



2025 Human Capital Trends

Belgian Perspective

TURNING ***TENSIONS***  
INTO ***TRIUMPHS***

Belgian leaders must reshape the role of managers to tackle their top human capital challenge of 'stagility'



# EXECUTIVE SUMMARY

## Goal

The **global 2025 Human Capital Trends report** gathered insights from over 14,000 business and HR leaders worldwide and aims to help leaders navigate the tensions in the worker-organization relationship to achieve better business and human outcomes. It explores key questions that will likely require important decisions from leaders in the near future. **This Belgian companion report** contrasts Belgian results with global findings, examines perspectives of both executives and non-executives, and highlights cross-trends as well as trend-specific observations with the aim to provide Belgian organizations and their leaders with actionable insights.

### *Stagility emerges as top challenge for Belgian Executives*

#### **What tops the executive agenda**

As disruption becomes the norm, Belgian Executives consider it of utmost importance for their organizational success to **strike a balance between agility and stability**.

Belgian executives identified **"Stagility", "The Role of the Manager", and "Motivating at the Unit of One"** as the **top three trends of critical importance**.

These trends align closely with global priorities, indicating shared concerns across regions.

### *Workers need more slack*

#### **Different Priorities Between Executives and Non-Executives**

For workers, work is getting in the way of work: workers indicate that **creating more slack and focus time is most important**.

The top three of critical work trends for Belgian non-executives include **"When work gets in the way of work", "Stagility", and "the Role of the Manager"**.

This highlights the need for tailored strategies to address varying perspectives within organizations.

### *Belgian companies lead the way in tackling human capital challenges*

#### **Smaller Knowing versus Doing Gaps in Belgium**

Belgian executives report smaller gaps between recognizing the importance of trends and actively addressing them compared to global counterparts.

In contrast to global organizations that often find themselves stuck in a wait-and-see cycle, **Belgian organizations are thriving more in today's fast-paced and constantly changing work environment**.

### *Removing barriers to further progress*

#### **Bridging the Gap**

Compared to global results, Belgian executives tend to report fewer internal but more external barriers than globally. This indicates there is **opportunity to further progress by working together with external parties to remove barriers**.

However, executives and non-executives in Belgium have different opinions on the biggest barriers depending on the trend, necessitating tailored strategies to address these specific challenges effectively.

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# THE THREE ***KEY DIMENSIONS*** OF THIS YEAR'S REPORT

Success moving forward will require leaders to make tough choices across multiple dimensions, asking themselves key questions across the three areas mentioned below. How leaders answer these questions—and work to find balance in the tensions they inevitably create—can enable organizations to stop waiting and start thriving in today's fast-paced and constantly changing work environment.

## **WORK**

### **How things get done**

How do I ensure the right work is being done, and in an optimal way?

## **WORKFORCE**

### **Who's doing the work and how we support them**

How do I access, develop, and motivate the necessary workforce?

## **ORG & CULTURE**

### **The structure and practices that unlock performance**

Do I have the right organization and culture to enable performance?



# INTRODUCING THE **2025 GLOBAL HUMAN CAPITAL TRENDS**

## WORK



**Stagility:** Creating stability for workers for organizations to move at speed

*How do I provide stability for my workers while creating the agility my business needs to thrive?*



**When work gets in the way of work:** Reclaiming organizational capacity

*How do I unlock worker capacity and how should it be used?*

## WORKFORCE



AI is revolutionizing work. You need a human value proposition for the age of AI.

*Do I need to update our employee value proposition for an AI-powered world, and if so, how?*



**Closing the experience gap**

*Why are my new hires not ready to contribute?*



New tech. New work. Your old value proposition isn't enough.

*How do I get value out of work and workforce technology?*

## ORG & CULTURE



What moves your people? Tapping into motivation at the unit of one

*How can we motivate people to do what needs to be done to unleash human performance?*



Reinventing performance management processes won't unlock human performance. Here's what will.

*Why doesn't performance management work?*



For most organizations, the value isn't found in eliminating the role—or ignoring the need for change.

