicated conviction | **12.35** | | **12.50** | **14.29** |
| Other | **2.47** | **11.11** | | **1.79** |

* All responses are shown as percentages.

## I | ANNEX - MOBILITY & IMMIGRATION

Do you allow employees to work for your company from abroad (e.g., a second residence)? Or would you allow them to do so?

| | EMPLOYEES | | | |
|---|---|---|---|---|
| | TOTAL | 0-50 | 50-300 | 300+ |
| Yes, we allow this but limited in time | **28.02** | **21.25** | **28.47** | **31.29** |
| Yes, we allow this and this can be unlimited in time | **4.67** | **5.00** | **2.92** | **6.12** |
| Yes, we allow this and this can be unlimited in time | **15.38** | **22.50** | **18.98** | **8.16** |
| No | **51.92** | **51.25** | **49.64** | **54.42** |

Do you plan to adjust your teleworking policy for employees who live across the border and whose social security may change when they work 25% in their state of residence ?

| | EMPLOYEES | | | |
|---|---|---|---|---|
| | TOTAL | 0-50 | 50-300 | 300+ |
| Yes | **11.54** | **12.50** | **10.95** | **11.56** |
| No | **44.78** | **30.00** | **37.96** | **59.18** |
| Not applicable | **43.68** | **57.50** | **51.09** | **29.25** |

Do you plan to hire more third-country nationals in Belgium or rely on foreign workers working primarily from abroad in the event of a labor shortage in the Belgian labor market?

| | EMPLOYEES | | | |
|---|---|---|---|---|
| | TOTAL | 0-50 | 50-300 | 300+ |
| Yes | **28.02** | **18.75** | **31.39** | **29.93** |
| No | **45.05** | **41.25** | **40.88** | **51.02** |
| Not applicable | **26.92** | **40.00** | **27.74** | **19.05** |

* All responses are shown as percentages.

## J | ANNEX - COMPLIANCE MANAGEMENT

Have you experienced in the recent period that in case of violations of labor law and/or prevention legislation (health & safety - COVID-19), faster or stricter action is taken (more targeted checks, faster drafting of pro-justitia in which not only the company but also all members of the hierarchical line are targeted, etc.)?

| | EMPLOYEES | | | |
|---|---|---|---|---|
| | TOTAL | 0-50 | 50-300 | 300+ |
| Yes | **16.21** | **18.75** | **12.41** | **18.37** |
| No | **65.66** | **48.75** | **73.72** | **67.35** |
| Restricted to level 1 of the hierarchy | **2.75** | **1.25** | **1.46** | **4.76** |
| Restricted to level 2 of the hierarchical line | | | | |
| Not applicable | **15.38** | **31.25** | **12.41** | **9.52** |

## Have you established rules in your company regarding the "necessary time" and facilities for your staff representatives?

| | EMPLOYEES | | | |
|---|---|---|---|---|
| | TOTAL | 0-50 | 50-300 | 300+ |
| Yes, and these are generally observed | **35.99** | **7.50** | **35.77** | **51.70** |
| Yes, but they are often not observed | **9.89** | **1.25** | **9.49** | **14.97** |
| No, there are no agreements on this matter | **24.45** | **13.75** | **28.47** | **26.53** |
| Not applicable (we have no staff representatives) | **29.67** | **77.50** | **26.28** | **6.80** |

## Has the pandemic caused you to have more digital meetings with your works council/committee for prevention and protection at work/trade union delegation?

| | EMPLOYEES | | | |
|---|---|---|---|---|
| | TOTAL | 0-50 | 50-300 | 300+ |
| YES | **55.49** | **36.25** | **45.99** | **74.83** |
| NO | **44.51** | **63.75** | **54.01** | **25.17** |

* All responses are shown as percentages.

## What is your biggest challenge with in- or outsourcing? Percentage on number 1

| | EMPLOYEES | | | |
|---|---|---|---|---|
| | TOTAL | 0-50 | 50-300 | 300+ |
| The determination of the rights and obligations of employees in the event of in- or outsourcing | **14.84** | **11.25** | **13.87** | **17.69** |
| The procedure of information and consultation of staff representatives | **11.26** | **2.50** | **7.30** | **19.73** |
| The harmonization of working conditions after outsourcing | **9.89** | **6.25** | **10.95** | **10.88** |
| Not applicable | **64.01** | **80.00** | **67.88** | **51.70** |

