



LESSONS LEARNED FROM BELGIUM'S BEST WORKPLACES™ 2023



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INTRODUCTION



Anno 2023, 'the war for talent' is still a hot topic. Even with the pandemic behind us, we continue to battle through these turbulent economic times. Companies must continually reinvent themselves and commit to good HR practices to retain their people and attract new ones. We notice a strong trend within the job market: candidates (and employees) are currently setting the ship's course. So, it's important to remain attentive to what is going on in the workplace and on the labour market in order to incorporate these trends into one's employer branding strategy.

First, it is essential to know what is playing out in the workplace, as that affects turnover and retention within an organisation. This is where Great Place to Work® wants to support organisations. We give our clients an overview of how their employees perceive them, so that they can build on these insights. This allows us to significantly improve Certified™ and Best Workplaces, as well as non-certified workplaces. We help them strengthen their internal communication and enhance their internal employer branding.

Second, it is advantageous to be aware of the dynamics of the current labour market. Today, young talent does not focus on salary and job security alone – in this fast-paced world, flexibility, and the ability to grow have become even more essential. This is another area in which we at Great Place to Work seek to provide guidance. Each year, we collect best practices from our Best Workplaces and share them with a wide variety of organisations.

But where to start? In this article, we provide the answers. We explain the value of establishing a label, how to attract young talent, and what we can learn from the Best Workplaces. In addition, we've granted 3 awards this year for inclusive leadership, co-creation, and value-driven strategy.



GREAT PLACE TO WORK – ABOUT US

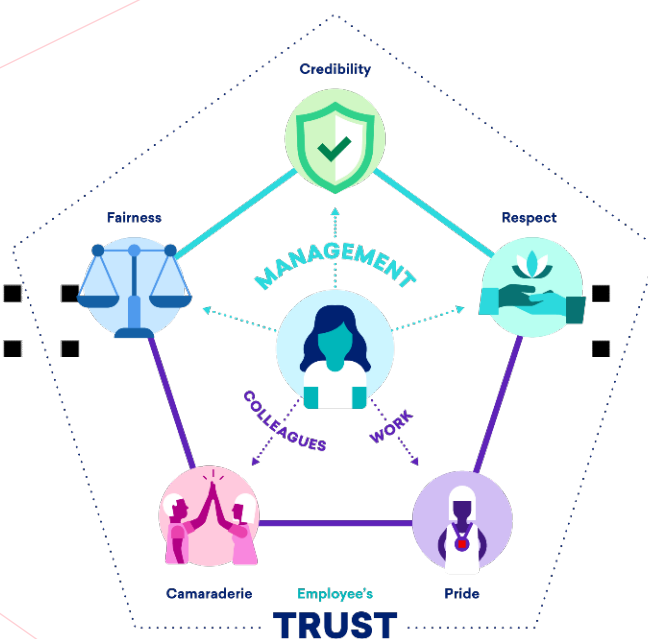
Great Place to Work® is an international research, advice and training institute with a clear mission: to build a better world by helping every organisation become a Great Place to Work For All™. The methodology we use is based on more than 30 years of research in more than 60 countries, representing over 100 million employees in organisations of varying sizes and industries. This research and experience have enabled us to define what it means to be a Great Workplace™, to understand how to measure it, and to help any organisation in their journey to becoming a Great Place to Work.

At its core, a Great Place to Work is an organisation where the employees trust the people they work for, take pride in what they do, and enjoy the people they work with. The initial review of our measurement instrument led to the creation of approximately 120 statements, which were eventually narrowed down to the 60 core statements used today. This narrowing process is the result of extensive testing of the survey instrument on different groups of employees. Interviews were conducted to test their use of the survey instrument, and periodic cluster and factor analyses were performed. This resulted in the specific dimensions and sub-dimensions of the Great Place to Work® Model© we know today. This also established the validity and reliability of the instrument.



Our **Trust Index survey** consists of the following dimensions:

- The **credibility** dimension measures the extent to which employees see management as credible (believable, trustworthy) by assessing the employees' perceptions of management's communication practices, competence, and integrity.
- The **respect** dimension measures the extent to which the employees feel respected by management, by assessing the levels of support, collaboration, and caring the employees experience through management's actions toward them.
- The **fairness** dimension measures the extent to which the employees believe that management practices and policies are fair by assessing the equity, impartiality, and justice the employees perceive in the workplace.
- The **pride** dimension measures the employees' sense of pride in their work by assessing the feelings they have toward their jobs, team or work group, and the workplace itself.
- The **camaraderie** dimension measures the employees' sense of camaraderie in the workplace by assessing the quality of the intimacy, hospitality, and community within the workplace.





Best Workplaces unlock the full competitive power of their work culture by creating a consistently high-trust workplace experience For All™, no matter who they are or what they do for the organisation. These companies maximise the human potential in their organisation through effective leadership, meaningful values, and a deep foundation of trust with all employees. When those qualities are in place, these workplaces benefit from enhanced innovation and financial growth.

Through our recognition and certification programmes, we celebrate outstanding workplaces that excel at being good employers by conferring the Great Place to Work - Certified™ label and a spot on our Best Workplaces™ lists.





THE EFFECT OF A GREAT PLACE TO WORK LABEL ON EMPLOYEE TURNOVER

As the war for talent rages, Belgian organisations are trying hard to assure their current employees that they are working in one of the greatest workplaces. Employees might doubt the credibility of internal branding efforts, but third-party employer branding – such as Great Place to Work® – can be more credible, persuading them that the organisation is indeed a great place to work. After all, it's the voice of the employees – determined by measuring their actual experience – that decides whether this third party can grant such a label to the company. Employees who work for a certified organisation might be reluctant to consider moving to a non-certified company. Researchers Dineen & Allen (2016) investigated the certification effects on staff turnover rates over a 3-year period, while controlling for lagged outcomes and investments in HR practices that might otherwise affect these outcomes. Their results showed a negative relationship between certifications and turnover: which means that being certified as a Great Place to Work leads to lower collective employee turnover rates, independent of firm size or industry job openings¹.



