

Belgian insights from the 2024 Human Capital Trends



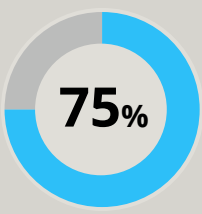
According to Belgian leaders, the transparency paradox is the top priority for organisational success, human sustainability is ranked second followed by beyond productivity. They report their organisation is doing great in terms of human sustainability (19%) and boundaryless HR (31%).

Human sustainability

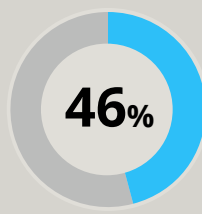


There is a distinct gap between the perceptions of executive leaders and workers concerning the progress of their organisation regarding human sustainability priorities.

Belgian and European leaders are becoming more aware of this component of ESG and actively taking steps to address it. However, workers may not yet fully perceive these efforts. Belgian and European organisations need to change their focus from benefiting themselves to creating value for people as human beings.



75% of Belgian leaders say their organisation is at least focusing on addressing the challenges, with 49% saying they're making real progress



46% of workers say their organisations have left them better off than when they started

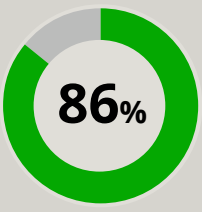
Transparency paradox

Transparency is recognised as a necessary component of trust building, but as new technologies emerge, the relationship between trust and transparency has become more complicated, requiring a nuanced understanding of the dynamics between the two.

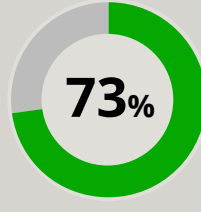
Belgian respondents recognise the opportunity to redefine what it means to be a responsible organisation in the digital age.

What is preventing Belgian organisations from doing great?

The biggest barriers are internal constraints (47%), insufficient understanding of the issue and its risks or opportunities (37%), and external constraints (36%).



86% of European leaders say that the more transparent the organisation is, the greater workforce trust



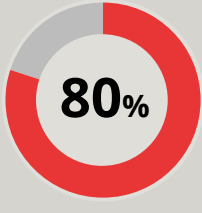
73% of European leaders say an increasing focus on trust and transparency in the relationship between workers and the organisation is very or critically important

Boundaryless HR

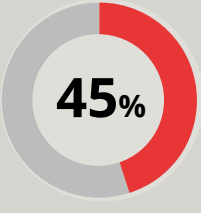
Do Belgian leaders really understand what it means for their HR service to become boundaryless? The concept of boundaryless HR, refers to shifting HR from a siloed function to a cross-functional approach, increases the likelihood of unlocking human performance, allowing organisations, their workers, partners, and communities to thrive.

While Belgian leaders report their organisations are doing great, a large segment of them still believe that HR will not go beyond managing traditional activities.

On top of that, one Belgian leader out of 4 say that one of their biggest barriers is that they have an insufficient understanding of the issue and its risks or opportunities.



80% of Belgian leaders say their organisations are at least focusing on addressing the challenges, with 31% saying they're accomplishing great things



45% of Belgian leaders don't believe that HR will shift beyond managing traditional employment activities to orchestrating work

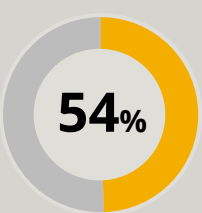
Beyond productivity

Both Belgian leaders and workers recognize the necessity of balancing business outcomes and human sustainability outcomes to measure human performance.

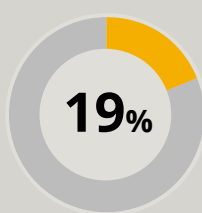
But what is preventing Belgian organisations from doing great?

The biggest barriers according to leaders themselves are lack of leadership alignment or commitment (45%) and internal constraints (38%).

This shift in focus can lead to exciting possibilities for businesses: a future-proof and thriving workforce with enhanced worker psychological capital, greater worker engagement, job satisfaction, lower turnover, and less burnout.



54% of Belgian respondents say it's very or critically important to seek better ways to measure worker performance and value beyond traditional productivity



19% of Belgian respondents say their organisation is very or extremely effective at evaluating the value created by individual workers in their organisation, beyond tracking of activities or outputs

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