*Is there still value in the role of managers?*

# ***METHODOLOGY BELGIAN INSIGHTS***

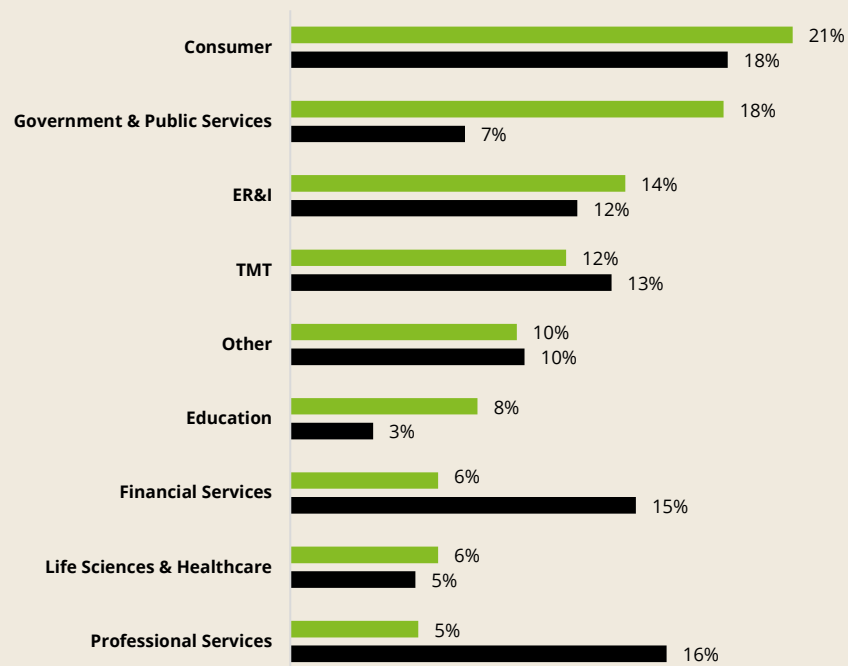


# RESEARCH POPULATION

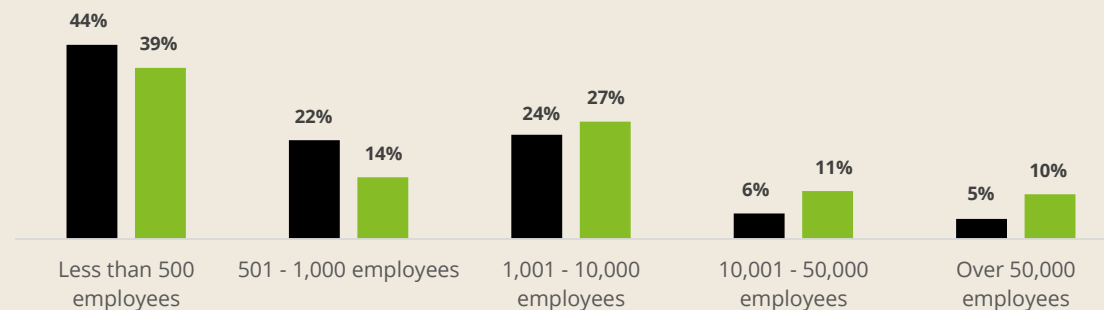
## Sample

Deloitte's 2025 Global Human Capital Trends survey gathered insights from 242 business and human resources employees and leaders across all industries and sectors in Belgium. The Belgian sample aligns with the global sample, except for job function. However, the results for the total global sample (including both HR and non-HR) and the global HR sample (HR only) are similar. Consequently, any differences between Belgium and the global results cannot be attributed to variations in the sample composition. In this report, we focus on the perspective from decision-makers, occasionally comparing it to the views of the broader employee population. Therefore, the respondent pool is divided into two distinct groups based on their organizational function: executives and non-executives.

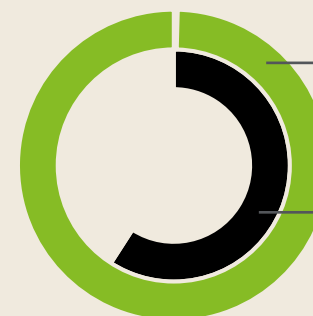
### Industry



### Organizational size



### Job function



The Belgian sample is made up of 99.6% HR professionals.

The global sample consists of 59.1% HR professionals and 40.9% non-HR professionals.

■ Belgium ■ Global

# MEASURING TRENDS

For Belgium, the eight trends were measured in the following way:

Trends	Measure
<b>Stagility</b>	The ability to design and structure the organization to balance organizational agility and fluidity with stability for workers.
<b>When work gets in the way of work</b>	The ability of workers to grow personally, use their imagination, and think deeply, while also reducing non-value-added, bureaucratic work.
<b>Employee value proposition</b>	The level of progress in reflecting increased collaboration between humans and technology, especially AI, in the employee value proposition and related workforce practices.
<b>Experience gap</b>	The ability to overcome the rapid disappearance of entry-level roles and informal, on-the-job learning opportunities.
<b>Why tech</b>	The ability to address the blurring boundaries between humans and technology.
<b>Motivating at the unit of one</b>	The ability to customize the design and experience of work and workforce practices based on worker skills, behavioural patterns, motivations, passions, work styles, etc.
<b>Engineering performance</b>	The ability to rethink or replace Performance Management by utilizing data and evidence to more accurately capture the full value of workers while simultaneously enhancing worker trust.
<b>Role of managers</b>	The ability to transform the role of the middle manager to prioritize enabling human performance, leading change, connecting groups, and redesigning work, rather than focusing on task management and worker oversight.



# QUESTIONS

The Belgian companion report focuses on three questions from the 2025 Global Human Capital Trends survey:

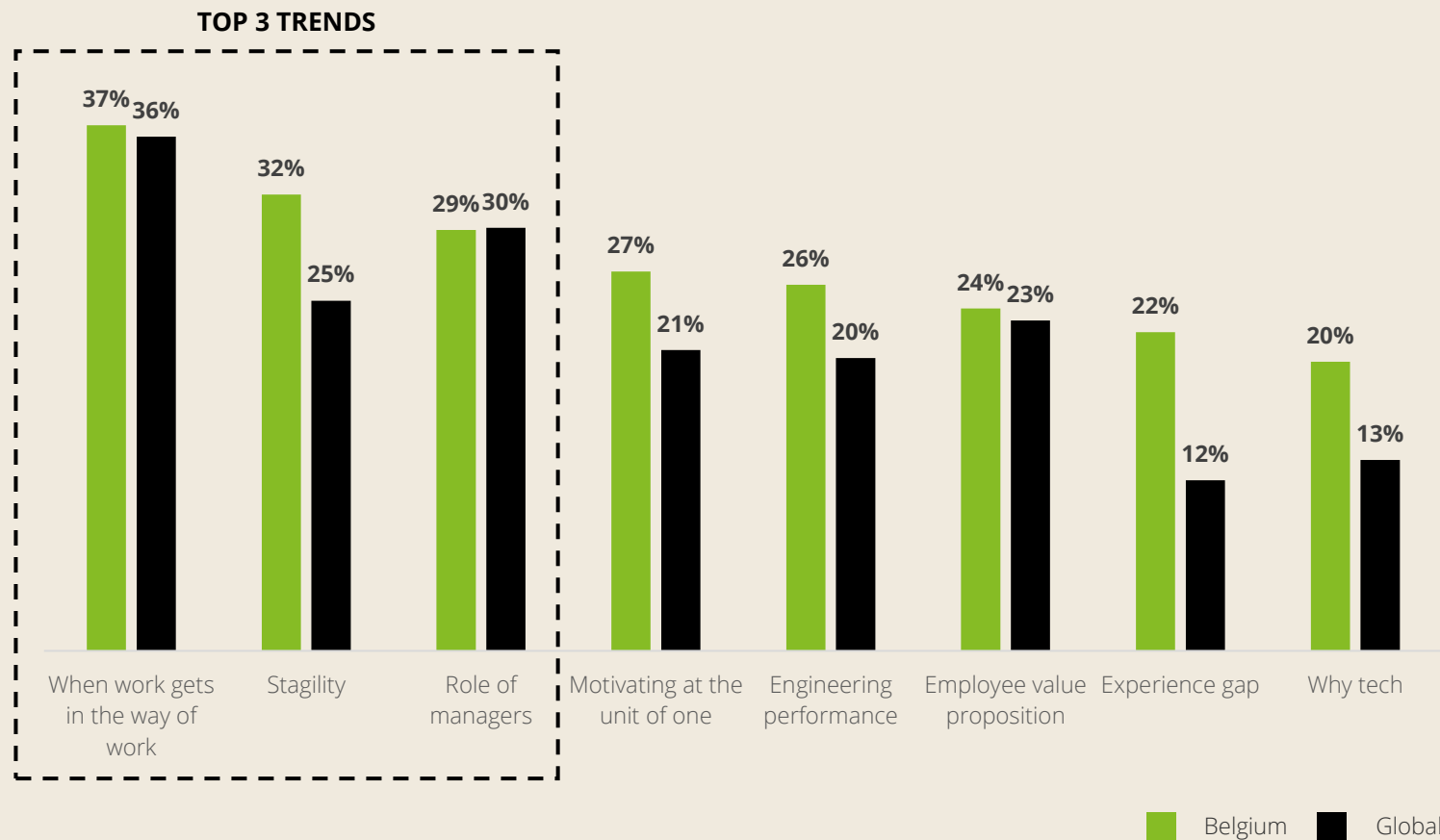
Question	Answer options
How IMPORTANT are each of the following issues to your organization's success?	<ul style="list-style-type: none"><li>• Of critical importance</li><li>• Very important</li><li>• Moderately important</li><li>• Less important</li></ul>
Where is your organization in its journey to address the following issues?	<ul style="list-style-type: none"><li>• Not started: not a consideration</li><li>• Considering: thinking about it, but little to no efforts underway yet</li><li>• Exploring: getting started, focused on addressing immediate needs</li><li>• Expanding: efforts solidly underway, making real progress</li><li>• Leading: accomplishing great things – optimizing and innovating</li><li>• Don't Know/Not Applicable</li></ul>
What are the biggest barriers or challenges to your organization's ability to address each of these issues?	<ul style="list-style-type: none"><li>• External Blockers such as Regulations or Stakeholder demands</li><li>• Insufficient Understanding of the Issue</li><li>• Internal Blockers such as Culture, Structure, or Lack of leader alignment</li><li>• Lack of Resources or Capabilities</li><li>• Too Many Other Pressing Needs</li><li>• Don't Know/Not Applicable</li></ul>

