

2023

HR BEACON



Ius Laboris Belgium Global HR Lawyers

Claeys & Engels

Our Mission

At Claeys & Engels, we provide employers in the private and public sectors at regional, national, and international levels pragmatic, fast, and efficient legal services related to Human Resource Management and Human

Capital with an experienced team of more than 80 specialized attorneys and other legal experts, creating in-depth client relationships. We offer a full range of legal services in all matters relating to human resources. What

makes us unique is how we work in partnership with our clients and achieve the results that matter to those same clients.



Chris Engels
Chairman

In our sixth HR Beacon report, we delve into the world of HR by seeking our clients' opinions, insights, needs, and vision. We aim to uncover the latest trends and changes related to human capital. We examine the strategies employed by our clients to tackle the challenges of attracting and retaining talent, balancing the needs of the company with those of its employees, and navigating legislative changes.

As 2022 brought unprecedented economic challenges, businesses and their workforce showed remarkable resilience amid inflation and energy shocks. With businesses evaluating various cost-saving options, such as temporary hiring freezes, reorganizations, and innovative forms of compensation, it is evident that companies are working hard to navigate this challenging economic climate and find stability in uncertain times.

Attracting and retaining talent is again a top priority for employers, focusing on balancing the triple challenge of attracting new talent,

keeping current employees, and reducing costs. To navigate this balance, HR professionals must streamline processes, optimize resources, and implement programs that support the company and its employees. Communication, collaboration, and a commitment to continuous improvement are crucial to success. Offering an attractive remuneration package and ensuring employees' physical and mental well-being are the go-to measures to attract and retain talent. More than 8 in 10 HR professionals face difficulties filling vacancies, highlighting the need for companies to distinguish themselves from others through a positive and flexible work culture.

Apart from a challenging economic environment, employers are also navigating impactful legislative changes. The 2022 labour deal obliges employers with 20 or more employees to develop an annual training plan, with nearly 50% of companies already taking steps to comply with this obligation. Moreover, the labour deal has created the possibility for increased workplace flexibility and employee privacy, with a third of companies receiving

requests for a 4-day workweek and 3 in 10 employers receiving a request from their employees to disconnect after hours.

Claeys & Engels takes its commitment to listening to its clients to the next level. By giving our clients a voice, we gain valuable insights that help us to assist and represent them and their interests more effectively. As a result, we provide more than just advice. We are a dedicated and trusted partner to our clients. This is especially important in the highly competitive business environment of 2023, where companies must attract, develop, and retain top talent. As experts in HR, tax, and social security matters, Claeys & Engels is well-placed to help our clients succeed.



Olivier Wouters
Managing Partner

TOP 10 HR CHALLENGES - 2023

- 1 Recruitment of new personnel
- 2 Retention of personnel
- 3 Cost reduction
- 4 Attractive remuneration policy
- 5 Mental & physical well-being
- 6 Training of personnel
- 7 Digitalisation and innovation
- 8 Mobility (greener transport)
- 9 Remote working
- 10 Harmonisation of employment and salary conditions

HAS INTRODUCING A REMOTE WORK POLICY IMPACTED RETENTION?

42% | NO

58% | YES

THE TOP 3 TYPES OF VARIABLE COMPENSATION

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

60% OF COMPANIES

feel under pressure to provide some form of variable compensation (up from 56% last year)



85%

OF COMPANIES NOW HAVE A WORK FROM HOME POLICY



CLIMATE CHANGE

63% of employers indicate that climate change is the main reason for a change in their mobility policy



30%

of companies now offer a mobility budget as a variable allowance (up from 11.5% last year)

51% COMPANIES



HAVE STARTED A RETURN-TO-WORK PROCESS FOR ONE OR MORE WORKERS IN THE LAST 12 MONTHS

54% OF EMPLOYEES

Involvement in such a programme have successfully resumed work

81%

of companies plan to hire new people using contracts of an indefinite duration

1/4

employers (25%) used a temporary unemployment scheme in 2022 (compared to 44% last year)

1/3 EMPLOYERS RECEIVED REQUEST TO IMPLEMENT 4-DAY WORK WEEK

7/10 EMPLOYERS REJECT REQUEST

4/10 CONSIDER ANOTHER FORM OF FLEXIBILITY INSTEAD

MORE THAN 1 IN 2 COMPANIES HAVE A SYSTEM IN PLACE TO REPORT ABUSE

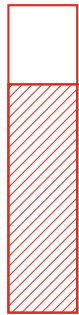
ONLY
4 IN 10
COMPANIES

THINKING ABOUT MEASURES TO IMPLEMENT NEW WHISTLEBLOWING LEGISLATION

18%

OF EMPLOYERS REPORT A FORMAL OR INFORMAL COMPLAINT OF DISCRIMINATION

- 1 ETNICITY OR RACE
- 2 GENDER
- 3 AGE
- 4 SEXUAL ORIENTATION
- 5 FAITH OR PHILOSOPHY OF LIFE



78%

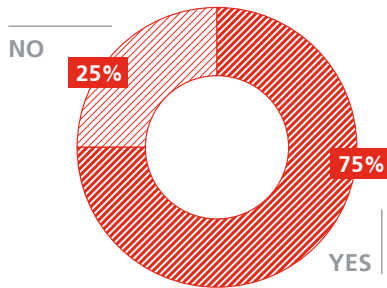
of employers are increasing their efforts to retain staff (up from 67% last year)

- 64% FLEXIBLE WORKING
- 59% INITIATIVES TO MAKE EMPLOYEES FEEL VALUED AND CONNECTED
- 53% ADDITIONAL TRAINING
- 35% MOBILITY
- 31% CAFETERIA PLAN

84%

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

DOES YOUR COMPANY HAVE A GDPR POLICY IN PLACE?



1 IN 10 EMPLOYERS

received a request from an employee regarding their rights under the gdpr



NEARLY 3 OUT OF 10 EMPLOYERS RECEIVED REQUEST FROM THEIR EMPLOYEES TO DISCONNECT FROM WORK

BIG DIFFERENCE BETWEEN COMPANIES WITH A SMALL WORKFORCE (14%) AND A LARGER WORKFORCE (40%)

1 IN 3 COMPANIES WAS THE VICTIM OF A CYBERATTACK IN 2022

14% HACKED



40% NOT INSURED AGAINST HACKING

THE THREE MOST EXERCISED GDPR RIGHTS

- » RIGHT TO ACCESS
- » RIGHT TO ERASE DATA
- » RIGHT TO RESTRICTION OF PROCESSING



7 IN 10 COMPANIES PRIORITIZE MENTAL HEALTH

7 IN 10 COMPANIES ARE CUTTING COSTS DUE TO HIGH LABOUR COSTS

- TEMPORARY RECRUITMENT FREEZE (36%)
- LAYOFFS/REORGANISATION (28%)
- INTRODUCING ALTERNATIVE FORMS OF REMUNERATION NOT SUBJECT TO INDEX (26%)



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Focus on attracting & retaining talent

For HR professionals, the top of their priority list is tackling the triple challenge of **attracting new talent, retaining current employees**, and reducing costs. Balancing the need to attract and retain talent and reduce costs at the same time requires careful planning and strategy. HR professionals need to find ways to streamline processes, optimize resources, and implement programs that support the needs of both the company and its employees. Effective communication, collaboration, and a commitment to continuous improvement can help HR professionals successfully navigate this balance.

These top 3 challenges are followed closely by offering a **remuneration package that remains attractive** to top talent and **ensuring the physical and mental well-being of employees**, which have switched positions compared to the previous year's findings.

The final five priorities in the full list of top 10 HR challenges for 2023 include: **training personnel, adapting to digitalization and innovation, promoting sustainable mobility, and fostering a sense of cohesion** in the face of increased remote and hybrid work arrangements.

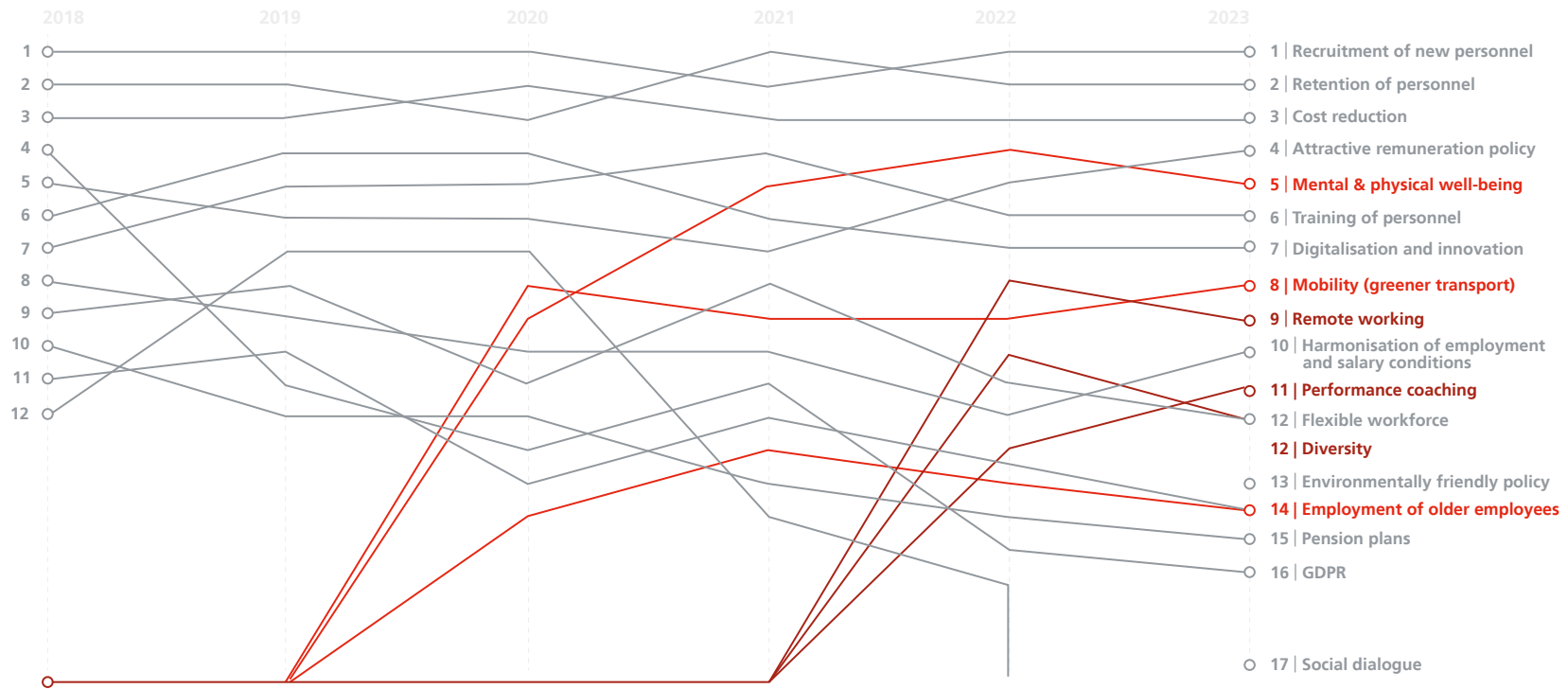


It's noteworthy that 4 out of the top 5 challenges are centered around the ongoing struggle to attract and retain the best talent. According to Statbel, the Belgian statistics office, the employment rate of 20-64-year-olds reached a record high in 2022, with the number of employed people exceeding 5 million for the first time. In this fiercely competitive labor market, companies are leaving no stone unturned to maintain their edge in the ongoing battle for top talent

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

Added later :

- Added to survey (2019)
- Added to survey (2022)



Source: Claeys & Engels: HR Beacon 2023 • Ranking of challenges Belgian companies see in terms of HR



More than 8 in 10 HR professionals struggle to fill vacancies

The current job market may be strong, but businesses are still facing a significant challenge in finding the right people to fill their open positions. This struggle is particularly pronounced for larger companies, where 9 out of 10 companies (89%) report difficulty filling vacancies, compared to almost 8 in 10 (77%) smaller companies. However, it's the medium-sized companies that are leading the pack when it comes to hiring. These organizations, with 50 to 300 employees, are able to fill vacancies in a mere 20-60 days, while smaller and larger companies can take anywhere from 60-180 days or even longer to make a hire.



Unfortunately, this trend appears to be on the rise, with an increasing number of companies reporting longer hiring times - a 5% increase from the previous year. So, while businesses may be eager to bring on new talent, it's becoming a more and more daunting task.

Use of contracts for indefinite duration rise significantly

The shift towards employment contracts for an indefinite duration is gaining momentum, with a staggering 8 out of 10 companies (81%) now planning to use this method in 2023 to attract new talent. This trend has been consistent for the past 6 years, cementing employment contracts for an indefinite duration as the go-to option for hiring.

On the other hand, the use of fixed-term contracts is seeing a decline, as businesses look for more stability in their workforce. Meanwhile, outsourcing is making a comeback, rising in popularity once again.

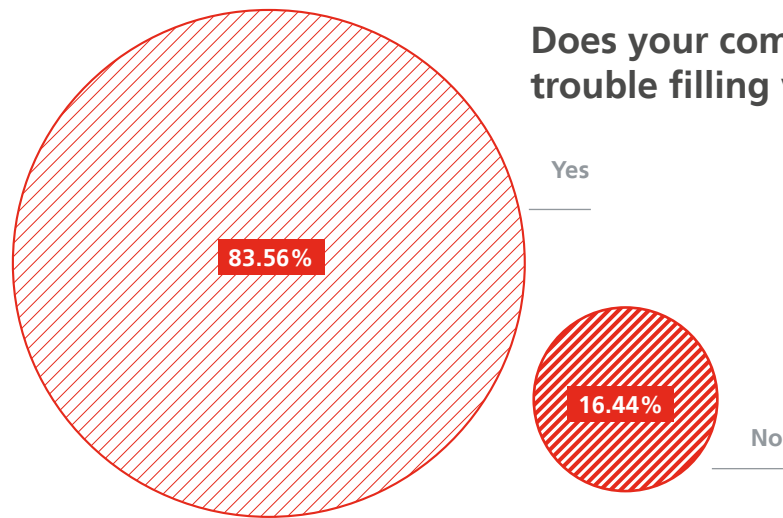
The trend towards self-employment is also growing, with both operational and management positions experiencing an increase of 10 and 3 percentage points respectively.



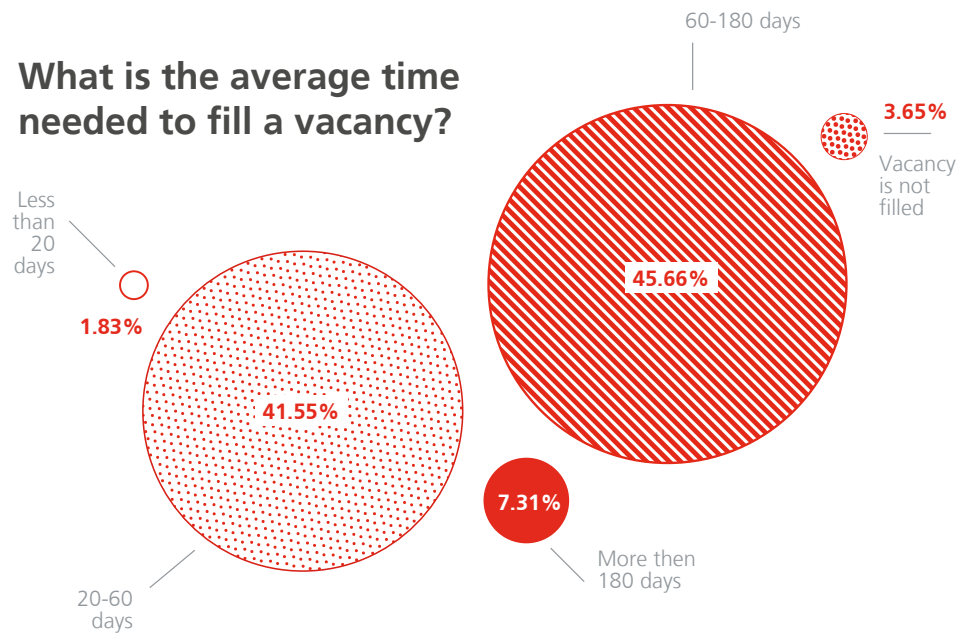
Although the number of companies planning to hire foreign employees has decreased to 23% from almost 30% last year, it remains a significant figure. It's important to note that in 2021, only 5% of surveyed companies had intentions to hire foreign workers. The high number of foreign hires can be attributed to the ongoing and persistent shortages in the Belgian labour market.

The use of platform employees has dropped dramatically, falling by half in comparison to last year to just 1% in 2022 - a stark contrast to the previous year's doubling.

Does your company have trouble filling vacancies?