## What is your biggest challenge with in- or outsourcing? Percentage at number 2 or 3

| | EMPLOYEES | | | |
|---|---|---|---|---|
| | TOTAL | 0-50 | 50-300 | 300+ |
| The determination of the rights and obligations of employees in the event of in- or outsourcing | **58.78** | **51.85** | **70.00** | **17.69** |
| The procedure of information and consultation of staff representatives | **68.70** | **69.14** | **68.00** | **19.73** |
| The harmonization of working conditions after outsourcing | **72.52** | **79.01** | **62.00** | **10.88** |
| Not applicable | | | | |

## Do you see any other challenges in the area of in- and outsourcing that are not mentioned above?

| | EMPLOYEES | | | |
|---|---|---|---|---|
| | TOTAL | 0-50 | 50-300 | 300+ |
| YES | **3.02** | **2.50** | **2.19** | **4.08** |
| NO | **96.98** | **97.50** | **97.81** | **95.92** |

* All responses are shown as percentages.

## What is your biggest challenge with in- or outsourcing? Percentage on number 1

| | EMPLOYEES | | | |
|---|---|---|---|---|
| | TOTAL | 0-50 | 50-300 | 300+ |
| Not applicable | **13.74** | **3.75** | **10.22** | **22.45** |
| The procedure of information and consultation of staff representatives | **4.12** | **2.50** | **2.19** | **6.80** |
| The harmonization of working conditions after outsourcing | **3.02** | **2.50** | **5.11** | **1.36** |
| Not applicable | **17.03** | **3.75** | **15.33** | **25.85** |
| Not applicable | **62.09** | **87.50** | **67.15** | **43.54** |

## Did you rely on temporary unemployment in 2021 to avoid layoffs?

| | EMPLOYEES | | | |
|---|---|---|---|---|
| | TOTAL | 0-50 | 50-300 | 300+ |
| Yes, and this spread across the entire organization | **22.25** | **17.50** | **25.55** | **21.77** |
| Yes, but only in well-defined departments | **21.70** | **12.50** | **25.55** | **23.13** |
| No | **56.04** | **70.00** | **48.91** | **55.10** |

* All responses are shown as percentages.

## N | ANNEX - RETENTION POLICY

### Are you putting more effort into staff retention than 2 years ago?

| | EMPLOYEES | | | |
|---|---|---|---|---|
| | TOTAL | 0-50 | 50-300 | 300+ |
| YES | **67.03** | **65.00** | **64.96** | **70.07** |
| NO | **32.97** | **35.00** | **35.04** | **29.93** |

### Are you making more efforts than 2 years ago to keep older workers in the workforce longer?

| | EMPLOYEES | | | |
|---|---|---|---|---|
| | TOTAL | 0-50 | 50-300 | 300+ |
| YES | **44.51** | **35.00** | **38.69** | **55.10** |
| NO | **55.49** | **65.00** | **61.31** | **44.90** |

### What measures do you take? (multiple answers possible)

| | EMPLOYEES | | | |
|---|---|---|---|---|
| | TOTAL | 0-50 | 50-300 | 300+ |
| Additional training | **52.49** | **48.08** | **53.76** | **53.45** |
| Mobility | **33.72** | **25.00** | **37.63** | **34.48** |
| Flexible working | **65.13** | **63.46** | **58.06** | **71.55** |
| Cafeteria plan | **24.90** | **13.46** | **19.35** | **34.48** |
| Retention bonus policy | **21.07** | **9.62** | **25.81** | **22.41** |
| Other | **14.56** | **21.15** | **9.68** | **15.52** |

### Does teleworking have an impact on your retention policy?

| | EMPLOYEES | | | |
|---|---|---|---|---|
| | TOTAL | 0-50 | 50-300 | 300+ |
| YES | **42.86** | **22.50** | **43.07** | **53.74** |
| NO | **57.14** | **77.50** | **56.93** | **46.26** |

## O | ANNEX - DIGITALIZATION

### Do you anticipate an impact of digitalization on your HR policies in 2022?

| | EMPLOYEES | | | |
|---|---|---|---|---|
| | TOTAL | 0-50 | 50-300 | 300+ |
| YES | **57.69** | **40.00** | **49.64** | **74.83** |
| NO | **42.31** | **60.00** | **50.36** | **25.17** |

### Has COVID-19 accelerated digitization in the enterprise?

| | EMPLOYEES | | | |
|---|---|---|---|---|
| | TOTAL | 0-50 | 50-300 | 300+ |
| YES | **77.47** | **63.75** | **75.18** | **87.07** |
| NO | **22.53** | **36.25** | **24.82** | **12.93** |

* All responses are shown as percentages.

