



2024

# HR Beacon



Ius Laboris Belgium Global HR Lawyers

Claeys & Engels



# Our Mission

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Ius Laboris Belgium Global HR Lawyers  
**Claeys & Engels**

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 85 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. ■

# Foreword

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**Chris Engels**  
Chairman



**Olivier Wouters**  
Managing Partner

**In our seventh 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.**

The difficult economic conditions are also dragging on and with the many strikes or protests in recent months, we see that 2024 is going to be a very challenging (HR) year. The social election fever during the first semester will also play an additional role in this in some companies.

2023 already brought no simplification for employers, either in terms of legislation or economic challenges.

We have asked some additional questions this year that give an insight into what other HR professionals have in their action plan or how they have addressed certain issues.

In this HR Beacon, we are going to see regularly that the complexity in legislation is a real challenge for the HR professional. The changes brought about by the labour deal are struggling to be processed or there is another set of measures demanding the attention of the HR professional.

What is remarkable in the figures is that, for the first time in years, we have a very high score of companies that have received a complaint for discrimination. This is a worrying trend especially as the gender pay gap legislation could allow these types of complaints to rise. It is going to be important not to leave the reporting too vague but to give a clear objective explanation for possible differences.

As always, you can find all the points of the survey at the back to give you a chance to find more details in the analysis.

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 assist and represent them and their interests more effectively.

As a result, we offer more than just advice. We aim to be a dedicated and loyal partner to our clients. This is especially important in the highly competitive business environment of 2024, where companies need to 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. ■



**TOP 10 HR CHALLENGES FOR 2024**

- 1 Training of personnel
- 2 Attractive remuneration policy
- 3 Mental & physical well-being
- 4 Digitalisation and innovation
- 5 Harmonisation of employment and salary conditions
- 6 Remote working
- 7 Mobility (greener transport)
- 8 Workforce diversity
- 9 ESG reporting
- 10 Flexible workforce

**96%**

of employers indicate that recruitment of new personnel, retention of existing personnel and cost reduction will continue to be the challenges in 2024



**37%**

of companies now offer a mobility budget as variable allowance (in line with last year (35%))

**TOP 3: TYPES OF VARIABLE COMPENSATION**

Collective bonus based on CBA no. 90	Cash	Warrants
2	1	3

**60%**

of companies feel under pressure to provide some form of variable compensation (almost the same as last year)



**Climate change**

**57%**

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

**75%**



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



**81%**

of companies now have a telework policy

**67%**

of employers have accepted requests for 4-day workweek

**45%**



of companies have started a return-to-work process for workers with long-term incapacity for work

**39%**



of companies have identified medical force majeure in the past 12 months

**17%**



of employers used a temporary unemployment scheme in 2023 (compared to 25% last year)

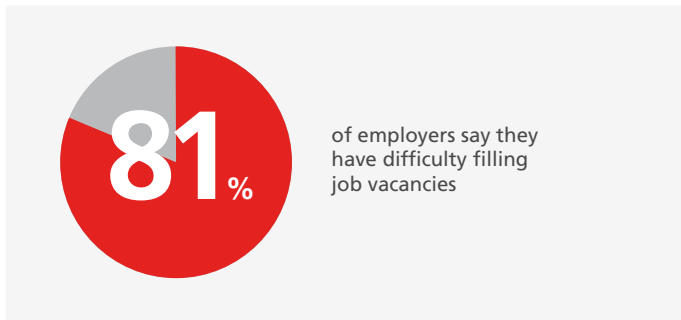
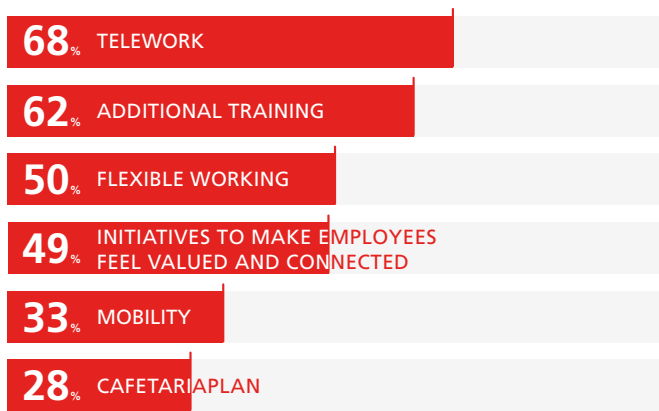
**19%**

of employers do not allow teleworking

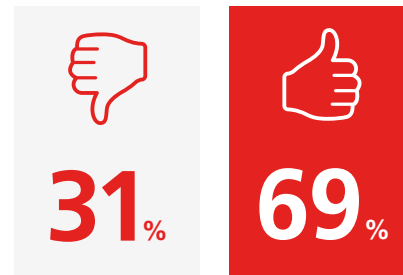




64% of employers are increasing their efforts to retain personnel (up from 78% last year)



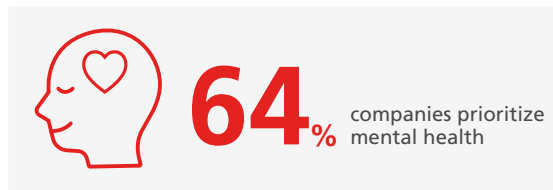
### DOES YOUR COMPANY HAVE A GDPR POLICY IN PLACE?



8% of employers received a request from an employee regarding their rights under the GDPR

#### THE THREE MOST EXERCISED GDPR RIGHTS:

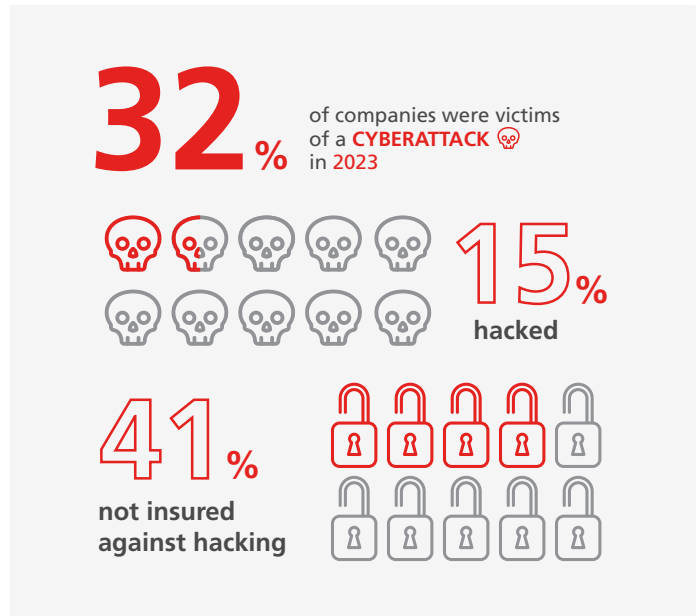
- Right to access (79%)
- Right to erase data (38%)
- Right to restriction of processing (13%)



25%

of employers report a formal or informal complaint of discrimination

- 1 Etnicity or race
- 2 Gender
- 3 Age
- 4 Sexual orientation
- 5 Health
- 6 Faith or philosophy of life



- Temporary recruitment freeze (45%)
- No automatic indexation if no obligation (36%)
- Introduction of alternative forms of remuneration not subject to index (31%)
- Layoffs/reorganisation (30%)

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HR BEACON

2024

01

# Challenges for 2024

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# 01 Challenges for 2024

## ▶ 96% of companies indicate that recruitment of new personnel, retention of existing personnel and cost reduction will continue to be the challenges in 2024

When we dive into the numbers in more detail, we notice that, for the first time in years and based on individual responses, the training of personnel (upskilling and reskilling) takes the top spot (52%) among the greatest challenges. This evolution is not entirely unexpected, given the legislator's\* demand to provide more training opportunities.

\* Among other things, through the establishment of the Federal Learning Account.

81% of companies struggle to fill job vacancies, and this is observed across companies of all sizes.

- 1  Training of personnel (52%)
- 2  Attractive remuneration policy (50%)
- 3  Mental and physical well-being (45%)
- 4  Digitalisation and innovation (36%)
- 5  Harmonisation of employment and salary conditions (16%)
- 6  Maintaining cohesion while teleworking (14%)
- 7  Mobility (greener transport) (14%)
- 8  Diversity of the workforce (14%)
- 9  ESG reporting (13%)
- 10  Flexible workforce (11%)
- 11  Employment of older employees (CLA no. 104) (7%)
- 12  Environmentally friendly policy (5%)
- 13  Data privacy and data protection (GDPR) (2%)
- 14  Pension plans (2%)

Moreover, it takes many companies a significant amount of time to fill a vacancy (on average, this process takes 1 to 3 months).

While filling job vacancies remains a major challenge, we observe minimal shifts in several measures that can be taken to find additional personnel:

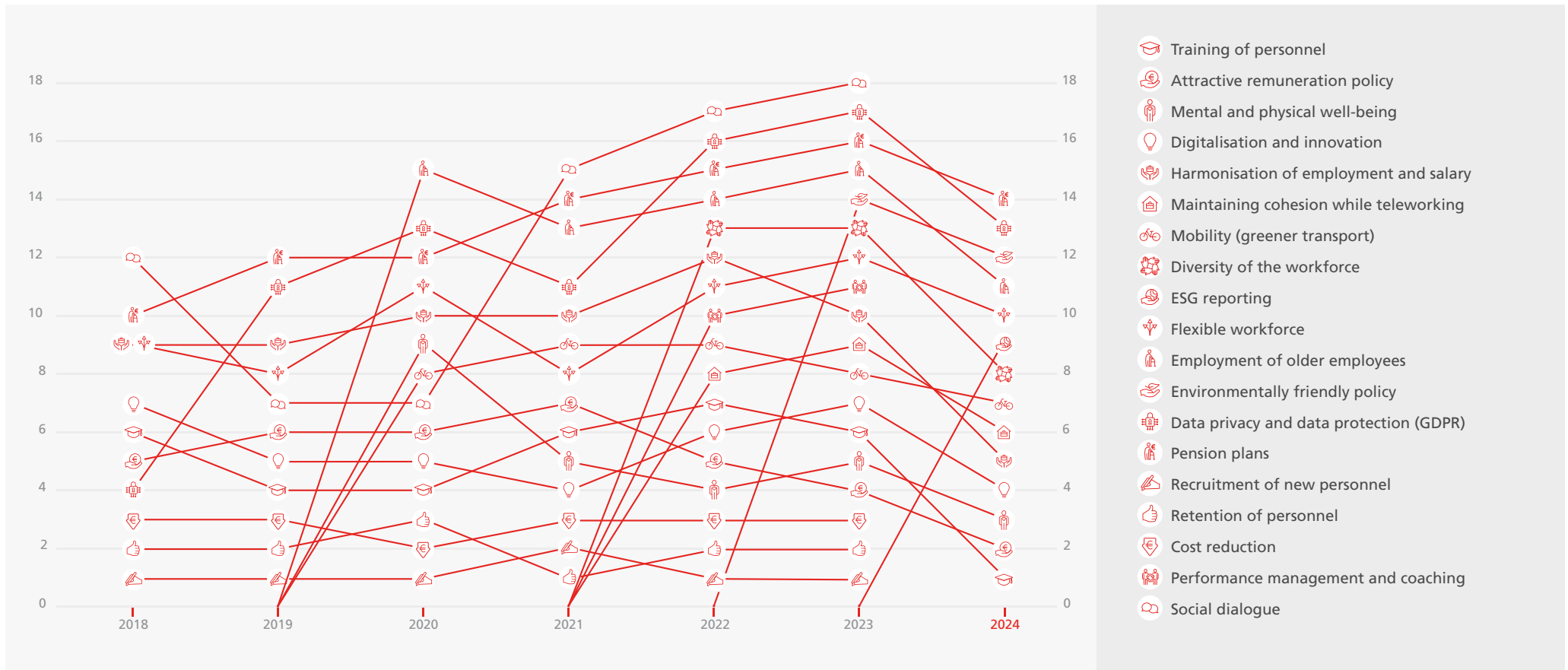
- Most hirings are based on indefinite-term contracts.
- The significance of temporary workers, foreign employees, and outsourcing remains unchanged.
- There is no increased interest compared to last year in having employees work abroad.
- Hiring third-country nationals is not gaining importance, with only 21% expressing openness to this.

Retention of existing personnel is primarily achieved through offering telework. There is also no increased emphasis on retaining older workers compared to the past year; the efforts made remain relatively consistent.



# 2024 - Overview biggest challenges

(In addition to recruitment of new personnel, retention of existing personnel and cost reduction)





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02

# Recruitment policy

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# 02 Recruitment policy

## ▶ Small and large companies continue to face difficulties filling vacancies

81% of companies say they have difficulties filling vacancies.

Compared to last year, there are now no clear differences between large and small companies.

The *War for talent* is still a big issue for all companies.

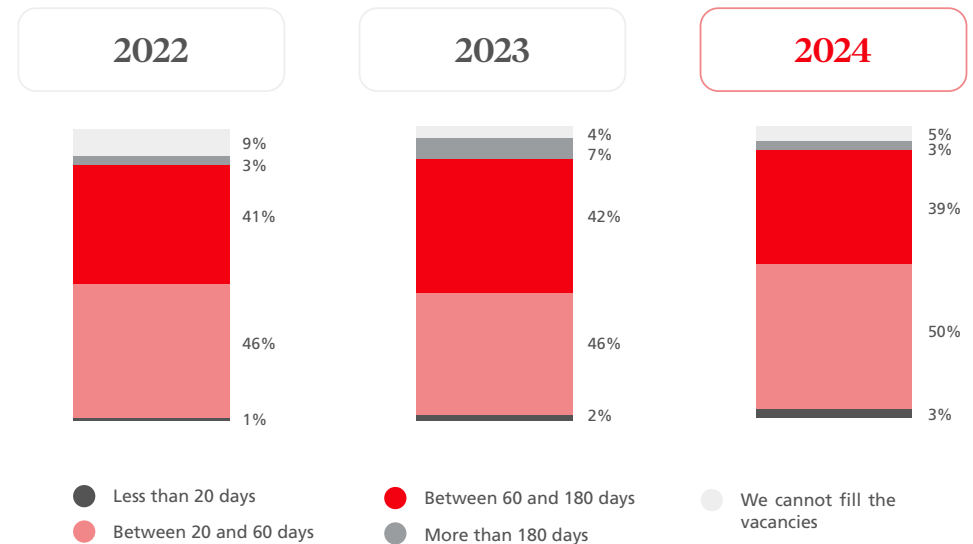
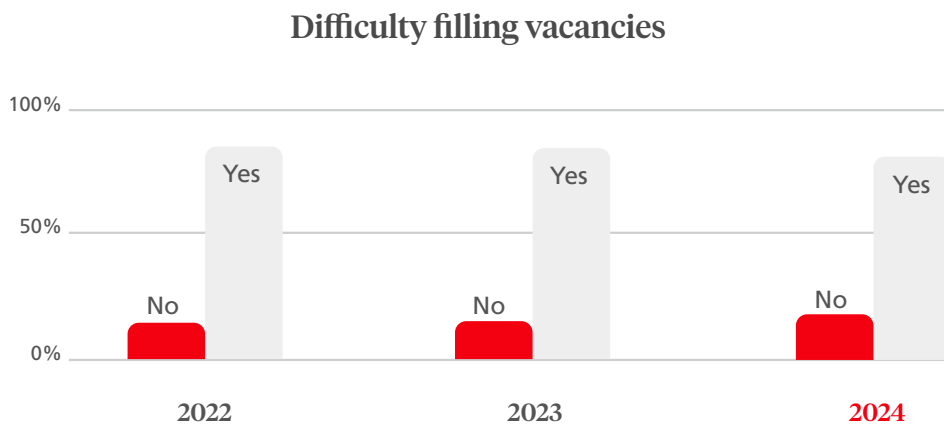
“

**It is staggering to see how labour market tightness persists**

For many companies, it has become a real crusade to find qualified personnel.

“

**The average time it takes to fill a vacancy is between 20 and 180 days**

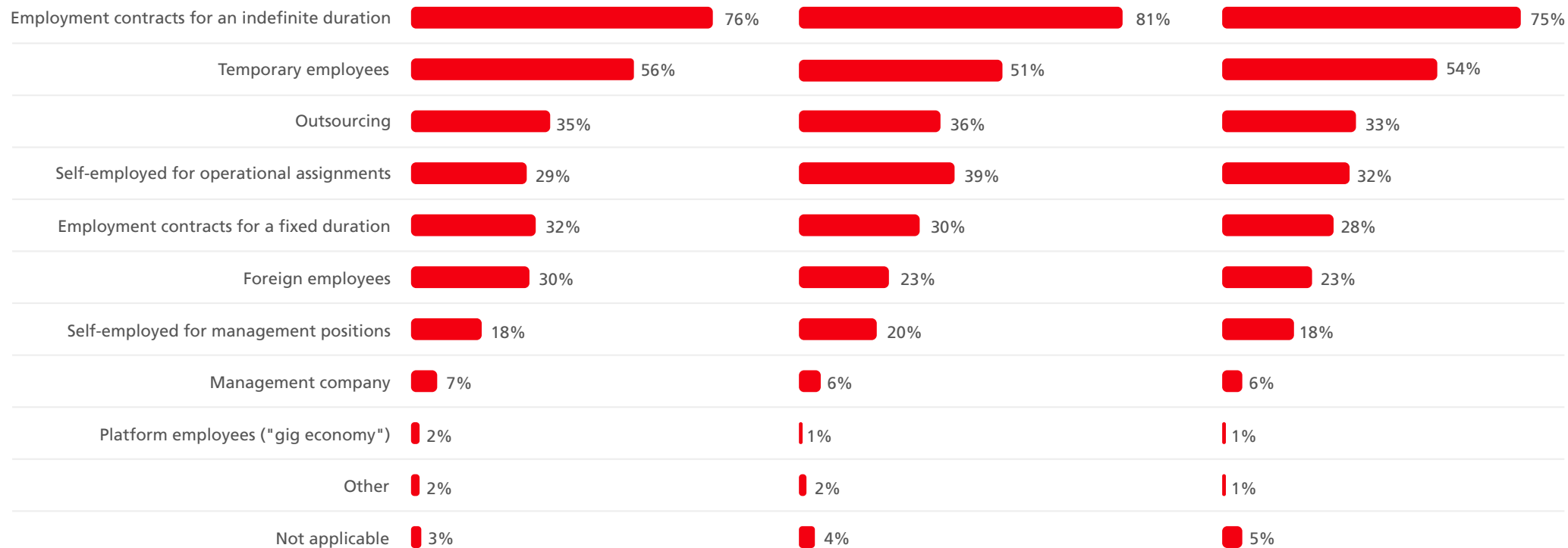


## For your recruitment, do you plan to use?

2022

2023

2024





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03

# Retention policy

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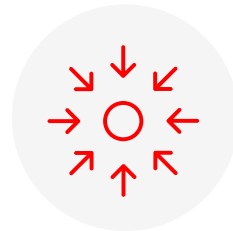
## 03 Retention policy

### ► Retention of older workers is being worked on more compared to 2023

**Compared to 2023, less effort is foreseen for staff retention.**

Given the tightness in the labour market, this is somewhat surprising. After all, when a new staff member is sought, it still requires a considerable period of time to be bridged. It therefore seems more appropriate to retain existing staff as much as possible.