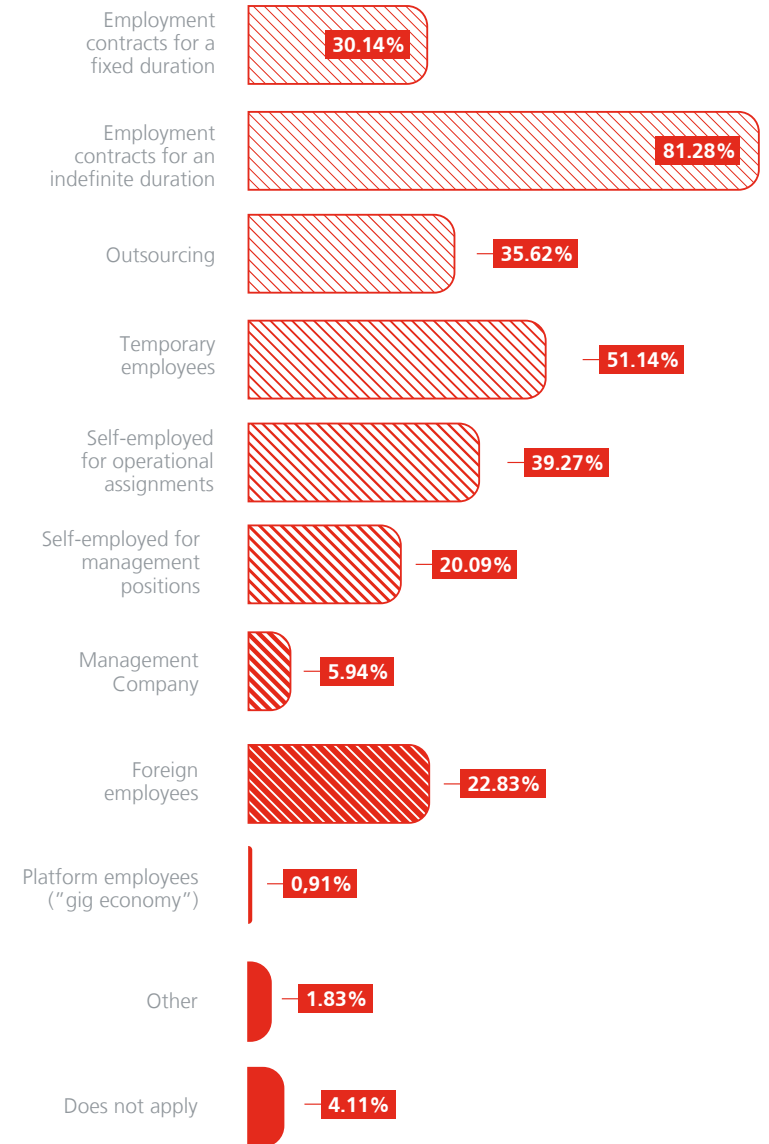


What is the average time needed to fill a vacancy?



Which of the following do you plan to use in 2023?

(more than one answer possible)





Current labor market demands a positive and flexible work culture, companies adapt accordingly

Nearly 60% of employers reveal that they are investing more than ever in initiatives to help employees feel valued and connected with the organization, such as regular check-ins. Additionally, the same amount

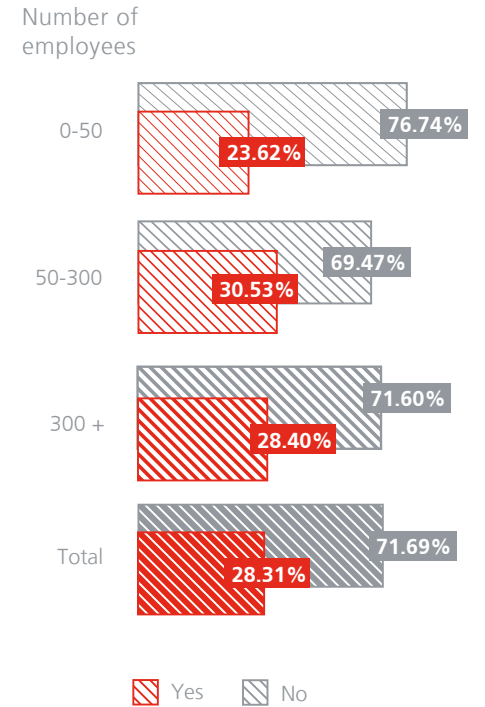
is being invested this year in training and flexible working as last year. The larger the number of employees, the more often flexible working is being implemented. An impressive 8 in 10 (79%) of employers with 300 or more employees say they are investing in this.

Interestingly, companies are making less effort to retain older employees than 2 years ago. While almost half of employers (45%) reported making more effort last

year, that number has now dropped to 3 out of 10 (28%). There are several reasons why companies may be making less effort to retain older employees. These include ageism, financial constraints, perceived lack of adaptability, retirement incentives, and an abundant more young workforce. However, it's worth noting that retaining older employees can bring a wealth of experience and knowledge to an organization. Investing in reskilling older employees can benefit a company, as they know your company's culture.

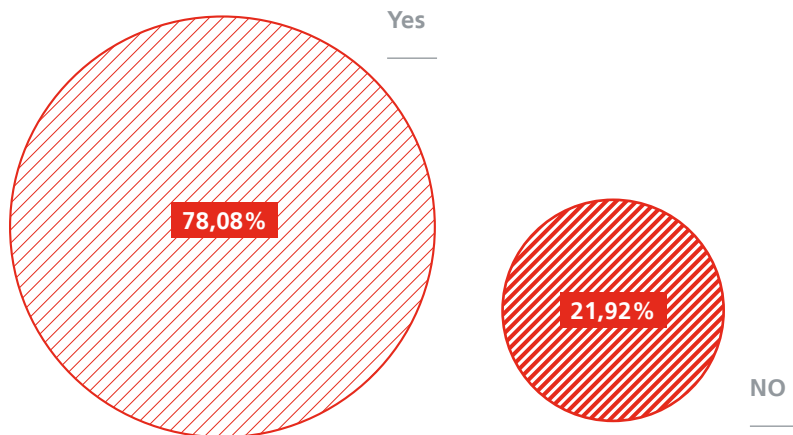
Companies are becoming increasingly aware that offering the option to work from home has a positive impact on talent retention. Last year, about 4 in 10 employers (43%) reported experiencing this impact, while now it has increased to almost 6 in 10 employers (58%), regardless of the size of the company. The increase is most noticeable in large corporations, where 7 out of 10 employers (73%) now recognize the impact of teleworking (compared to 53,74% last year). This is likely due to the increased flexibility, better work-life balance, improved productivity, reduced turnover, and

Is your company making more effort to retain older workers in your workforce compared to 2 years ago?



wider access to talent that teleworking offers. Offering remote work options can make employees feel more valued, motivated, and productive, while also reducing stress and burnout, and helping companies retain valuable employees.

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

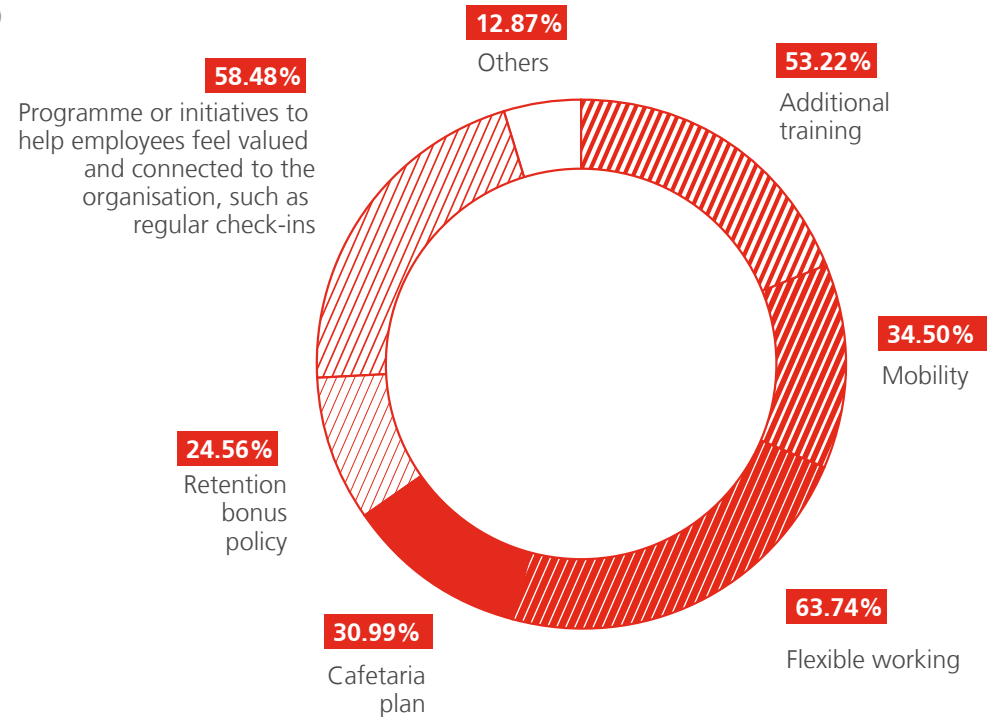




The current labor market demands a positive and flexible work culture, requiring companies to distinguish themselves from others through means other than just compensation. This presents a prime opportunity for companies to attract, develop, and retain top talent in a more strategic way. Claeys & Engels is perfectly positioned to advise companies on HR, tax and social security matters related to compensation and benefits, offering valuable insight in this increasingly competitive landscape.

What measures is your company taking to retain talent?

(multiple answers possible)



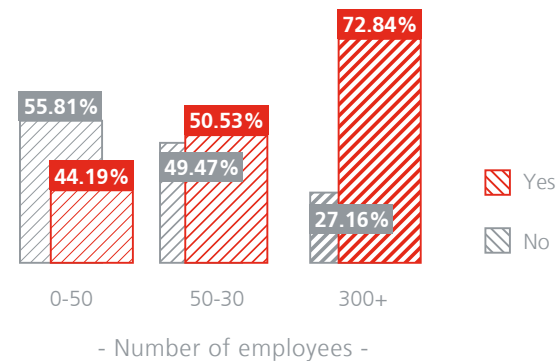
Does remote working impact your company's retention policy?

57.53%

Yes

42.47%

No



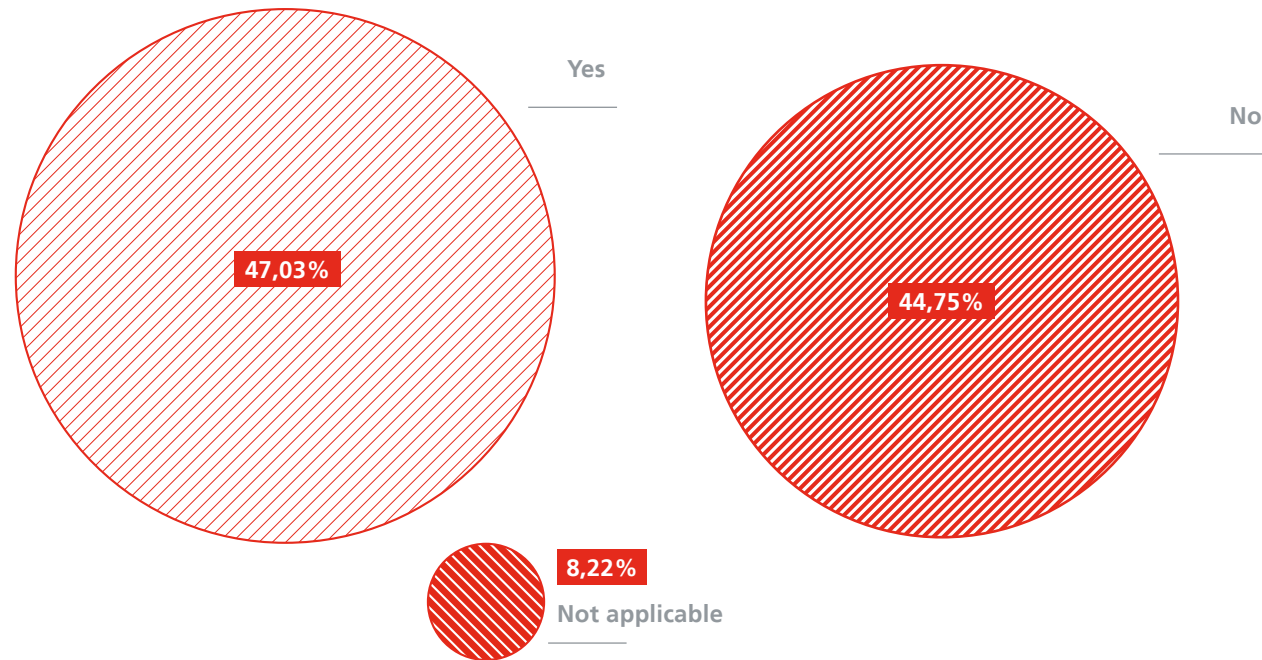


Rising popularity of mobility budget as variable pay

Approximately 60% of businesses feel compelled to provide variable compensation to their employees, a slight increase from the previous year. Among the most common forms of variable remuneration are a collective bonus based on CBA no. 90, a cash bonus, and warrants, with each equally prevalent in companies. These figures are in line with last years' findings.

The granting of a mobility budget saw the most significant growth in popularity, which more than doubled from 11.50% to nearly 30% of companies offering it as a variable allowance. Climate change has emerged as a significant factor in shaping mobility policies, with a substantial majority of employers, 63%, acknowledging its impact. This number is similar to last year. Organizations understand the implications of climate change on transportation and take proactive steps to address the issue, such as reducing carbon emissions from their ope-

The labour deal provides for an obligation for employers with 20 or more employees to provide an annual training plan with a special focus on high-risk groups and bottleneck occupations. Have you already started discussions about this in your company?



rations and promoting sustainable modes of transportation. This not only helps mitigate the impact of climate change but also improves the quality of life for employees and communities. Almost 6 in 10 (57%) of employers also provide well-being benefits, such as additional leave, to their employees. Larger companies had a high impact on this average, where over 7 in 10 employers (70%) grant such benefits. Last year a similar trend was observable. Although the environment is considered important, only two percent of companies would end providing company cars.

The recent Labor Deal introduced by the De Croo government requires employers with 20 or more employees to develop and implement an annual training plan, paying particular attention to high-risk groups and bottleneck professions. Despite the new regulation, a significant number of companies, nearly 50%, have already taken steps to comply with this obligation. Howe-

ver, implementing the individual training account component of the Labor Deal has proven to be challenging for almost 9 in 10 companies (88%). Many indicate that they are waiting for further clarification or implementation of sector-specific measures. This number highlights the need for clear guidance and support for companies to successfully implement the Labor Deal's training provisions.

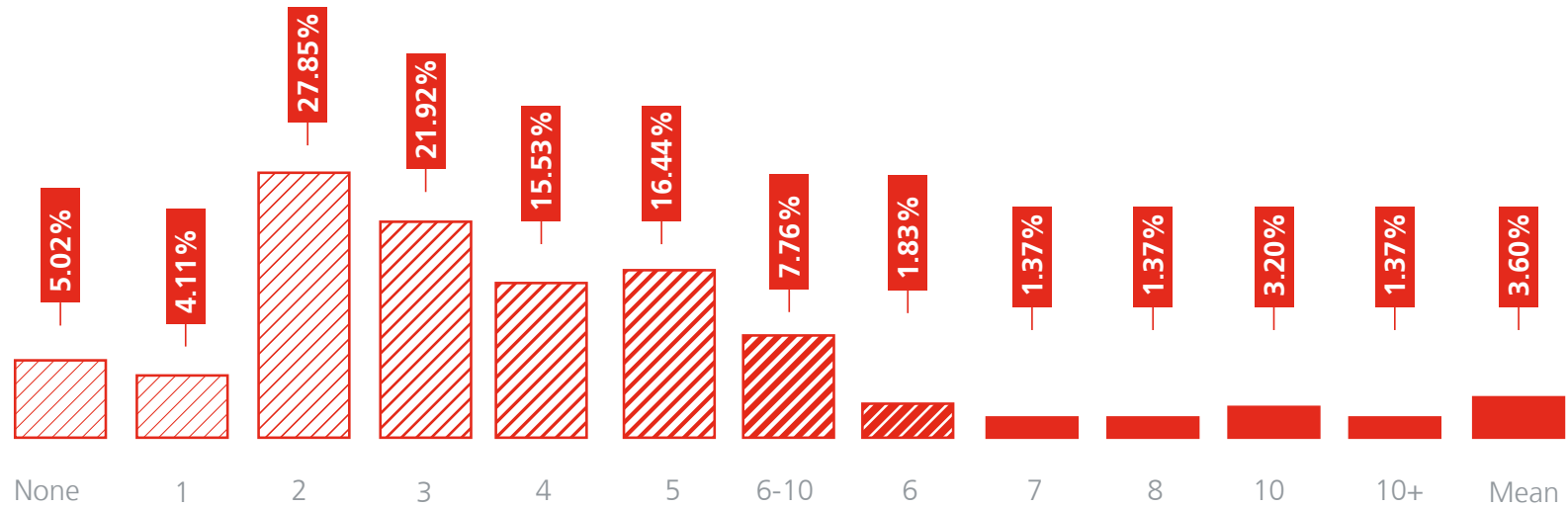


Nearly two-thirds of the largest companies take advantage of the partial payroll withholding tax exemption, while only a mere 16% of the smallest companies do the same. This favourable regime has increased the utilization of night work, research and development, and overtime, presenting an opportunity for smaller companies to benefit more from it. Smaller companies can maximize their resources and reap the benefits of increased work opportunities by adopting the partial payroll withholding tax exemption.