¹ Dineen, B. R., & Allen, D. G. (2016). Third party employment branding: Human capital inflows and outflows following "best places to work" certifications. *Academy of Management Journal*, 59(1), 90-112.



GREAT PLACE TO WORK – ABOUT OUR RESEARCH

For the 2023 Best Workplaces cycle, we organised the 21st edition of the annual Great Place to Work® research in Belgium. Throughout 2022, around 26,200 employees filled in our Trust Index™ employee survey, which measures the level of trust, pride and camaraderie they experience in their organisation. 109 Belgian companies scored above our predetermined threshold and have been recognised for their people strategy with a Great Place to Work Certified™ label. Based on an evaluation of their Trust Index scores and their Culture Audit™ (an additional company culture questionnaire) using our For All™ methodology, 23 of them can proudly call themselves one of Belgium's Best Workplaces for 1 year. As Figure 1 shows, 94% of the surveyed employees working in a Best Workplace find that, taking everything into account, their organisation is a Great Place to Work.

Investing in equity and collaboration and considering the needs of young talent when looking for a job, these Best Workplaces of 2023 are thriving in the Global War for Talent. At Best Workplaces, leaders and managers regard the employees as valuable members of the group. In addition, interaction and cooperation between employees and management are high-quality, and employees are involved in the decision-making process.

Organisations recognised as Great Workplaces report greater talent attraction, higher retention, and increased workforce productivity by putting the employee voice at the heart of their organisations. Therefore, to increase your visibility in the labour market, boost internal pride, and win the War for Talent, Great Place to Work certification should be an essential part of your employer branding strategy.



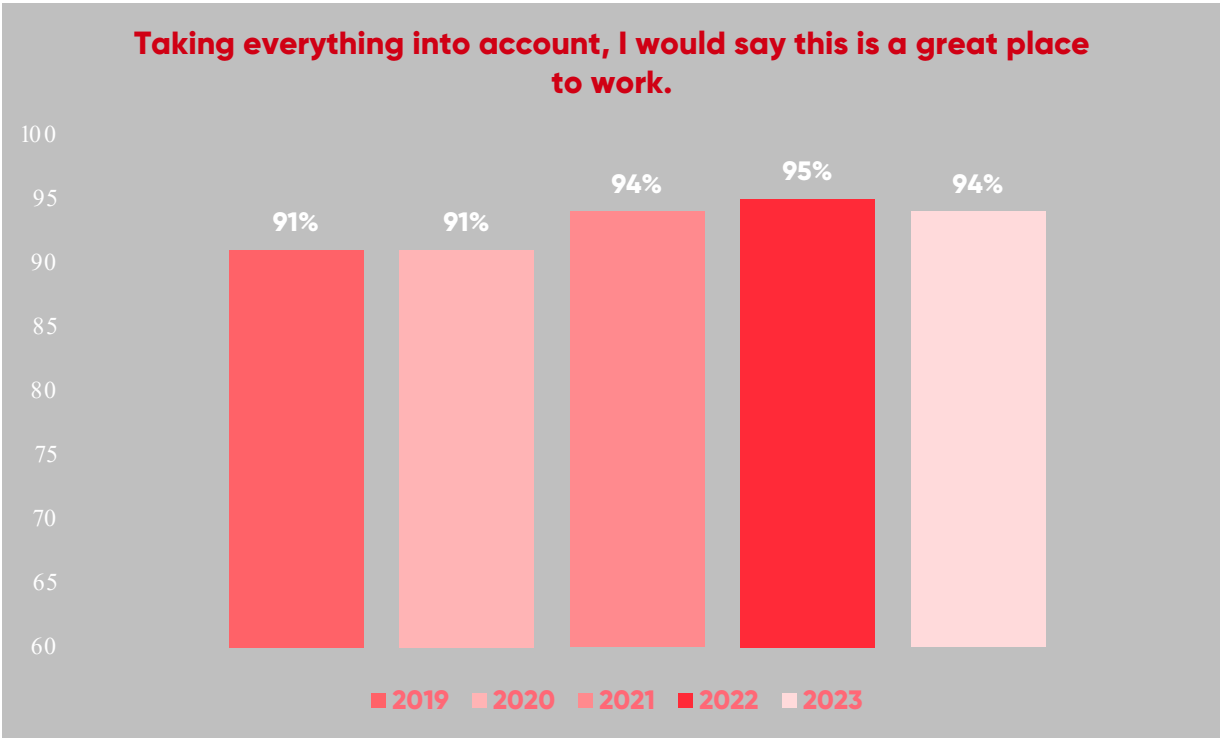


Figure 1. Average scores of the Best Workplaces on the statement: "Taking everything into account, I would say this is a great place to work."



TRENDS 2023

This year, **3 clear trends** could be observed in the data collected by Great Place to Work.

TREND 1: THE GLOBAL WAR FOR TALENT IS RAGING

SETTING THE SCENE

More than half of Belgian employers (65%) have difficulty finding employees. Belgium is even having a more difficult time compared to other European countries, such as The Netherlands (54%) and Ireland (53%). These numbers are significantly higher than the European average of 42%. Research by Vlerick Business School reveals that finding and recruiting employees is considered to be the biggest challenge to growth for young scale-ups². Figure 2 provides a snapshot of the trends and challenges involved in young, high-potential ventures in Belgium.



Figure 2: 56% of young high-potential ventures consider finding and recruiting employees to be the biggest challenge in HR practices. Rising Star Monitor (2022), Research Report by Vlerick Business School & Deloitte.