On the other hand, we should not underestimate the economic conditions. There is enormous pressure on HR managers to cut costs.



Teleworking is the measure most often taken to retain staff.

68% of companies offer telework. The recent health crisis and the various demonstrations/protests (with a lot of extra traffic jams) have undoubtedly made teleworking almost a self-evident matter (except in those sectors where teleworking is not obvious).

Additional training is also now more widely used as a measure to promote retention (62%).

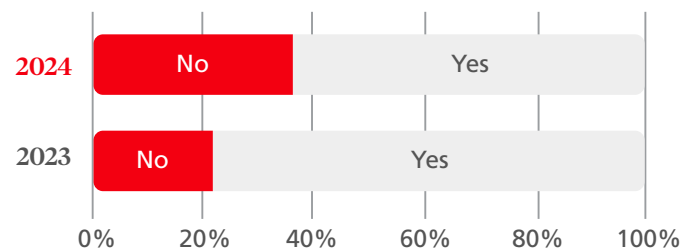
#### Older workers

Compared to 2023, we notice a slightly greater effort to retain older workers.

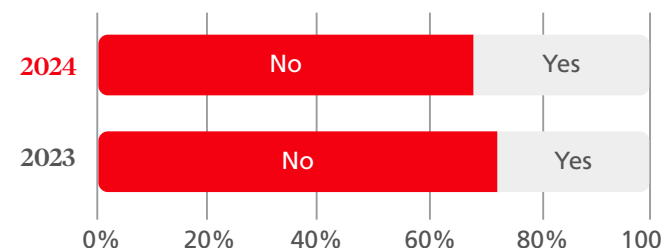
When we ask about measures to retain older workers, we see telework and flexible working as the most common measures in particular.

Since **1 January 2024**, activation fees have increased; read more in our [newsflash](#).

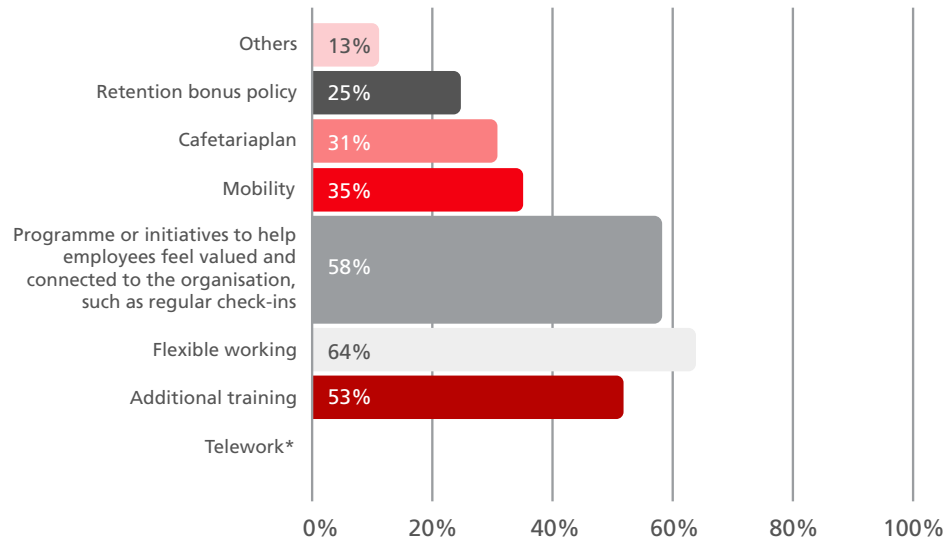
Retention of staff



Retention of older workers

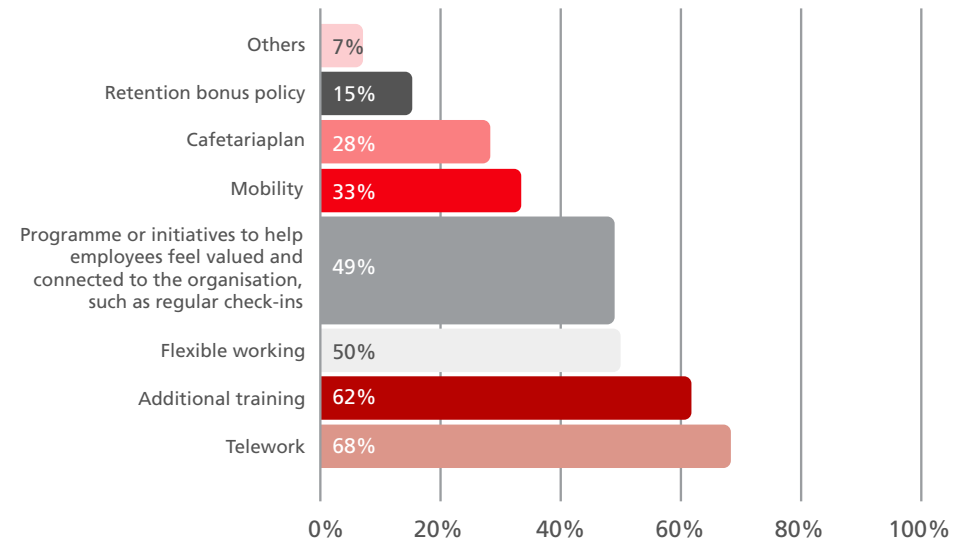


2023



\*2023, no telework data available

2024



A good retention policy is searching for a very difficult balance because it has to fulfil part of the organisation's needs and at the same time has a heavy (financial) impact.

This year, it appears that more companies are encouraging older employees to work longer.

“

**For 19% of companies, the number of employees who also perform flexi-jobs on top of their jobs has increased**

The extension of the scope (Programme Law of 22 December 2023) of flexi-jobs may affect this figure in the future.



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2024

04

# Compensation and benefits

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# 04 Compensation and benefits



\* We would like to remind you of our newsflash about [Reimbursement of 'charged' electricity](#)

## ► The mobility budget continues to gain popularity, albeit at a slower pace

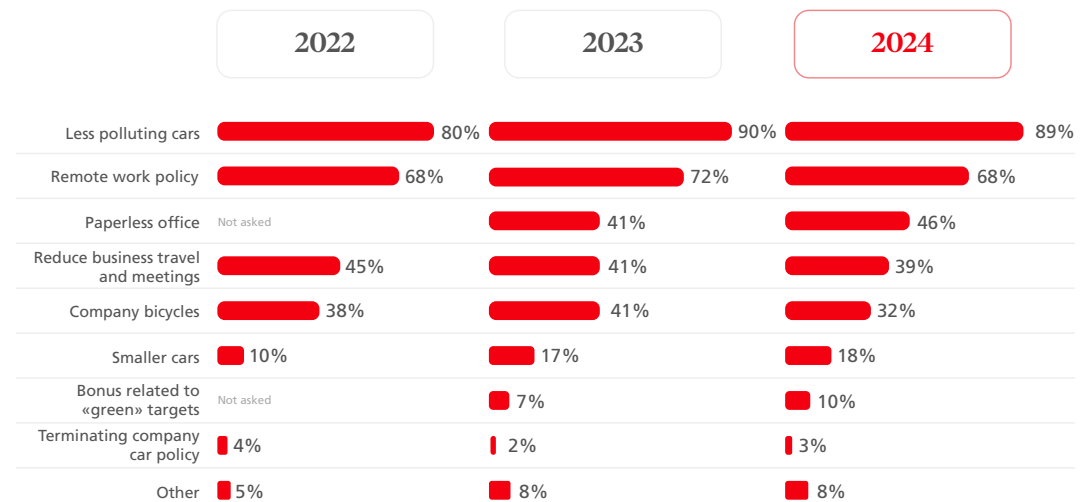
60% of the companies feel compelled to give their employees a variable remuneration, a figure that almost matches last year's. The most common forms of variable remuneration remain tied for first place: a collective bonus based on collective bargaining agreement no. 90 and a cash bonus. Following that is profit sharing/ premium. Broadly speaking, these figures correspond to those of last year.

The allocation of a mobility budget experienced the largest growth in popularity a year ago. This year, the trend is confirmed but the growth is less spectacular (37%).

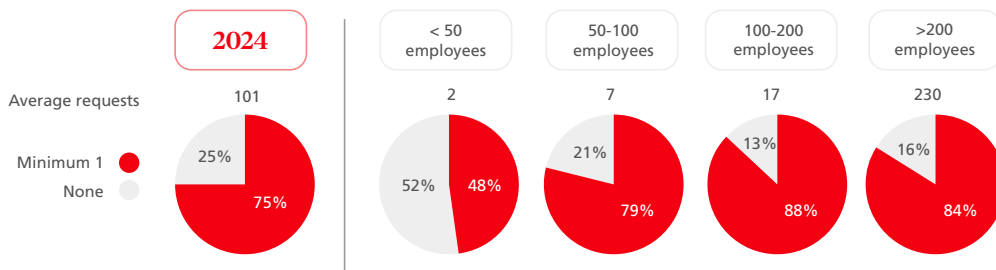
New to our survey was the **bicycle allowance**.

In 75% of the companies, there was at least one request for a bicycle allowance; it goes without saying that in larger companies there was a greater demand for the bicycle allowance, but the popularity of the measure has been proven, nonetheless.

## Climate change and mobility approach



## Number of bicycle allowance applications



## Climate change and mobility approach

57% of the companies indicate that the climate has an impact on their mobility approach (this is actually a slight decrease compared to previous years).

Of all the measures taken against climate pollution, less polluting vehicles\* remain the most popular measure (89%). Almost no companies (3%) have abolished company cars.

## Cafeteria plans are not gaining in importance

In the past, the figures indicated that many more companies were considering a cafeteria plan. However, we notice in the numbers that the increase is less spectacular.

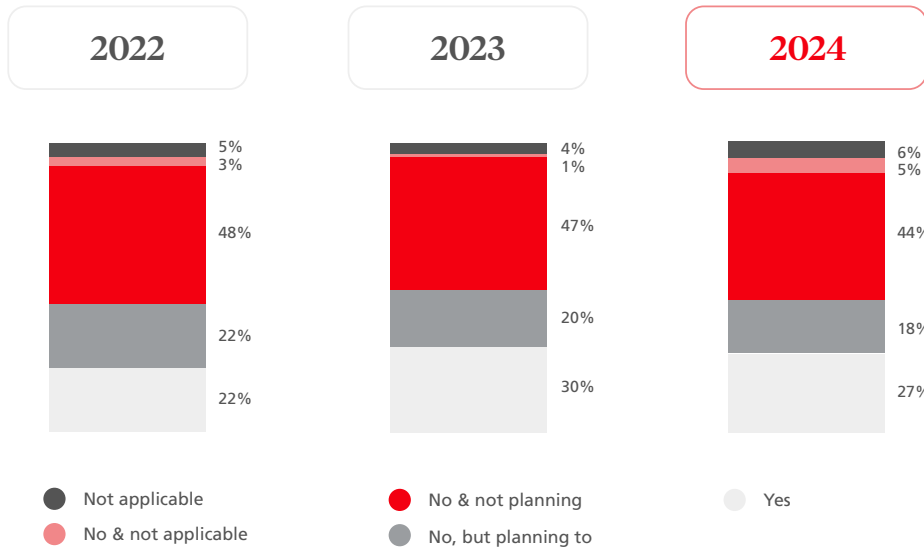
Although in 2023, 20% indicated that they were planning to introduce a cafeteria plan, we do not see any growth in this year's results (yet). 27% of the companies stated that they had implemented a cafeteria plan.



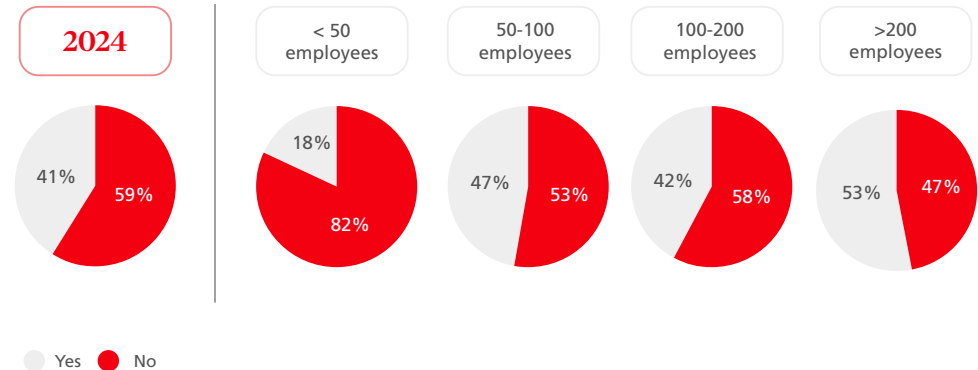
\* Regarding the wage withholding tax exemption for shift work, we would like to remind you of the ruling of the **Constitutional Court**, which only allows this for shifts that do the same work both in terms of content and scope.

### Wage withholding tax exemption\*

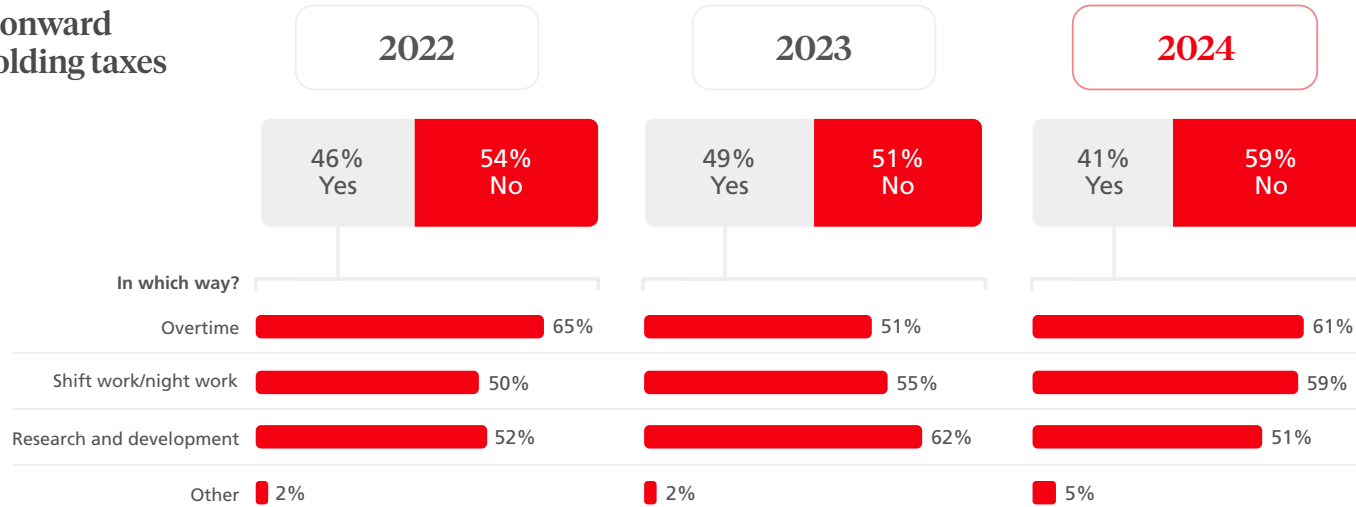
Especially larger companies (with over 50 employees) make use of the rules on wage withholding tax exemption.



### Partial exemption onward payment of withholding taxes



## Partial exemption onward payment of withholding taxes



## Pay transparency of gender pay gap

Not many companies have taken measures regarding the pay transparency directive (21%).

The most common measure among those companies that do provide information is informing candidates about the salary scales for the position they are applying for.

Far fewer companies prepare a report for the trade union delegation.

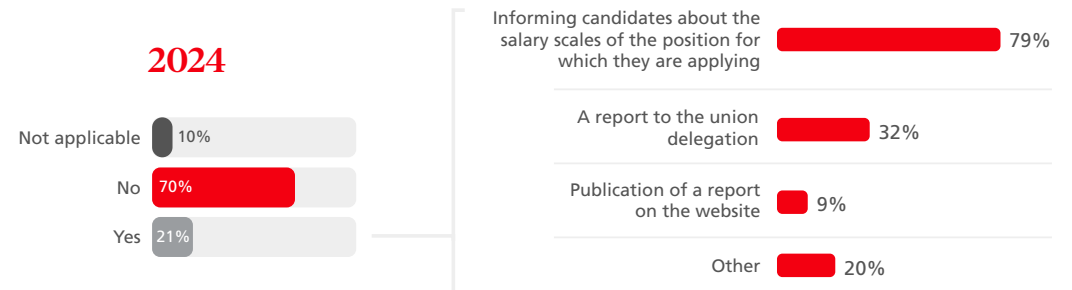
Using the report on the website is even less common.

From the open-ended responses, it appears that some companies choose to opt for creating individual records (electronically) for all employees with information about their specific situation and a wage comparison.

Transparency is often achieved by establishing salary scales and reporting.

In larger companies, it is often found that the parent company already has a reporting system in place, which is then generally implemented across the board.