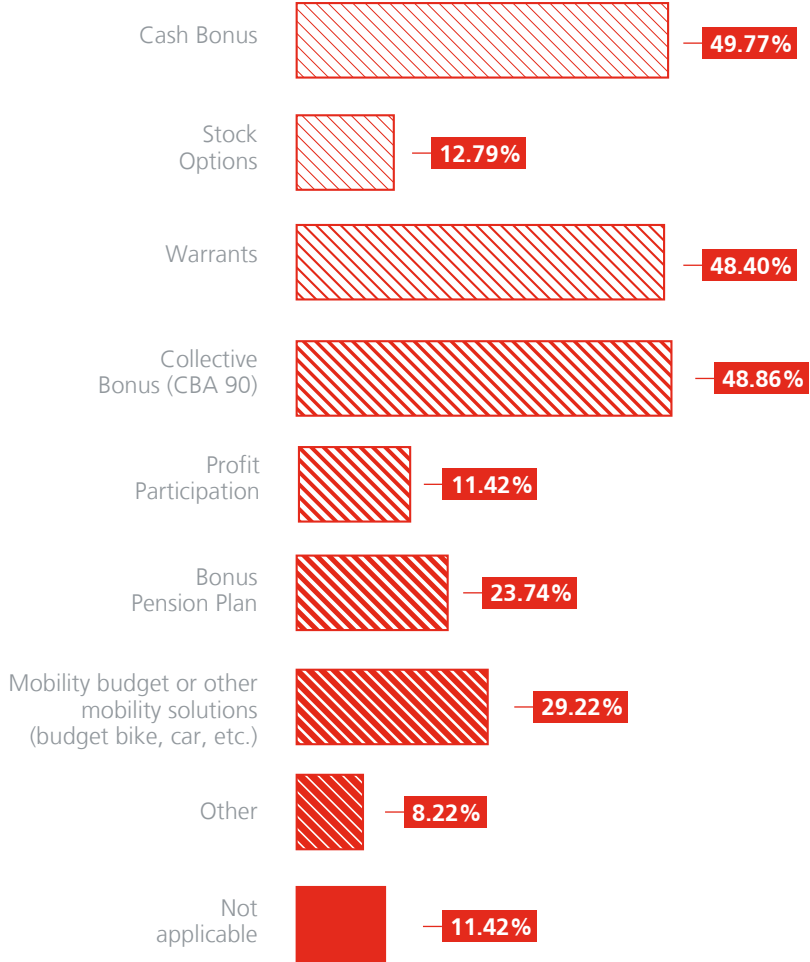
4 | COMPENSATION AND BENEFITS

How many days of training do your employees currently receive on average per year?



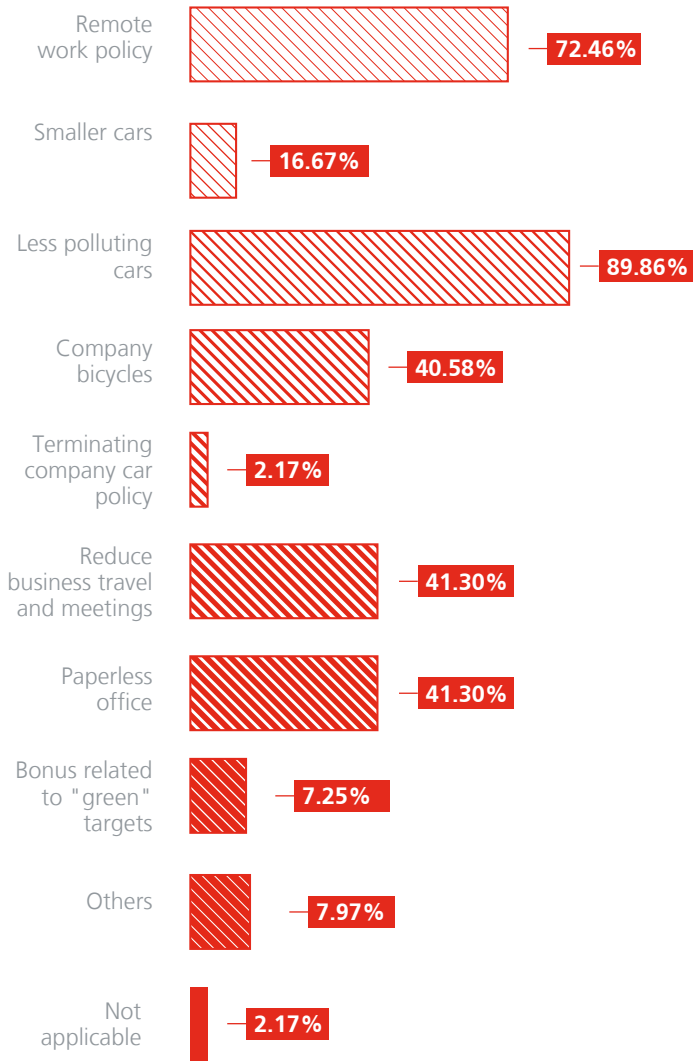
What forms of variable pay does your company grant to its employees?

(multiple answers possible)



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

(multiple answers possible)





The newfound flexibility in the labour deal creates challenges and opportunities

Remote work policies are quickly becoming the norm in the business world. In fact, the number of companies with a remote work policy has increased slightly over the past year, with 85% of all companies now having one in place, compared to 78% last year. This trend is particularly pronounced among large companies, where 100% have adopted remote work policies. Nevertheless, the trend towards remote working is likely to continue as more and more companies look for ways to maximize efficiency and flexibility for their employees that perform duties that can be executed remotely.

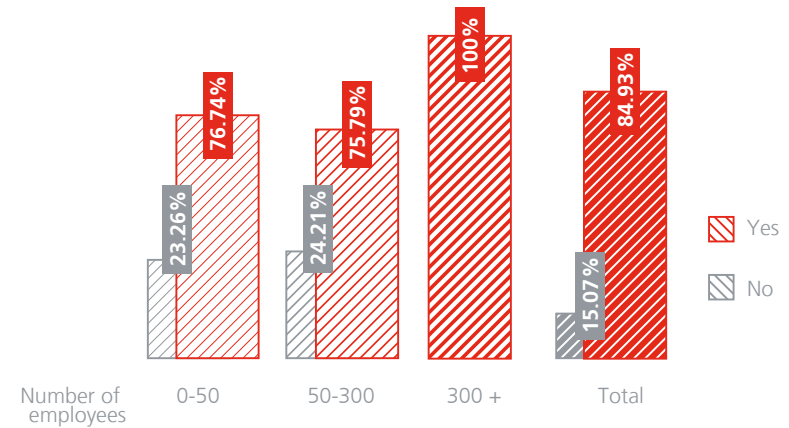
More than two-thirds of the companies (68%) reported that the introduction of labor deal measures had a significant impact on their HR departments' workload. This result highlights



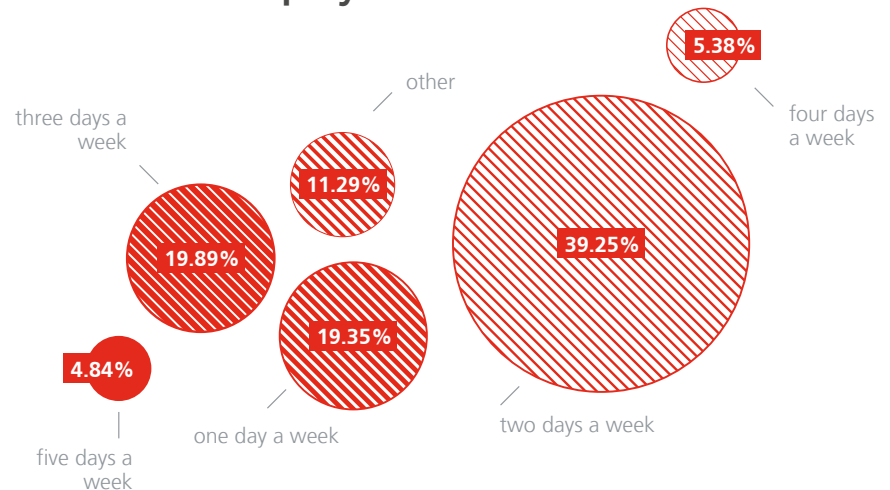
Remote working is becoming an increasingly popular option for companies in Belgium, with a remarkable 85% of companies embracing the trend and allowing their employees to work full-time from the comfort of their homes.

the challenges that companies faced when navigating the complexities of the new legislation. The ambiguities in the laws led to confusion and added stress for HR departments, which were already under pressure to manage the transition to these new measures.

Do you currently have a remote work policy in your company?



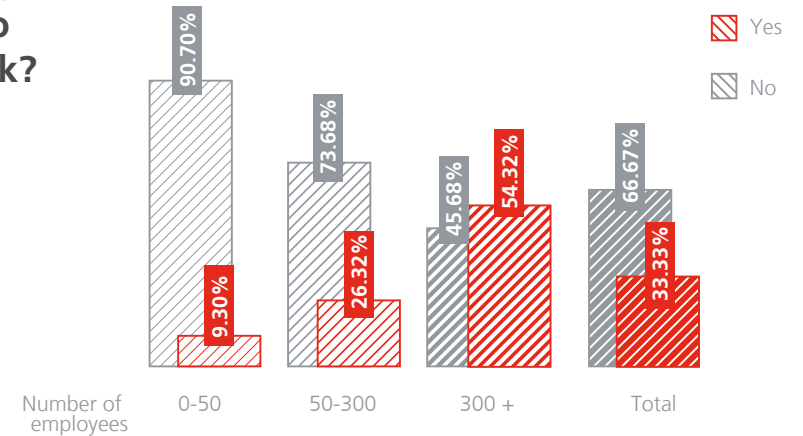
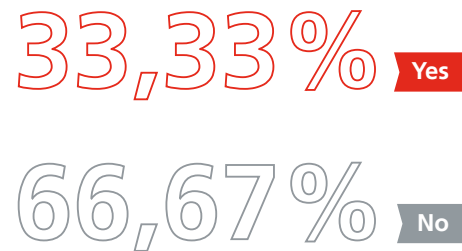
How many days of remote work does your company allow for full-time employment?



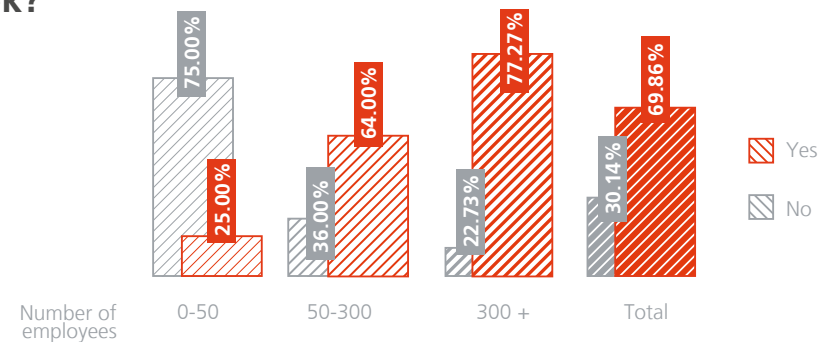
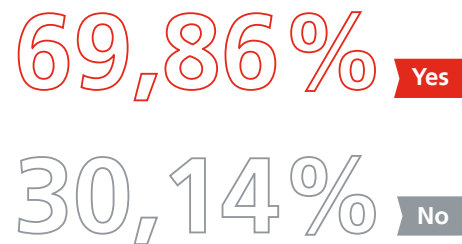
1 in 3 employers received request to implement 4-day workweek

The labour deal creates the possibility for increased flexibility in the workplace. Already, a third of companies have received requests from their employees to implement the 4-day workweek, rising to more than half of larger companies (54%). Despite this demand, however, 7 out of 10 companies (70%) have chosen to reject it, citing a lack of clear guidelines and practical necessity as their reasons. On the other hand, almost 4 out of 10 companies (38%) are considering another form of flexibility: a flexible weekly schedule, where work performed in one week is offset by a different program in the following week. These measures show that companies are open to finding new and innovative ways to accommodate their employees' changing needs and preferences, albeit with a bit of pressure from the federal government.

Have you, as an employer, already been asked by your employees to switch to the four-day work week?



Have you, as an employer, already rejected your employees' request to switch to the four-day work week?



Why did you reject these applications?

For reasons of standard company-wide justification (for reasons of necessity)
50,98%

For the sake of individual justification
7,84%

We currently have no framework for the four-day work week
52,94%



Alarming figures highlight need for businesses to step up efforts

For several years, the reintegration procedure can be activated by the employer or the employee in case of incapacity for work. In 2022, the legislator introduced the reintegration procedure 2.0, which aims to improve the process and thereby improve the return-to-work rate. Like last year, more than half of all businesses has not yet drawn up a policy for the reintegration of workers on long-term incapacity.

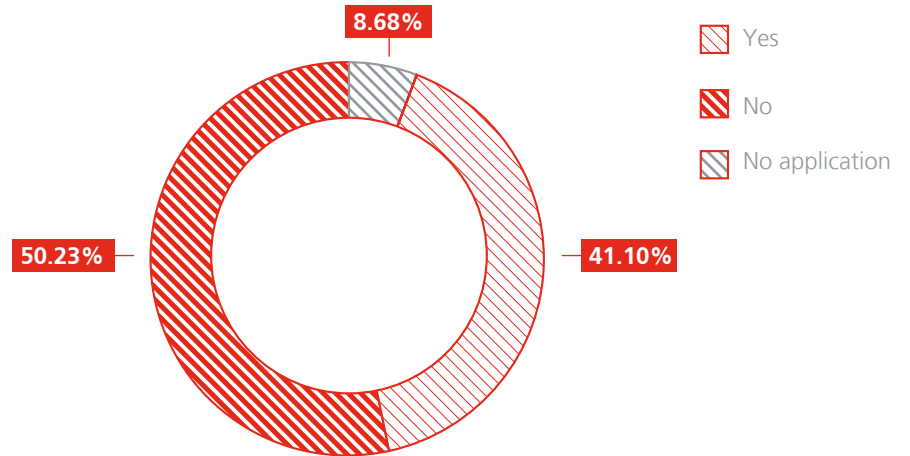
Companies must step up their efforts in the light of a new policy that will oblige companies with more than 50 employees to pay an accountability contribution (0.625% of the Q-1 payroll) if they have a high rate of workers who become incapacitated. Our survey reveals that more than half (53%) of the companies with 50 to 300 employees are lacking a policy. On the other hand, nearly 6 out of 10 companies (58%) with more than 300 employees have a policy in place, putting them in a stronger position.



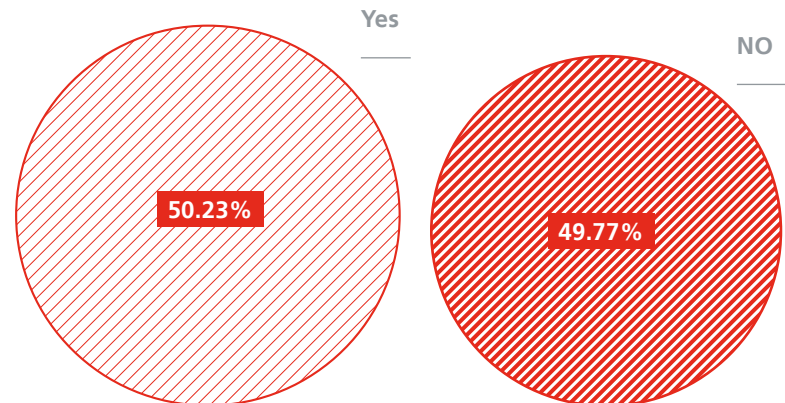
A significant number of employers are uninformed about their obligations and the processes in place. Statistics reveal that half of employers believe they are lacking sufficient knowledge on the matter. This lack of information could have severe consequences. It's imperative that employers educate themselves and stay informed about their responsibilities to ensure they are fully compliant with regulations.

A substantial portion of employers, 44%, have taken proactive measures by adjusting their policies to meet these obligations. Additionally, half of employers (51%) have implemented a return-to-work process in the last year, yielding positive results. In more than half of the cases

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



Several laws have been passed regarding the reintegration process. Do you think you are sufficiently informed? Are the new procedures clear to you?



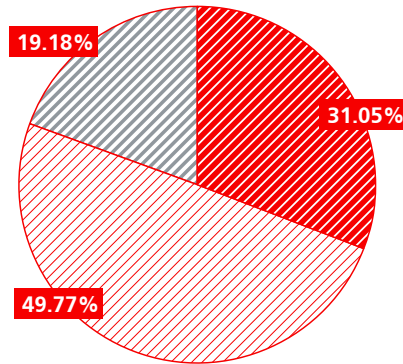
(54%), such a process resulted in the employee successfully resuming work, either in their previous role or a new one, which highlights the significant advantages for companies of having a well-structured policy in place that supports workers on long-term sick leave.