² Rising Star Monitor (2022), Research Report by Vlerick Business School & Deloitte

The talent market in the 2020s is younger rather than older: The combined number of Gen-Y millennials (born 1981-96), plus Gen-Z (born 1997-2012) and Gen-Alpha (2013-2025), come to more than 4.5 billion people, which is more than half of the world's population³. However, despite the size of this population, winning the global war for young talent will not be easy in the years to come. Countries are becoming each other's competitors for certain expert profiles they urgently need. The result is a buyer's and a seller's market: smart countries recruit over-educated and under-employed youth from other countries, while young talent shuttle between co-working and co-living spaces in New York, Brussels, and Dubai.

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HOW TO ATTRACT THE BEST TALENT?

Today, as the war for talent rages, Belgian organisations are doing their very best to reassure their current employees that they are truly in good hands in the organisation they work for. Employees might doubt the credibility of internal branding efforts, but third-party employment branding firms – such as Great Place to Work – can be more credible in persuading them that the organisation is indeed a great place to work. Some employers are increasing their employer branding efforts to attract the best candidates and retain their present employees.

³ Khanna, P. (2022). There's a Global War for Young Talent. The Winners Will Shape the Future. Time. Retrieved from <https://time.com/6224186/global-war-for-young-talent/>



THE EFFECT OF A GREAT PLACE TO WORK LABEL ON ORGANISATIONAL ATTRACTIVENESS

Research shows that communicating a Great Place to Work certificate or Best Workplaces label improves organisational attractiveness to candidates⁴. A Great Place to Work label is associated with company prestige, and being employed by a prestigious organisation can promote a candidate's self-esteem and social approval. Our Great Place to Work label is consistently positively linked with organisational attractiveness, regardless of whether the organisation is listed on a stock exchange or functions as a cooperative.



⁴ Guillot-Soulez, C., Saint-Onge, S., & Soulez, S. (2019). Linking employer labels in recruitment advertising, governance mode and organizational attractiveness. *Recherche et Applications en Marketing (English Edition)*, 34(3), 5-26.

Attracting young talent from an employer branding effort, such as a Great Place to Work label, is already a step in the right direction. But what distinguishes Best Workplaces from great workplaces is that the great ones (want to) know what young talent is looking for, and they take into account the anticipatory psychological contract. That's an exchange relationship between the employer and the employee, in which both parties have expectations about mutual obligations. The expectations of new recruits about their new employment relationship operate as a frame of reference through which they will evaluate their later experiences in the organisation⁵. When these expectations do not match reality, the employees are more likely to believe their psychological contract has been breached – which, in turn, can contribute to a reduced commitment to the organisation and an early departure.

A study by Vlerick Business School asked respondents to indicate the extent to

which they expect their employer to live up to certain promises. These promises are situated on 20 dimensions, which are considered to be the most important retention factors in the HR literature. They can be clustered in 3 categories: namely, expectations in terms of

- 1) working conditions,
- 2) relations with colleagues and supervisors/managers/leaders, and
- 3) job content and career development.

Graduates (part of Gen-Z, born 1997–2012) who will enter the labour market want to work in a pleasant working environment and want to have a positive working relationship with their colleagues (92%), followed by good communication with colleagues (88%). The third most important employer promise relates to training and development opportunities (85%). Figure 3 provides an overview of employer promises that graduates find important when entering the labour market.

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Work®**

⁵ De Vos, A., & Meganck, A. (2006). Het anticipatorisch psychologisch contract van laatstejaarsstudenten op de Vlaamse arbeidsmarkt. *Review of Business and Economic Literature*, 51(4), 411-438

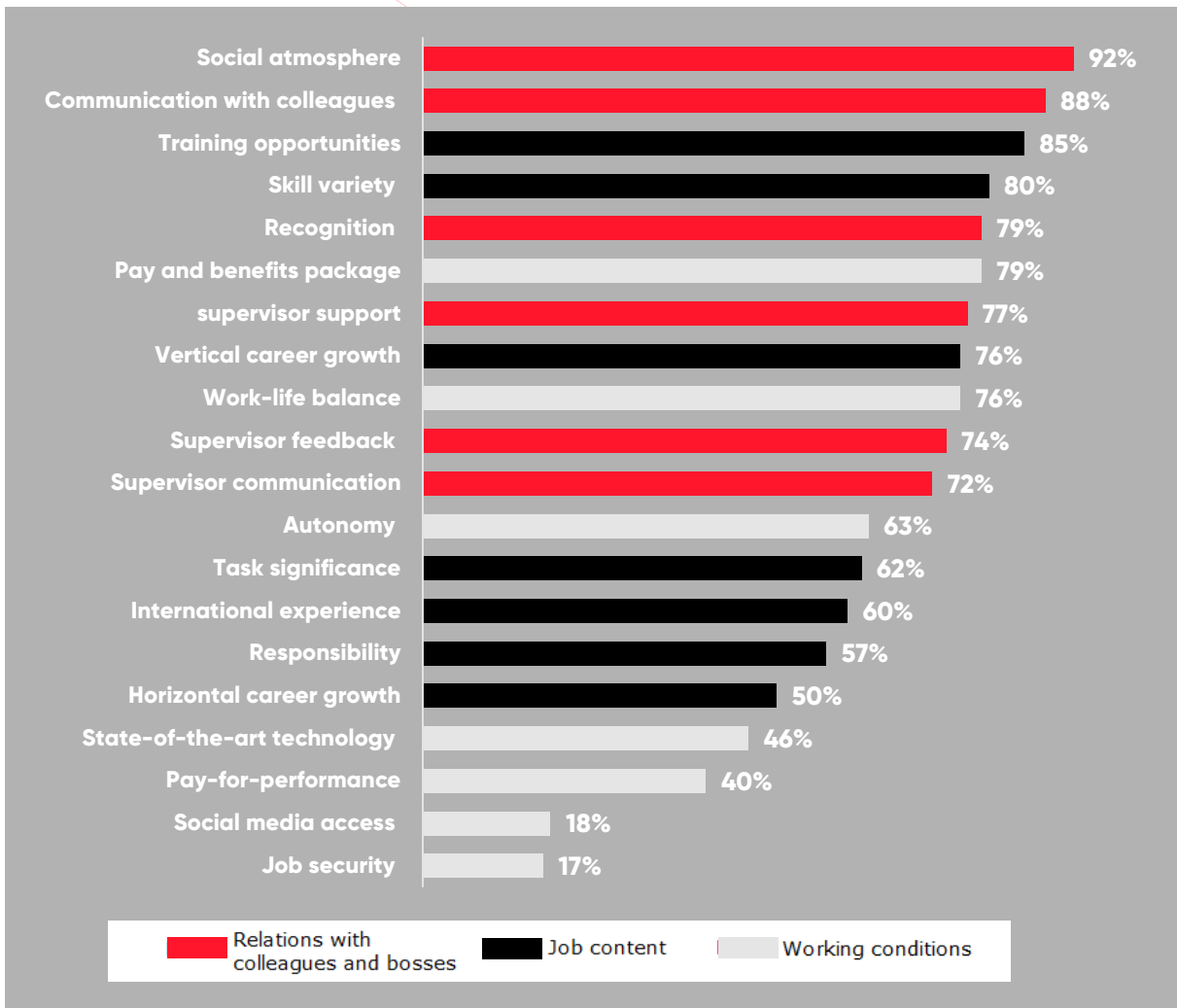
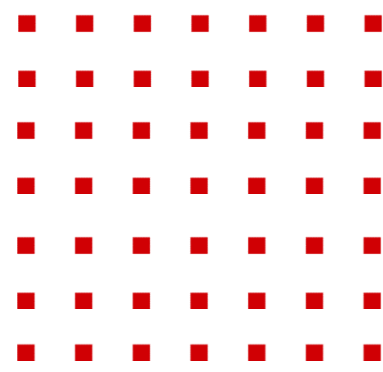