### Pay transparency measures





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05

## Working time and remote work policy

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# 05 Working time and remote work policy

► **Telework remains the standard. However, the number of days of telework is decreasing.**

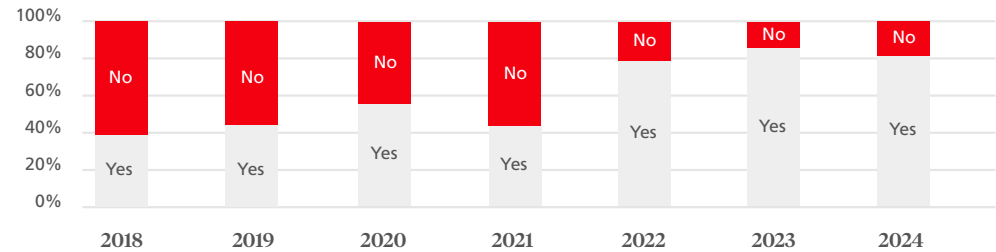
We notice that many more companies have introduced remote work. The impact of the recent health crisis and the disruption caused by various demonstrations have certainly contributed to this.

Over time, we notice that 80% of companies allow teleworking. It is clear that remote work is not possible in certain sectors. A more profound analysis of the number of days of telework shows there too a trend towards a more balanced range of number of remote working days. Whereas during the health crisis, exceptionally, five days of telework were still possible, this has now rather been normalized to two days of telework per week.

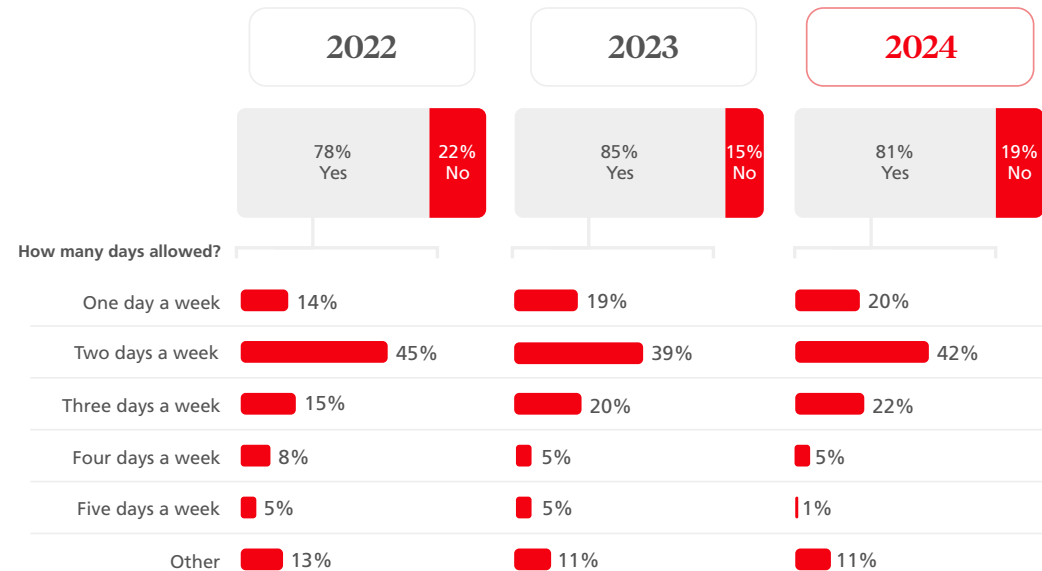


**When it comes to teleworking, a good policy is definitely a necessity. It removes uncertainty from the process. Both employer and employee want clarity on whether there is compensation, whether costs will be reimbursed and how follow-up will be conducted.**

Telework



Remote work policy



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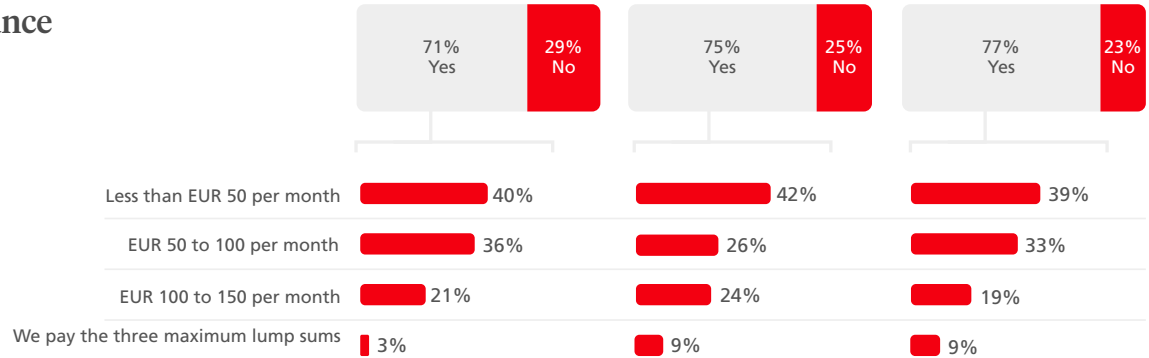
**77% of companies offer a telework allowance**

In most cases, this allowance ranges from a few tens of euros to 100 euros.

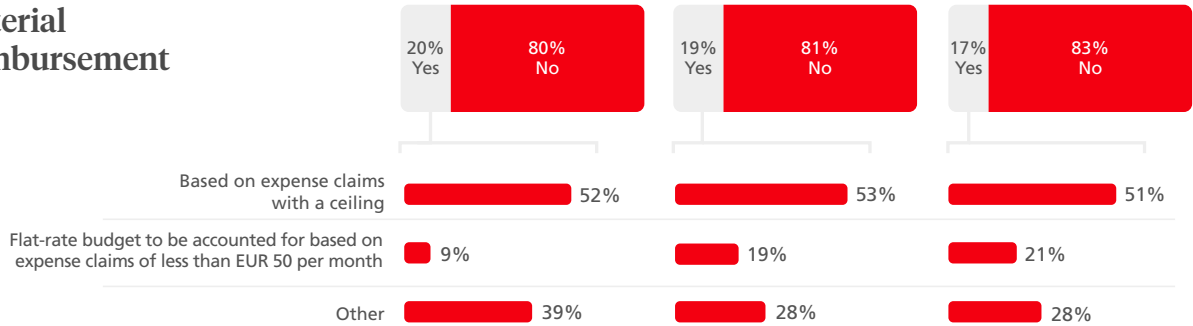
Only 17% of companies reimburse material based on expense claims.

Follow-up in the context of remote working is important. In this regard, we also notice a tendency to look more at results than at systems of time registration or agreements around accessibility.

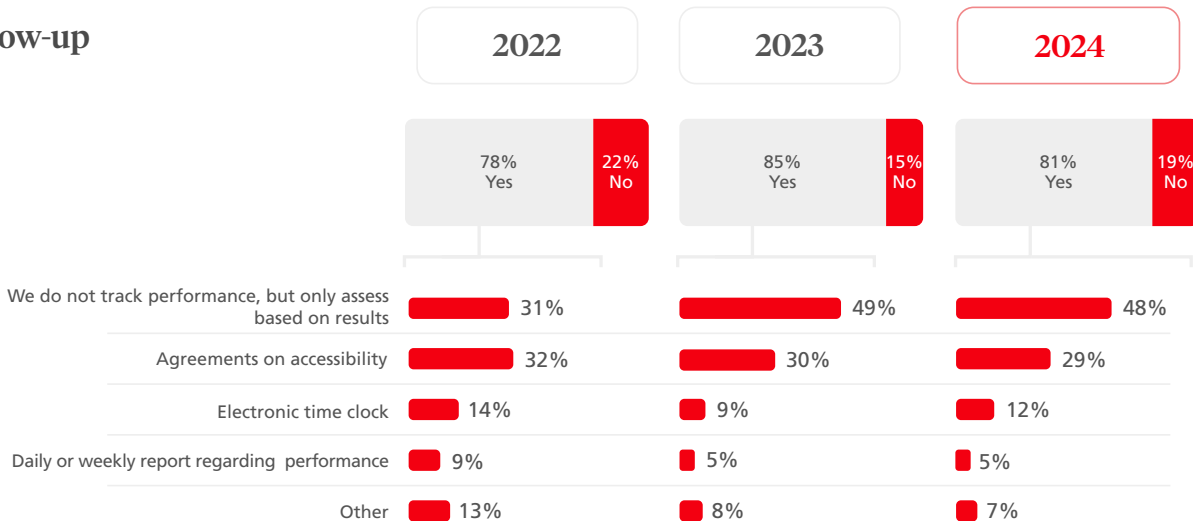
### Allowance



### Material reimbursement



### Follow-up



Those working with flexible working hours usually inform their employees 1 week in advance. There is a decrease for companies informing their employees about this 2 weeks in advance. The majority of companies that work with flexible working hours have included this change in their work regulations.

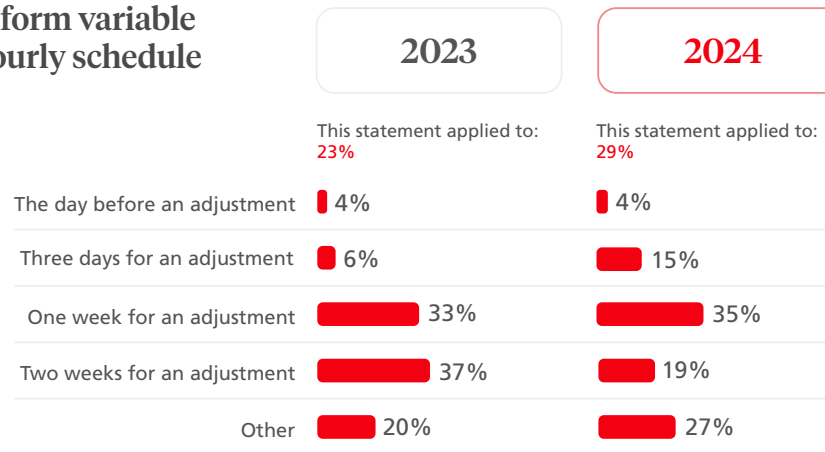
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**Not a great success for the four-day work week**

Of all companies surveyed, only 11% indicated they had noticed an increase in the number of applications. If applications are rejected, it is now more often because the company does not have a framework for it.

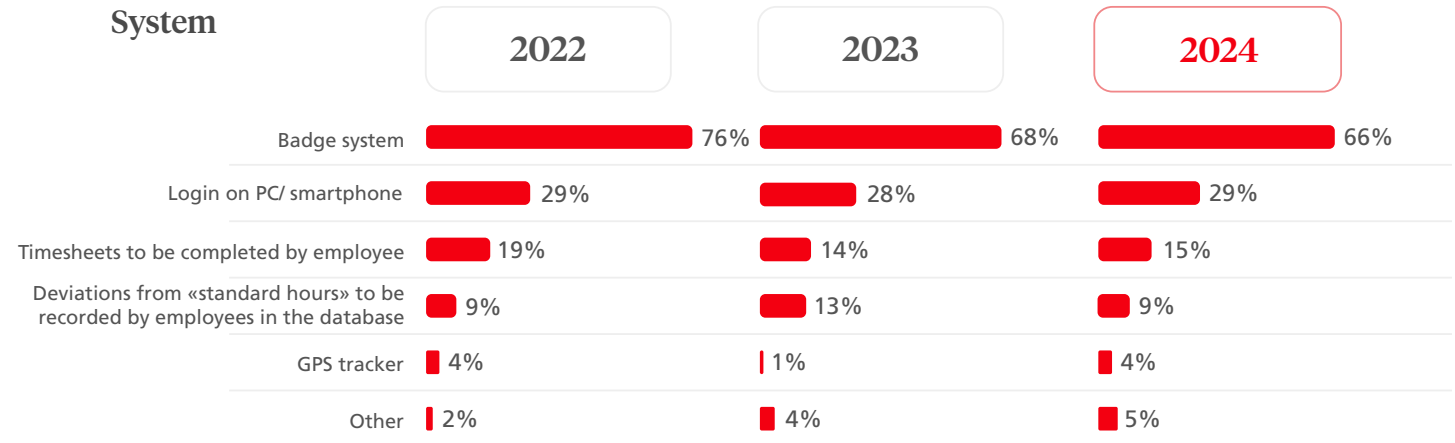
The alternating schedule is also not a high-flyer. In 64% of cases, it is not applicable and companies applying this have not noticed any increase or decrease in the number of applications.

### Inform variable hourly schedule



In 60% of cases, companies using gliding timetables link monitoring to a badge system.

### System





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2024



06

**Policy regarding workers  
with short- and long-term  
incapacity for work**

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# 06 Policy regarding workers with short- and long-term incapacity for work

## ► Favourable evolution in companies that have introduced a reintegration policy for long-term sick employees

Almost half (49%) of companies have introduced a reintegration policy for long-term sick employees, which is a slightly better score compared to last year.

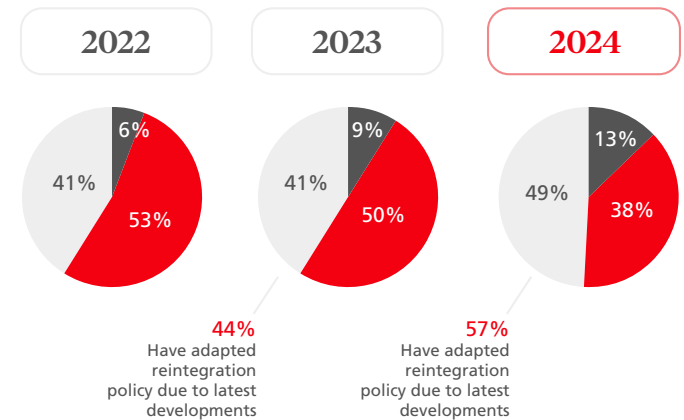
Our survey shows that more than half of the companies with 50 to 200 employees have no reintegration policy in place. On the other hand, companies with more than 200 employees do have a reintegration policy, putting them in a stronger position. Moreover, 45% of companies have applied a return-to-work policy in the past year.

Companies should step up their efforts in light of the policy that companies with at least 50 employees are required to pay a(n) accountability/responsibility contribution (0.625% of the Q-1 wage bill) if they have a high percentage of employees who have become incapacitated.

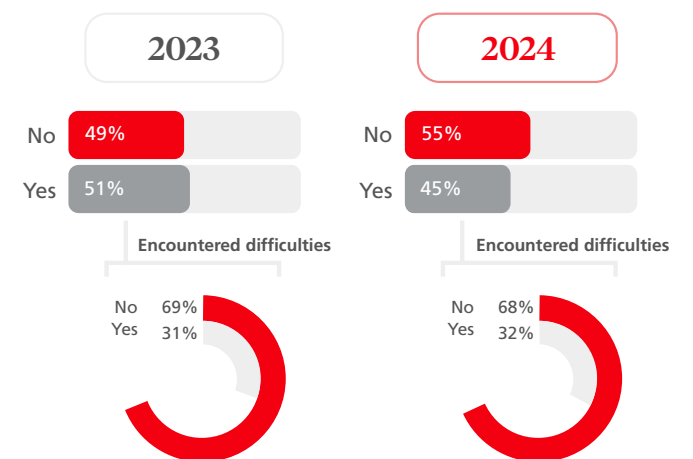


### Policy regarding reintegration of long-term sick employees

Not applicable ●  
No ●  
Yes ●



### Started a reintegration process



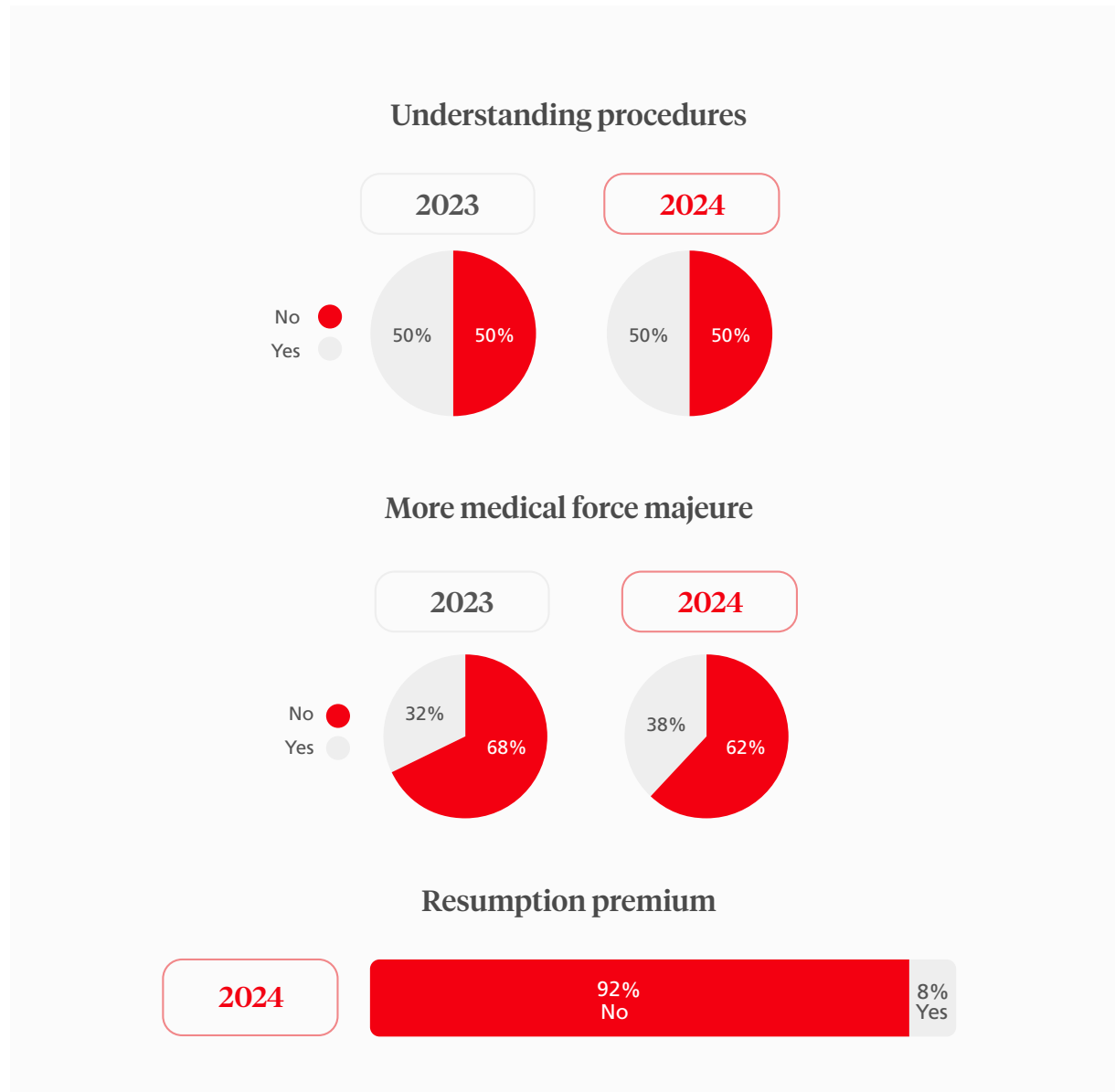
## Procedures, a torture?