In the past year, 4 out of 10 employers (44%) have had to deal with medical force majeure for one or more employees. Despite this, a majority of 7 out of 10 (68%) of employers have stated that they have no plans to take more proactive measures in the future to establish medical force majeure.

No increase in one-day absences

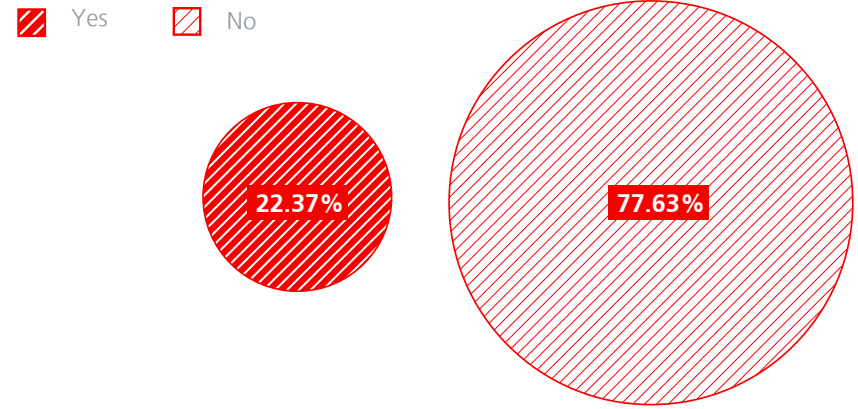
Effective November 2022, employees are no longer burdened with providing a medical certificate on their first day of illness. This measure is limited to the first three days of illness per year. Despite initial concerns from a majority of 6 out of 10 companies (63%) that this would result in more days of absence, the surprising reality is that almost 8 in 10 (77%) companies did not experience an increase in one-day absences.

Have you communicated internally since November 2022 that a medical certificate is no longer required for the first day of illness?

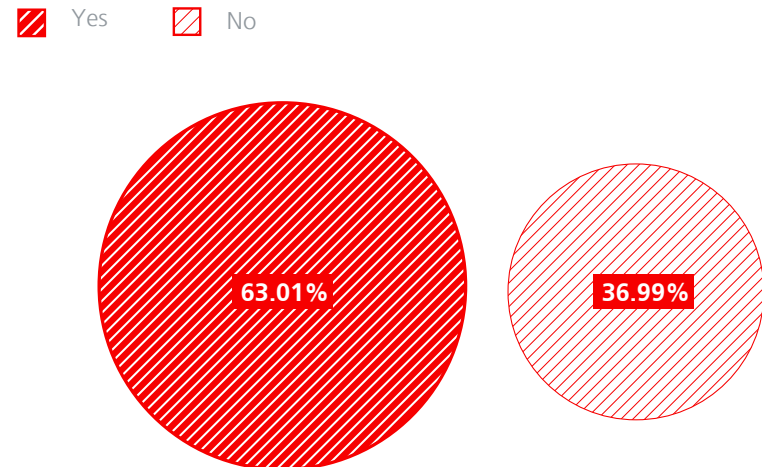


- Yes
- No
- Not applicable (e.g. : company with fewer than 50 employees)

Have you noticed an increase in the number of one-day absences without a medical certificate in your company?



Are you concerned that this measure will lead to more days of absence?



- Yes
- No

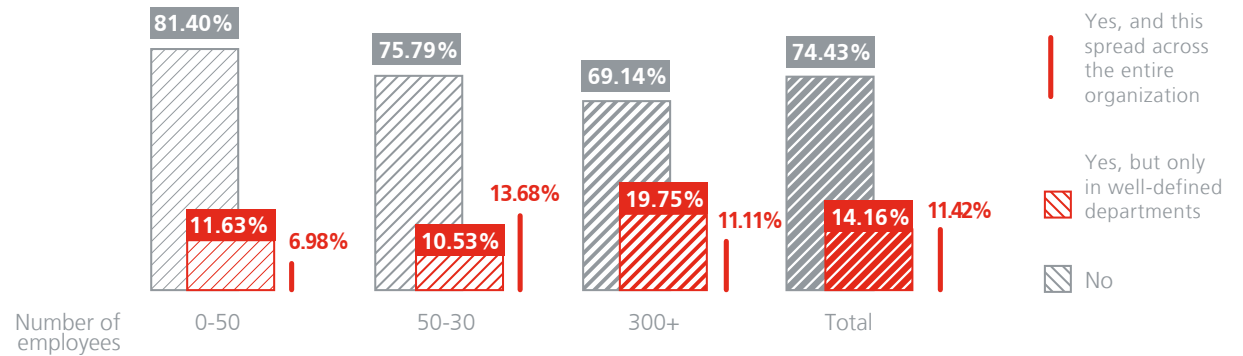


1 in 4 employers used a temporary unemployment scheme in 2022

Approximately 25% of employers indicated that they utilized the temporary unemployment scheme to prevent job cuts in 2022. This number represents a marked decrease compared to previous years, where the usage of the system was as high as 44% in 2021 and 51% in 2020. It appears that the impacts of the pandemic, including supply chain disruptions, are gradually dissipating.

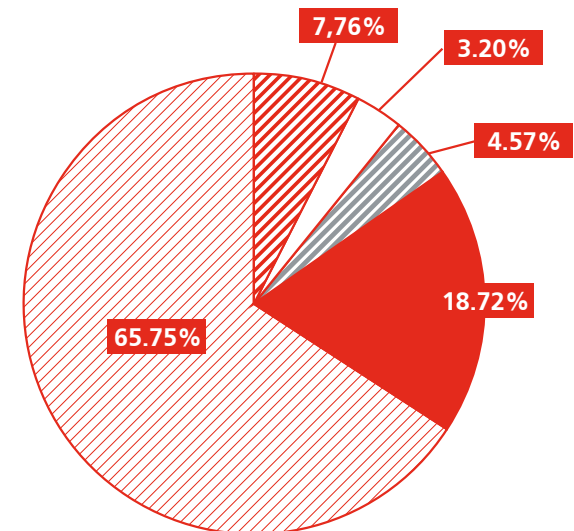
The labour deal has influenced company policies on termination. The legislation offers a structure that enables employees to serve their notice period with another employer through public employment services, such as VDAB or private temporary employment agencies. 20% of companies would consider utilizing this system if the need for layoffs arises. However, the main challenge is the administrative burden, which nearly 50% of surveyed companies cited as their primary obstacle.

Did your company rely on the system of temporary unemployment in 2022 to avoid dismissals?



In 2023, as part of a possible reorganisation, would you rather start working with?

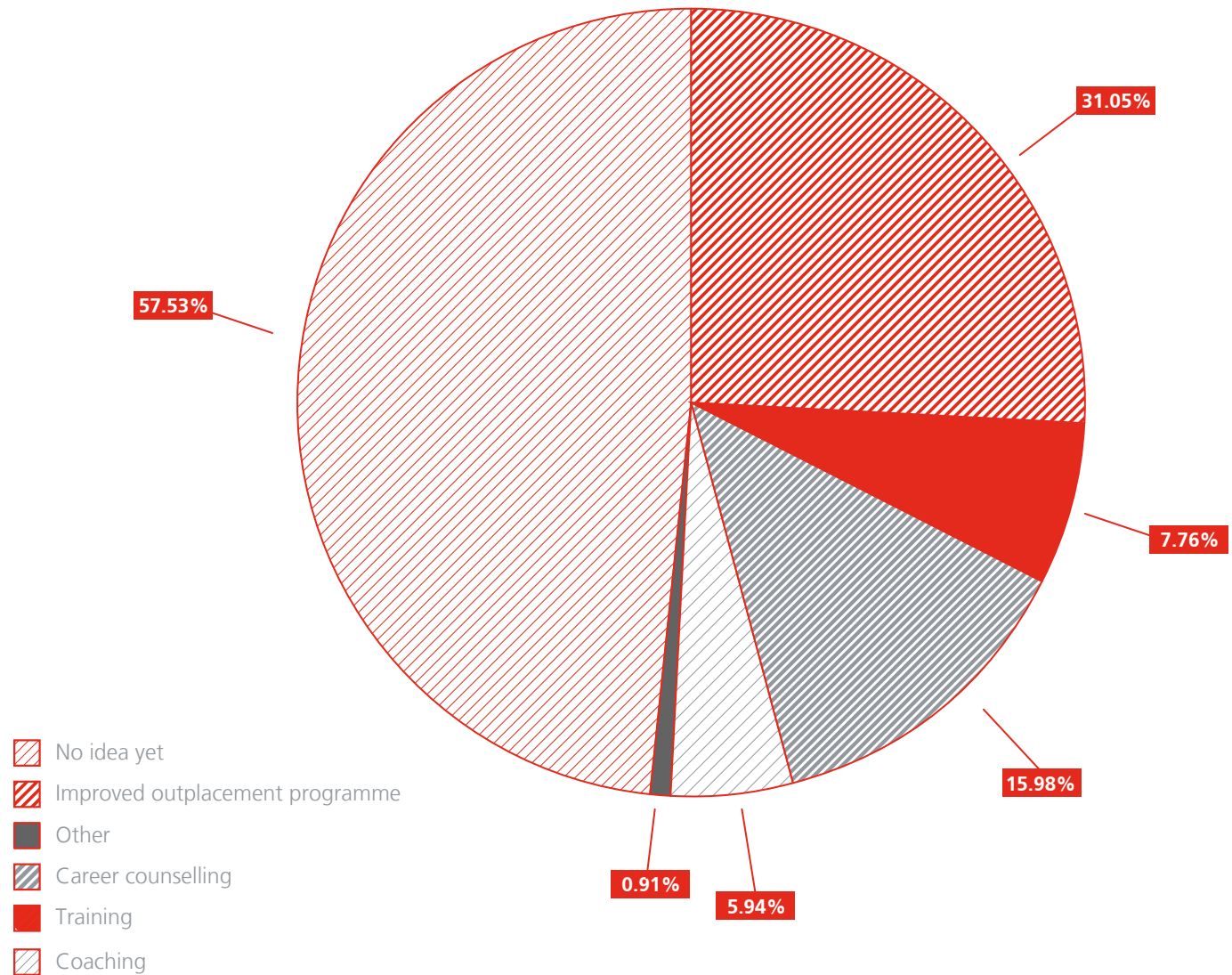
- Not applicable
- One-off voluntary departure programmes
- Long-term voluntary departure programmes
- Collective redundancy ("Renault procedure")
- Staggered multiple dismissals





Starting 2023, companies are legally bound to provide career-boosting opportunities to employees with at least 30 weeks notice. Unfortunately, a staggering 6 out of 10 companies (57%) are still in the dark about what they will offer. While 3 out of 10 employers (31%) plan to enhance their outplacement program, only 16% will offer professional guidance for career advancement. These figures show that the relevant legislative provisions are still too unclear.

What employability-enhancing measures will your company offer to employees with at least 30 weeks' notice?





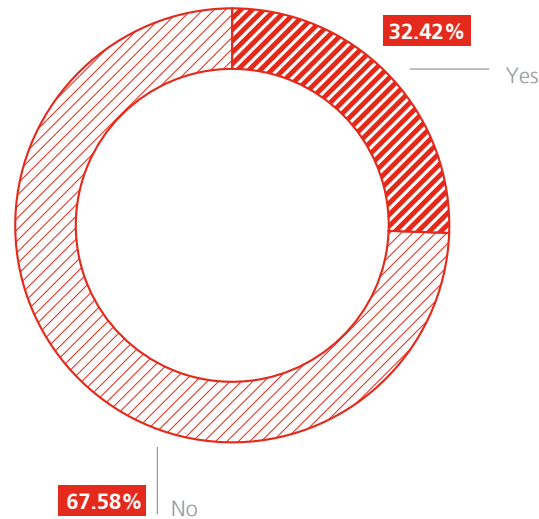
Alarming figures highlight need for businesses to step up cyber security efforts

Despite being a rapidly growing threat, a staggering number of businesses continue to remain vulnerable to cyberattacks and hackings. Our latest data shows that about the same number of businesses experienced a cyberattack in 2022 as in 2021. Although the number of businesses who actually suffered from a hack slightly dropped from 18% in 2021 to 14% in 2022, the threat remains ever-present.

Unfortunately, this trend is consistent across all business sizes, with 4 out of 10 companies still admitting that they are not insured against cyberattacks, a figure unchanged compared to last year. Larger companies are nearly four times more likely to face cyber attacks, with 53% falling victim compared to only 14% of smaller organizations. Larger companies are often more attractive targets for cyber criminals because they tend to have more valuable and

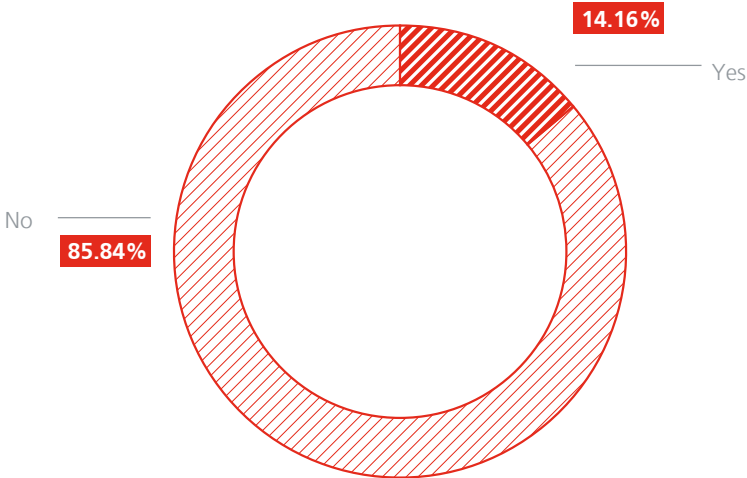
sensitive information, as well as more complex systems, which makes them more vulnerable to attacks. This highlights the urgent need for companies to take proactive measures to protect themselves and their sensitive information from these dangerous online threats.

Did your company experience a cyber-attack in the past year?

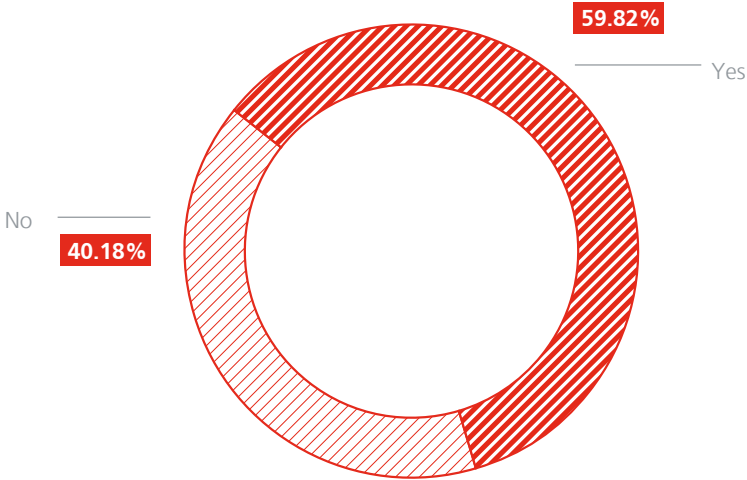


Fewer companies are finding it to have an impact on their HR policies. A year ago, nearly 6 out of 10 companies surveyed saw an impact, but that number has now dropped to below half, with only 48% of companies expecting an impact in 2023. Despite the declining perception of its impact, the significance of digitalization in shaping HR policies cannot be overlooked. Companies must stay ahead of the curve and prepare for the inevitable changes that come with the integration of technology in the workplace.

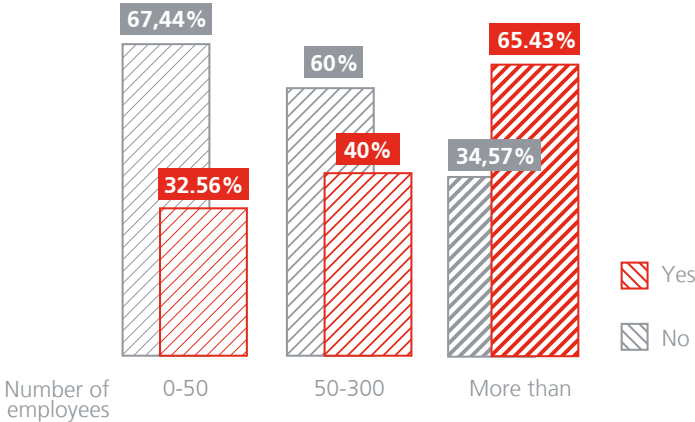
Did your company experience a cyber-hacking in the past year?



Is your company insured against cyber-hacking?



Do you expect digitalisation to have an impact on your human resources policy in 2023?





The right to disconnect: a game-changer?