Figure 3: Importance of employer promises (% of respondents who have indicated that this employer promise is important to them)

For Generation Z, the most attractive career allows them to learn continuously (life-long learning, 90%), strongly appreciates them for the work they do (76%) and allows them to maintain a good balance between work and private life (74%). Figure 4 shows additional important career values.



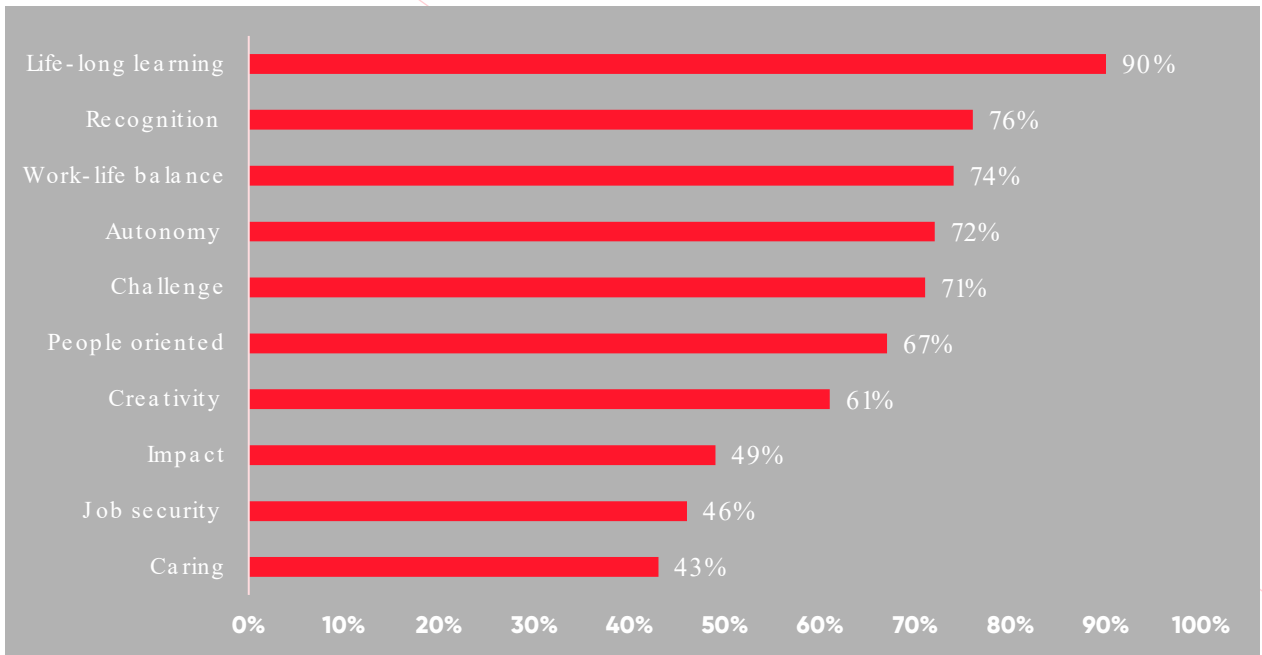
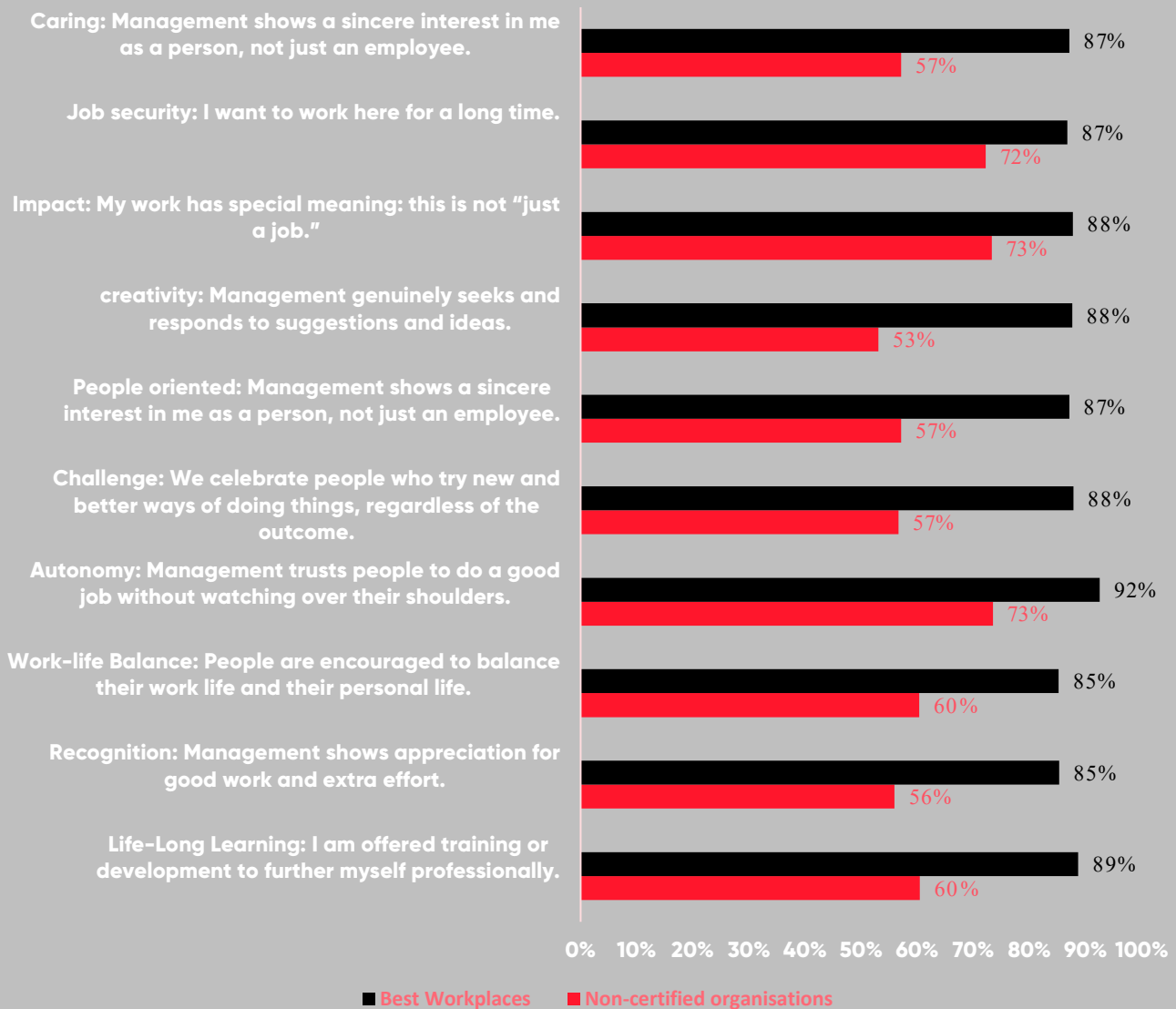