Like last year, half of the companies indicated that they do not always fully understand the procedures imposed to them.

If we analyse the reintegration processes, we notice that 45% of the companies started a reintegration process. Such a process did not always go smoothly. 32% of the companies report having encountered difficulties during the process.

In 38% of the cases, definitive medical force majeure was identified. This is a slight increase compared to last year.

On the other hand, only 8% of employers were eligible for a work resumption premium. This is rather a low figure.





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07

# Termination policy

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# 07 Termination policy

## ► Use of temporary unemployment scheme decreases

17% of employers report having used the temporary unemployment scheme to avoid layoffs in 2023. This number is a clear drop from 2022 where use of the scheme was 26%. The difference is huge compared to 2021 where 44% used the scheme and in 2020 with 51%. There is now a clear sign that the effects of the recent health crisis are gradually dissipating.

The new obligation in the labour deal around employabilityenhancing measures for employees with a notice period / indemnity in lieu of notice of more than 30 weeks was used in 30% of cases. Mostly this was through an enhanced outplacement programme.

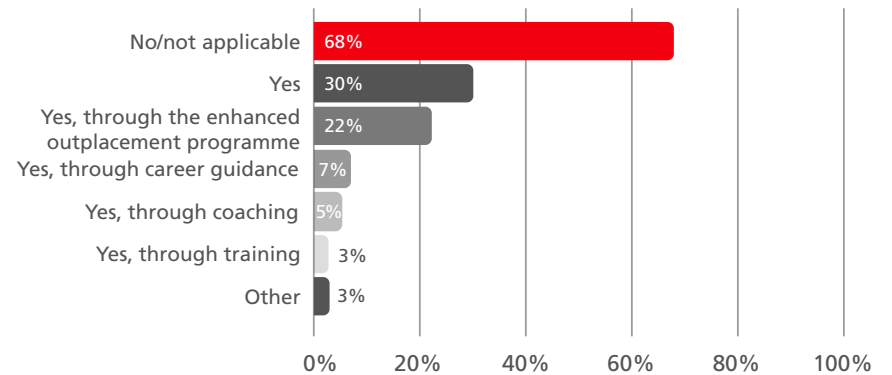
Regarding reorganisations, we still note hopeful figures, with 63% of companies indicating that they would not apply.

If coercive measures are necessary, staggered multiple dismissals are mainly considered in line with previous years' figures.

Since the **Act of 18 December 2023** (in effect since 1 January 2024), an employee has the right to continue using his mobile phone number after the termination of the employment agreement.

### Employability-enhancing measures

2024

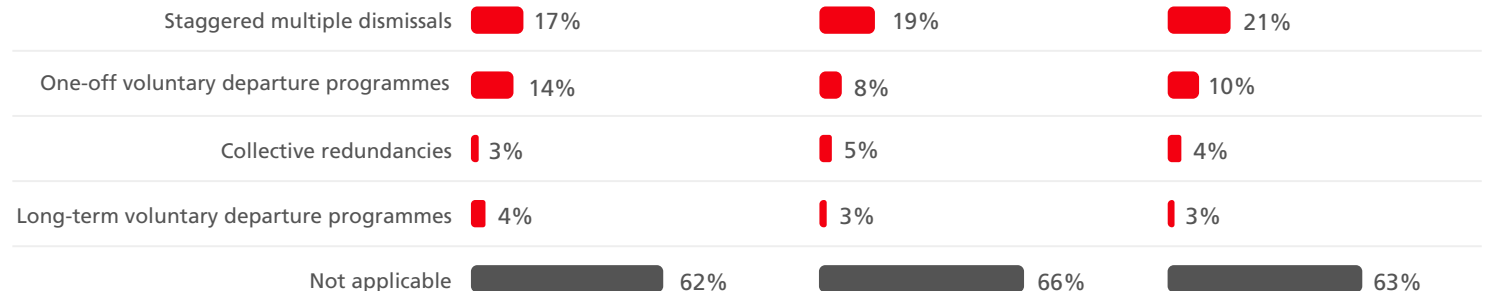


### Plans for eventual reorganisation

2022

2023

2024



“

**The transition process, a project introduced under the labour deal, is clearly unsuccessful** ❌

This measure involves offering an employee whose employment agreement is terminated by the employer with a notice period the possibility of already working for another employer-user during the notice period. This will be done through mediation by an employment agency or by the regional public employment service, such as the VDAB, Actiris or Forem.

When we probe into the reasons why the transition process is not used, it turns out that administrative handling and the need to organise work are the biggest stumbling blocks.

### Application labour deal

2023

2024

I don't know (the measure is not clear to me yet, no view on opportunities)

57%

29%

Yes

21%

3%

No

22%

68%

### What measures do you foresee?

Administrative processing with the four-party agreement

49%

38%

Need to organise work

41%

32%

Competition

14%

11%

Other

22%

28%

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08

# Digitalisation and cybersecurity

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## 08 Digitalisation and cybersecurity

### ► Digitalisation ranks 4th in the list of the most important challenges for the coming year

It is not illogical that just over half (53%) of the companies expect an impact of digitalisation on human resources by 2024.

As a result, there is a rise in the number of companies (62%) providing additional training to retrain their employees.

Relatively low (38%) is then the number of companies where social partners are involved in digitalisation. We also notice a decline in the involvement of external trade unions in digitalisation.

In 2023, 32% of companies reported having experienced cyber attacks. This is a consistent figure in our annual surveys. 32% seems low but is actually an astonishingly high figure that shows how important this form of crime is within society.

We can also speak of fairly stable figures when it comes to cyber hacking (15% by 2023).

Also this year, it appears that 41% of the companies are not insured against cyber hacking. Yet the consequences of a hacking are very far-reaching, not only for production processes but also for sensitive data that can be leaked.

“

**80% of the companies do not (yet) use AI as part of their HR processes**

When AI is used, in 11% of cases it is during the recruitment process, in 6% of cases for staff monitoring and in 1% of cases for evaluations.

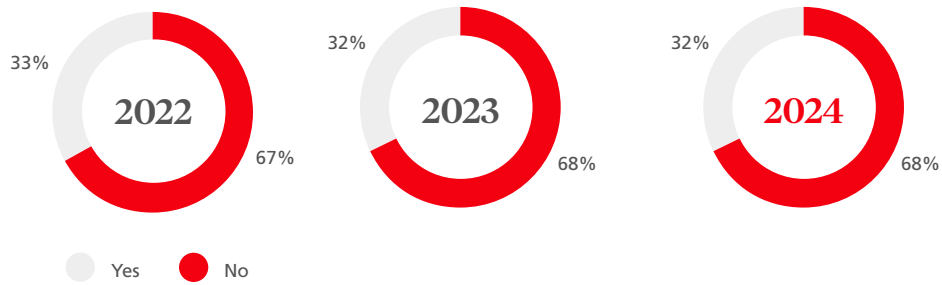
AI has clearly not yet been integrated in the HR department but developments in the field are forcing us to prepare for it.

AI applications in the company force us to check that we do not lose sensitive information. HR departments are chock-full of sensitive information (think gender, education, mandates, financial information, etc.). Before running an algorithm on that, a thorough DPIA\* is necessary.

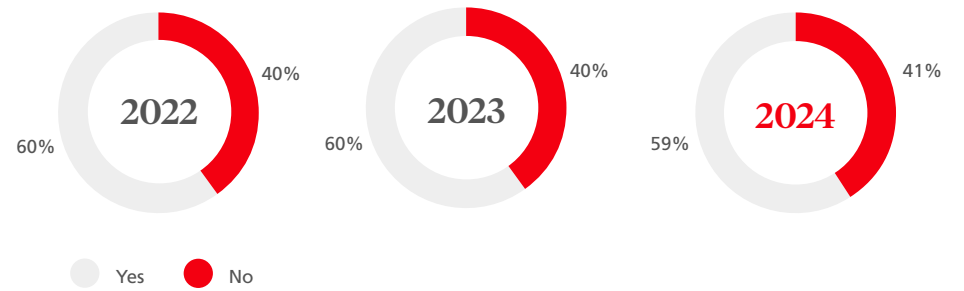


\* A Data Protection Impact Assessment (DPIA) is a process that systematically identifies and minimizes risks related to personal data processing.

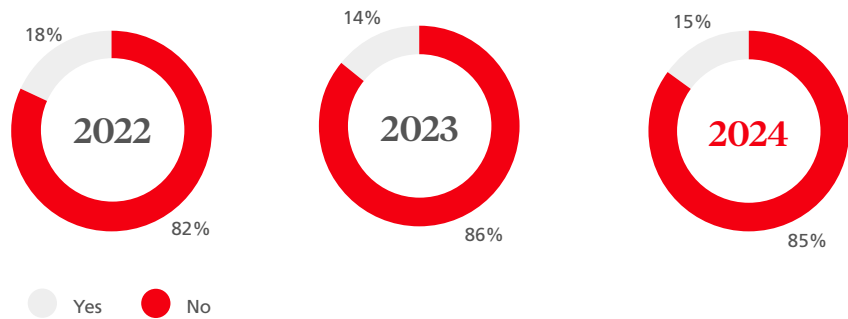
### Cyber attacks



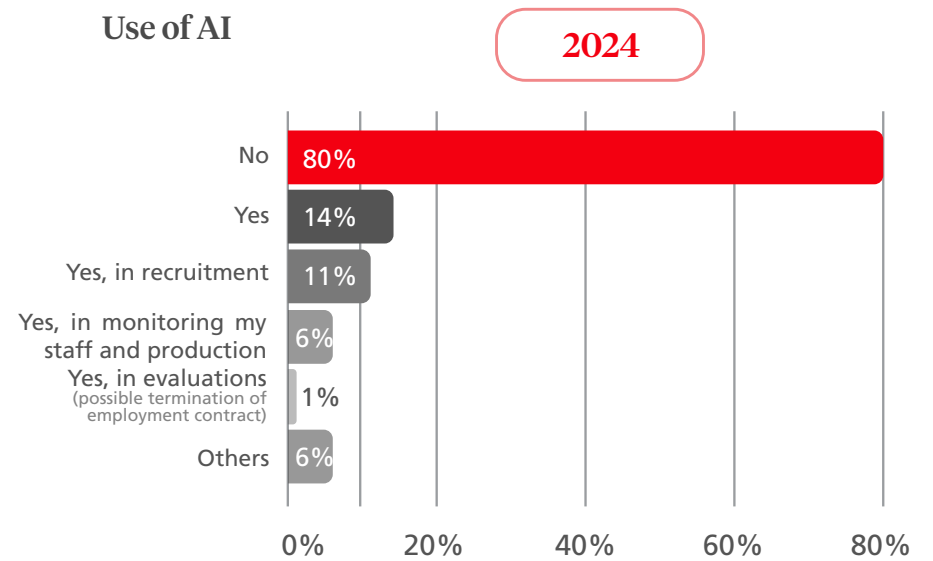
### Insured against cyber hacking



### Cyber hacking



### Use of AI



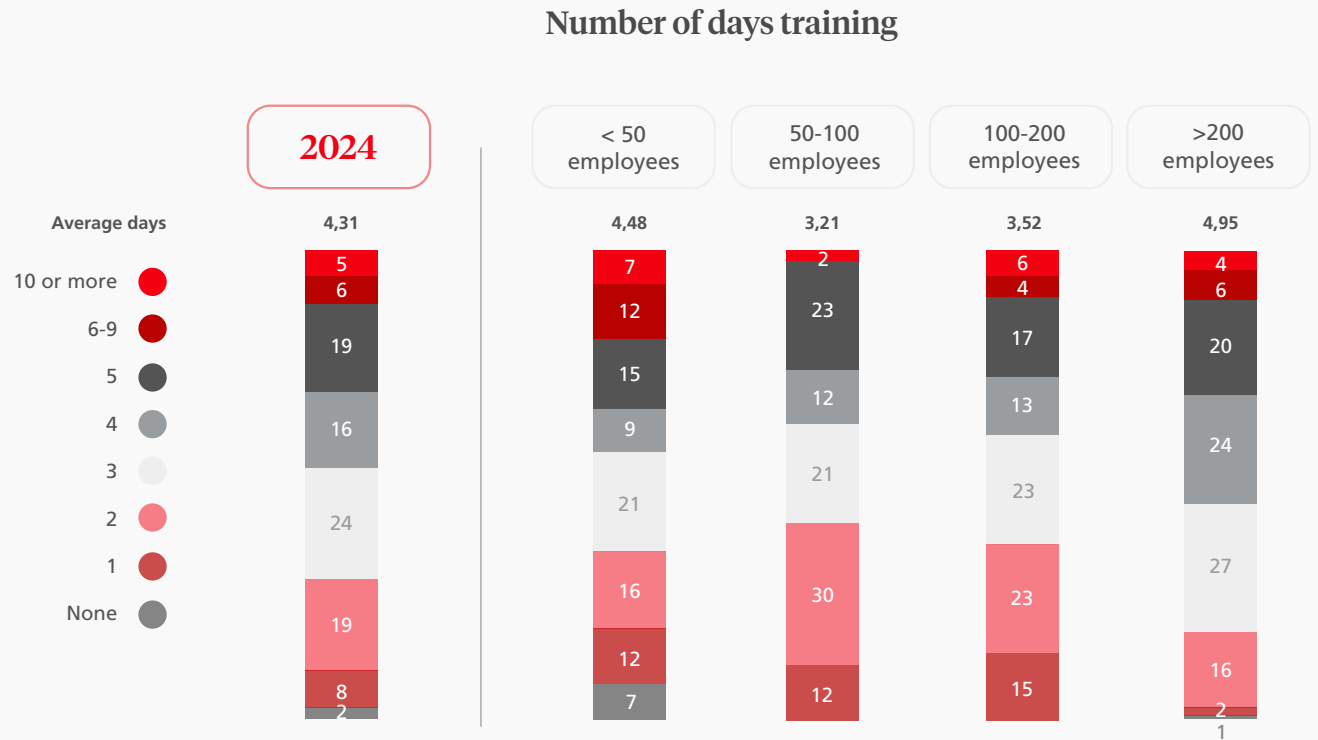




## Training

On average, employers provide just over 4 days of training to their employees every year.

There is the most variation among companies with fewer than 50 employees: there is a larger gap between employers who allow 10 days more training, compared to companies where hardly or no training days are provided.





HR BEACON

2024



09

# Employee privacy rights

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# 09 Employee privacy rights

## ▶ Labour deal has had a positive impact on the right to disconnect

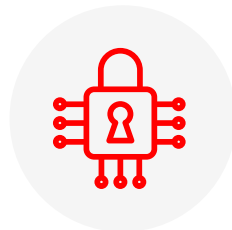
**Following up on emails from sick colleagues continues to be followed up correctly at a very high level.**

63% of employers have sick employees set up an out-of-office message with the name of a colleague who can ensure follow-up.

The procedure regarding departing employees, whereby the (former) employer can keep the mailbox for a period of time (one to three months), is increasingly being followed up correctly. 46% of companies say they operate in this way.

Many companies still do not use e-monitoring (48%). If logging is used, the vast majority of companies will report it correctly. Only just about 12% log data but do not report it to employees. This is inevitably a serious risk and should be avoided at all costs.

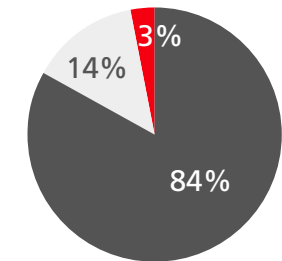
Regarding GPS monitoring, there is a much better follow-up of the legal provisions, with the vast majority of companies having established policies for this.