The De Croo government's labour deal marked a significant step forward in employee privacy. As a mandatory aspect, many companies introduced the right to disconnect. According to our survey, nearly 3 out of 10 companies (28%) received demands from their employees for the right to disconnect. This figure, however, is subject to variation between smaller and larger companies, with only 14% and 38% respectively, reporting that they have received such demands. This disparity can partially be attributed to the fact that the law only requires companies with 20 or more employees to offer this right. Nearly 50% of companies have introduced the right to disconnection through an adjustment in the work rules.

This number will likely increase in the coming period as the legal deadline to implement the right to disconnect is set on 1 April 2023.





The impending implementation of the new whistleblower legislation presents a significant

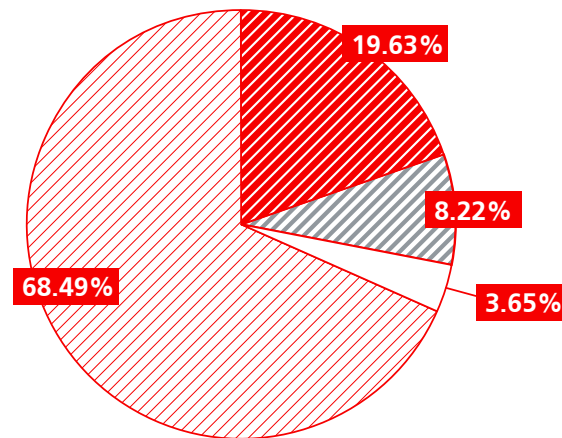


With less than only 4 out of 10 (37%) of companies acknowledging the importance of training and creating awareness about the right to disconnect, despite its far-reaching effects on employees, there is a clear need for further efforts to establish a supportive and healthy work environment

opportunity for companies to enhance their operations. The benefits of this legislation are vast and far-reaching, from strengthening internal integrity and improving reputation to preventing potential legal issues and increasing employee confidence. Furthermore, it promotes the development of a positive company cul-

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

-  Out-of-office reply with a referral to a colleague
-  Nothing, because employees are still expected to monitor them from a distance
-  Automatic forwarding or colleague has login
-  Not applicable

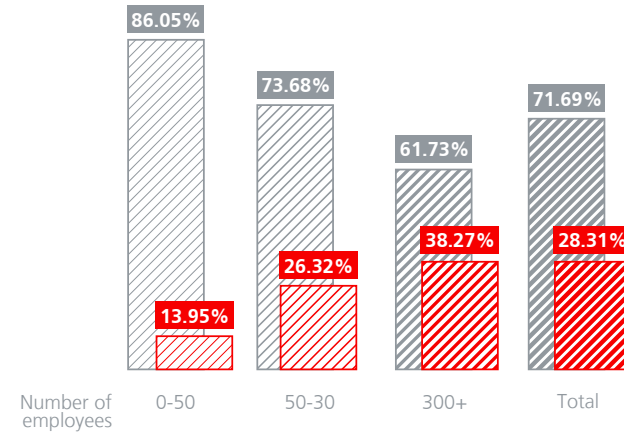


ture based on trust, responsibility and integrity. Despite these compelling advantages, it is concerning to note that a substantial portion of companies, nearly 6 out of 10 (62%), have yet to assess this legislation's impact on their organization. All companies must take the time to evaluate this new legislation's potential benefits and implications thoroughly.

The General Data Protection Regulation (GDPR) is increasingly being integrated into business practices and processes. A clear demonstration of this can be seen through the widespread use of out-of-office messages, which serve to protect an employee's personal data during their absence. In fact, a staggering 7 out of 10 (68%) of companies have adopted this as a standard practice within their organizations. This highlights the growing importance of GDPR compliance, and the efforts being made by companies to ensure they are in line with the regulation.

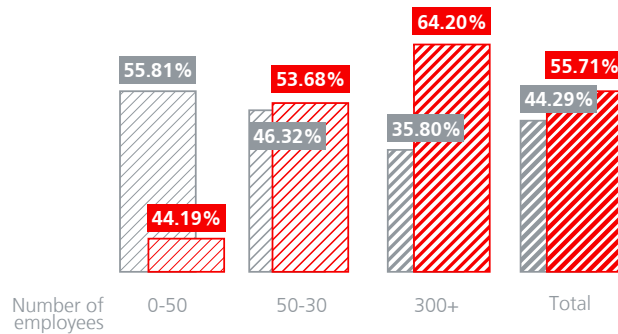
Is there a demand among your employees for a real right to disconnect?

-  Yes
-  No



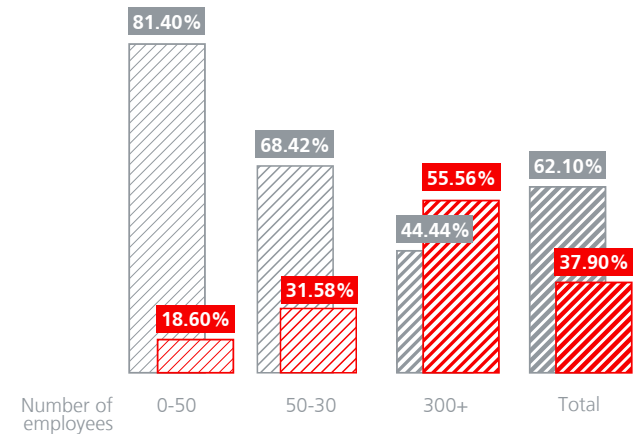
Do you currently have a system for reporting abuse in your company?

-  Yes
-  No



The new whistleblowing legislation will soon come into force. Have you already thought about new measures in your company?

-  Yes
-  No





Majority fails to provide employees with adequate training in data protection and GDPR compliance

This year, only 1 in 10 (12%) employers received a request from an employee regarding their rights under the GDPR. The number is higher for larger companies, with over 1 in 5 (22%) receiving such a request, a decrease from 1 in 4 last year. In stark contrast, small businesses almost never receive such requests, with only 2% receiving them. The most frequently exercised right is the right of access. The right of access gives individuals the right to obtain a copy of their personal data, as well as other supplementary information. This right was exercised in almost 7 out of 10 cases (69%), a significant increase from last year's 6 out of 10. Following close behind is a request for data deletion in 4 out of 10 cases (39%).

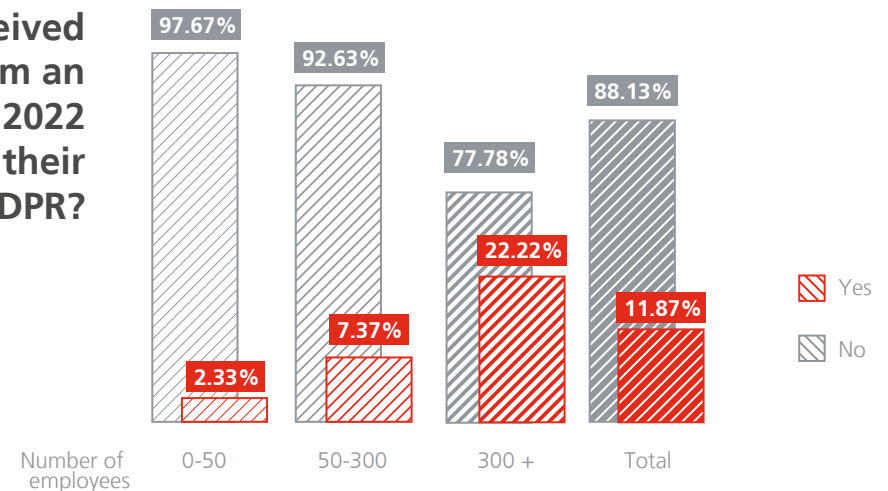
Over 3 in 4 companies report having a fully developed data protection policy (Privacy Policy) in place (75%), with instructions for employees

on how to work within GDPR compliance, as well as procedures for data breaches, exercising the right of access and deletion, and retention policies, etc. This means that 1 in 4 companies have yet to implement such a policy. Of large companies, 4 in 5 have such a policy in place (83%). Notably, more than half of the surveyed companies do not provide their employees with training in data protection or GDPR compliance. Additionally, nearly 1 in 5 companies (22%) do not maintain a register of processing activities. Nearly 4 out of 10 (37%) are unsure if they do or do not.



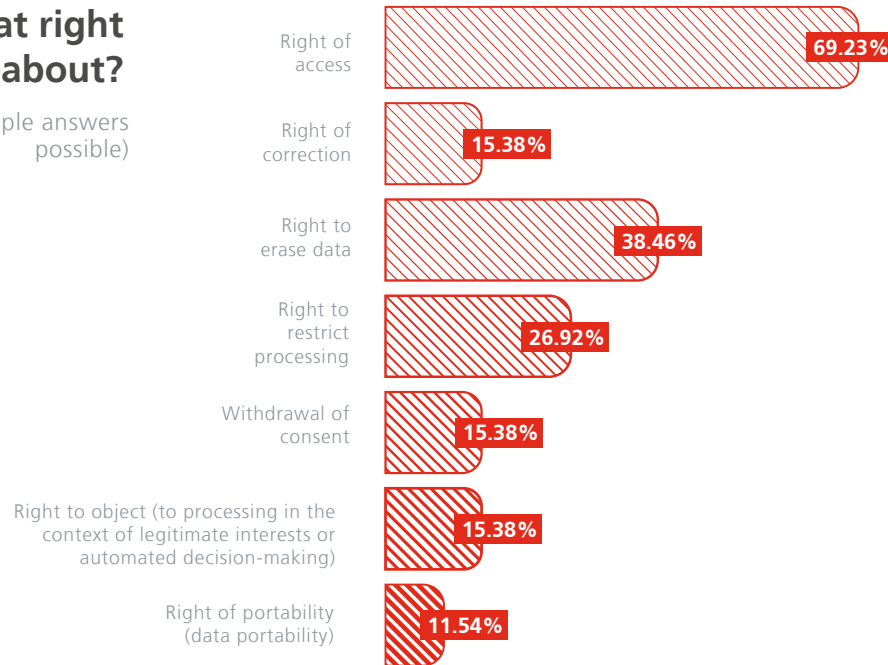
Given the increase in GDPR requests from employees, with larger companies receiving more requests, a majority of businesses have implemented comprehensive privacy policies and procedures. However, the alarming fact is that over half of the surveyed companies fail to provide their employees with adequate training in data protection and GDPR compliance, with nearly 1 in 5 not maintaining a register of processing activities. This is a non-compliance incident waiting to happen.

Have you received a request from an employee in 2022 regarding their rights under GDPR?

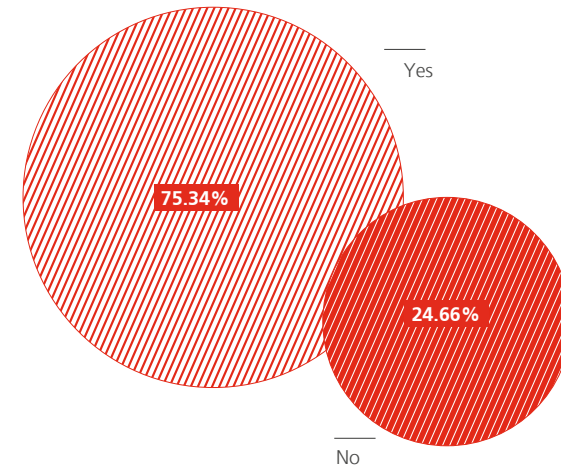


What right was it about?

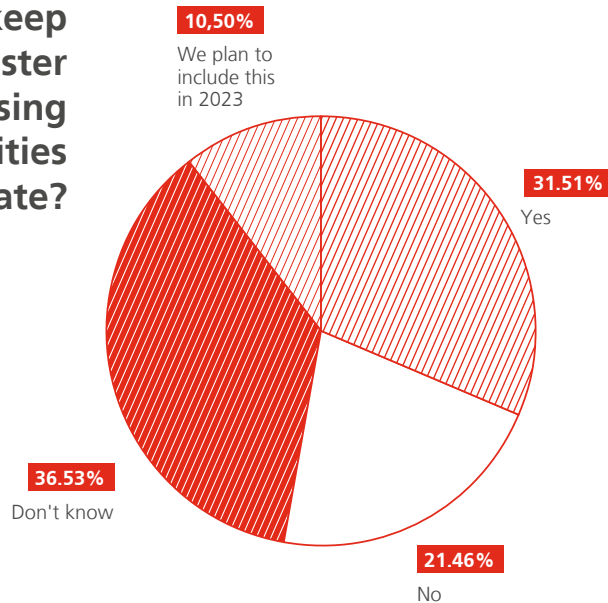
(multiple answers possible)



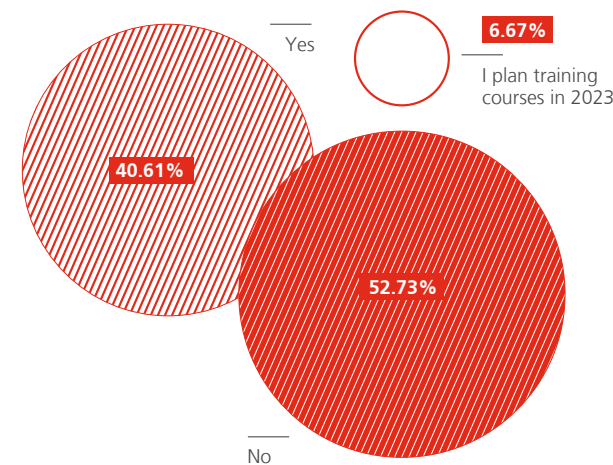
Do you have a fully developed data protection policy in the company (Privacy Policy) with instructions for employees on how to work GDPR compliant and with a description of the procedures in terms of data breaches, exercise of right of access and erasure, retention policy, ...?



Do you keep your register of processing activities up to date?



If so, have you provided training to your staff in this regard in 2022?





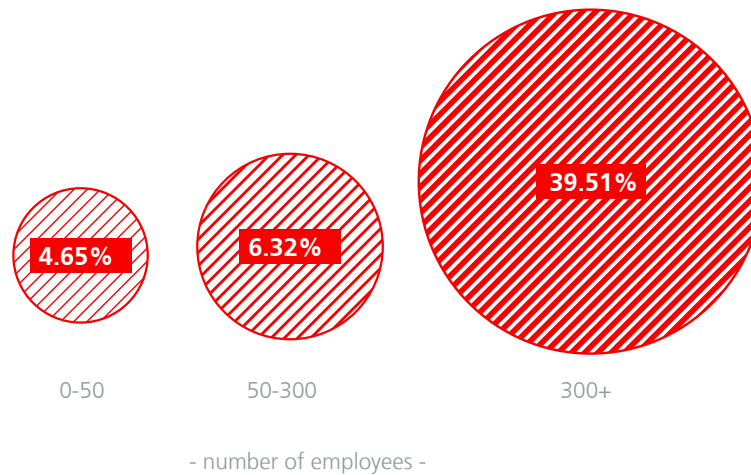
1 in 5 businesses received discrimination complaints

Approximately 1 in 5 companies report receiving either a formal or informal complaint regarding discrimination. We see that this figure remains stable around 20% over the past years. Almost all of these complaints (95%) are made during the time of employment.

The primary reason for employees to file such a complaint is due to discrimination based on ethnicity or race, which accounts for over half of the cases (53%) – a figure that remains relatively stable compared to last year (52%). Gender and age discrimination come in as the second most common reason for complaints, with discrimination based on age seeing a notable increase from 13% in 2021 to 20% in 2022.

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

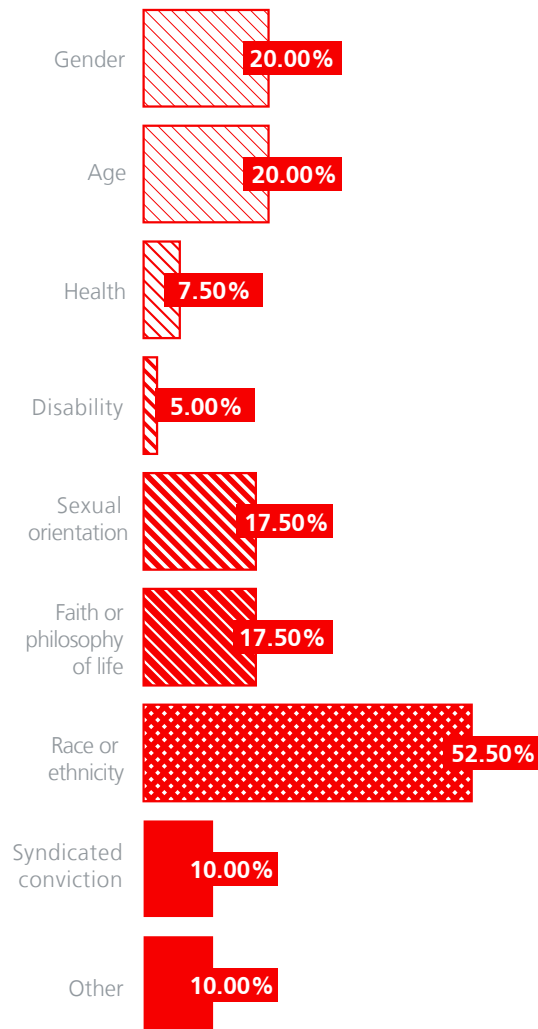
(Percentage of companies answering 'yes')



Tackling workplace discrimination is always necessary. But in light of the current labour shortage, Belgian companies certainly benefit economically and socially now. Tackling discrimination can be achieved through establishing a diverse and inclusive workplace culture and implementing comprehensive training programs to educate employees on the damaging effects of prejudice and empower them to prevent it.