# ***CROSS-TRENDS OBSERVATIONS FOR BELGIUM***

Setting the Scene



# RECOGNIZING AS OF CRITICAL IMPORTANCE



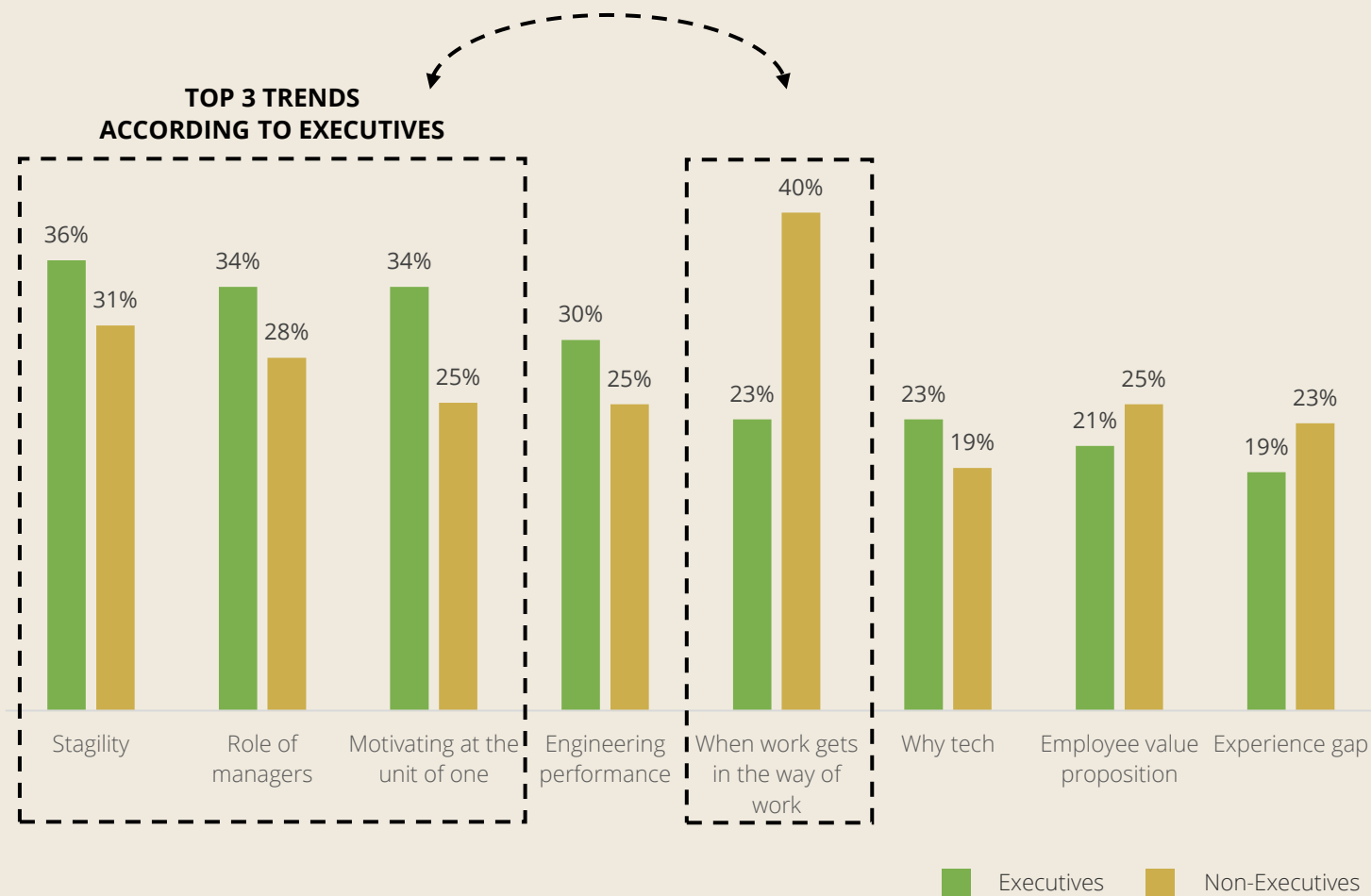
## Heightened concerns

In the 2025 Deloitte Human Capital Trends survey, **Belgian respondents overall** identified "When work gets in the way of work" (37%), "Stagility" (32%), and "Role of managers" (29%) as the top three trends of critical importance.

Globally, we see the **same top three** trends, albeit in a slightly different order.

Additionally, compared to global responses, **Belgium** places a **higher emphasis on stagility**, indicating a regional focus on balancing organizational agility with worker stability.

# DIFFERENT PRIORITIES FOR EXECUTIVES



## Heightened concerns differ

Following the identification of the top three trends of critical importance in Belgium, a deeper analysis reveals **different priorities between executives and non-executives.**

Non-executives' top three trends align with the overall top three seen previously. However, for executives, "Motivating at the unit of one" (34%) replaces "When work gets in the way of work" in their top three.