### Transparency over control on movements

**2024**

- Not applicable. Our company does not do GPS monitoring ●
- No, all data is logged, but employees are not informed about when our company can monitor it ●
- Yes, there is a clear GPS monitoring policy ●

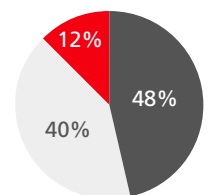
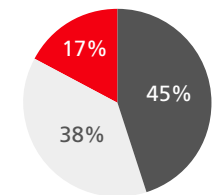


### Transparency over control

**2023**

**2024**

- Not applicable. Our company does not do e-monitoring ●
- No, all data is logged, but employees are not informed about when our company can monitor it ●
- Yes, there is a clear e-monitoring policy ●



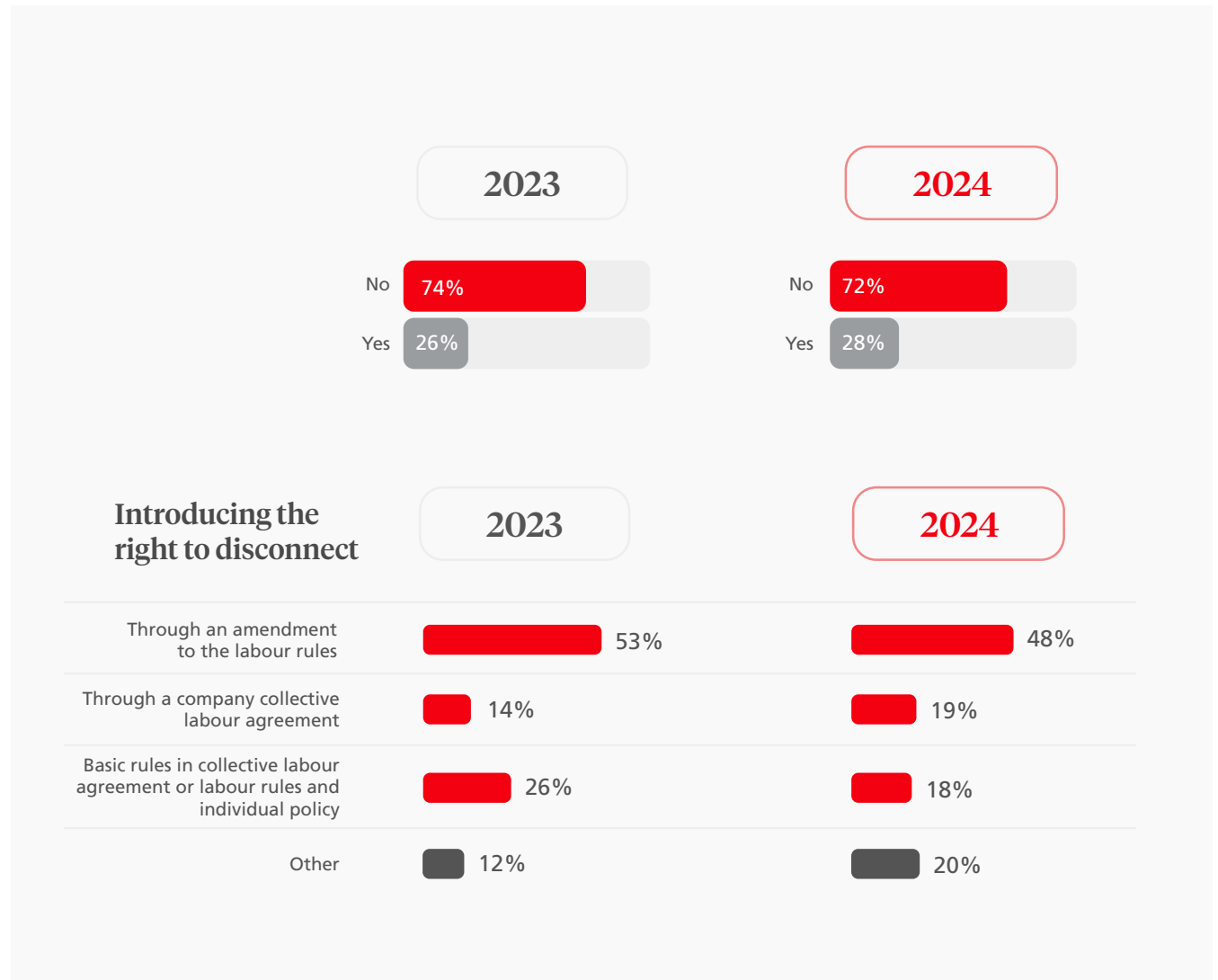
“

**The right to disconnect has not yet been worked out in all companies** 

61% have established clear guidelines while 39% have not yet done so. However, the labour deal did have a positive impact on this: before the labour deal, 72% lacked a policy on disconnection.

The right to disconnect was mainly introduced through an adaptation of the work regulations.

Companies generally show reluctance towards training or raising awareness about the right to disconnect.





HR BEACON

2024

10

# Data protection

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# 10 Data protection

► **69% of companies have a data protection policy. Pay attention to the processing record!**

**Training courses on data protection are only scheduled in 45% of companies.**

Consent for rights regarding the processing of photos, visual material, and audio material is, on the other hand, well established in the workplace.

This is a very favourable development considering that the DPA\* is not idle and regularly takes enforcement actions.

When we look at the number of requests under GDPR, they are very limited in many enterprises. Only 8% of the enterprises reported receiving a request.

As usual, the right to access is the most commonly used right\*\*.

Still concerning is the inadequate or non-existent updating of the record of processing activities.

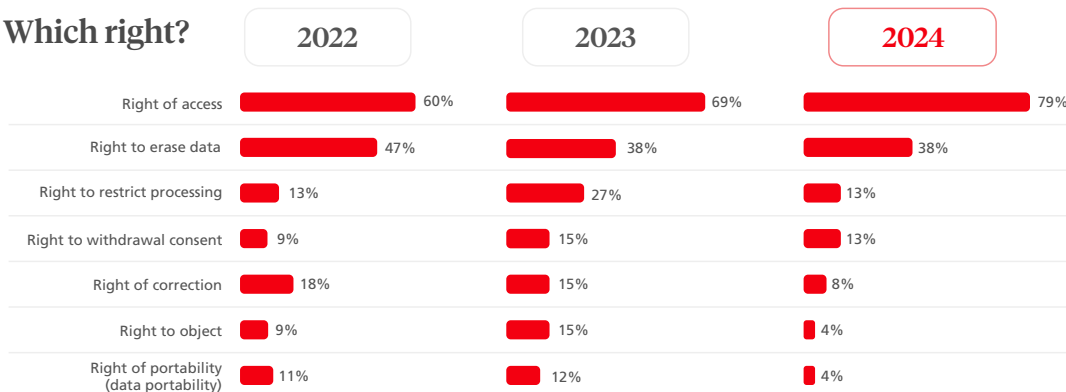
However, the record of processing activities is a fundamental aspect of the entire GDPR legislation and a tool that must be regularly maintained. During audits, it is a very simple tool that must be present and up to date.



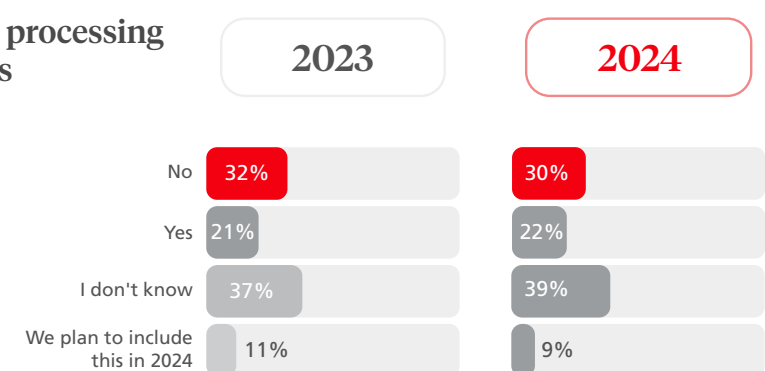
\* Read also: [How to legally communicate a dismissal correctly - The delicate balancing exercise between company and employee interests](#)

\*\* Also, the right of access and copy is not an absolute right. [Read more.](#)

## Which right?



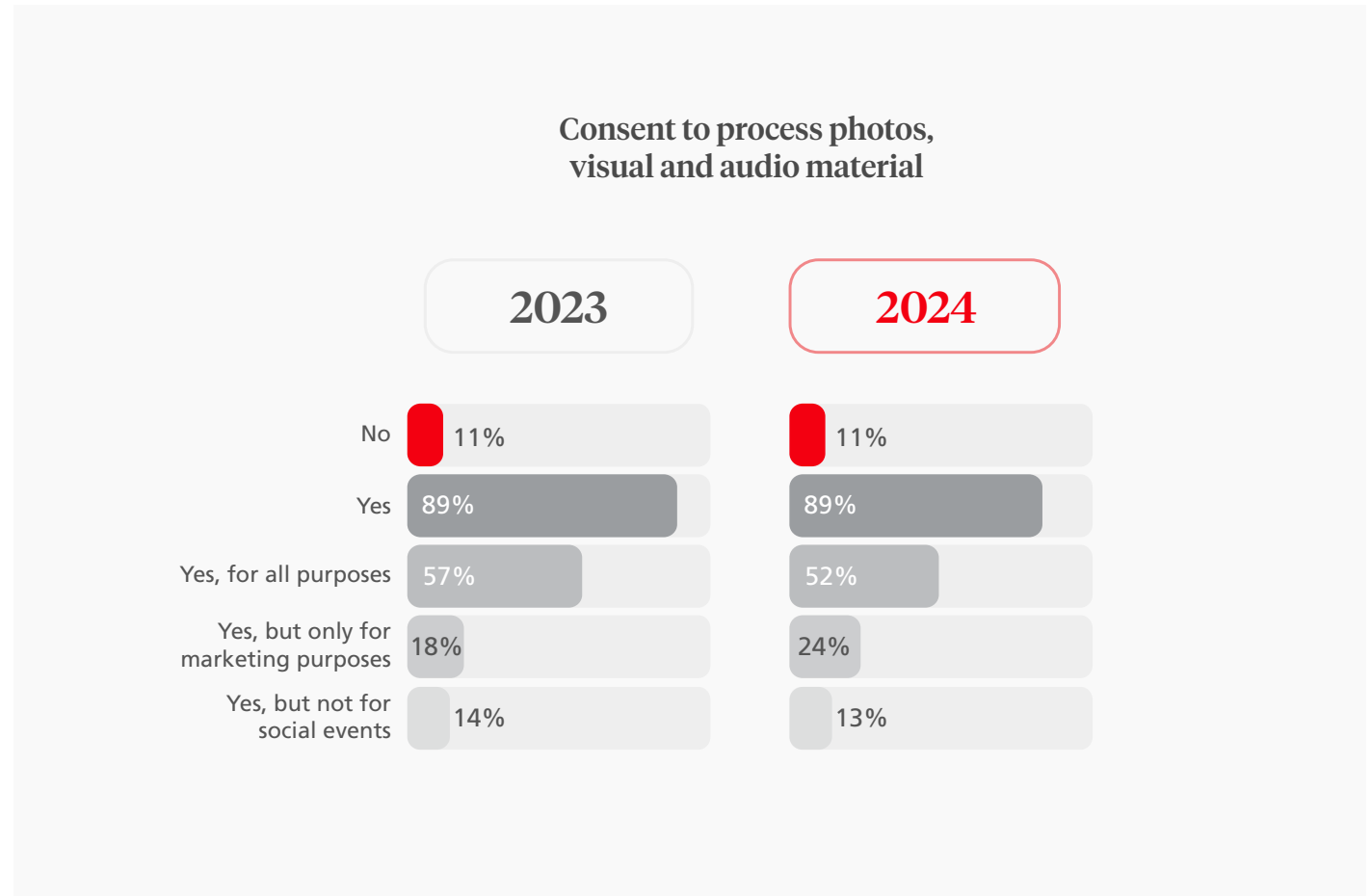
## Register processing activities



“

**A minority (11%) of the companies has not requested consent from its employees for the processing of photos, visual material & audio material**

Among the companies that have done so, it mainly concerns consent for all purposes.





HR BEACON

2024

11

# Discrimination in the workplace

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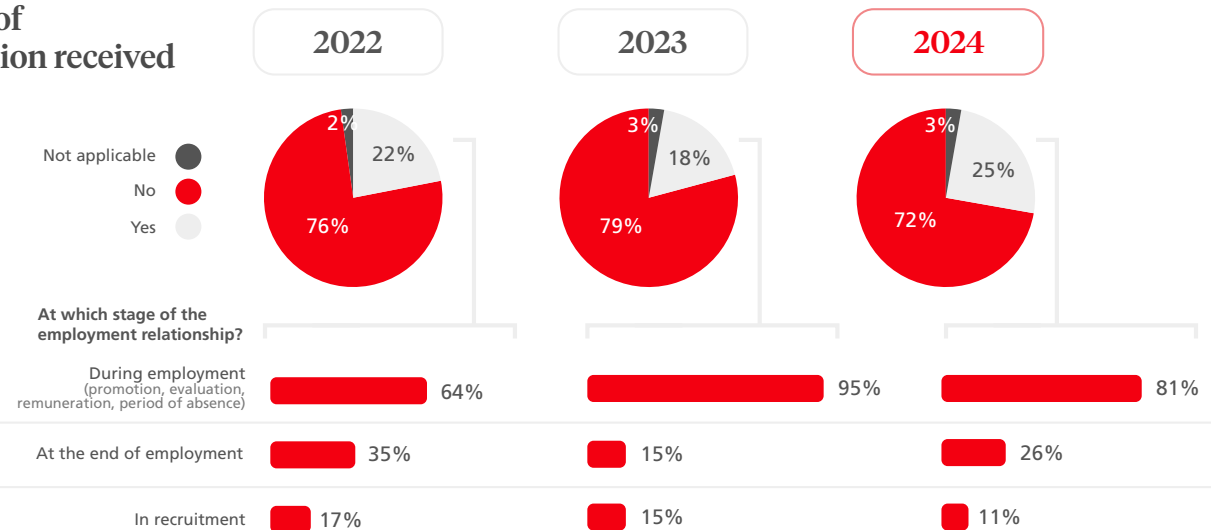
# 11 Discrimination in the workplace

- ▶ **25% of companies report having received complaints about discrimination. This is the highest value across all years.**

It is remarkable that we are now facing a higher number of complaints based on discrimination. This is a trend that we need to become more aware of, especially now that legislation concerning the gender pay gap is going to draw more attention to differences between staff members.

Complaints of discrimination continue to come mainly during employment.

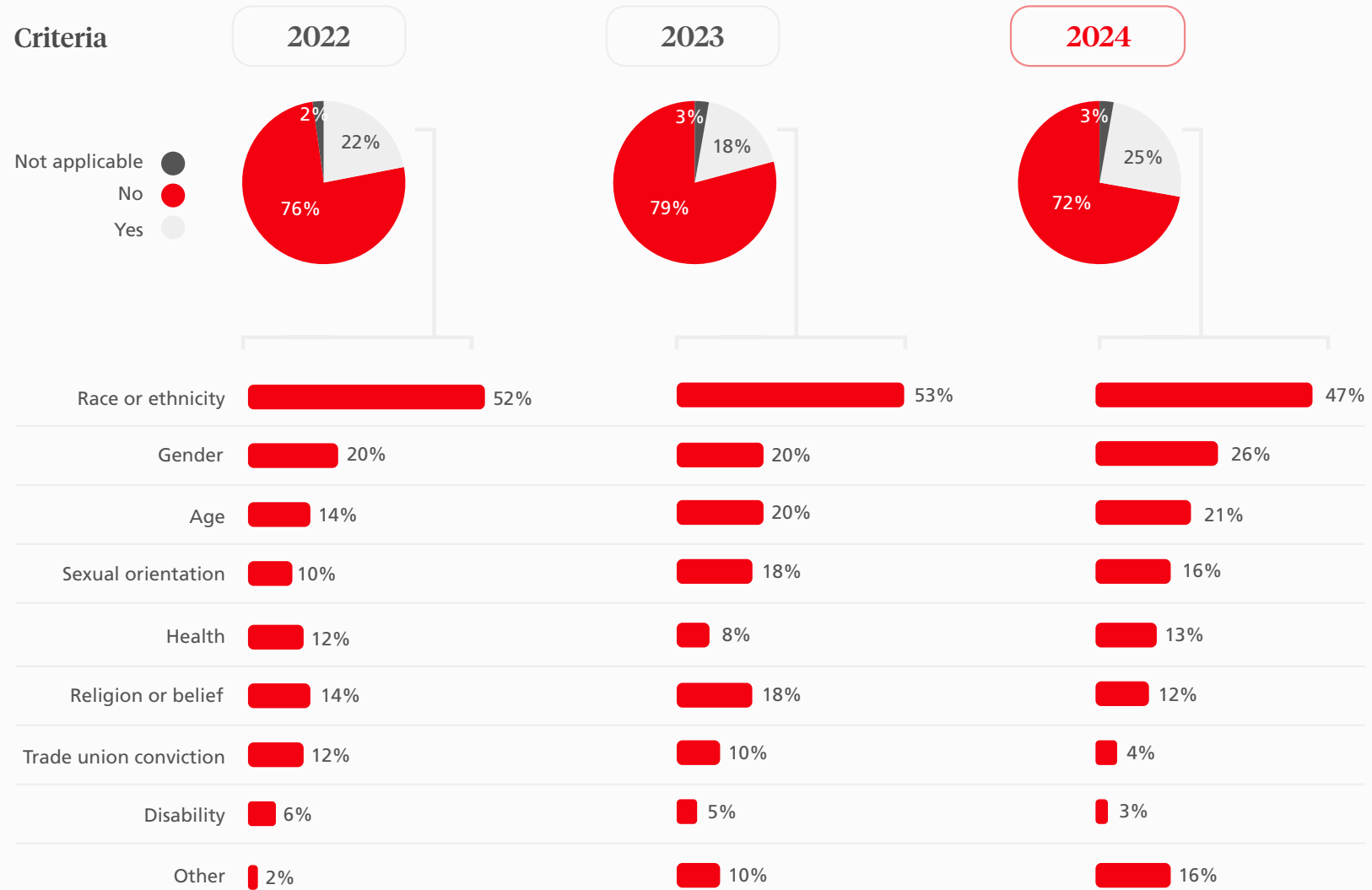
## Complaint of discrimination received



“

**Complaints about race or ethnicity remain the most common complaints. But we notice that complaints based on gender take a strong second place.**

Only 8% of companies received complaints from a third party.





HR BEACON

2024

12

# Compliance management

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## 12 Compliance management

- ▶ **11% of companies experienced a faster and/or stricter enforcement of breaches of labour law or welfare legislation. This was slightly higher in 2022.**

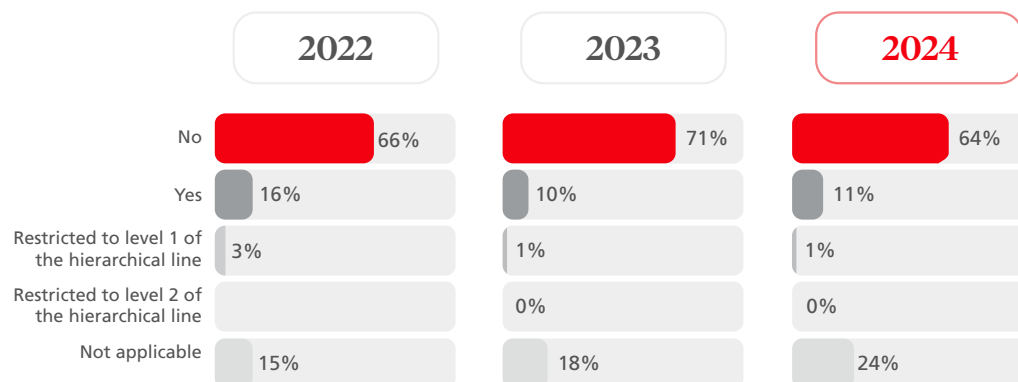
64% of employers indicated that they did not experience faster or stricter action from the enforcement authorities in cases of breaches of labour law and/or welfare (health and safety) legislation.

11% of employers did perceive a faster or stricter approach from the enforcement authorities. That is still a significant decrease compared to 2022 (16%). The decline in enforcement actions by authorities may be related to the end of the health crisis.