Figure 4: Importance of different career values (% of respondents who indicated this career value is important to them)

Organisations that want to succeed in today's dynamic business environment need to harness their key talent and find ways to attract the right candidates, for the present as well as the future. Organisations need to commit to certain career values. As Figure 5 shows, there is a noticeable difference in the extent to which Best Workplaces compared to non-certified organisations commit to these career values.



Scores on different career values as evaluated by employees at non-certified vs Best Workplaces



TREND 2: THE BEST PERFORMING COMPANIES TREAT THEIR EMPLOYEES FAIRLY AND RESPECTFULLY

When comparing the Best Workplaces of 2023 with the non-certified companies, we see that the Best Workplaces outperform non-certified companies on almost all (sub-)dimensions. The biggest gap is in the Collaboration and Equity sub-domains. It is therefore very important that companies invest maximally in these sub-domains. Respect – a sub-dimension of Collaboration – assesses the quality of interaction and cooperation between employees and management.

When there is effective Collaboration within an organisation, employees support the exchange of information and feel more engaged in their work. Furthermore, suggestions generated by the employees provide valuable new ideas, cost-saving practices, and/or practical solutions for the business. In addition, effective collaboration means that employees are more deeply involved in the decision-making process. As a result, employees will better understand why decisions are made, and they will appreciate management's decision-making responsibilities. Lastly, employees will develop a more profound sense of ownership in their work, and they will take responsibility for the successful implementation of changes.

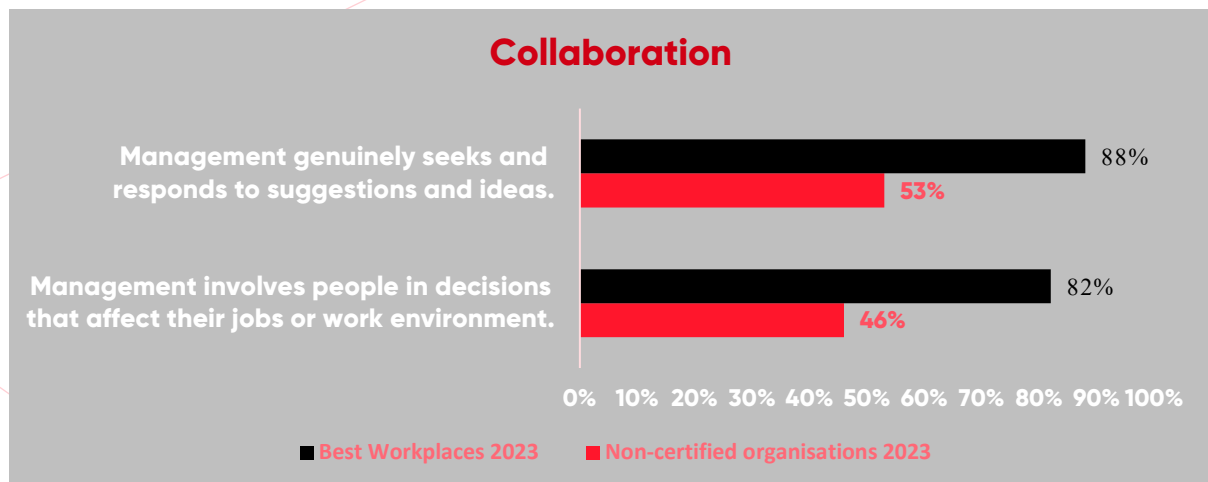


Figure 5. Difference between the Trust Index scores of Best Workplaces 2023 and non-certified organisations 2023 on the Collaboration domain.