This variation highlights different organizational perspectives. **Non-executives focus on immediate work-related challenges**, while **executives emphasize individual motivation and effective leadership.**

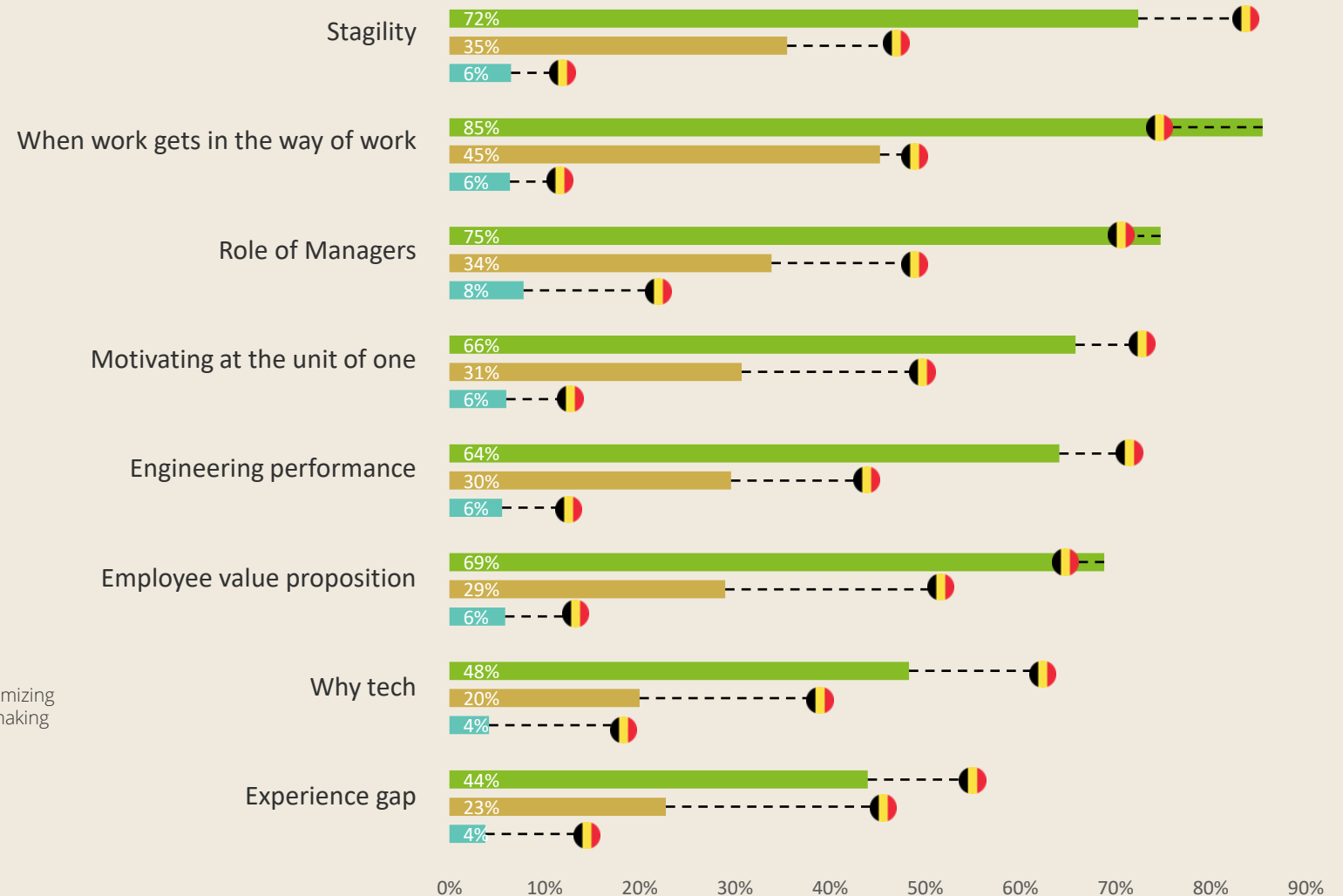
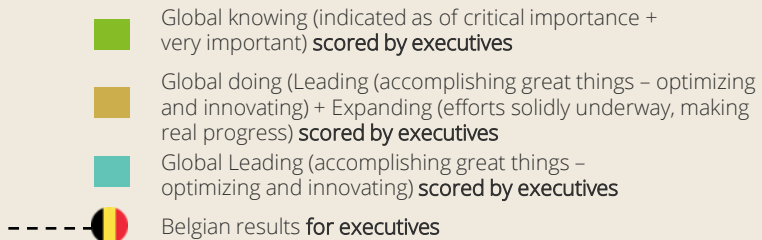