**Also in 2024, the social inspection will carry out inspections by random sampling in sectors such as transport, construction, catering, cleaning, the green sector and meat processing.**

**To ensure compliance with labour law and/or welfare legislation and avoid potential problems, employers can anticipate these inspections by commissioning a social audit. The results of this audit can then be used to quickly address any problems. Claeys & Engels will be happy to assist you in this regard.**

### Action breaches labor law/ prevention legislation





HR BEACON

2024

13

# Well-being policy

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 Claeys & Engels

# 13 Well-being policy

## ► The abolition of the one-day medical certificate had less of an impact than initially anticipated

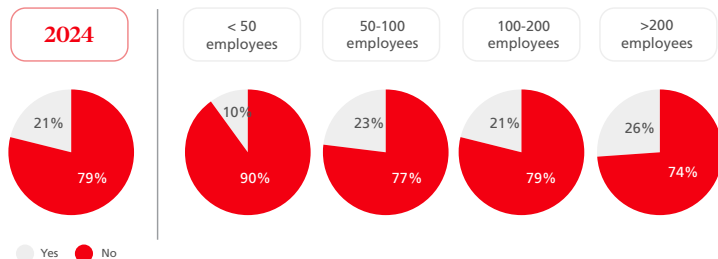
Compared to 2022, there is more focus on mental well-being. Within the group that pays more attention to it, psychosocial wellbeing and combatting stress and burnout are the focal points.

Only 21% of companies have conducted an independent psychosocial risk analysis using the questionnaire method provided by the Federal Public Service Employment, Labour and Social Dialogue.

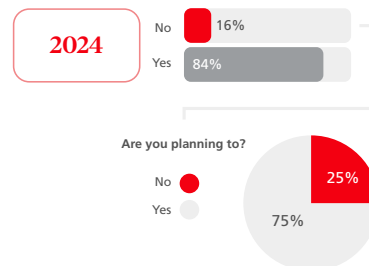
An important role does exist for the person of trust\* in the workplace: 84% employ a person of trust within their company. Of the companies that do not have a person of trust, 75% intend to appoint one.

In medium to large companies, psychosocial risks are almost equally addressed. Naturally, larger companies may provide more resources.

### Psychosocial risk analysis

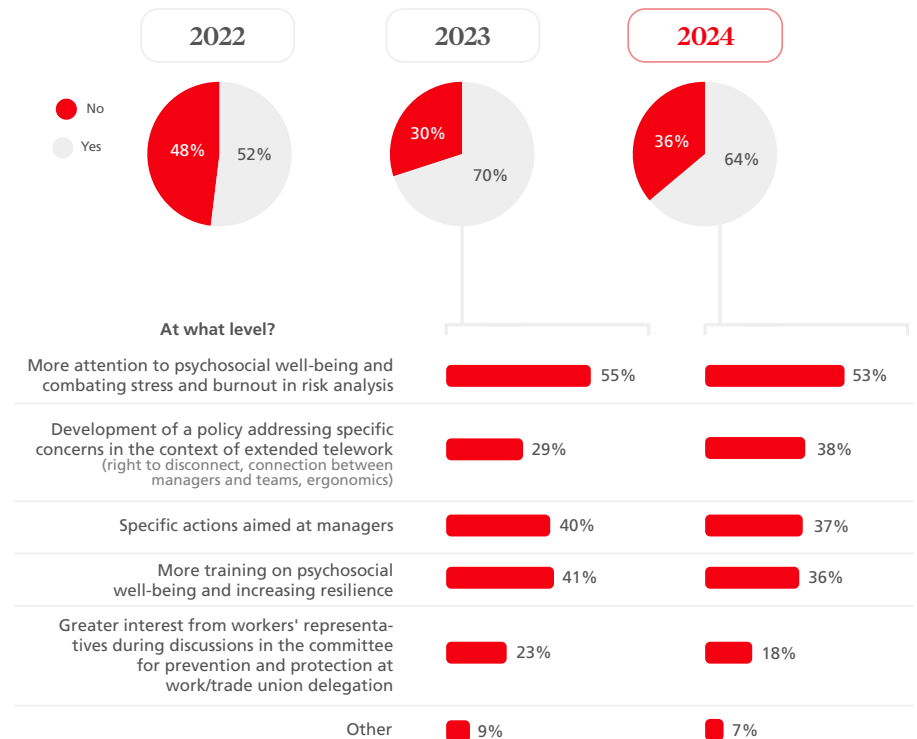


### Person of trust employed?



\* As of 1 December 2023, companies with over 50 employees are required to employ a person of trust.

### More commitment to well-being policy



“

**36% of companies indicated that the abolition of the 1-day medical certificate led to more days of absence** 

This is a lot lower than the scores given to concerns around this topic in 2023, when 63% said they were concerned that it would lead to more absences.

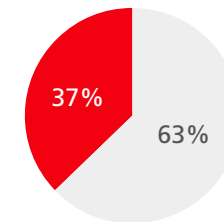
In line with expectations around the abuse of the abolition of the 1-day medical certificate, 61% say they are concerned that the ability to recover sick days during holidays will be abused. Our survey next year may confirm whether these concerns prove (un)justified.

### Abolition of medical certificate

2023

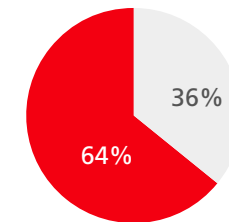
Concern?

No   
Yes 



2024

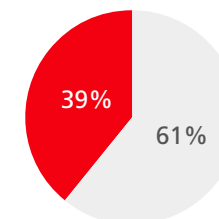
Consequence



### Abuse recovery of sick days

2024

No   
Yes 





HR BEACON

2024

14

# Energy crisis and purchasing power

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# 14 Energy crisis and purchasing power

► **Demand for support measures continues to decline.**  
**94% of companies indicate they no longer want to use support measures.**

In the aftermath of the energy crisis, 94% of companies say they do not want to continue applying support measures. This is more than last year, at which time 88% had also indicated they would no longer continue to apply these. Yet this suggests that companies want to continue entirely on their own resources.

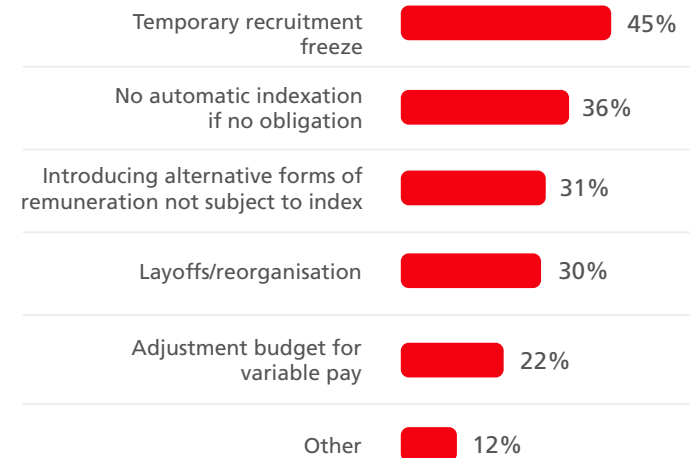
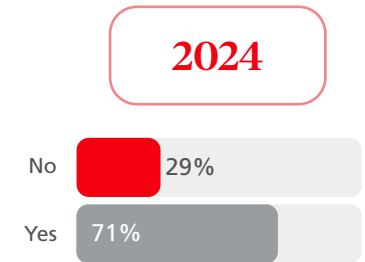
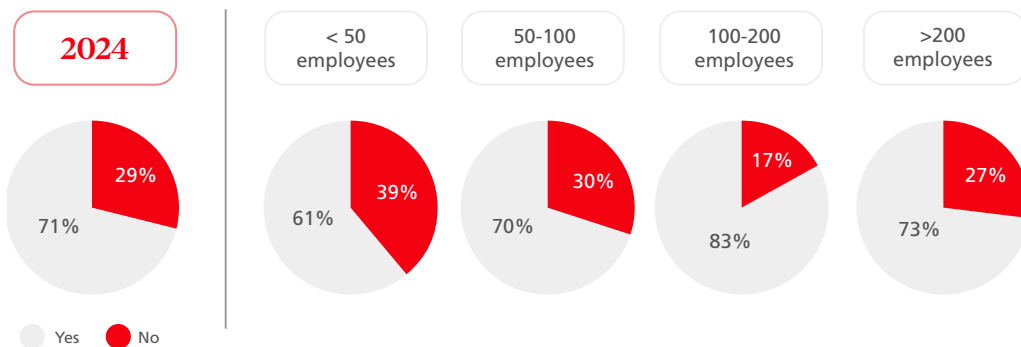
This is even more pronounced among companies between 100 and 200 employees. Those cost-cutting measures come at the expense of employment. 45% of those who will cut costs are considering a temporary hiring freeze.

Some companies do indicate an effort to retain employees (retention policies).

However, the energy crisis did have an impact. 71% indicate that the pressure on salaries is causing their companies to cut costs.

**“**  
**54% of companies offered a purchasing power premium to their employees**  
 The implementation of this measure was extended until **31 March 2024**.

## Cost savings as a result of pressure on wages

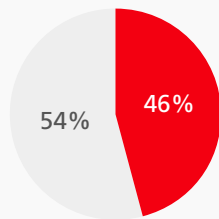


“

## 54% of companies offered a purchasing power premium to their employees

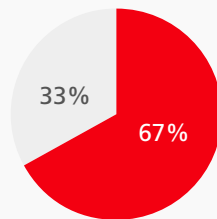
Employees of smaller companies were less likely to receive the premium.

### Purchasing power

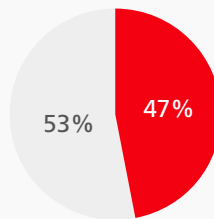
**2024**

● Yes ● No

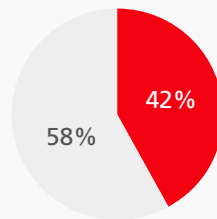
< 50 employees



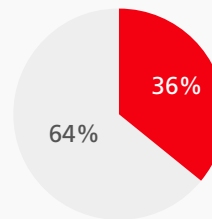
50-100 employees



100-200 employees



>200 employees





HR BEACON

2024



15

# Environmental, social and governance criteria (ESG)

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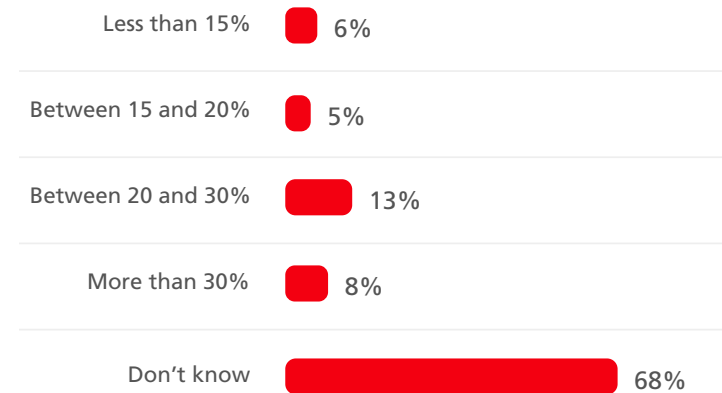
# 15 Environmental, social and governance criteria (ESG)

▶ **38% of companies publish a sustainability report, although these are mainly companies employing more than 200 employees**

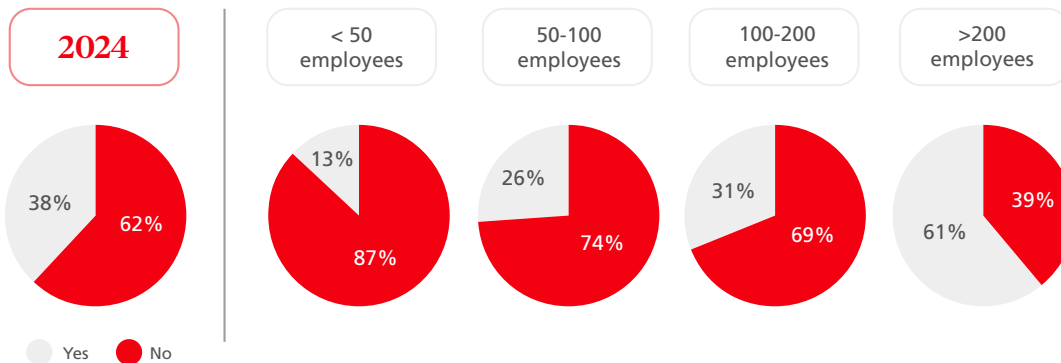
When we proceed to a deeper analysis of the percentage of social aspects included in such a report, we observe that it is rather between 20% and 30% of the report. For the sake of completeness, it should be noted here, however, that there are also many answers where this information does not seem to be known.

Analyses over the coming years will certainly provide more information on the good practices that appear from the various sustainability reports. Currently, we are still at the stage where most companies are taking their first steps in establishing their reports.

### % Social aspects



### Publication of sustainability report



HR BEACON

2024



# Annexes

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## 1 | Language

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Dutch speaking	71,69	68,66	76,58	68,09
French speaking	28,31	31,34	23,42	31,91

## 2 | Roles

## EMPLOYEES

	TOTAL	0-50	50-300	300+
HR Director	29,04	8,96	26,13	46,81
HR Manager	19,85	13,43	29,73	12,77
HR Business Partner	4,78	2,99	8,11	2,13
HR Officer/Coordinator	2,94	7,46	2,70	
Payroll Officer	1,47		3,60	
Compensation & Benefits Manager	6,62		4,50	13,83
Responsible Social Relations	1,84			5,32
CEO / Managing Director	20,96	50,75	15,32	6,38
Financial Director	4,41	4,48	7,21	1,06
In-house Lawyer	2,94	2,99	0,90	5,32
Other	5,15	8,96	1,80	6,38

## 3 | Company size

## EMPLOYEES

	TOTAL	0-50	50-300	300+
More than 1.000	13,24			38,30
Between 500 and 1.000	11,40			32,98
Between 300 and 500	9,93			28,72
Between 200 and 300	7,35		18,02	
Between 100 and 200	17,65		43,24	
Between 50 and 100	15,81		38,74	
Between 10 and 50	19,49	79,10		
Between 5 and 10	2,94	11,94		
Less than 5	2,21	8,96		

## 4 | Company sector of activity

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Banking / Financial Sector	6,99	7,46	5,41	8,51
Construction	4,41	5,97	5,41	2,13
Chemical	6,25	4,48	9,01	4,26
Consultancy	3,68	8,96	2,70	1,06
Printing & Publishing	1,84	2,99	2,70	
Energy	2,94	1,49	4,50	2,13
Entertainment & Media	0,37		0,90	
Pharmaceuticals	2,57		2,70	4,26
HORECA	1,84	2,99	0,90	2,13
Industrial	8,09	1,49	10,81	9,57
IT & Telecom	4,41	1,49	7,21	3,19
Logistics	3,31	4,48	2,70	3,19
Metal	5,88	7,46	4,50	6,38
Non-profit	5,88	10,45	2,70	6,38
Public Sector				
Retail & Distribution	11,03	11,94	9,01	12,77
Schools & Education	0,37		0,90	
Steel Production	0,74	1,49		1,06
Textiles	1,10	1,49		2,13
Transportation	2,94	1,49	3,60	3,19
Temporary Agency Work	1,84	2,99		3,19
Real Estate	0,37		0,90	
Insurance	2,21	2,99	0,90	3,19
Food Sector	5,88	4,48	6,31	6,38
Hospital	1,10			3,19
Other	13,97	13,43	16,22	11,70

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	95,96	94,03	99,10	93,62
No	4,04	5,97	0,90	6,38

Which of the following do you see as the main challenges for 2024 (choose up to 3 answers)?

	TOTAL	EMPLOYEES		
		0-50	50-300	300+
Harmonization of employment and salary conditions	16,18	17,91	12,61	19,15
Data Privacy and Data Protection (GDPR)	2,21	2,99	2,70	1,06
Employment of older workers (CBA no. 104)	7,35	5,97	4,50	11,70
Digitalisation & Innovation	36,40	37,31	36,04	36,17
Training of personnel	52,21	32,84	55,86	61,70
Pension plans (rate decrease group insurance, harmonization workers-employees,...)	2,21		1,80	4,26
Attractive remuneration policy	49,63	50,75	54,95	42,55
Maintaining cohesion in the face of expanded telework policies and hybrid working (in Belgium and abroad)	13,60	23,88	11,71	8,51
Performance management and coaching in teleworking				
Flexible workforce	10,66	11,94	10,81	9,57
Mobility (transition to green modes of transportation)	13,60	13,43	13,51	13,83
Environmentally friendly policies	4,78	4,48	6,31	3,19
Diversity of the workforce	13,60	8,96	11,71	19,15
Wellbeing and mental resilience of employees	44,85	43,28	44,14	46,81
ESG reporting	12,50	4,48	18,02	11,70



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

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	80,51	80,60	79,28	81,91
No	19,49	19,40	20,72	18,09

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

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Less than 20 days	2,57	2,99	4,50	
Between 20 and 60 days	50,00	50,75	54,05	44,68
Between 60 and 180 days	39,34	32,84	36,04	47,87
More than 180 days	3,31	5,97	1,80	3,19
We are not getting the vacancies filled	4,78	7,46	3,60	4,26

## Do you plan to use any of the following for your recruitment purposes in 2024 (multiple answers possible)?

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Employment contracts of limited duration	28,31	10,45	24,32	45,74
Employment contracts of indefinite duration	75,00	61,19	78,38	80,85
Outsourcing (working with subcontractor employees)	33,46	19,40	35,14	41,49
Temporary workers	54,41	35,82	54,95	67,02
Self-employed for operational assignments	32,35	20,90	30,63	42,55
Self-employed for management positions	17,65	16,42	17,12	19,15
Management Company	6,25	1,49	4,50	11,70
Foreign employees	22,79	17,91	23,42	25,53
Platform employees ("gig economy")	1,47		3,60	
Other	1,10	2,99		1,06
Not applicable	4,78	10,45	2,70	3,19

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	59,93	43,28	69,37	60,64
No	40,07	56,72	30,63	39,36

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	49,69	39,29	42,11	64,91
Stock Options	14,91	3,57	13,16	22,81
Collective bonus CBA no. 90	49,69	14,29	59,21	54,39
Profit participation/profit premium (Law May 22, 2001)	47,20	21,43	51,32	54,39
Bonus Pension Plan	24,84	14,29	25,00	29,82
Mobility Budget (Law March 17, 2019)	37,27	42,86	34,21	38,60
Other	6,83	7,14	6,58	7,02
Not applicable	10,56	7,14	11,84	10,53

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	54,78	40,30	50,45	70,21
No	40,44	49,25	45,95	27,66
Not applicable	4,78	10,45	3,60	2,13

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

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	27,21	14,93	21,62	42,55
No	67,28	74,63	74,77	53,19
Not applicable	5,51	10,45	3,60	4,26

Do you plan to implement this?