On which ground was the complaint based?

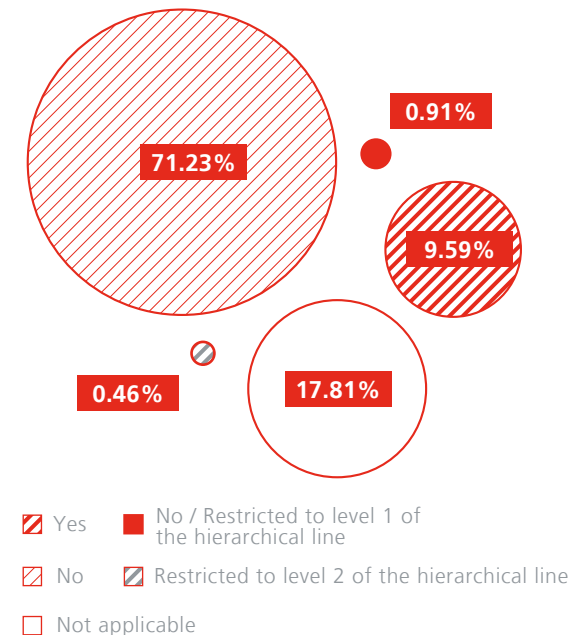
(multiple answers possible)



Drop in enforcement: but risks remain for employers

More than 7 out of 10 employers (71%) indicate that they did not experience faster or stricter action from enforcing authorities in the case of violations of labour law and/or prevention legislation (health & safety) during the past year. 1 out of 10 employers (10%) did experience faster or stricter action, a considerable drop compared to last year (16%). The drop in enforcement actions by authorities could be related to the end of COVID-19 measures. During the pandemic, many governments focused their resources and efforts on controlling the spread of the virus. The end of pandemic measures may have led to a decrease in such enforcement activities today.

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?



In 2023, the social inspectorate will conduct spot checks in industries such as transport, construction, hospitality, cleaning, green, and meat processing. To ensure compliance and avoid any potential issues, employers could anticipate these inspections by having Claeys & Engels perform a social audit. The results of this audit can then be used to quickly address any identified problems.



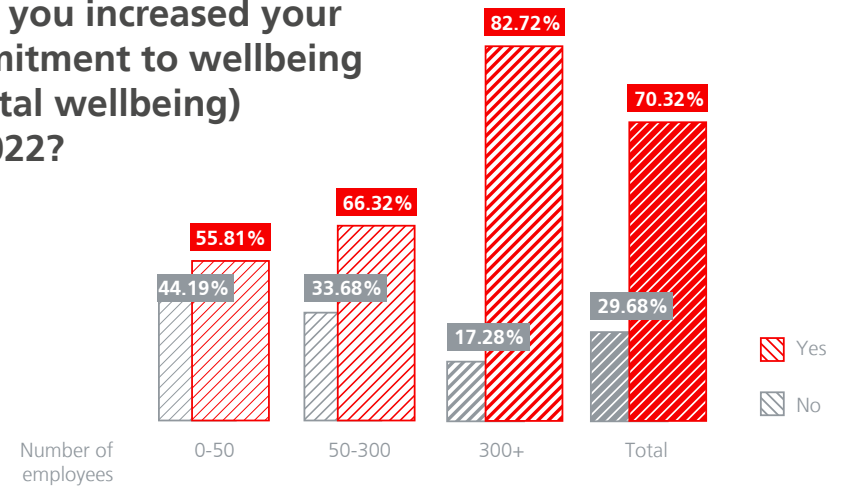
Larger companies take the lead in prioritizing mental well-being at work

Companies acknowledge the crucial role mental well-being plays in their employees' lives and workplace culture. The trend of prioritizing mental health is becoming more widespread, with 7 out of 10 companies reporting they have made a significant effort to improve this aspect. The difference between smaller and larger companies is noteworthy, with smaller companies lagging behind larger ones in their efforts. Only over half of smaller companies (56%) have prioritized mental well-being, compared to 4 out of 5 larger companies (83%). This disparity highlights that larger companies are taking a more proactive approach to mental health, recognizing its importance and creating a supportive environment for their employees.

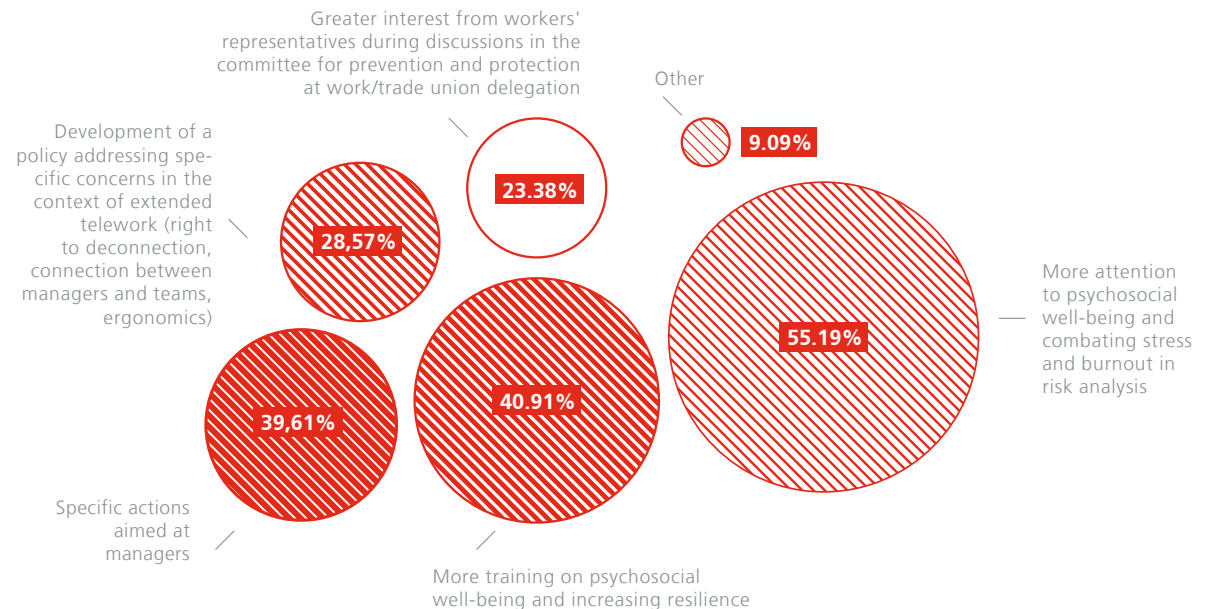
To promote better mental health in the workplace, Belgian companies are making a concerted effort to tackle the challenges

of stress and burnout. To achieve this, they primarily focus on three key areas: conducting risk analysis (55%), providing more training on psychosocial well-being and building resilience (41%), and taking specific measures to support managers (40%). These initiatives aim to create a work environment that prioritizes all employees' mental well-being, helping reduce stress, prevent burnout, and create a healthier, more productive workplace.

Have you increased your commitment to wellbeing (mental wellbeing) by 2022?



In what area have you put more effort into mental well-being?





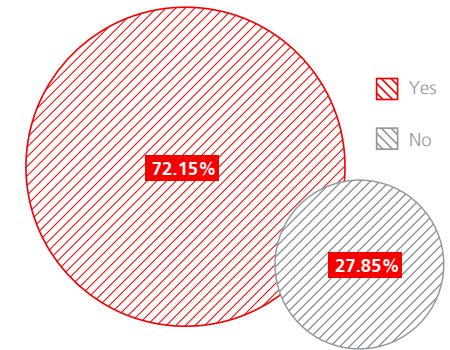
Three-quarters of businesses brace for impact: cost-cutting measures amid indexing and energy crisis

The events of 2022 will be remembered as a testament to the endurance and strength of the modern workforce and business community. In times of unprecedented economic challenges, inflation and energy shocks leave a lasting imprint on workers and employers. Despite the difficulties, the indexation of wages partially mitigated the impact, preserving the purchasing power of employees. Commendably, 1 in 10 companies went above and beyond by offering support measures related to the high energy prices, to their employees, despite the additional costs incurred (12%). Through it all, workers and businesses demonstrated remarkable resilience in facing adversity, rising to the occasion and persevering through a trying time.

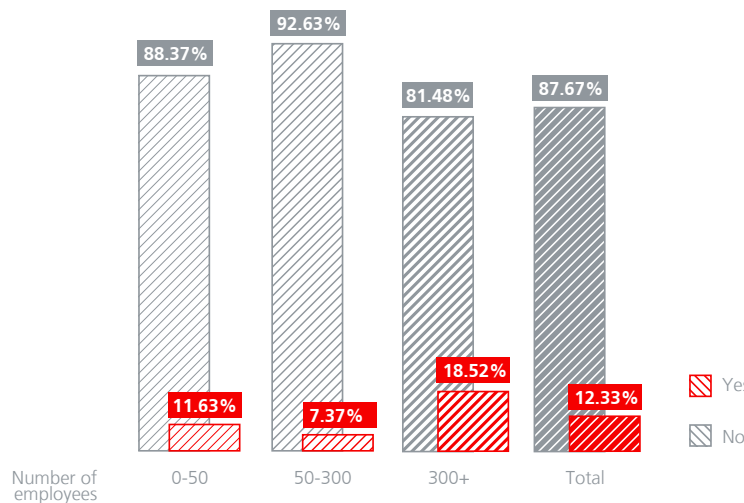


Businesses are facing increased costs, and three-quarters are taking proactive steps to cut expenses to remain profitable (72%). In Belgium, companies are evaluating various options, such as a temporary hiring freeze (36%), layoffs/reorganization (28%), and innovative forms of compensation not included in the index (26%), as they navigate this challenging economic climate. These cost-saving measures are a testament to the resilience and resourcefulness of companies as they strive to find balance and stability in uncertain times.

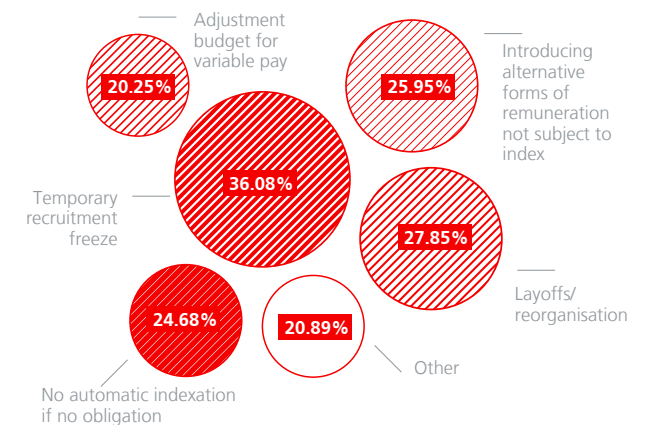
Is pressure on wages due to higher purchasing power leading your companies to cut costs?



Has your company offered support measures to its employees because of high energy prices?



In doing so, what measures are you considering in 2023?



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 also be the main challenges in the coming year?

EMPLOYEES				
	TOTAL	0-50	50-300	300+
Yes	91,78	97,67	90,53	90,12
No	8,22	2,33	9,47	9,88

Which of the following do you see as the main challenges for 2023? (choose up to 3 answers)

EMPLOYEES				
	TOTAL	0-50	50-300	300+
Harmonisation of employment and salary conditions	14,16	6,98	16,84	14,81
Data privacy and data protection (GDPR)	3,20	2,33	2,11	4,94
Employment of older workers (CBA No. 104)	4,57	6,98	4,21	3,70
Digitization and innovation	26,94	23,26	22,11	34,57
Training of personnel	38,81	37,21	41,05	37,04
Pension plans (rate decrease group insurance, harmonization workers-employees,...)	4,11		5,26	4,94
Attractive remuneration policy	63,01	69,77	63,16	59,26
Maintaining cohesion in the face of expanded telework policies and hybrid working (in Belgium and abroad)	19,63	18,60	21,05	18,52
Performance management and coaching in teleworking	9,13	11,63	9,47	7,41
Flexible workforce	8,68	2,33	11,58	8,64
Mobility (transition to green modes of transportation)	25,11	25,58	30,53	18,52
Environmentally friendly policies	6,39	6,98	6,32	6,17
Diversity of the workforce	8,68	6,98	7,37	11,11
Wellbeing and mental resilience of employees	47,95	44,19	46,32	51,85

B | ANNEX - RECRUITMENT POLICY

Is your company struggling to get job openings filled?

EMPLOYEES				
	TOTAL	0-50	50-300	300+
Yes	83,56	76,74	82,11	88,89
No	16,44	23,26	17,89	11,11

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

EMPLOYEES				
	TOTAL	0-50	50-300	300+
Less than 20 days	1,83	2,33	2,11	1,23
Between 20 and 60 days	41,55	39,53	56,84	24,69
Between 60 and 180 days	45,66	44,19	32,63	61,73
More than 180 days	7,31	6,98	8,42	6,17
We are not getting the vacancies filled	3,65	6,98		6,17

Do you plan to use any of the following for your recruitment purposes in 2023 (multiple answers possible):

EMPLOYEES				
	TOTAL	0-50	50-300	300+
Employment contracts of limited duration	30,14	18,60	26,32	40,74
Employment contracts of indefinite duration	81,28	79,07	75,79	88,89
Outsourcing (working with subcontractor employees)	35,62	13,95	36,84	45,68
Temporary workers	51,14	44,19	48,42	58,02
Self-employed for operational assignments	39,27	27,91	37,89	46,91
Self-employed for management positions	20,09	11,63	17,89	27,16
Management Company	5,94	2,33	8,42	4,94
Foreign employees	22,83	16,28	22,11	27,16
Platform employees ("gig economy")	0,91		1,05	1,23
Other	1,83	2,33	2,11	1,23
Not applicable	4,11	4,65	5,26	2,47

* All responses are shown as percentages.

C | ANNEX - COMPENSATION AND BENEFITS

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	59,36	55,81	61,05	59,26
No	40,64	44,19	38,95	40,74

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	49,77	34,88	40,00	69,14
Stock options	12,79	2,33	9,47	22,22
Warrants	48,40	32,56	42,11	64,20
Collective bonus CBA no. 90	48,86	27,91	44,21	65,43
Profit participation/profit premium (law May 22, 2001)	11,42	9,30	8,42	16,05
Bonus Pension Plan	23,74	13,95	16,84	37,04
Mobility budget or other mobility solutions (budget bike, car, etc.)	29,22	16,28	32,63	32,10
Other	8,22	13,95	8,42	4,94
Not applicable	11,42	18,60	12,63	6,17

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	56,62	48,84	48,42	70,37
No	39,27	48,84	46,32	25,93
Not applicable	4,11	2,33	5,26	3,70

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

EMPLOYEES				
	TOTAL	0-50	50-300	300+
Yes	29,68	18,60	23,16	43,21
No	68,04	79,07	73,68	55,56
Not applicable	2,28	2,33	3,16	1,23

Do you plan to implement this?

EMPLOYEES				
	TOTAL	0-50	50-300	300+
Yes	29,53	11,76	28,57	44,44
No	68,46	85,29	70,00	53,33
Not applicable	2,01	2,94	1,43	2,22

Have you implemented the mobility budget?

	TOTAL	0-50	50-300	300+
Yes, this was planned	15,53	4,65	13,68	23,46
Yes, the corona crisis has forced us to make this a priority.	2,28		3,16	2,47
No	65,30	69,77	65,26	62,96
We have introduced alternative mobility measures outside of the mobility budget (law of March 17, 2019)	8,68	6,98	9,47	8,64
Not applicable	8,22	18,60	8,42	2,47

* All responses are shown as percentages.

To what extent is climate change affecting your approach to mobility?

EMPLOYEES

	TOTAL	0-50	50-300	300+
Definitely not	7,31	9,30	7,37	6,17
Rather not	29,68	51,16	26,32	22,22
Rather Yes	43,38	30,23	47,37	45,68
It certainly did	19,63	9,30	18,95	25,93

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

EMPLOYEES

	TOTAL	0-50	50-300	300+
Teleworking Policy	72,46	70,59	60,32	86,21
Smaller cars	16,67	5,88	7,94	29,31
Less polluting cars	89,86	88,24	87,30	93,10
Company Bikes	40,58	17,65	41,27	46,55
Termination of company cars	2,17	5,88		3,45
Reduce business travel and meetings	41,30	35,29	34,92	50,00
Paperless office	41,30	29,41	38,10	48,28
Bonus related to "green" targets	7,25	5,88	3,17	12,07
Other	7,97	5,88	6,35	10,34
Not applicable	2,17	5,88	3,17	

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) switching to a branch 23 group insurance policy	8,22		8,42	12,35
Yes, we are considering switching to multi-employer pension fund	0,91		1,05	1,23
Yes, we are considering setting up our own pension fund	0,46			1,23
Yes, others	5,48	2,33	5,26	7,41
No	66,21	81,40	57,89	67,90
Not applicable	18,72	16,28	27,37	9,88

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	49,32	16,28	51,58	64,20
No	50,68	83,72	48,42	35,80

* All responses are shown as percentages.