Fairness – a sub-dimension of **Equity** – assesses the degree to which there is balanced treatment for all people in the distribution of intangible and tangible rewards.

Demonstrating Equity results in employees feeling that they are seen by their leaders and managers as valuable members of the organisation. Additionally, employees feel more comfortable in offering their ideas and suggestions and asking for help when needed. Finally, equity strengthens the employees’ bonds with each other and with the organisation – which, ultimately, facilitates seizing new opportunities and addressing challenges.



Figure 6. Difference between the Trust Index scores of Best Workplaces 2023 and non-certified organisations 2023 on the Equity domain.



TREND 3: THE IMPORTANCE OF CREDIBILITY OVER THE YEARS

Credibility is one of the five dimensions of the Trust Index model and measures the extent to which employees see management as credible, believable, and trustworthy. Looking at the GPTW data, we can see that Best Workplaces tend to score higher on the credibility domain over the past four years.

Let's take a closer look at what could have driven these increased scores. A review of the contemporary press⁶ revealed that credibility of management teams became a popular concept in recent years. There are many instances of leaders' credibility being harmed when, for example, their company cheated on emission tests for sustainability purposes, or their company shared users' data without consent and harmed people's privacy. In many cases, this led to leaders resigning and severe damage to the brand of the company. Following such events, press releases have tackled the benefits of leader credibility and the potential risks of not having it. For instance, benefits proposed are higher productivity and better performance, strong relationships, and better (leader) wellbeing. Proposed risks include less engaged employees, lack of trust and higher employee turnover rates. Clearly, credibility of an organisations' management team – or its absence – draws ample attention in contemporary press which could lead to the increased scores of credibility by Best Workplaces.

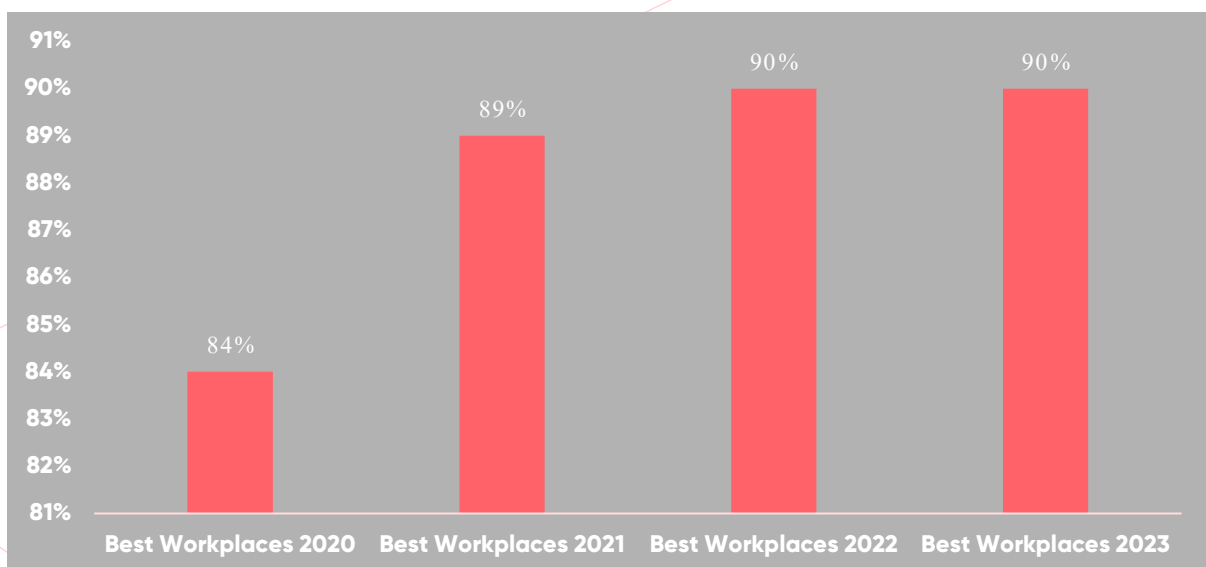


Figure 7. Average Trust Index Scores of the Best Workplaces on the Credibility domain over the years 2020 – 2023

⁶ Williams Jr, R. I., Raffo, D. M., Randy Clark, W., & Clark, L. A. (2022). A systematic review of leader credibility: its murky framework needs clarity. *Management Review Quarterly*, 1-44

Credibility is measured by assessing employees' perceptions of management's communication practices, competence, and integrity. Researchers Guiso and colleagues took a closer look at one of the subdomains of credibility, namely integrity and measured the impact of integrity on the financial performance of an organisation. They found that when employees perceive their top managers as trustworthy and ethical, a firm's performance is stronger⁷. More specifically, high levels of perceived integrity are positively correlated with higher productivity, profitability, better industrial relations, and higher levels of attractiveness to prospective job applicants. Credibility not only gained importance due to contemporary press releases, but it has shown to be an imperative for building great workplaces.