## Do you foresee additional training to retrain your employees?

| | EMPLOYEES | | | |
|---|---|---|---|---|
| | TOTAL | 0-50 | 50-300 | 300+ |
| YES | **51.65** | **37.50** | **43.07** | **67.35** |
| NO | **48.35** | **62.50** | **56.93** | **32.65** |

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

| | EMPLOYEES | | | |
|---|---|---|---|---|
| | TOTAL | 0-50 | 50-300 | 300+ |
| YES | **32.69** | **12.50** | **26.28** | **49.66** |
| NO | **67.31** | **87.50** | **73.72** | **50.34** |

## Are external unions more concerned with digitization than they were 2 years ago?

| | EMPLOYEES | | | |
|---|---|---|---|---|
| | TOTAL | 0-50 | 50-300 | 300+ |
| YES | **15.66** | **8.75** | **10.22** | **24.49** |
| NO | **84.34** | **91.25** | **89.78** | **75.51** |

## Should internal social partners be more focused on digitalization in your company?

| | EMPLOYEES | | | |
|---|---|---|---|---|
| | TOTAL | 0-50 | 50-300 | 300+ |
| YES | **36.26** | **21.25** | **28.47** | **51.70** |
| NO | **63.74** | **78.75** | **71.53** | **48.30** |

## Have you experienced any cyber-attacks in the past year?

| | EMPLOYEES | | | |
|---|---|---|---|---|
| | TOTAL | 0-50 | 50-300 | 300+ |
| YES | **32.97** | **23.75** | **29.20** | **41.50** |
| NO | **67.03** | **76.25** | **70.80** | **58.50** |

## Have you experienced any cyber-hacking in the past year?

| | EMPLOYEES | | | |
|---|---|---|---|---|
| | TOTAL | 0-50 | 50-300 | 300+ |
| YES | **18.41** | **11.25** | **18.98** | **21.77** |
| NO | **81.59** | **88.75** | **81.02** | **78.23** |

## Are you insured against cyber-hacking?

| | EMPLOYEES | | | |
|---|---|---|---|---|
| | TOTAL | 0-50 | 50-300 | 300+ |
| YES | **60.44** | **51.25** | **55.47** | **70.07** |
| NO | **39.56** | **48.75** | **44.53** | **29.93** |

* All responses are shown as percentages.

## Will you have a different well-being policy after the COVID-19 pandemic?

| | | EMPLOYEES | | |
|---|---|---|---|---|
| | TOTAL | 0-50 | 50-300 | 300+ |
| YES | **51.92** | **36.25** | **51.82** | **60.54** |
| NO | **48.08** | **63.75** | **48.18** | **39.46** |

## At what level? (multiple answers possible)

| | | EMPLOYEES | | |
|---|---|---|---|---|
| | TOTAL | 0-50 | 50-300 | 300+ |
| Greater interest from workers' representatives during discussions in the committee for prevention and protection at work/trade union delegation | **12.70** | | **14.08** | **15.73** |
| More attention to psychosocial well-being and combating stress and burnout in risk analysis | **66.67** | **65.52** | **63.38** | **69.66** |
| More training on psychosocial well-being and increasing resilience | **37.57** | **31.03** | **28.17** | **47.19** |
| Specific actions aimed at managers | **38.10** | **27.59** | **40.85** | **39.33** |
| Development of a policy addressing specific concerns in the context of extended telework (right to deconnection, connection between managers and teams, ergonomics) | **31.75** | **27.59** | **26.76** | **37.08** |
| Other | **6.35** | **3.45** | **9.86** | **4.49** |

* All responses are shown as percentages.

# APPENDIX

For 2018, we received a total of 280 responses to our HR Beacon survey; for 2019, 224 responses; for 2020, 204 responses; and for this past year, we received 364 responses.

## Profiles

We received responses from participants who fit the following profiles.

| TITLE | 2017 | 2018 | 2019 | 2020 | 2021 |
|---|---|---|---|---|---|
| HR Manager | 25,36% | 26,79% | 21,08% | 25,97% | 25,27% |
| HR Director | 19,29% | 17,86% | 22,06% | 25,41% | 22,80% |
| Compensation & Benefits Manager | 9,64% | 10,71% | 10,29% | 9,39% | 4,40% |
| HR Business Partner | 8,21% | 11,61% | 7,84% | 7,18% | 6,59% |
| In-house Lawyer | 6,07% | 9,82% | 9,31% | 7,18% | 5,77% |
| HR Officer / Coordinator | 5,00% | 4,46% | 5,88% | 6,63% | 2,75% |
| CEO / Managing Director | 4,29% | 4,02% | 6,37% | 6,63% | 19,23% |
| Payroll Officer | 3,57% | 2,23% | 1,96% | 4,97% | 1,37% |
| Financial Director | 2,86% | 2,23% | 4,90% | 2,76% | 5,77% |
| Responsible social relations | 1,79% | 3,13% | 3,92% | 2,21% | 2,47% |
| Other | 5,00% | 7,14% | 6,37% | 1,66% | 3,57% |