In what way? (multiple answers possible)

EMPLOYEES

	TOTAL	0-50	50-300	300+
Shift work / night work	54,63	42,86	48,98	61,54
Research and Development	62,04	28,57	57,14	71,15
Overtime	50,93	28,57	48,98	55,77
Other	1,85	14,29	2,04	

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

EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes, but only for some of the employees (e.g. management or other category)	8,22		5,26	16,05
Yes, for all employees	36,53	13,95	31,58	54,32
No, there is a pay policy but this is a rather informal document	23,74	16,28	31,58	18,52
No, there is no documented pay policy	23,74	46,51	28,42	6,17
Not applicable	7,76	23,26	3,16	4,94

How many days of training do your employees currently receive on average per year?

EMPLOYEES

	TOTAL	0-50	50-300	300+
Geen enkele	5,02	16,28	3,16	1,23
1	4,11	2,33	6,32	2,47
2	27,85	34,88	28,42	23,46
3	21,92	18,60	20,00	25,93
4	15,53	11,63	16,84	16,05
5	16,44	9,30	15,79	20,99
6-10	7,76	6,98	7,37	8,64
6	1,83	2,33	1,05	2,47
7	1,37	2,33		2,47
8	1,37		1,05	2,47
0	3,20	2,33	5,26	1,23
10+	1,37		2,11	1,23
Mean	3,60	2,73	3,81	3,82

Do you currently have an established plan for staff training?

EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	46,58	23,26	47,37	58,02
No	53,42	76,74	52,63	41,98

The labour deal provides for an obligation for employers with 20 or more employees to provide an annual training plan with a special focus on high-risk groups and bottleneck occupations. Have you already started discussions about this in your company?

EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	47,03	23,26	41,05	66,67
No	44,75	46,51	55,79	30,86
Not applicable	8,22	30,23	3,16	2,47

The labour deal also provides for a new individual right to training through an individual training account. Have you already implemented the new measures, including the individual training account?

EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	5,94	2,33	5,26	8,64
No, but we are in discussions with our consultative bodies	8,22		6,32	14,81
No, we first wait to see if there will be sectoral measures	36,99	18,60	38,95	44,44
No, we are waiting for more clarity first	42,47	55,81	47,37	29,63
Not applicable	6,39	23,26	2,11	2,47

D | ANNEX - WORKING HOURS

Do you use gliding timetables in your business?

EMPLOYEES				
	TOTAL	0-50	50-300	300+
Yes	67,58	46,51	63,16	83,95
No	30,14	51,16	35,79	12,35
Not applicable	2,28	2,33	1,05	3,70

According to which framework?

EMPLOYEES				
	TOTAL	0-50	50-300	300+
The old framework	14,86	15,00	21,67	8,82
The new legal system ("Peeters Act").	18,24	5,00	16,67	23,53
Beyond the legal limits	8,11	20,00	5,00	7,35
We work in the same way as before	46,62	40,00	46,67	48,53
Other system	6,08	5,00	6,67	5,88
Not applicable	6,08	15,00	3,33	5,88

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

EMPLOYEES				
	TOTAL	0-50	50-300	300+
Yes	49,64	11,76	50,00	59,38
No	50,36	88,24	50,00	40,63

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

EMPLOYEES				
	TOTAL	0-50	50-300	300+
Badge System	68,12	100,00	65,52	68,42
Gps tracker	1,45			2,63
Login on PC / smartphone	27,54		34,48	23,68
Timesheets to be completed by employee	14,49		10,34	18,42
Deviations from the "standard hours" to be recorded by the employee in the database	13,04		10,34	15,79
Other	4,35		3,45	5,26

Do you currently have a teleworking policy in your company?

EMPLOYEES				
	TOTAL	0-50	50-300	300+
Yes	84,93	76,74	75,79	100,00
No	15,07	23,26	24,21	

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

EMPLOYEES				
	TOTAL	0-50	50-300	300+
Yes	34,22	27,27	26,03	44,44
Yes, but only for occasional telework	28,88	21,21	34,25	27,16
Not applicable	36,90	51,52	39,73	28,40

* All responses are shown as percentages.

D | ANNEX - WORKING HOURS

Do you experience pressure to organize telework?

EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	57,53	39,53	58,95	65,43
No	42,47	60,47	41,05	34,57

Have you introduced the teleworking policy through a CBA?

EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	16,13	9,09	12,50	22,22
No	83,87	90,91	87,50	77,78

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

EMPLOYEES

	TOTAL	0-50	50-300	300+
One day per week	19,35	33,33	23,61	9,88
Two days a week	39,25	30,30	37,50	44,44
Three days a week	19,89	6,06	19,44	25,93
Four days a week	5,38	15,15	4,17	2,47
Five days a week	4,84	6,06	6,94	2,47
Other	11,29	9,09	8,33	14,81

D | ANNEX - WORKING HOURS

How do you track (monitor) telework?

EMPLOYEES

	TOTAL	0-50	50-300	300+
Electronic time clock	8,60	3,03	15,28	4,94
Agreements on accessibility	29,57	21,21	25,00	37,04
Daily or weekly performance report	4,84	9,09	1,39	6,17
Other	7,53	3,03	6,94	9,88
We do not track performance, but only assess based on results.	49,46	63,64	51,39	41,98

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

EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	75,27	69,70	76,39	76,54
No	24,73	30,30	23,61	23,46

How much is this compensation?

EMPLOYEES

	TOTAL	0-50	50-300	300+
Less than 50 EUR per month	42,14	30,43	36,36	51,61
50 to 100 EUR per month	25,71	8,70	30,91	27,42
100 to 150 EUR per month	23,57	34,78	29,09	14,52
We pay the three maximum forfaits	8,57	26,09	3,64	6,45

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	19,35	30,30	22,22	12,35
No	80,65	69,70	77,78	87,65

On what basis does your company repay these purchases?

EMPLOYEES

	TOTAL	0-50	50-300	300+
On the basis of expense claims with a ceiling	52,78	70,00	50,00	40,00
Based on a fixed budget to be justified on expense claims of less than EUR 50 per month	19,44		25,00	30,00
Other	27,78	30,00	25,00	30,00

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

EMPLOYEES

	TOTAL	0-50	50-300	300+
Guaranteeing production capacity	32,18	27,03	33,80	33,33
Adapted infrastructure of the building (presence of plexi's, sufficient distance between workers, etc.)	66,09	51,35	66,20	74,24
Digitalization of our processes to avoid personal contact as much as possible	78,16	89,19	70,42	80,30
Financial buffer: our company can absorb a potential drop in demand due to a lockdown	28,16	29,73	26,76	28,79
Other	8,05	8,11	8,45	7,58

D | ANNEX - WORKING HOURS

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	79,45	86,05	74,74	81,48
No	20,55	13,95	25,26	18,52

Has or will the implementation of the labour deal measures have a major impact on the workload of your HR department?

EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	67,58	48,84	74,74	69,14
No	32,42	51,16	25,26	30,86

How quickly do you currently inform your part-time workers about their variable hourly schedules?

EMPLOYEES

	TOTAL	0-50	50-300	300+
The day before an adjustment	0,91	2,33		1,23
Three days for an adjustment	1,37		1,05	2,47
One week for an adjustment	7,76	2,33	9,47	8,64
Two weeks for an adjustment	8,68		9,47	12,35
Other, namely:	4,57	4,65	4,21	4,94
Not applicable	76,71	90,70	75,79	70,37

The labour deal provides for new notification deadlines. Have you already updated your labour regulations to reflect this?

EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	5,48	2,33	6,32	6,17
No	52,97	32,56	61,05	54,32
Not applicable	41,55	65,12	32,63	39,51

The labour deal includes the possibility for employees to apply for a four-day working week. Does your company plan to create a framework to implement this measure?

EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes, for all employees	0,46		1,05	
Yes, but only for certain functions	1,83		2,11	2,47
We are still analysing this internally	27,40	23,26	25,26	32,10
We are in discussion with our consultative bodies on this	4,11	2,33	1,05	8,64
No	66,21	74,42	70,53	56,79

How will you implement this measure? How will you proceed?

EMPLOYEES

	TOTAL	0-50	50-300	300+
Adaptation of labour regulations	60,00		66,67	50,00
Concluding a collective agreement	20,00			50,00
Other :	20,00		33,33	

* All responses are shown as percentages.

D | ANNEX - WORKING HOURS

Have you, as an employer, already been asked by your employees to switch to the four-day work week?

EMPLOYEES				
	TOTAL	0-50	50-300	300+
Yes	33,33	9,30	26,32	54,32
No	66,67	90,70	73,68	45,68

How many applications have been received?

EMPLOYEES				
	TOTAL	0-50	50-300	300+
1	30,14	50,00	36,00	25,00
2	30,14		52,00	20,45
3	10,96	50,00		13,64
4	2,74		8,00	
5	9,59		4,00	13,64
6+	16,44			27,27
Mean	5,63	2,00	1,92	8,07

Have you, as an employer, already rejected your employees' request to switch to the four-day work week?

EMPLOYEES				
	TOTAL	0-50	50-300	300+
Yes	69,86	25,00	64,00	77,27
No	30,14	75,00	36,00	22,73

How many refusals took place?

EMPLOYEES				
	TOTAL	0-50	50-300	300+
1	25,49	100,00	18,75	26,47
2	35,29		68,75	20,59
3	7,84			11,76
4	3,92		12,50	
5	9,80			14,71
6+	17,65			26,47
Mean	6,82	1,00	2,06	9,24

Why did you reject these applications?

EMPLOYEES				
	TOTAL	0-50	50-300	300+
For reasons of standard company-wide justification (for reasons of necessity)	50,98		31,25	61,76
For the sake of individual justification	7,84		6,25	8,82
We currently have no framework for the four-day work week.	52,94	100,00	75,00	41,18

D | ANNEX - WORKING HOURS

The labour deal provides for employees to work in an alternating week regime where the performance of the first week is offset by the performance of the second week. Does your company plan to apply this measure?

EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes, for all employees	0,91		1,05	1,23
Yes, but only for certain functions	2,28		2,11	3,70
We are still analysing this internally	31,51	20,93	31,58	37,04
We are in discussion with our consultative bodies on this	3,20	2,33	1,05	6,17
No	62,10	76,74	64,21	51,85

Have you already amended your employment regulations accordingly?

EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	14,29			25,00
No	85,71		100,00	75,00

E | ANNEX - POLICY REGARDING LONG-TERM SICK LEAVE

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

EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	41,10	11,63	40,00	58,02
No	50,23	60,47	52,63	41,98
Not applicable	8,68	27,91	7,37	

Several laws have been passed regarding the reintegration process. Do you think you are sufficiently informed? Are the new procedures clear to you?

EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	50,23	27,91	54,74	56,79
No	49,77	72,09	45,26	43,21

Have the latest developments led you to adjust your reintegration policy?

EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	44,44		47,37	46,81
No	55,56	100,00	52,63	53,19

Have you started a reintegration process for one or more employees in the past 12 months?

EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	50,68	9,30	50,53	72,84
No	49,32	90,70	49,47	27,16

In how many cases was the employee able to successfully resume? (in his previous job or in a modified job)

*Please note that this questions was answered by 54% of the respondents.

EMPLOYEES

	TOTAL	0-50	50-300	300+
1	30,00	100,00	35,00	23,68
2	25,00		35,00	21,05
3	11,67		20,00	7,89
4	3,33		5,00	2,63
5	15,00		5,00	21,05
6+	15,00			23,68
Mean	6,67	1,00	2,10	9,37

E | ANNEX - POLICY REGARDING LONG-TERM SICK LEAVE

Have you encountered difficulties at different stages of the reintegration process?

EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes (please explain briefly)	31,48		33,33	31,58
No	68,52	100,00	66,67	68,42

Will you move more quickly in the future to establish medical force majeure?

EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	31,51	18,60	38,95	29,63
No	68,49	81,40	61,05	70,37

In the past 12 months, have you identified medical force majeure for one or more employees?

EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	44,29	18,60	43,16	59,26
No	55,71	81,40	56,84	40,74

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.	3,65	6,98	3,16	2,47
In this case, employees are required to establish an out-of-office indicating who can be contacted until work resumes.	68,49	48,84	63,16	85,19
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.	19,63	39,53	21,05	7,41
Not applicable	8,22	4,65	12,63	4,94

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	60,27	48,84	49,47	79,01
No	39,73	51,16	50,53	20,99

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.	37,90	34,88	31,58	46,91
No, all data is logged, but employees are not informed of when our company can check it.	16,89	6,98	25,26	12,35
Not applicable. Our company does not engage in e-monitoring.	45,21	58,14	43,16	40,74

Is there a demand among your employees for a real right to disconnect?

EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	28,31	13,95	26,32	38,27
No	71,69	86,05	73,68	61,73

The labour deal provides for an extended right to disconnect. Did you already have a policy on disconnection in your company (e.g. in your telecommuting policy)?

EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	26,03	13,95	24,21	34,57
No	73,97	86,05	75,79	65,43

If your company has 20 or more employees, how do you implement the right to disconnect?

EMPLOYEES

	TOTAL	0-50	50-300	300+
Through a company collective agreement	12,33		3,16	29,63
Through an amendment to the labour regulations	47,49	32,56	65,26	34,57
Basic rules in collective agreement or labour regulations and individual policy	23,29	16,28	26,32	23,46
Other:	10,50	4,65	8,42	16,05
Not applicable / less than 20 employees	10,50	46,51	2,11	1,23

Will you introduce training or awareness campaigns to frame the right to disconnect?

EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	36,53	9,30	29,47	59,26
No	63,47	90,70	70,53	40,74

Do you currently have a system for reporting abuse in your company?

EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	55,71	44,19	53,68	64,20
No	44,29	55,81	46,32	35,80

The new whistleblowing legislation will soon come into force. Have you already thought about new measures in your company?

EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	37,90	18,60	31,58	55,56
No	62,10	81,40	68,42	44,44

Which internal channels do you plan to set up?(multiple answers possible)

EMPLOYEES

	TOTAL	0-50	50-300	300+
Physical meeting/conversation	40,96	25,00	50,00	37,78
Phone	32,53	25,00	33,33	33,33
E-mail	57,83	75,00	46,67	62,22
Hotline	30,12		26,67	37,78
App	16,87	25,00	16,67	15,56
Voice message system	7,23	12,50		11,11
Other	13,25	12,50	13,33	13,33

Do you have a fully developed data protection policy in the company (Privacy Policy) with instructions for employees on how to work GDPR compliant and with a description of the procedures in terms of data breaches, exercise of right of access and erasure, retention policy, ...?

EMPLOYEES				
	TOTAL	0-50	50-300	300+
Yes	75,34	72,09	70,53	82,72
No	24,66	27,91	29,47	17,28

If so, have you provided training to your staff in this regard by 2022?

EMPLOYEES				
	TOTAL	0-50	50-300	300+
Yes	40,61	25,81	40,30	47,76
No	52,73	58,06	58,21	44,78
I plan training courses in 2023	6,67	16,13	1,49	7,46

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

EMPLOYEES				
	TOTAL	0-50	50-300	300+
Yes	11,87	2,33	7,37	22,22
No	88,13	97,67	92,63	77,78

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

EMPLOYEES				
	TOTAL	0-50	50-300	300+
Right of access	69,23	100,00	57,14	72,22
Right of correction	15,38	100,00		16,67
Right to erase data	38,46	100,00	42,86	33,33
Right to restrict processing	26,92	100,00	42,86	16,67
Withdrawal of consent	15,38	100,00	14,29	11,11
Right to object (to processing in the context of legitimate interests or automated decision-making)	15,38	100,00		16,67
Right of portability (data portability)	11,54	100,00	14,29	5,56

Do you keep your register of processing activities up to date?

EMPLOYEES				
	TOTAL	0-50	50-300	300+
Yes	31,51	23,26	25,26	43,21
No	21,46	30,23	22,11	16,05
Don't know	36,53	30,23	43,16	32,10
We plan to include this in 2023	10,50	16,28	9,47	8,64

Have you asked your employees for permission to process photos, footage and audio material?

EMPLOYEES				
	TOTAL	0-50	50-300	300+
Yes, but only for marketing purposes	18,26	13,95	15,79	23,46
Yes, but not for social events	14,16	11,63	10,53	19,75
Yes, for all purposes	56,62	55,81	61,05	51,85
No	10,96	18,60	12,63	4,94

* All responses are shown as percentages.