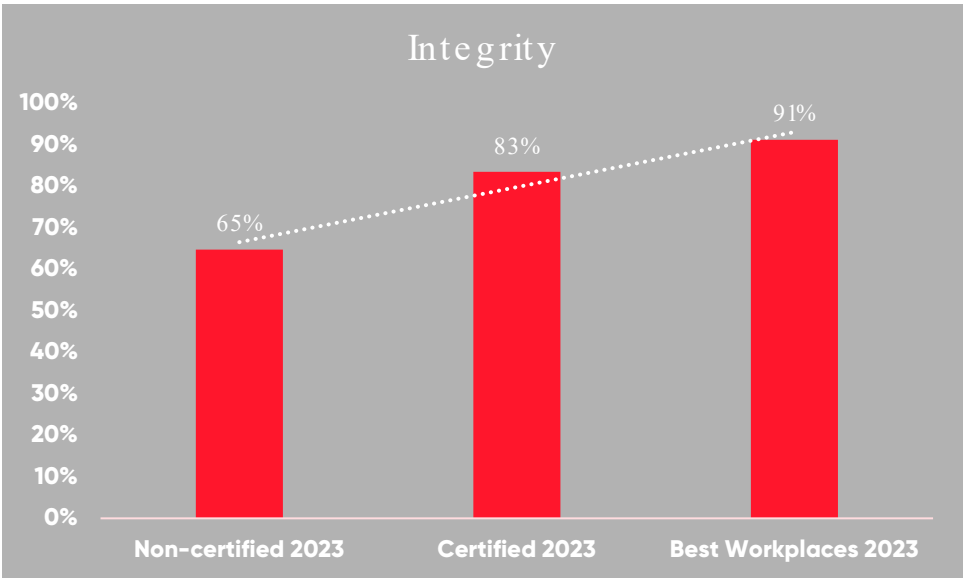


Figure 8. Average Trust Index Scores of the non-certified, certified and Best Workplaces on the sub-domain integrity in 2023

We compared non-certified, certified, and Best Workplaces with each other on integrity. Our results show that the Best Workplaces clearly outperform the certified and non-certified workplaces on integrity. Having a culture of integrity not only leads to the above-described benefits but seems to be the secret sauce to success and makes organisations a great place to work.

⁷ Guiso, L., Sapienza, P., & Zingales, L. (2015). The value of corporate culture. *Journal of Financial Economics*, 117(1), 60-76



INTEGRITY

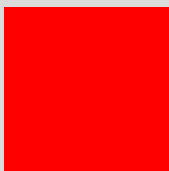
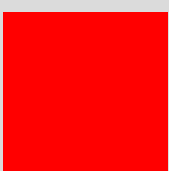
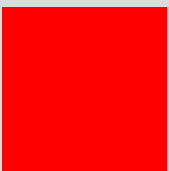
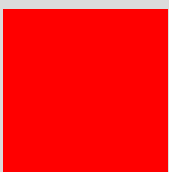
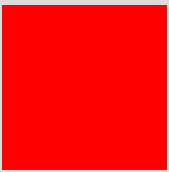
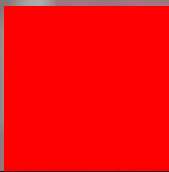
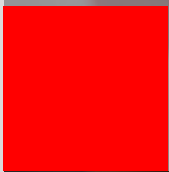
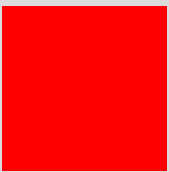


**FINANCIAL
PERFORMANCE**



**ATTRACTIVENESS
OF JOB OFFERINGS**





SPECIAL AWARDS

Great Place to Work examines a company's ability to develop inclusive leaders, tap into their people's innovative contributions, and define values that guide the day-to-day way people work together. In 2023, we granted 3 special awards to organisations that excel in inclusive leadership, co-creation, and value-driven strategy. The focus of our analysis is on the Trust Index™ survey data, which tell us how employees evaluate their organisation on these different aspects. To round out our analysis, we ask companies to tell us what they have done to create an intentional structure and strategy for inclusive leadership, co-creation and a value-based strategy. This is measured by means of the Culture Audit™, a management questionnaire that helps us understand what programmes and practices drive the employee experience.



INCLUSIVE LEADERSHIP

The Best Workplaces produce and leverage effective leadership teams that have meaningful connections with their company's culture and people. With a steep increase in hybrid and remote work offices, dispersed teams, and the fusion of public and private spaces, we see a clear 'context collapse' in which family and professional personas merge. The result is a new type of worker, a person who brings his or her authentic self to work. And as today's work environment changes, leadership must change as well. That's why inclusive leadership must be a top priority for organisations.

An inclusive leader can be described as giving employees empowerment, showing humility and courage, and taking responsibility⁸. Organisations scoring high on inclusive leadership have an approachable management team that is easy to talk with. Management shows a sincere interest in the person, not just the employee doing the job. It's an environment in which the people are treated as full members, regardless of their position; and, when treated unfairly, they are given a fair shake should they appeal.

What leaders say and do has a huge impact on whether an individual reports feeling included. Among the Best Workplaces of 2023, 93% report that they can be themselves at work. 88% of employees state that their work has special meaning: 'this is not just a job'.



⁸ Kuknor, S. C., & Bhattacharya, S. (2022). Inclusive leadership: new age leadership to foster organizational inclusion. *European Journal of Training and Development*, 46(9), 771-797.



Figure 9. Average scores of the Best Workplaces 2023 on the Trust Index Statements that belong to Inclusive Leadership.

The inclusive leadership award goes to the organisation that actively works on implementing practices that help leaders become more inclusive and enhance the performance of their teams.

ORMIT TALENT
 Winner of the 2023 special award Inclusive Leadership



Ormit Talent highly values leaders that take social, environmental, and economic responsibility. They continuously reflect on how they can find a balance between 'people', 'planet' and 'profit'. They consider 'giving back' as part of the development process of their talents. The biggest contribution they can make to a more sustainable society is in developing future leaders that will lead in a sustainable way. They want their future talents to apply responsible, ethical, and sustainable entrepreneurship and inspire others to act and lead in the same manner. Integrity, quality, empathy, social awareness, ethics, the individual interest vs the common interest, ...: these are all themes integrated in their development program.

CO-CREATION

Co-creation is what happens when all employees are encouraged, empowered, and recognised for trying new and better ways of doing things, regardless of who they are and what they do for the business. This is a win-win for the employees and for the business, driving revenue growth and powerfully better workplace experiences. Co-creation is an employee experience that taps into the intelligence, skills, and passion of everyone in the organisation. Companies that invest in co-creation generate more high-quality ideas and implement them more quickly and can quickly adapt to new and complex realities. Co-creation at work is the process of having employees contribute to designing and creating things that affect them.