# KNOWING, DOING AND LEADING

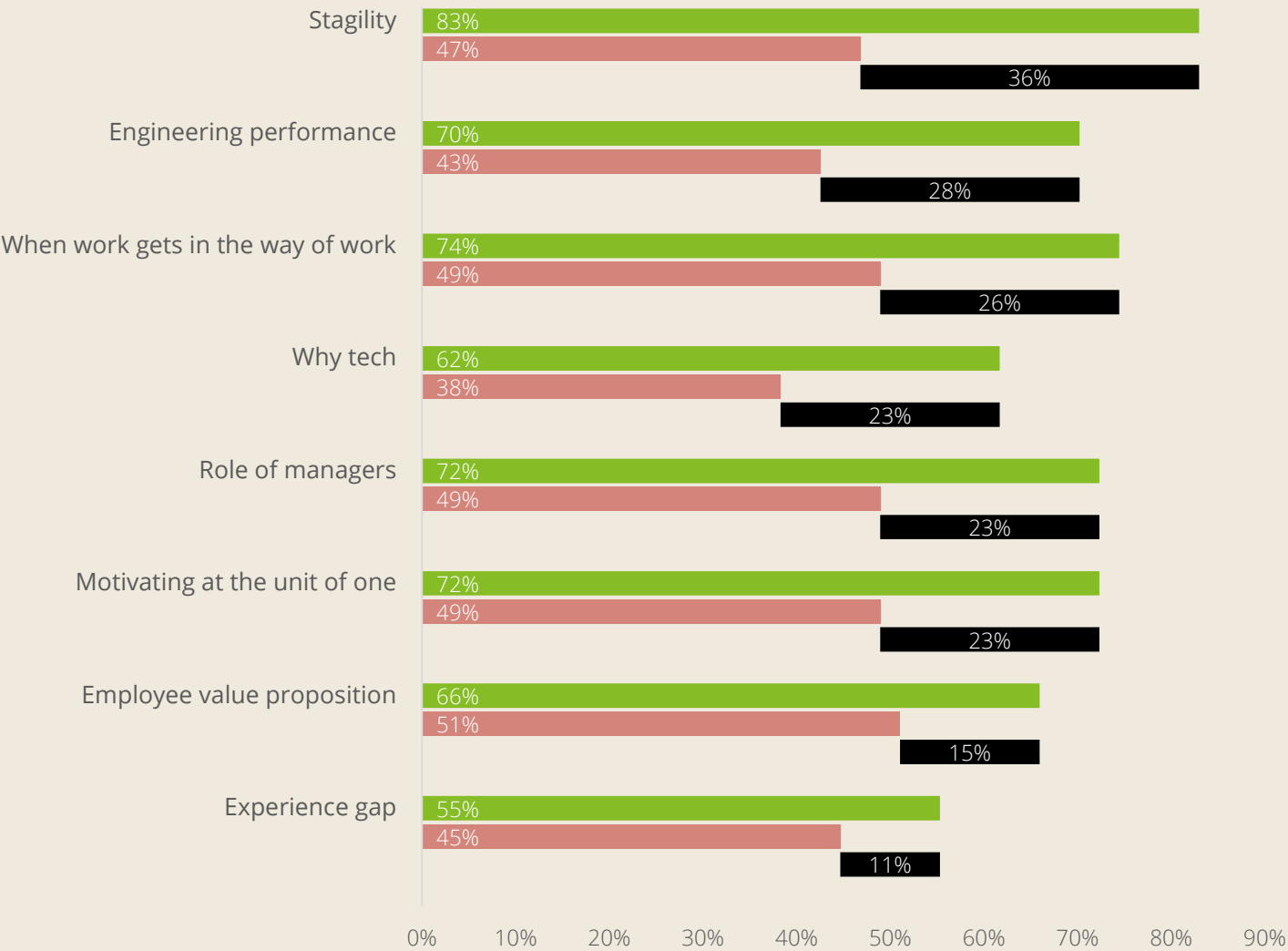
## Smaller gaps in Belgium

When Belgian executives identify a trend as important to their organization, they also indicate that their organization takes steps or leads in addressing it.

Consequently, the **gaps** between **knowing and doing** reported by Belgian executives are **smaller** compared to their global counterparts, reflecting a more **proactive approach** in Belgium.



# THE *BELGIAN KNOWING* vs. *DOING* GAP



## Gap Analysis

The Belgian knowing vs. doing gap highlights the disparity between recognizing the importance of trends and actively addressing them. For example, while 83% of Belgian executives identify “Stagility” as critical, only 47% report their organizations are taking steps to address it.

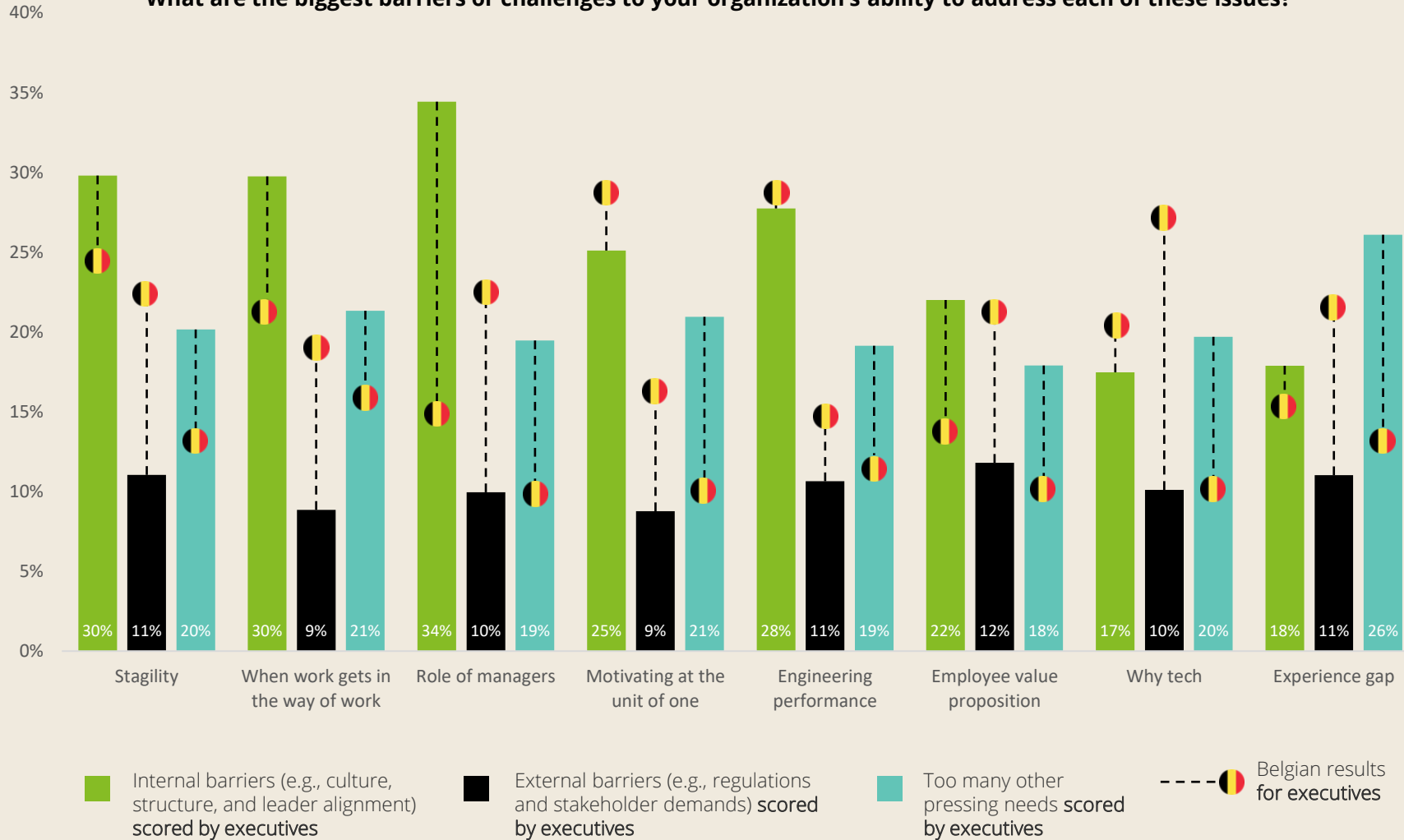
Similar gaps are seen across other trends, such as “Engineering performance” and “When work gets in the way of work.”

Notably, the **smallest gaps** are observed in “Experience gap” (55% knowing vs. 45% doing) and “Employee value proposition” (66% knowing vs. 51% doing), indicating better alignment between recognition and action in these areas.