H | ANNEX - DISCRIMINATION IN THE WORKPLACE

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

EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	18,26	4,65	6,32	39,51
No	79,00	93,02	91,58	56,79
Not applicable	2,74	2,33	2,11	3,70

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

EMPLOYEES

	TOTAL	0-50	50-300	300+
In the recruitment process	15,00			18,75
During employment (promotion, evaluation, pay, period of absence,...)	95,00	100,00	83,33	96,88
At the end of employment	15,00		16,67	15,63

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

EMPLOYEES

	TOTAL	0-50	50-300	300+
Gender	20,00		33,33	18,75
Age	20,00		16,67	21,88
Health	7,50			9,38
Disability	5,00			6,25
Sexual orientation	17,50			21,88
Faith or philosophy of life	17,50		16,67	18,75
Race or ethnicity	52,50	50,00	16,67	59,38
Syndicated conviction	10,00		33,33	6,25
Other	10,00	50,00	16,67	6,25

* All responses are shown as percentages.

I | ANNEX - MOBILITY & IMMIGRATION

J | ANNEX - COMPLIANCE MANAGEMENT

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	34,25	37,21	33,68	33,33
Yes, we allow this and this can be unlimited in time	1,37	2,33	1,05	1,23
Yes, we allow this and this can be unlimited in time	12,33	18,60	13,68	7,41
No	52,05	41,86	51,58	58,02

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	10,96	4,65	11,58	13,58
No	44,75	30,23	44,21	53,09
Not applicable	44,29	65,12	44,21	33,33

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	21,46	18,60	21,05	23,46
No	51,60	48,84	51,58	53,09
Not applicable	26,94	32,56	27,37	23,46

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	9,59	4,65	8,42	13,58
No	71,23	58,14	77,89	70,37
Restricted to level 1 of the hierarchy	0,91			2,47
Restricted to level 2 of the hierarchical line	0,46		1,05	
Not applicable	17,81	37,21	12,63	13,58

K | ANNEX - RIGHTS AND OBLIGATIONS OF EMPLOYEE REPRESENTATIVES

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	30,59	2,33	33,68	41,98
Yes, but they are often not observed	10,50		6,32	20,99
No, there are no agreements on this matter	26,48	9,30	29,47	32,10
Not applicable (we have no staff representatives)	32,42	88,37	30,53	4,94

Do you also hold digital meetings with your works council/committee for prevention and protection at work/trade union delegation since the corona crisis?

EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	28,31	6,98	28,42	39,51
No	55,25	76,74	57,89	40,74
Hybrid meetings	16,44	16,28	13,68	19,75

L | ANNEX - IN - EN OUTSOURCING

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	15,53	11,63	13,68	19,75
The procedure of information and consultation of staff representatives	8,68	4,65	8,42	11,11
The harmonization of working conditions after outsourcing	14,16	6,98	15,79	16,05
Not applicable	61,64	76,74	62,11	53,09

What is your biggest challenge in in-or outsourcing? Please rank the items below where 1 is the biggest challenge and 3 is the smallest challenge. RANK1

EMPLOYEES

	TOTAL	0-50	50-300	300+
The determination of employees' rights and obligations in case of in- or outsourcing	15,53	11,63	13,68	19,75
The procedure of informing and consulting employee representatives	8,68	4,65	8,42	11,11
The harmonisation of working conditions after outsourcing	14,16	6,98	15,79	16,05
No ranking given	61,64	76,74	62,11	53,09

What is your biggest challenge in in-or outsourcing? Please rank the items below where 1 is the biggest challenge and 3 is the smallest challenge. RANK2

EMPLOYEES

	TOTAL	0-50	50-300	300+
The determination of employees' rights and obligations in case of in- or outsourcing	15,53	9,30	18,95	14,81
The procedure of informing and consulting employee representatives	9,59	6,98	7,37	13,58
The harmonisation of working conditions after outsourcing	13,24	6,98	11,58	18,52
No ranking given	61,64	76,74	62,11	53,09

What is your biggest challenge in in-or outsourcing? Please rank the items below where 1 is the biggest challenge and 3 is the smallest challenge. RANK3

EMPLOYEES

	TOTAL	0-50	50-300	300+
The determination of employees' rights and obligations in case of in- or outsourcing	15,53	9,30	18,95	14,81
The procedure of informing and consulting employee representatives	9,59	6,98	7,37	13,58
The harmonisation of working conditions after outsourcing	13,24	6,98	11,58	18,52
No ranking given	61,64	76,74	62,11	53,09

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, namely:	0,91		1,05	1,23
No	99,09	100,00	98,95	98,77

* All responses are shown as percentages.

M | ANNEX - TERMINATION POLICY

In 2023, as part of a reorganization, would you rather start working with:

EMPLOYEES

	TOTAL	0-50	50-300	300+
One-off voluntary departure programmes	7,76	11,63	4,21	9,88
Long-term voluntary departure programmes	3,20		4,21	3,70
Collective redundancy ("Renault procedure")	4,57	4,65	3,16	6,17
Staggered multiple dismissals	18,72	4,65	20,00	24,69
Not applicable	65,75	79,07	68,42	55,56

Did you use temporary unemployment to avoid layoffs in 2022?

EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes, and this spread across the entire organization	11,42	6,98	13,68	11,11
Yes, but only in well-defined departments	14,16	11,63	10,53	19,75
No	74,43	81,40	75,79	69,14

The labour deal provides a framework in which, during the notice period, the employee can work at another employer-user can work through a regional public employment service (VDAB, Actiris or Forem) and a recognised temporary employment agency with a view to permanent re-employment. Would you be willing to apply such a transition path for laid-off workers in your company?

EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	20,55	27,91	16,84	20,99
No	22,37	25,58	23,16	19,75
I don't know (the measure is not yet clear to me, no view of opportunities yet)	57,08	46,51	60,00	59,26

Why are you not willing to do this?

EMPLOYEES

	TOTAL	0-50	50-300	300+
Competition	14,29	18,18	9,09	18,75
Need to organise work	40,82	54,55	40,91	31,25
Administrative settlement with the four-party agreement	48,98	27,27	59,09	50,00
Other	22,45	27,27	4,55	43,75

From 2023, the labour deal requires you to offer employability-enhancing measures for employees with at least 30 weeks' notice. Do you already know which measures you will offer?

EMPLOYEES

	TOTAL	0-50	50-300	300+
Improved outplacement programme	31,05	23,26	29,47	37,04
Training	7,76	2,33	7,37	11,11
Career counselling	15,98	11,63	15,79	18,52
Coaching	5,94	4,65	9,47	2,47
Other	0,91	2,33		1,23
No idea yet	57,53	67,44	58,95	50,62

* 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	78,08	67,44	80,00	81,48
No	21,92	32,56	20,00	18,52

What measures do you take? (multiple answers possible)

EMPLOYEES				
	TOTAL	0-50	50-300	300+
Additional training	53,22	58,62	51,32	53,03
Mobility	34,50	27,59	31,58	40,91
Flexible working	63,74	55,17	53,95	78,79
Cafeteria plan	30,99	24,14	27,63	37,88
Retention bonus policy	24,56	31,03	14,47	33,33
Programme or initiatives to help employees feel valued and connected to the organisation, such as regular check-ins	58,48	41,38	61,84	62,12
Andere:	12,87	6,90	14,47	13,64

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	28,31	23,26	30,53	28,40
No	71,69	76,74	69,47	71,60

What measures do you foresee to keep older workers working longer? (multiple answers possible)

EMPLOYEES				
	TOTAL	0-50	50-300	300+
Tailored training	29,03	20,00	27,59	34,78
Mobility	27,42	20,00	27,59	30,43
Flexible working	46,77	80,00	31,03	52,17
Extra holidays	41,94	40,00	41,38	43,48
Mentor programme	27,42		27,59	39,13
Other	12,90	20,00	10,34	13,04

Does teleworking have an impact on your retention policy?

EMPLOYEES				
	TOTAL	0-50	50-300	300+
Yes	57,53	44,19	50,53	72,84
No	42,47	55,81	49,47	27,16

Do you anticipate an impact of digitalization on your HR policies in 2023?

EMPLOYEES				
	TOTAL	0-50	50-300	300+
Yes	47,95	32,56	40,00	65,43
No	52,05	67,44	60,00	34,57

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

EMPLOYEES				
	TOTAL	0-50	50-300	300+
Yes	16,89	11,63	13,68	23,46
NO	83,11	88,37	86,32	76,54

Has COVID-19 accelerated digitization in the enterprise?

EMPLOYEES				
	TOTAL	0-50	50-300	300+
Yes	77,63	74,42	72,63	85,19
No	22,37	25,58	27,37	14,81

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

EMPLOYEES				
	TOTAL	0-50	50-300	300+
Yes	32,88	18,60	25,26	49,38
NO	67,12	81,40	74,74	50,62

Do you foresee additional training to retrain your employees?

EMPLOYEES				
	TOTAL	0-50	50-300	300+
Yes	47,03	30,23	40,00	64,20
No	52,97	69,77	60,00	35,80

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

EMPLOYEES				
	TOTAL	0-50	50-300	300+
Yes	32,42	13,95	23,16	53,09
NO	67,58	86,05	76,84	46,91

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

EMPLOYEES				
	TOTAL	0-50	50-300	300+
Yes	33,79	9,30	27,37	54,32
No	66,21	90,70	72,63	45,68

* All responses are shown as percentages.

O | ANNEX - DIGITALIZATION

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

EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	14,16	6,98	14,74	17,28
No	85,84	93,02	85,26	82,72

Are you insured against cyber-hacking?

EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	59,82	48,84	55,79	70,37
No	40,18	51,16	44,21	29,63

P | ANNEX - WELL-BEING

Have you increased your commitment to wellbeing (mental wellbeing) by 2022?

EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	70,32	55,81	66,32	82,72
No	29,68	44,19	33,68	17,28

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	23,38		17,46	37,31
More attention to psychosocial wellbeing and combating stress and burnout in risk analysis	55,19	62,50	49,21	58,21
More training on psychosocial wellbeing and increasing resilience	40,91	29,17	26,98	58,21
Specific actions aimed at managers	39,61	20,83	42,86	43,28
Development of a policy addressing specific concerns in the context of extended telework (right to deconnection, connection between managers and teams, ergonomics)	28,57	20,83	20,63	38,81
Other	9,09	8,33	11,11	7,46

Q | ANNEX - ENERGY CRISIS AND PURCHASING POWER

Has your company offered support measures to its employees because of high energy prices?

EMPLOYEES				
	TOTAL	0-50	50-300	300+
Yes	12,33	11,63	7,37	18,52
No	87,67	88,37	92,63	81,48

Have you put employees out of work temporarily because of the energy crisis?

EMPLOYEES				
	TOTAL	0-50	50-300	300+
Yes	10,05	9,30	10,53	9,88
No	89,95	90,70	89,47	90,12

Does the current energy crisis affect telework policy (more 'back to the office')?

EMPLOYEES				
	TOTAL	0-50	50-300	300+
Yes	12,79	9,30	11,58	16,05
No	87,21	90,70	88,42	83,95

Is pressure on wages due to higher purchasing power leading your companies to cut costs?

EMPLOYEES				
	TOTAL	0-50	50-300	300+
Yes	72,15	58,14	70,53	81,48
No	27,85	41,86	29,47	18,52

In doing so, what measures are you considering in 2023?

EMPLOYEES				
	TOTAL	0-50	50-300	300+
No automatic indexation if no obligation	24,68	36,00	31,34	13,64
Introducing alternative forms of remuneration not subject to index	25,95	40,00	20,90	25,76
Adjustment budget for variable pay	20,25	16,00	20,90	21,21
Temporary recruitment freeze	36,08	28,00	43,28	31,82
Layoffs/reorganisation	27,85	32,00	23,88	30,30
Other	20,89	16,00	11,94	31,82

Have you communicated internally since November 2022 that a medical certificate is no longer required for the first day of illness?

EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	31,05	6,98	30,53	44,44
No	49,77	16,28	64,21	50,62
Not applicable (e.g. : company with fewer than 50 employees)	19,18	76,74	5,26	4,94

Have you noticed an increase in the number of one-day absences without a medical certificate in your company?

EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	22,37	13,95	25,26	23,46
No	77,63	86,05	74,74	76,54

As a company with fewer than 50 employees, do you have a derogation from the medical certificate exemption provided in your employment regulations?

EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	16,28	16,28		
No	69,77	69,77		
No but I'm still going to do it	13,95	13,95		

Are you concerned that this measure will lead to more days of absence?

EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	63,01	48,84	68,42	64,20
No	36,99	51,16	31,58	35,80

APPENDIX



APPENDIX

For the 2023 HR Beacon, 219 employers participated in our survey. There were 280 in 2018, 224 in 2019, 204 in 2020, and 364 in 2021.

Roles

We received responses from participants who fit the following profiles.

TITLE	2017	2018	2019	2020	2021	2022
HR Director	19,29%	17,86%	22,06%	25,41%	22,80%	28,77%
HR Manager	25,36%	26,79%	21,08%	25,97%	25,27%	22,83%
HR Business Partner	8,21%	11,61%	7,84%	7,18%	6,59%	5,94%
HR Officer / Coordinator	5,00%	4,46%	5,88%	6,63%	2,75%	6,39%
Payroll Officer	3,57%	2,23%	1,96%	4,97%	1,37%	1,37%
Compensation & Benefits Manager	9,64%	10,71%	10,29%	9,39%	4,40%	6,85%
Responsible social relations	1,79%	3,13%	3,92%	2,21%	2,47%	2,74%
CEO / Managing Director	4,29%	4,02%	6,37%	6,63%	19,23%	10,96%
Financial Director	2,86%	2,23%	4,90%	2,76%	5,77%	4,57%
In-house Lawyer	6,07%	9,82%	9,31%	7,18%	5,77%	5,94%
Other	5,00%	7,14%	6,37%	1,66%	3,57%	3,65%

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	2022
More than 1,000	20,36%	24,55%	24,51%	17,78%	18,41%	15,07%
Between 500 and 1,000	13,21%	14,73%	14,22%	16,67%	10,99%	10,50%
Between 300 and 500	11,07%	12,05%	8,82%	8,33%	10,99%	11,42%
Between 200 and 300	10,36%	12,05%	11,27%	13,33%	8,52%	10,50%
Between 100 and 200	13,93%	11,61%	16,67%	18,89%	11,54%	18,26%
Between 50 and 100	11,43%	11,61%	9,80%	12,22%	17,58%	14,61%
Between 10 and 50	6,79%	11,61%	10,78%	9,44%	17,31%	16,44%
Between 5 and 10	1,43%	1,34%	2,94%	2,78%	3,57%	2,28%
Fewer than 5	1,79%	2,23%	0,98%	0,56%	1,10%	0,91%
N/A	9,64%	/	/	/	/	/

Sectors

The number of sectors represented in the survey is remarkably diverse

SECTOR	2017	2018	2019	2020	2021	2022
Banking / Financial Sector	/	7,14%	7,88%	8,89%	7,14%	7,76%
Construction	3,93%	3,57	4,93%	3,33%	6,32%	4,57%
Chemical	4,64%	9,38%	9,85%	8,33%	6,32%	7,31%
Consultancy	10,36%	3,13%	5,91%	5,00%	4,67%	2,74%
Printing & publishing	1,07%	1,34%	0%	0%	1,65%	1,37%
Energy	2,50%	4,46%	2,46%	2,78%	2,75%	2,28%
Entertainment industry	1,07%	/	0,49%	0,56%	/	0,91%
Pharmaceuticals	2,14%	4,46%	3,94%	3,33%	1,37%	2,74%
Catering industry	/	2,23%	1,48%	0,56%	0,82%	0,91%
Industrial	1,07%	6,70%	5,42%	11,11%	10,16%	8,68%
IT & Telecom	4,64%	8,04%	4,93%	10,56%	4,67%	4,57%
Logistics	4,29%	2,68%	4,43%	1,11%	2,47%	2,74%
Metal	/	5,36%	2,46%	7,78%	6,87%	6,39%
Non-profit	7,50%	4,02%	6,90%	3,33%	5,49%	5,02%
Public sector	6,43%	/	1,48%	1,67%	1,92%	1,37%
Retail	1,79%	6,70%	10,84%	1,67%	8,52%	9,59%
Schools / education	2,14%	/	0,49%	0%	0,82%	0,46%
Steel production	1,43%	0,89%	0%	0,56%	0,82%	/
Textiles	/	/	/	/	1,65%	0,46%
Transportation	5,00%	3,57%	1,48%	1,67%	1,92%	1,83%
Temporary agency work	/	1,79%	2,46%	1,67%	1,10%	0,91%
Real estate	2,14%	0,89%	0,49%	0%	0,55%	1,83%
Insurance	1,79%	4,02%	3,45%	4,44%	3,02%	4,57%
Retail	1,79%	6,70%	10,84%	1,67%	8,52%	5,48%
Hospital	4,29%	1,34%	1,97%	1,67%	2,20%	1,83%
Other / NA	9,29%	12,50%	11,33%	0%	10,44%	13,70%

Partners with you.



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