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	26,23	12,00	27,71	38,00
No	66,12	88,00	59,04	56,00
Not applicable	7,65		13,25	6,00

Have you implemented the mobility budget?

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes, this was planned	13,60	11,94	9,01	20,21
Yes, the current trends have compelled us to make this a priority	7,35	8,96	8,11	5,32
No	55,15	43,28	63,06	54,26
We have introduced alternative mobility measures outside of the mobility budget (Law March 17, 2019)	12,50	13,43	11,71	12,77
Not applicable	11,40	22,39	8,11	7,45

The bicycle allowance was generalised as from May 1, 2023. How many people claimed bicycle allowance in 2023?

## EMPLOYEES

	TOTAL	0-50	50-300	300+
0	25,00	52,24	18,02	13,83
From 1 to 5	25,74	32,84	32,43	12,77
From 6 to 25	23,90	14,93	31,53	21,28
From 26 to 100	15,44		17,12	24,47
More than 100	9,93		0,90	27,66

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

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Top 2	56,62	46,27	61,26	58,51
Bot 2	43,38	53,73	38,74	41,49
Certainly not	11,40	16,42	10,81	8,51
Rather not	31,99	37,31	27,93	32,98
Rather yes	37,87	34,33	40,54	37,23
It certainly did	18,75	11,94	20,72	21,28

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

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Teleworking policy	68,18	51,61	69,12	76,36
Smaller cars	17,53	6,45	19,12	21,82
Less polluting cars	88,96	80,65	89,71	92,73
Company bikes	32,47	16,13	33,82	40,00
Termination of company cars	2,60	6,45	1,47	1,82
Reduce business travel and meetings	38,96	38,71	38,24	40,00
Paperless office	46,10	32,26	47,06	52,73
Bonus related to "green" targets	9,74	6,45	7,35	14,55
Other	8,44	3,23	11,76	7,27
Not applicable	3,25	12,90		1,82

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	6,99	2,99	6,31	10,64
Yes, we are considering switching to multi-employer pension fund	1,10		1,80	1,06
Yes, we are considering setting up our own pension fund				
Yes, others	5,15	1,49	2,70	10,64
No	66,54	68,66	69,37	61,70
Not applicable	20,22	26,87	19,82	15,96

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	41,18	17,91	41,44	57,45
No	58,82	82,09	58,56	42,55

In what way (multiple answers possible)?

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Shift work / night work	59,29	38,46	47,83	74,07
Research and Development	51,33	30,77	43,48	62,96
Overtime	61,06	53,85	60,87	62,96
Other	5,31	15,38	6,52	1,85

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

## EMPLOYEES

	TOTAL	0-50	50-300	300+
0	2,21	7,46		1,06
1	8,09	11,94	11,71	1,06
2	19,49	16,42	23,42	17,02
3	23,90	20,90	23,42	26,60
4	16,18	8,96	13,51	24,47
5	18,75	14,93	20,72	19,15
6-9	6,25	11,94	1,80	7,45
10 or more	5,15	7,46	5,41	3,19

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	29,78	11,94	36,94	34,04
No	51,10	32,84	53,15	61,70
Not applicable	19,12	55,22	9,91	4,26

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	45,59	26,87	54,05	48,94
No, grouped	37,87	28,36	39,64	42,55
<i>No, but we are in discussion with our consultative bodies</i>				
<i>No, we are waiting to see if there will be sectoral measures first</i>				
<i>No, we are waiting for more clarity first</i>				
Not applicable	16,54	44,78	6,31	8,51

Have you encountered difficulties in doing so?

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	52,81	23,53	51,22	70,97
No	47,19	76,47	48,78	29,03

The pay transparency directive was adopted in 2023. Have you already taken measures within your company to increase pay transparency?

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	20,59	7,46	18,92	31,91
No	69,85	71,64	75,68	61,70
Not applicable	9,56	20,90	5,41	6,38

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)	9,56	2,99	6,31	18,09
Yes, for all employees	28,31	13,43	26,13	41,49
No, there is a pay policy but this is a rather informal document	29,78	26,87	32,43	28,72
No, there is no documented pay policy	25,00	35,82	29,73	11,70
Not applicable	7,35	20,90	5,41	

What measures have you taken to improve the transparency of remuneration?

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Publication of a report on the website	8,93			16,67
A report to the union delegation	32,14		23,81	43,33
Informing candidates of the salary scales of the position for which they are applying	78,57	100,00	80,95	73,33
Other	19,64		14,29	26,67

Has the number of workers who have flexi jobs alongside their regular jobs increased?

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes, grouped	<b>18,75</b>	10,45	15,32	28,72
Yes, by 5%	<i>11,03</i>	4,48	8,11	19,15
Yes, by 10%	<i>4,41</i>		5,41	6,38
Yes, by 15%	<i>1,10</i>		1,80	1,06
Yes, by 20%	<i>1,84</i>	4,48		2,13
Yes, by more than 20	<i>0,37</i>	1,49		
No	<b>81,25</b>	89,55	84,68	71,28

Do you use gliding timetables in your business?

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	<b>67,65</b>	64,18	70,27	67,02
No	<b>25,00</b>	23,88	27,03	23,40
Not applicable	<b>7,35</b>	11,94	2,70	9,57

According to which framework?

## EMPLOYEES

	TOTAL	0-50	50-300	300+
The old framework	<b>10,11</b>	8,70	10,26	10,94
The new legal system ("Peeters Act")	<b>27,13</b>	15,22	23,08	40,63
Beyond the legal limits	<b>5,85</b>	10,87	5,13	3,13
We work in the same way as before	<b>49,47</b>	52,17	52,56	43,75
Other system	<b>3,72</b>	6,52	5,13	
Not applicable	<b>3,72</b>	6,52	3,85	1,56

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

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	55,37	47,50	57,33	58,06
No	44,63	52,50	42,67	41,94

Do you currently have a teleworking policy in your company?

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	81,25	68,66	80,18	91,49
No	18,75	31,34	19,82	8,51

What system do you use (multiple answers possible)?

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Badge system	66,00	35,00	76,74	70,27
GPS tracker	4,00	5,00	6,98	
Login on PC / smartphone	29,00	25,00	39,53	18,92
Timesheets to be completed by employee	15,00	50,00	2,33	10,81
Deviations from the "standard hours" to be recorded by the employee in the database	9,00	15,00		16,22
Other	5,00		4,65	8,11

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

## EMPLOYEES

	TOTAL	0-50	50-300	300+
One day a week	19,91	23,91	21,35	16,28
Two days a week	41,63	43,48	46,07	36,05
Three days a week	21,72	10,87	19,10	30,23
Four days a week	4,52	10,87	2,25	3,49
Five days a week	0,90		1,12	1,16
Other	11,31	10,87	10,11	12,79



## How do you track (monitor) telework?

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Electronic time clock	11,76	6,52	14,61	11,63
Agreements on accessibility	28,96	26,09	24,72	34,88
Daily or weekly performance report	4,52	13,04	2,25	2,33
Other	6,79		6,74	10,47
We do not track performance, but only assess based on results	47,96	54,35	51,69	40,70

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

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	76,92	78,26	76,40	76,74
No	23,08	21,74	23,60	23,26

## How much is this compensation?

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Less than EUR 50 per month	39,41	25,00	36,76	50,00
EUR 50 to 100 per month	32,94	36,11	32,35	31,82
EUR 100 to 150 per month	18,82	25,00	23,53	10,61
We pay the 3 maximum forfaits	8,82	13,89	7,35	7,58

## 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	17,19	26,09	16,85	12,79
No	82,81	73,91	83,15	87,21

## 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	51,28	46,15	60,00	45,45
Based on a fixed budget to be justified on expense claims of less than EUR 50 per month	20,51	30,77	26,67	
Other	28,21	23,08	13,33	54,55

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	48,90	34,33	56,76	50,00
No	51,10	65,67	43,24	50,00

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	1,10	1,49	1,80	
Three days for an adjustment	4,41	2,99	7,21	2,13
One week for an adjustment	10,29	7,46	9,01	13,83
Two weeks for an adjustment	5,51	4,48	0,90	11,70
Other	7,72	4,48	2,70	15,96
Not applicable	70,96	79,10	78,38	56,38

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	20,96	22,39	18,02	23,40
No	41,91	28,36	50,45	41,49
Not applicable	37,13	49,25	31,53	35,11

The Labour Deal provides for new notification deadlines. Have you already updated your labour regulations to reflect this? (Those it applies to)

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	33,33	44,12	26,32	36,07
No	66,67	55,88	73,68	63,93

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				
Yes, but only for certain functions				
We are still analysing this internally				
We are in discussion with our consultative bodies on this				
Yes, an increase	10,66	5,97	11,71	12,77
Yes, a decrease				
No, no change	56,62	55,22	62,16	51,06
Not applicable	32,72	38,81	26,13	36,17

How many applications have been received this year?

## EMPLOYEES

	TOTAL	0-50	50-300	300+
From 0 to 1	42,65	55,22	42,34	34,04
From 1 to 2	38,60	38,81	43,24	32,98
2 or more	18,75	5,97	14,41	32,98

Is this an increase or a decrease on last year?

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes, an increase	16,91	8,96	16,22	23,40
Yes, a decrease	0,74	1,49		1,06
No, the number of applications is the same as last year	82,35	89,55	83,78	75,53

Is this an increase or a decrease from last year (for those who saw an evolution)?

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes, an increase	95,83	85,71	100,00	95,65
Yes, a decrease	4,17	14,29		4,35

You have indicated that the number of applications for a 4-day work week has increased compared to last year. This represents an increase of:

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Less than 10	54,35	50,00	72,22	40,91
Between 10% and 20%	2,17			4,55
Between 20% and 30%				
Between 30% and 40%				
Between 40% and 50%				
More than 50%	19,57	16,67	5,56	31,82
Do not know	23,91	33,33	22,22	22,73

You have indicated that the number of applications for a 4-day work week has increased compared to last year. This represents a decrease of:

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Less than 10				
Between 10% and 20%	50,00	100,00		
Between 20% and 30%				
Between 30% and 40%				
Between 40% and 50%	50,00			100,00
More than 50%				
Do not know				

How many times have you, as an employer, rejected requests from your employees to switch to a 4-day work week?

## EMPLOYEES

	TOTAL	0-50	50-300	300+
0	66,54	82,09	71,17	50,00
1	20,22	14,93	20,72	23,40
2 or more	13,24	2,99	8,11	26,60

Why did you reject these applications?

## EMPLOYEES

	TOTAL	0-50	50-300	300+
For reasons of standard company-wide justification (for reasons of necessity)	39,13	16,67	37,50	45,83
For the sake of individual justification	3,26		6,25	2,08
We currently have no framework for the 4-day work week	64,13	83,33	65,63	58,33

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? Do you have an increase or a decrease?

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes, for all employees				
Yes, but only for certain functions				
We are still analysing this internally				
We are in discussion with our consultative bodies on this				
Yes, an increase	1,10	1,49	0,90	1,06
Yes, a decrease				
No, no change	34,56	23,88	37,84	38,30
No applicable	64,34	74,63	61,26	60,64

You said that the number of applications has increased compared to last year.  
This represents an increase of:

EMPLOYEES

	TOTAL	0-50	50-300	300+
Less than 10	100	100	100	100
Between 10% and 20%				
Between 20% and 30%				
Between 30% and 40%				
Between 40% and 50%				
More than 50%				
Do not know				

How many requests were received this year?

EMPLOYEES

	TOTAL	0-50	50-300	300+
0	49,02	58,82	47,83	46,15
1	42,16	35,29	50,00	35,90
2 or more	8,82	5,88	2,17	17,95

You said that the number of applications has increased compared to last year.  
This represents a decrease of:

EMPLOYEES

	TOTAL	0-50	50-300	300+
Less than 10				
Between 10% and 20%				
Between 20% and 30%				
Between 30% and 40%				
Between 40% and 50%				
More than 50%				
Do not know				

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

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	48,90	19,40	45,95	73,40
No	37,87	41,79	45,95	25,53
Not applicable	13,24	38,81	8,11	1,06

Are the new procedures clear to you?

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	50,00	29,85	54,05	59,57
No	50,00	70,15	45,95	40,43

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

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	57,46	61,54	48,08	63,77
No	42,54	38,46	51,92	36,23

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

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	45,22	13,43	45,95	67,02
No	54,78	86,57	54,05	32,98

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

## EMPLOYEES

	TOTAL	0-50	50-300	300+
1	39,77	71,43	61,76	19,15
2	23,86	14,29	26,47	23,40
3	4,55		2,94	6,38
4	4,55		2,94	6,38
5	10,23	14,29	2,94	14,89
6	2,27			4,26
7	1,14			2,13
9				
10	7,95			14,89
15	1,14			2,13
20	2,27			4,26
30				
40				
100	1,14		2,94	
150				
200	1,14			2,13

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

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	31,97		29,41	38,71
No	68,03	100,00	70,59	61,29

Have you encountered difficulties in the various stages of determining medical force majeure?

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	23,16	16,42	18,92	32,98
No	76,84	83,58	81,08	67,02

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

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	38,97	20,90	33,33	58,51
No	61,03	79,10	66,67	41,49

Were you eligible for a return-to-work bonus in 2023?

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	8,09	1,49	6,31	14,89
No	91,91	98,51	93,69	85,11

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

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	38,24	26,87	40,54	43,62
No	61,76	73,13	59,46	56,38

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	4,78	4,48	4,50	5,32
In this case, employees are required to establish an out-of-office indicating who can be contacted until work resumes	63,24	41,79	63,96	77,66
Someone internal gets access to the absent employee's inbox to ensure follow-up or the e-mails are automatically forwarded to someone for further follow-up	19,12	32,84	22,52	5,32
Not applicable	12,87	20,90	9,01	11,70

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	54,04	43,28	53,15	62,77
No	45,96	56,72	46,85	37,23

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	40,44	25,37	37,84	54,26
No, all data is logged, but employees are not informed of when our company can check it	11,76	10,45	12,61	11,70
Not applicable. Our company does not engage in e-monitoring	47,79	64,18	49,55	34,04

Do you provide transparent information to employees about the circumstances in which and the extent to which their professional journeys by car can be monitored via GPS?

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes, there is a clear GPS monitoring policy	13,60	10,45	18,92	9,57
No, all data is logged, but the employees are not informed about when our company can check it	2,57	2,99	3,60	1,06
Not applicable. Our company does not engage in GPS monitoring	83,82	86,57	77,48	89,36



Do you provide transparent information to employees about the circumstances in which and the extent to which their professional journeys by car can be monitored via GPS? (Those it applies to)

	EMPLOYEES			
	TOTAL	0-50	50-300	300+
Yes, there is a clear GPS-monitoring policy	84,09	77,78	84,00	90,00
No, all data is logged, but the employees are not informed about when our company can check it	15,91	22,22	16,00	10,00

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

	EMPLOYEES			
	TOTAL	0-50	50-300	300+
Through a company collective agreement	19,30	6,90	18,69	23,91
Through an amendment to the labour regulations	47,81	51,72	55,14	38,04
Basic rules in collective agreement or labour regulations and individual policy	18,42	20,69	17,76	18,48
Other	19,74	24,14	15,89	22,83

Have you developed clear guidelines regarding the right to disconnect?

	EMPLOYEES			
	TOTAL	0-50	50-300	300+
Yes	61,03	35,82	63,06	76,60
No	38,97	64,18	36,94	23,40

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

	EMPLOYEES			
	TOTAL	0-50	50-300	300+
Yes	27,94	13,43	24,32	42,55
No	72,06	86,57	75,68	57,45

Did your company already have a policy on disconnection before the Labor Deal (e.g., in your teleworking policy)?

	EMPLOYEES			
	TOTAL	0-50	50-300	300+
Yes	28,31	25,37	23,42	36,17
No	71,69	74,63	76,58	63,83

Have you developed a system for reporting abuse in your company?

	EMPLOYEES			
	TOTAL	0-50	50-300	300+
Yes	68,01	32,84	74,77	85,11
No	31,99	67,16	25,23	14,89

What internal channels have you established?

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Physical meeting/conversation	49,19	68,18	46,99	46,25
Phone	42,16	45,45	44,58	38,75
E-mail	70,27	63,64	72,29	70,00
Hotline	35,68	22,73	34,94	40,00
App	10,81	9,09	4,82	17,50
Voice message system	4,86	9,09	1,20	7,50
Other	7,57	4,55	8,43	7,50

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	68,75	53,73	64,86	84,04
No	31,25	46,27	35,14	15,96

If so, did you provide training to your staff in this regard in 2023?

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	44,92	38,89	37,50	54,43
No	45,45	47,22	55,56	35,44
I plan training courses in 2024	9,63	13,89	6,94	10,13

Have you received a request from an employee in 2023 regarding their rights under the GDPR?

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	8,46	4,48	4,50	15,96
No	91,54	95,52	95,50	84,04

What right was it about (multiple answers possible)?

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Right of access	79,17	33,33	66,67	93,33
Right of correction	8,33	33,33		6,67
Right to erase data	37,50		66,67	33,33
Right to restrict processing	12,50	33,33		13,33
Withdrawal of consent	12,50	33,33	16,67	6,67
Right to object (to processing in the context of legitimate interests or automated decision-making)	4,17	33,33		
Right of portability (data portability)	4,17			6,67

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

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes, grouped	88,60	82,09	88,29	93,62
<i>Yes, but only for marketing purposes</i>	23,53	17,91	28,83	21,28
<i>Yes, but not for social events</i>	12,87	10,45	13,51	13,83
<i>Yes, for all purposes</i>	52,21	53,73	45,95	58,51
No	11,40	17,91	11,71	6,38

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

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	30,15	25,37	22,52	42,55
No	21,69	25,37	28,83	10,64
Don't know	39,34	40,30	40,54	37,23
We plan to include this in 2024	8,82	8,96	8,11	9,57

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

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	25,00	7,46	18,92	44,68
No	72,06	88,06	78,38	53,19
Not applicable	2,94	4,48	2,70	2,13

Have you ever received a formal or informal complaint of workplace discrimination from a formal or informal witness (third party external to the company)?