- Belgian knowing (indicated as of critical importance + very important) scored by executives
- Belgian doing (Leading (accomplishing great things – optimizing and innovating) + Expanding (efforts solidly underway, making real progress) scored by executives
- Belgian knowing vs. doing gap

# BRIDGING THE *KNOWING* vs. *DOING* GAP

What are the biggest barriers or challenges to your organization's ability to address each of these issues?



## Barriers

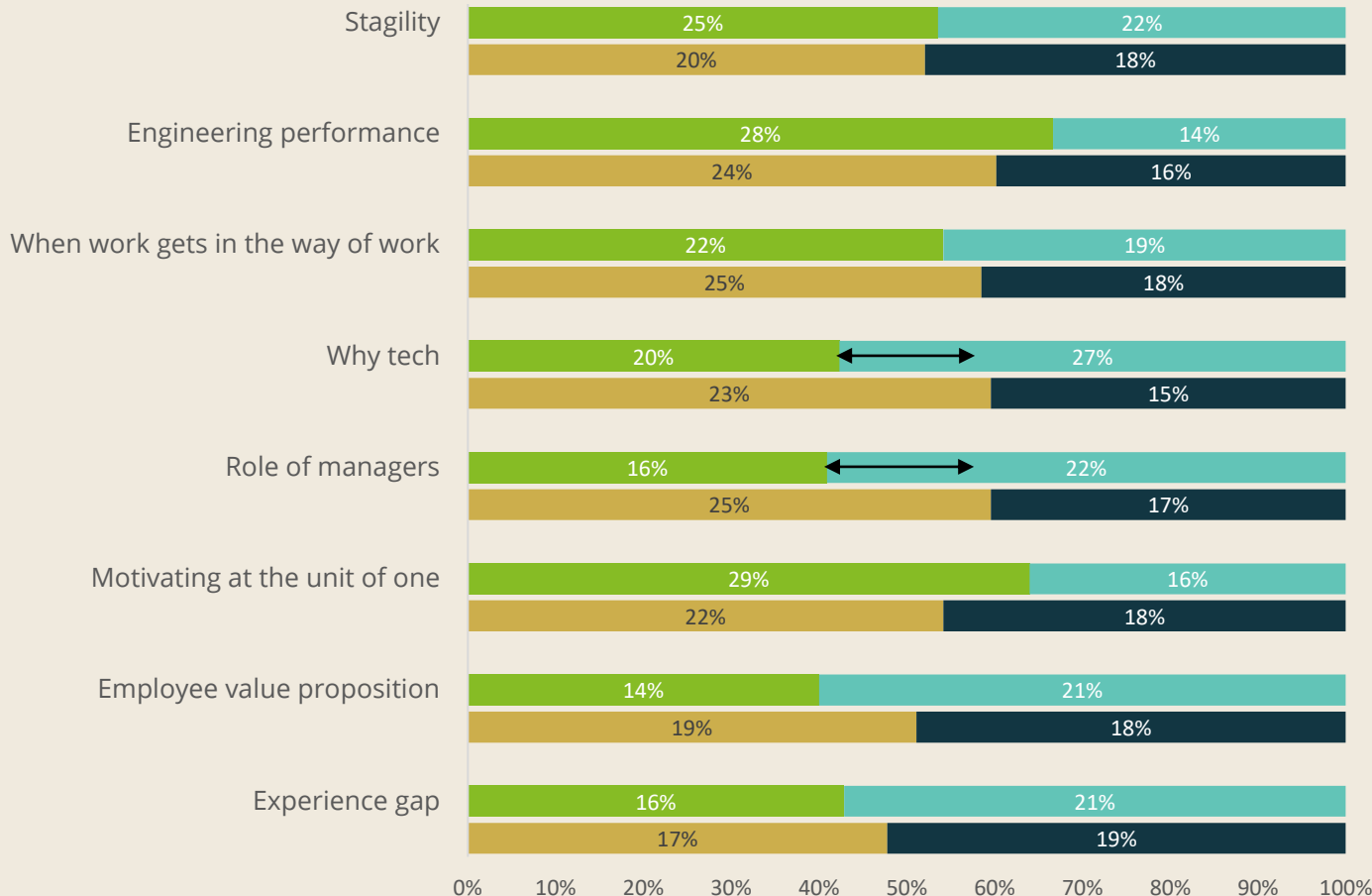
Further progress is slowed by challenges that lie beyond company walls. Compared to the global results, Belgian executives identify **other pressing issues** less often as a challenge, making them the least frequently mentioned barrier.

Additionally, Belgian executives tend to report **fewer internal but more external** barriers than globally.

**Key steps** in further closing the knowing vs. doing gap for Belgian organizations include the reduction of internal obstacles like leader (mis)alignment next to the mitigation of external challenges like stakeholder demands. These findings highlight the need for **stronger collaboration between business, government and public institutions.**

# UNDERSTANDING BARRIER PERSPECTIVES

What are the biggest barriers or challenges to your organization's ability to address each of these issues?



## Executive vs Non-Executive Barriers

Executives and non-executives in Belgium have different opinions on the biggest barriers depending on the trend.

For example, in "Why tech," **executives** relate this to **external barriers** (27%), while non-executives focus more on internal ones (23%). Similarly, for "Role of managers," executives cite external barriers (22%), whereas non-executives highlight internal barriers (25%).

These differences underscore the need for **tailored strategies** to address the specific challenges faced by each group.

- Internal barriers (e.g., culture, structure, and leader alignment) **scored by Belgian executives**
- External barriers (e.g., regulations and stakeholder demands) **scored by Belgian executives**
- Internal barriers (e.g., culture, structure, and leader alignment) **scored by Belgian non-executives**
- External barriers (e.g., regulations and stakeholder demands) **scored by Belgian non-executives**



# ***TREND-SPECIFIC OBSERVATIONS FOR BELGIUM***

Deep-Dive on the most critical trends



# STAGILITY

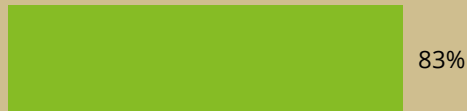
Creating stability for workers so that organizations can move at speed.

## KNOWING vs. DOING

**Knowing:** How important is the following issue to your organization's success?  
**vs. Doing:** Where is your organization in its journey to address the issue?