## Sizes of the participating companies

Firms with different numbers of employees are represented. Firms with 50 to more than 1,000 employees account for nearly 80% of the results.

| Number of workers FTE | 2017 | 2018 | 2019 | 2020 | 2021 |
|---|---|---|---|---|---|
| More than 1,000 | 20,36% | 24,55% | 24,51% | 17,78% | 18,41% |
| Between 500 and 1,000 | 13,21% | 14,73% | 14,22% | 16,67% | 10,99% |
| Between 300 and 500 | 11,07% | 12,05% | 8,82% | 8,33% | 10,99% |
| Between 200 and 300 | 10,36% | 12,05% | 11,27% | 13,33% | 8,52% |
| Between 100 and 200 | 13,93% | 11,61% | 16,67% | 18,89% | 11,54% |
| Between 50 and 100 | 11,43% | 11,61% | 9,80% | 12,22% | 17,58% |
| Between 10 and 50 | 6,79% | 11,61% | 10,78% | 9,44% | 17,31% |
| Between 5 and 10 | 1,43% | 1,34% | 2,94% | 2,78% | 3,57% |
| Fewer than 5 | 1,79% | 2,23% | 0,98% | 0,56% | 1,10% |
| N/A | 9,64% | / | / | / | / |

## Sectors

The number of sectors is very diverse. The following is an overview of the sectors in which 83% of the respondents work:

| SECTOR | 2017 | 2018 | 2019 | 2020 | 2021 |
|---|---|---|---|---|---|
| Banking / Financial Sector | / | 7,14% | 7,88% | 8.89% | 7,14% |
| Catering industry | / | 2,23% | 1,48% | 0.56% | 0,82% |
| Chemical | 4,64% | 9,38% | 9,85% | 8,33% | 6,32% |
| Construction | 3,93% | 3,57 | 4,93% | 3,33% | 6,32% |
| Consultancy | 10,36% | 3,13% | 5,91% | 5,00% | 4,67% |
| Energy | 2,50% | 4,46% | 2,46% | 2,78% | 2,75% |
| Entertainment industry | 1,07% | / | 0,49% | 0,56% | / |
| Finance | 1,79% | / | 7,88% | / | / |
| Food service industry | 4,29% | 5,80% | 3,94% | 2,78% | 6,32% |
| Hospital | 4,29% | 1,34% | 1,97% | 1,67% | 2,20% |
| Industrial | 1,07% | 6,70% | 5,42% | 11,11% | 10,16% |
| Insurance | 1,79% | 4,02% | 3,45% | 4,44% | 3,02% |
| IT & Telecom | 4,64% | 8,04% | 4,93% | 10,56% | 4,67% |
| Logistics | 4,29% | 2,68% | 4,43% | 1,11% | 2,47% |
| Metal | / | 5,36% | 2,46% | 7,78% | 6,87% |
| Non-profit | 7,50% | 4,02% | 6,90% | 3,33% | 5,49% |
| Other / NA | 9,29% | 12,50% | 11,33% | 0% | 10,44% |
| Pharmaceuticals | 2,14% | 4,46% | 3,94% | 3,33% | 1,37% |
| Printing & publishing | 1,07% | 1,34% | 0% | 0% | 1,65% |
| Public sector | 6,43% | / | 1,48% | 1,67% | 1,92% |
| Real estate | 2,14% | 0,89% | 0,49% | 0% | 0,55% |
| Retail | 1,79% | 6,70% | 10,84% | 1,67% | 8,52% |
| Schools / education | 2,14% | / | 0,49% | 0% | 0,82% |
| Steel production | 1,43% | 0,89% | 0% | 0,56% | 0,82% |
| Temporary agency work | / | 1,79% | 2,46% | 1,67% | 1,10% |
| Textiles | / | / | / | / | 1,65% |
| Transportation | 5,00% | 3,57% | 1,48% | 1,67% | 1,92% |

*Partners with you.*

This document is intended to provide you with general information on current topics and on certain legislative or jurisprudential developments. Naturally, we are concerned about the reliability of this information. However, this document does not contain any legal analysis and we cannot be held accountable in any way. Please contact our lawyers if you have any further questions. Claeys & Engels BV | Vorstlaan 280, 1160 Brussels, Belgium | RPR Brussels 0473.547.070.

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