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	7,72	2,99	6,31	12,77
No	87,87	91,04	90,09	82,98
Not applicable	4,41	5,97	3,60	4,26

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

## EMPLOYEES

	TOTAL	0-50	50-300	300+
In the recruitment process	11,43		4,35	16,67
During employment (promotion, evaluation, pay, period of absence,...)	81,43	80,00	78,26	83,33
At the end of employment	25,71	40,00	17,39	28,57

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

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Gender	26,47	20,00	33,33	23,81
Age	20,59		23,81	21,43
Health	13,24	20,00	9,52	14,29
Disability	2,94			4,76
Sexual orientation	16,18		4,76	23,81
Faith or philosophy of life	11,76	20,00	4,76	14,29
Race or ethnicity	47,06	40,00	47,62	47,62
Syndicated conviction	4,41		4,76	4,76
Other	16,18	60,00	4,76	16,67

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, grouped	<b>44,49</b>	55,22	36,04	46,81
Yes, we allow this but limited in time	<b>28,68</b>	23,88	27,03	34,04
Yes, we allow this and it can be unlimited in time	<b>2,57</b>	2,99	1,80	3,19
Yes, we would allow this but there is currently no demand for it	<b>13,24</b>	28,36	7,21	9,57
No	<b>55,51</b>	44,78	63,96	53,19

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	<b>20,96</b>	19,40	20,72	22,34
No	<b>48,16</b>	40,30	49,55	52,13
Not applicable	<b>30,88</b>	40,30	29,73	25,53

Do you plan to adjust your telework policy for employees who live across the border and whose social security may change when they work 50% in their state of residence?

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	<b>10,29</b>		9,91	18,09
No	<b>40,44</b>	28,36	43,24	45,74
Not applicable	<b>49,26</b>	71,64	46,85	36,17

Have you experienced in the recent period that in case of violations of labor law and/or prevention legislation (health & safety), 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	11,03	10,45	7,21	15,96
No	63,60	46,27	65,77	73,40
Restricted to level 1 of the hierarchical line	1,10	2,99		1,06
Restricted to level 2 of the hierarchical line	0,37		0,90	
Not applicable	23,90	40,30	26,13	9,57

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, grouped	44,85	2,99	49,55	69,15
<i>Yes, and these are generally complied with</i>	35,29	2,99	42,34	50,00
<i>Yes, but they are often not complied with</i>	9,56		7,21	19,15
No, there are no agreements on this	19,49	7,46	21,62	25,53
Not applicable (we do not have employee representatives)	35,66	89,55	28,83	5,32

Do you still hold digital meetings with your works council/committee for prevention and protection at work/trade union delegation?

EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	9,19	7,46	9,01	10,64
No	72,43	85,07	73,87	61,70
Hybrid meetings	18,38	7,46	17,12	27,66

Do you have a European Works Council?

EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	21,32	2,99	17,12	39,36
No	78,68	97,01	82,88	60,64

Are the meetings of the European Works Council held digitally?

EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	32,76	50,00	36,84	29,73
No	67,24	50,00	63,16	70,27

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. RANK 1

EMPLOYEES

	TOTAL	0-50	50-300	300+
The determination employees' rights and obligations in case of in- or outsourcing	19,12	22,39	18,92	17,02
The procedure of informing and consulting employee representatives	9,93	4,48	7,21	17,02
The harmonisation of working conditions after outsourcing	11,76	1,49	12,61	18,09
Not applicable	59,19	71,64	61,26	47,87

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. RANK 2

EMPLOYEES

	TOTAL	0-50	50-300	300+
The determination employees' rights and obligations in case of in- or outsourcing	16,91	5,97	18,02	23,40
The procedure of informing and consulting employee representatives	9,93	11,94	6,31	12,77
The harmonisation of working conditions after outsourcing	15,44	13,43	16,22	15,96
Don't Know	57,72	68,66	59,46	47,87

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. RANK 3

## EMPLOYEES

	TOTAL	0-50	50-300	300+
The determination employees' rights and obligations in case of in- or outsourcing	5,88	2,99	2,70	11,70
The procedure of informing and consulting employee representatives	21,69	13,43	26,13	22,34
The harmonisation of working conditions after outsourcing	14,71	14,93	11,71	18,09
Don't Know	57,72	68,66	59,46	47,87

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+
No	94,85	97,01	97,30	90,43
Yes	5,15	2,99	2,70	9,57

In 2024, as part of a reorganization, would you rather start working with:

## EMPLOYEES

	TOTAL	0-50	50-300	300+
One-off voluntary departure programmes	9,93	8,96	9,01	11,70
Long-term voluntary departure programmes	2,57	1,49	2,70	3,19
Collective redundancy ("Renault Procedure")	4,04	1,49	5,41	4,26
Staggered multiple dismissals	20,96	5,97	18,92	34,04
Not applicable	62,50	82,09	63,96	46,81

Did you use temporary unemployment to avoid layoffs in 2023?

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes, grouped	16,91	8,96	23,42	14,89
Yes, and this spread across the entire organization	4,04		9,01	1,06
Yes, but only in specific departments	12,87	8,96	14,41	13,83
No	83,09	91,04	76,58	85,11



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	2,94	1,49	3,60	3,19
No	68,38	59,70	74,77	67,02
I don't know (the measure is not yet clear to me, no view on opportunities yet).	28,68	38,81	21,62	29,79

Why are you not willing to do this?

	EMPLOYEES			
	TOTAL	0-50	50-300	300+
Competition	11,11	17,50	10,71	7,69
Need to organise work	31,75	42,50	32,14	24,62
Administrative settlement with the four-party agreement	38,10	15,00	35,71	55,38
Other	27,51	30,00	28,57	24,62

Since 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+
Yes, grouped	30,15	5,97	36,94	39,36
Yes, through the improved outplacement program	22,43	4,48	27,03	29,79
Yes, through a training	3,31		3,6	5,32
Yes, through career counseling	6,62	2,99	9,91	5,32
Yes, by coaching	4,78		4,5	8,51
Other	2,57		1,8	5,32
No/not applicable	68,01	94,03	62,16	56,38

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

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	69,49	68,66	69,37	70,21
No	30,51	31,34	30,63	29,79

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	32,35	31,34	26,13	40,43
No	67,65	68,66	73,87	59,57

What measures do you take (multiple answers possible)?

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Additional training	61,90	54,35	55,84	74,24
Mobility	33,33	41,30	28,57	33,33
Flexible working	49,74	58,70	45,45	48,48
Cafeteria plan	28,04	17,39	27,27	36,36
Retention bonus policy	14,81	10,87	14,29	18,18
Programme or initiatives to help employees feel valued and connected to the organisation, such as regular check-ins	49,21	47,83	45,45	54,55
Telework	68,25	69,57	67,53	68,18
Other	7,41	8,70	7,79	6,06

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

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Tailored training	34,83	33,33	30,00	39,47
Mobility	16,85	19,05	10,00	21,05
Flexible working	55,06	61,90	56,67	50,00
Extra holidays	49,44	52,38	40,00	55,26
Mentor programme	28,09	14,29	33,33	31,58
Telework	56,18	47,62	56,67	60,53
Other	6,74		6,67	10,53

Do you anticipate an impact of digitalisation on your HR policies in 2024?

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	52,57	40,30	50,45	63,83
No	47,43	59,70	49,55	36,17

Do you foresee additional training to retrain your employees?

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	61,76	53,73	65,77	62,77
No	38,24	46,27	34,23	37,23

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

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	37,87	17,91	36,94	53,19
No	62,13	82,09	63,06	46,81

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

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	10,66	5,97	10,81	13,83
No	89,34	94,03	89,19	86,17

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

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	34,19	13,43	32,43	51,06
No	65,81	86,57	67,57	48,94

Do you use AI within the framework of your business processes?

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes, grouped	14,34	11,94	11,71	19,15
Yes, in recruiting	10,66	8,96	9,01	13,83
Yes, in monitoring my personnel and production	5,51	4,48	2,70	9,57
Yes, in evaluations (possible termination of the employment contract)	1,47	2,99		2,13
No	80,15	82,09	81,98	76,60
Other	5,88	5,97	6,31	5,32

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

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	31,62	19,40	25,23	47,87
No	68,38	80,60	74,77	52,13

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

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	15,44	8,96	17,12	18,09
No	84,56	91,04	82,88	81,91

Are you insured against cyber-hacking?

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	59,19	43,28	57,66	72,34
No	40,81	56,72	42,34	27,66

Did you focus more on your wellness policy (mental well-being) in 2023?

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	63,97	49,25	63,96	74,47
No	36,03	50,75	36,04	25,53

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	17,68	8,33	12,16	28,17
More attention to psychosocial well-being and combating stress and burnout in risk analysis	53,04	47,22	54,05	54,93
More training on psychosocial well-being and increasing resilience	36,46	25,00	35,14	43,66
Specific actions aimed at managers	37,02	19,44	37,84	45,07
Development of a policy addressing specific concerns in the context of extended telework (right to disconnection, connection between managers and teams, ergonomics)	37,57	33,33	36,49	40,85
Other	7,18	8,33	6,76	7,04

Have you already independently conducted a risk analysis of psychosocial risks using the questionnaire method of the FPS Employment?

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	20,96	10,45	22,52	26,60
No	79,04	89,55	77,48	73,40

As a company with more than 50 employees, do you already employ a person of trust?

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	84,39		80,18	89,36
No	15,61		19,82	10,64

Are you planning to employ a person of trust?

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	75,00		72,73	80,00
No	25,00		27,27	20,00

Following the energy crisis of 2023, are there still any (support) measures that you wish to continue implementing in 2024?

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	6,25	10,45	3,60	6,38
No	93,75	89,55	96,40	93,62

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

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	71,32	61,19	77,48	71,28
No	28,68	38,81	22,52	28,72

## In doing so, what measures are you considering in 2024?

	EMPLOYEES			
	TOTAL	0-50	50-300	300+
No automatic indexation if no obligation	35,90	39,02	40,23	28,36
Introducing alternative forms of remuneration not subject to index	31,28	34,15	26,44	35,82
Adjustment budget for variable pay	22,05	14,63	26,44	20,90
Temporary recruitment freeze	44,62	41,46	45,98	44,78
Layoffs/reorganisation	29,74	14,63	33,33	34,33
Other	12,31	9,76	9,20	17,91

## What was the total amount?

	EMPLOYEES			
	TOTAL	0-50	50-300	300+
Less than 259	25,34	22,73	28,57	22,95
From 259 to 500	15,07	13,64	14,29	16,39
From 500 to 750	23,97	22,73	23,81	24,59
750 or more	35,62	40,91	33,33	36,07

## Have you offered a purchasing power bonus to your employees?

	EMPLOYEES			
	TOTAL	0-50	50-300	300+
Yes	53,68	32,84	56,76	64,89
No	46,32	67,16	43,24	35,11

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	20,90	20,90		
No	67,16	67,16		
No, but I am going to do it	11,94	11,94		

Do you think the abolition of the medical certificate for one day has led to more days of absence in your company?

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	36,03	22,39	36,94	44,68
No	63,97	77,61	63,06	55,32

From 2024, employees who fall ill during their vacation can recuperate these sick days. Do you think this system will lead to abuse in your company?

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	61,03	52,24	57,66	71,28
No	38,97	47,76	42,34	28,72

Does your company publish a sustainability report?

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Yes	38,24	13,43	33,33	61,70
No	61,76	86,57	66,67	38,30

What percentage of that report is dedicated to social aspects (the S in ESG)?

## EMPLOYEES

	TOTAL	0-50	50-300	300+
Less than 15	5,77	11,11	5,41	5,17
From 15 to 20	4,81		5,41	5,17
From 20 to 30	13,46	22,22	13,51	12,07
30 or more	7,69		8,11	8,62
Not asked	68,27	66,67	67,57	68,97

HR BEACON

2024



# Appendix

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For the **2024 HR Beacon**, 272 employers participated in our survey.

There were 280 in 2018, 224 in 2019, 204 in 2020, 181 in 2021, 364 in 2022 and 219 in 2023.

## 1 | Roles

We received responses from participants who fit the following profiles.

ROLES	YEAR						
	2018	2019	2020	2021	2022	2023	2024
HR Director	19,29%	17,86%	22,06%	25,41%	22,80%	28,77%	<b>29,04%</b>
HR Manager	25,36%	26,79%	21,08%	25,97%	25,27%	22,83%	<b>19,85%</b>
HR Business Partner	8,21%	11,61%	7,84%	7,18%	6,59%	5,94%	<b>4,78%</b>
HR Officer/Coordinator	5,00%	4,46%	5,88%	6,63%	2,75%	6,39%	<b>2,94%</b>
Payroll Officer	3,57%	2,23%	1,96%	4,97%	1,37%	1,37%	<b>1,47%</b>
Compensation & Benefits Manager	9,64%	10,71%	10,29%	9,39%	4,40%	6,85%	<b>6,62%</b>
Responsible Social Relations	1,79%	3,13%	3,92%	2,21%	2,47%	2,74%	<b>1,84%</b>
CEO Managing Director	4,29%	4,02%	6,37%	6,63%	19,23%	10,96%	<b>20,96%</b>
Financial Director	2,86%	2,23%	4,90%	2,76%	5,77%	4,57%	<b>4,41%</b>
In-house Director	6,07%	9,82%	9,31%	7,18%	5,77%	5,94%	<b>2,94%</b>
Other	5,00%	7,14%	6,37%	1,66%	3,57%	3,65%	<b>5,15%</b>

## 2 | Sizes of the participating companies

Firms with different numbers of employees are represented. Firms with 50 to more than 1,000 employees account for 75% of the results.

COMPANY SIZE	YEAR						
	2018	2019	2020	2021	2022	2023	2024
More than 1.000	20,36%	24,55%	24,51%	17,78%	18,41%	15,07%	<b>13,24%</b>
Between 500 and 1.000	13,21%	14,73%	14,22%	16,67%	10,99%	10,50%	<b>11,40%</b>
Between 300 and 500	11,07%	12,05%	8,82%	8,33%	10,99%	11,42%	<b>9,93%</b>
Between 200 and 300	10,36%	12,05%	11,27%	13,33%	8,52%	10,50%	<b>7,35%</b>
Between 100 and 200	13,93%	11,61%	16,67%	18,89%	11,54%	18,26%	<b>17,65%</b>
Between 50 and 100	11,43%	11,61%	9,80%	12,22%	17,58%	14,61%	<b>15,81%</b>
Between 10 and 50	6,79%	11,61%	10,78%	9,44%	17,31%	16,44%	<b>19,49%</b>
Between 5 and 10	1,43%	1,34%	2,94%	2,78%	3,57%	2,28%	<b>2,94%</b>
Less than 5	1,79%	2,23%	0,98%	0,56%	1,10%	0,91%	<b>2,21%</b>

### 3 | Sectors

The number of sectors represented in the survey is remarkably diverse.

SECTOR	YEAR						
	2018	2019	2020	2021	2022	2023	2024
Banking / Financial Sector	/	7,14%	7,88%	8,89%	7,14%	7,76%	<b>6,99%</b>
Construction	3,93%	3,57	4,93%	3,33%	6,32%	4,57%	<b>4,41%</b>
Chemical	4,64%	9,38%	9,85%	8,33%	6,32%	7,31%	<b>6,25%</b>
Consultancy	10,36%	3,13%	5,91%	5,00%	4,67%	2,74%	<b>3,68%</b>
Printing & Publishing	1,07%	1,34%	0%	0%	1,65%	1,37%	<b>1,84%</b>
Energy	2,50%	4,46%	2,46%	2,78%	2,75%	2,28%	<b>2,94%</b>
Entertainment & Media	1,07%	/	0,49%	0,56%	/	0,91%	<b>0,37%</b>
Pharmaceuticals	2,14%	4,46%	3,94%	3,33%	1,37%	2,74%	<b>2,57%</b>
HORECA	/	2,23%	1,48%	0,56%	0,82%	0,91%	<b>1,84%</b>
Industrial	1,07%	6,70%	5,42%	11,11%	10,16%	8,68%	<b>8,09%</b>
IT & Telecom	4,64%	8,04%	4,93%	10,56%	4,67%	4,57%	<b>4,41%</b>
Logistics	4,29%	2,68%	4,43%	1,11%	2,47%	2,74%	<b>3,31%</b>
Metal	/	5,36%	2,46%	7,78%	6,87%	6,39%	<b>5,88%</b>
Non-profit	7,50%	4,02%	6,90%	3,33%	5,49%	5,02%	<b>5,88%</b>
Public Sector	6,43%	/	1,48%	1,67%	1,92%	1,37%	<b>/</b>
Retail & Distribution	1,79%	6,70%	10,84%	1,67%	8,52%	9,59%	<b>11,03%</b>
Schools & Education	2,14%	/	0,49%	0%	0,82%	0,46%	<b>0,37%</b>
Steel Production	1,43%	0,89%	0%	0,56%	0,82%	/	<b>0,74%</b>
Textiles	/	/	/	/	1,65%	0,46%	<b>1,10%</b>
Transportation	5,00%	3,57%	1,48%	1,67%	1,92%	1,83%	<b>2,94%</b>
Temporary Agency Work	/	1,79%	2,46%	1,67%	1,10%	0,91%	<b>1,84%</b>
Real Estate	2,14%	0,89%	0,49%	0%	0,55%	1,83%	<b>0,37%</b>
Insurance	1,79%	4,02%	3,45%	4,44%	3,02%	4,57%	<b>2,21%</b>
Food Sector	1,79%	6,70%	10,84%	1,67%	8,52%	5,48%	<b>5,88%</b>
Hospital	4,29%	1,34%	1,97%	1,67%	2,20%	1,83%	<b>1,10%</b>
Other	9,29%	12,50%	11,33%	0%	10,44%	13,70%	<b>13,97%</b>



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