### Knowing

(indicated as of critical importance + very important)



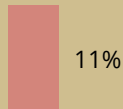
### Doing

(Leading (accomplishing great things – optimizing and innovating) + Expanding (efforts solidly underway, making real progress))



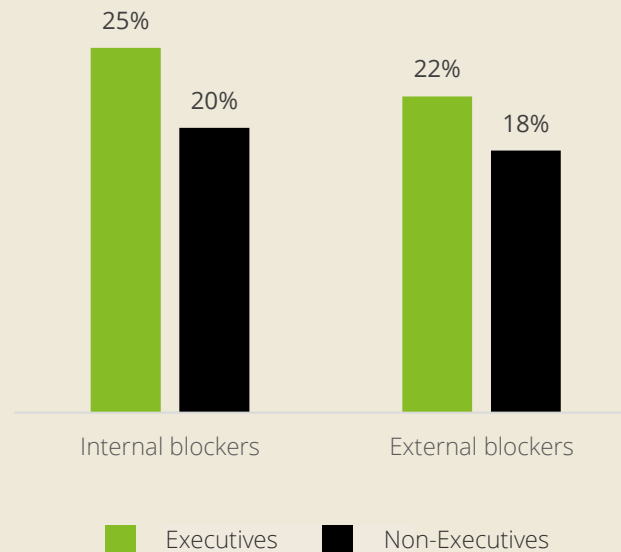
### Leading

(accomplishing great things – optimizing and innovating)



## BARRIERS

What are the biggest barriers or challenges to your organization's ability to address the issue?



Stagility - the ability to create stability for workers while continuing to move at speed - tops the executive agenda, with 36% of Belgian executives ranking it as their **most important workforce priority**.

This strong endorsement reflects a growing recognition that long-term performance depends not just on agility or innovation, but also on the ability to provide employees with structure, security and support in the face of relentless change.

While 83% of the Belgian executives recognize stagility as critically important, only 47% report their organizations are actively addressing it, with just 11% leading in optimizing and innovating; representing the **highest knowing vs doing gap** witnessed in Belgium. The urgency around stability is further reinforced by the pace of workplace changes.

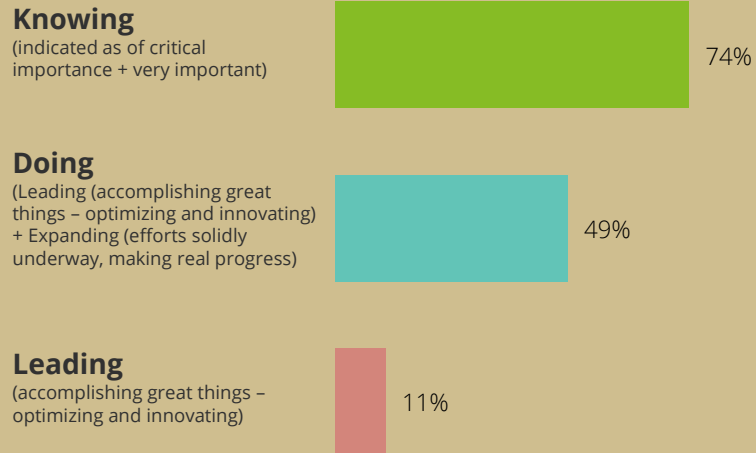
*"Where employees once faced one or two major disruptions per year, they now encounter as many as ten. As traditional sources of structure and stability fade, organizations must build new foundations that allow people to adapt and perform without burning out. To stay resilient, organizations must rethink work design, combining speed with sustainability while supporting people through continuous transformation";*

# WHEN **WORK** GETS IN THE WAY OF **WORK**

Reclaiming organizational capacity.

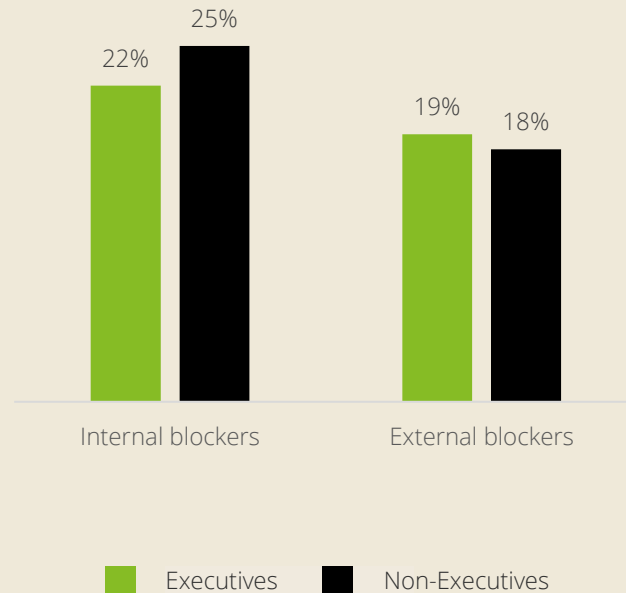
## KNOWING vs. DOING

**Knowing:** How important is the following issue to your organization's success?  
**vs. Doing:** Where is your organization in its journey to address the issue?



## BARRIERS

What are the biggest barriers or challenges to your organization's ability to address the issue?



Belgian executives and employees prioritize workforce challenges differently. While executives focus on leadership and personal motivation, non-executives are more concerned with day-to-day realities. Reclaiming organizational capacity is a top priority for Belgian employees, with 40% ranking it as their top concern.

While 74% of Belgian executives recognize "When work gets in the way of work" as critically important, only 49% report their organizations are actively addressing it, with just 11% leading in optimizing and innovating.

The main barriers identified are internal blockers (22% executives, 25% non-executives). This indicates that both groups face significant challenges within organizational culture and structure.

Not all busy work is avoidable, but when left unchecked, it can become a barrier to productivity.

*"Reducing busywork requires a new mindset. Slack should not be seen as idle time but as a vital capacity that lets people focus, absorb change, and solve problems."*

Yves Van Durme, co-author Human Capital Trends & Human Capital Partner at Deloitte.

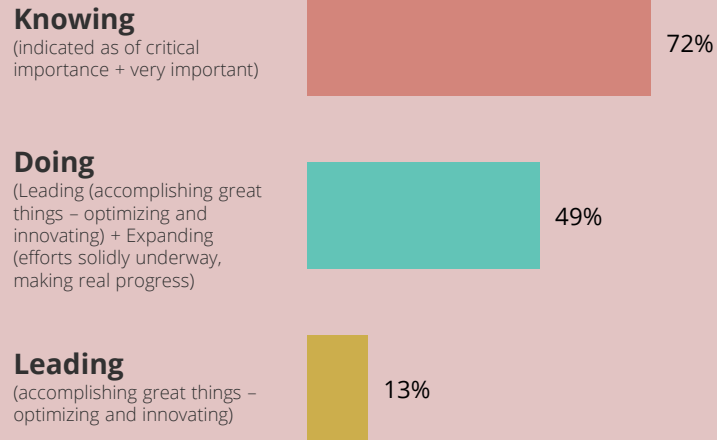


# MOTIVATION AT THE UNIT OF ONE

Understanding what moves people and acting on it

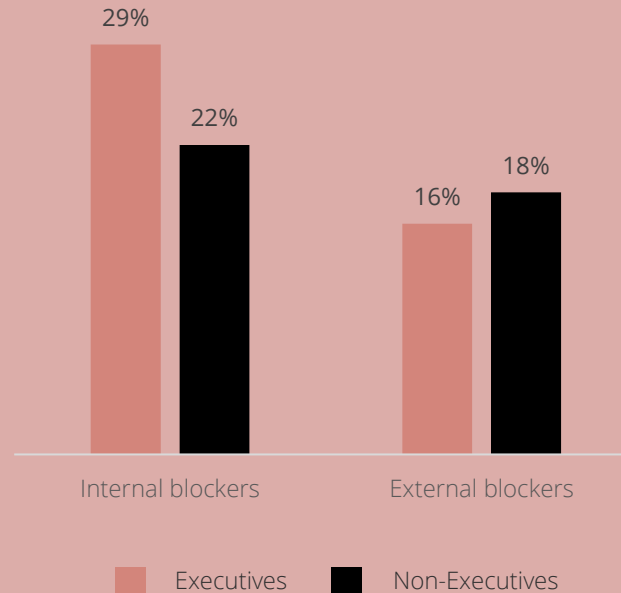
## KNOWING vs. DOING

**Knowing:** How important is the following issue to your organization's success?  
**vs. Doing:** Where is your organization in its journey to address the issue?



## BARRIERS

What are the biggest barriers or challenges to your organization's ability to address the issue?



As organizations move away from one-size-fits-all strategies, more leaders are embracing personalized approaches. Understanding what drives people – and acting on it – is emerging as a **powerful lever for motivation and performance**.

Belgian executives recognize the importance of personalized engagement, with 72% considering "Motivation at the unit of one" as critically important. However, only 49% report their organizations are actively addressing this trend, and just 13% are leading in optimizing and innovating.

Both executives (29%) and non-executives (22%) identify **internal blockers** as the **main challenge**, highlighting issues within organizational culture and structure.

*"The first step should be to collect and understand workers' varied motivations. Self-reported worker data is useful but has its limitations because often workers aren't fully aware of what motivates them to behave the way they do. With new advancements in AI and other emerging technologies, leaders can go beyond self-reporting to observe and infer individual worker motivations in real time and at scale."*

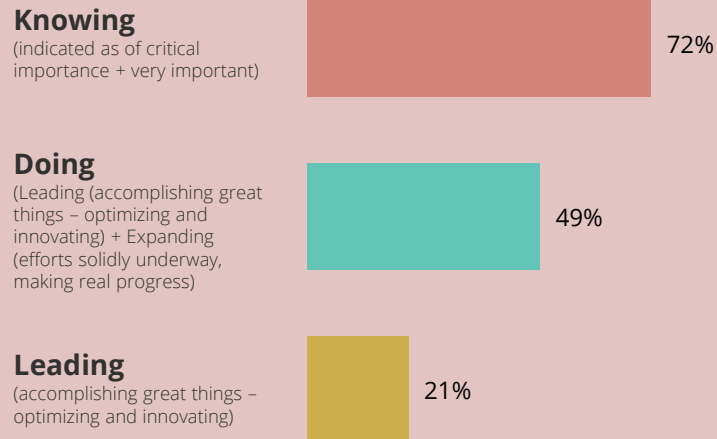


# ROLE OF MANAGERS

Reshaping the role so managers can act as new anchors in times of stagility

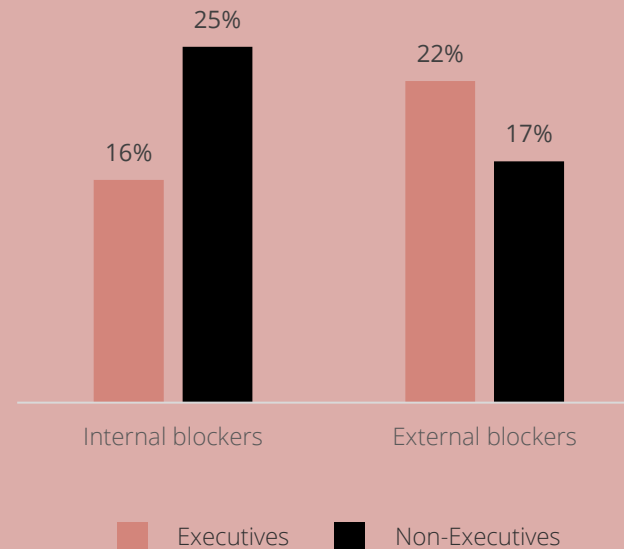
## KNOWING vs. DOING

**Knowing:** How important is the following issue to your organization's success?  
**vs. Doing:** Where is your organization in its journey to address the issue?



## BARRIERS

What are the biggest barriers or challenges to your organization's ability to address the issue?



Both executives (34%) and non-executives (28%) rank redefining the manager's role among their top workforce priorities. Yet we see that most managers are stuck in operations instead of nurturing talent and leading transformation.

Amid growing demands on the workforce, workers are in more need than ever of coaching and development. Rather than phasing out the position, organizations must reshape it, **empowering managers to drive performance, support growth and foster innovation.** This evolution also strengthens stagility by anchoring transformation in people leadership.

However, turning this ambition into action is not without challenges. Executives cite external factors such as regulation (22%) as key barriers, while non-executives point to internal blockers like structure and leadership misalignment (25%).

*"To remain effective in a fast-changing, people-centric world, the role of the manager must be fundamentally reimagined. Managers can become the orchestrators of work redesign if organizations manage to overcome external barriers. This is also a strong call for action towards parties such as governments and education institutions to work with organizations in mitigating some of the pressures and challenges they face,"*

# MAKE **PROGRESS** VISIBLE

## *A call for Belgian leaders to share their story*

Belgian companies are advancing faster than their global peers on key workforce priorities. They recognize what matters and are taking concrete action across areas such as stagility, personalized motivation and the evolving role of the manager.

Yet despite this progress, their stories remain largely untold.

To build a clearer picture of what transformation looks like in practice, business and HR leaders in Belgium are invited to share how they are making progress. What initiatives have they implemented, what outcomes are they seeing, and what lessons could inspire others? Increased visibility will help shape the broader conversation on the future of work and position Belgium as a credible example for others to follow.





# LET'S CONNECT



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