In a co-creating environment, management genuinely seeks and responds to ideas and suggestions, shows appreciation, involves people in decisions that affect their jobs or work environment, and recognises honest mistakes as part of doing business. In addition, they celebrate people who try new and better ways of doing things, regardless of the outcome. In turn, the employees quickly adapt to changes needed for the organisation's success.



Figure 10. Average scores of the Best Workplaces 2023 on the Trust Index statements that belong to Co-creation.

The Special Award Co-creation goes to the organisation that has created an intentional structure and strategy of co-creation and where employees are encouraged, empowered, and recognised for trying new and better ways of doing things, regardless of who they are and what they do for the business.

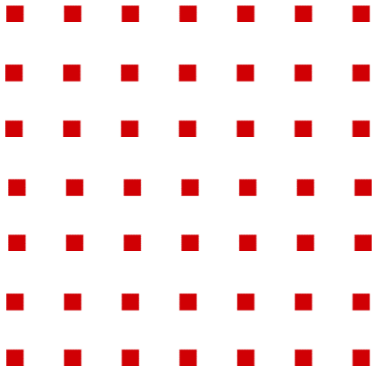
BEWIRE
Winner of the 2023 special award Co-Creation



B-Labs: By thinking about the challenges within digitalisation ourselves and coming up with solutions that are out-of-the-box and innovative, we encourage our employees through B-Labs to actively participate in innovation, and we also encourage them to work with that mindset on both larger and smaller projects. Anyone in Bewire can launch research questions to be solved in the form of Lab trajectories together with other colleagues. For example, Lab tracks can be based on certain problems experienced in Bewire, teasing out new technologies or improving the onboarding process.

B-Inspired: This is an event that has now taken place 7 times. Our own employees volunteer to speak in front of the entire company on a topic that inspires them. The speakers are coached for a month, and they receive feedback on the structure and content of their presentation. After the dress rehearsal, they are fully ready to speak in front of a full house about their passion.

Bewire Roots: By appreciating every idea, big or small, and seeing its potential, we ensure that employees enthusiastically further develop their idea into a real business plan, from which even their own brand or partial company can grow.



VALUE-DRIVEN STRATEGY

When we talk about values at a Great Place to Work For All®, we are not talking about mere slogans on the wall or the language on the careers page of your company website. We are talking about principles that guide the day-to-day way people work together at your company. Our research finds that the Best Workplaces ensure that those values and behaviours are well defined, known by everyone in the business, and are used to support the execution of their strategy. Organisations with a value-driven strategy are those in which executives fully embody the best characteristics of the company, really deliver on their promises, and match actions to their words.

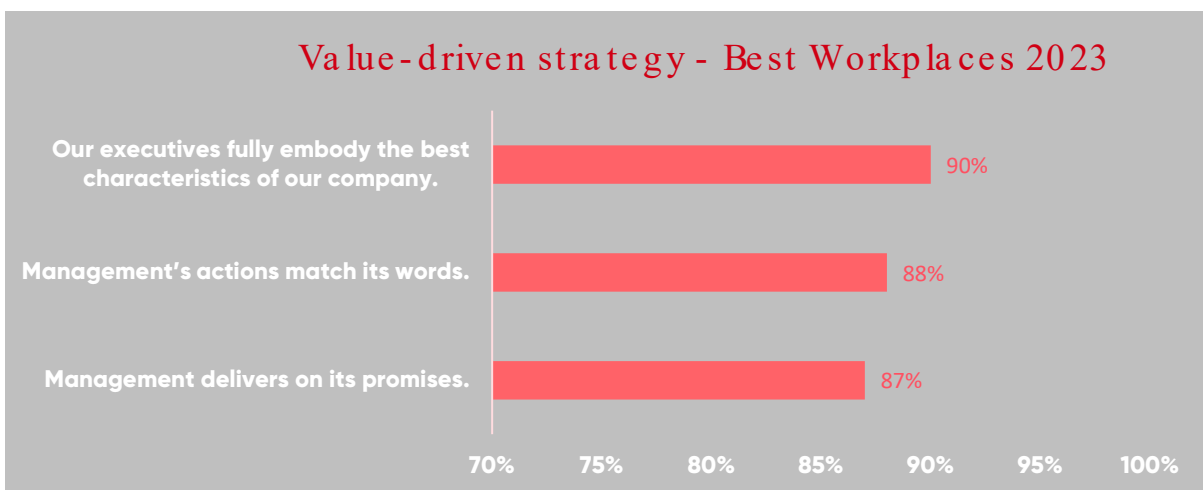


Figure 11. Average scores of the Best Workplaces 2023 on the Trust Index statements that belong to Value-driven strategy.

When we evaluate companies for this award, we analyse how they live out their values through 2 lenses:

The primary lens is how employees report that the company lives its values, which we assess through employee feedback on the Trust Index™ survey.

Secondly, we evaluate how the company's stated values shape their programmes, practices, and key decisions through the Culture Audit. We search for evidence of the ways in which

the company's unique values impact its culture, strategy and decision-making. Values are what leaders use to make decisions that cannot be made using spreadsheets and data analysis alone. They are the bedrock principles that guide the executives' choices in complex, difficult matters like hiring, firing, geographic expansions, doing more for customers, and mergers.

EASI
Winner of the 2023 special award Value-Driven Strategy



Commitment, responsibility, caring, positivity, and excellence. These are Easi's new values. When Easi was founded in 1999, the values were indeed different. However, at Easi, values are very strong – so the decision was taken to evolve them in line with the company's rapid growth in recent years. They are not just symbolic; they are structurally embedded in the organisation. Therefore, in 2021 – when the work to redefine the values was launched – it was essential to involve all employees. Thus, Easi's current values are the result of a co-construction between the company's management and its employees – the values guide them in their daily work.



EASI

Winner of the 2023 special award Value-Driven Strategy

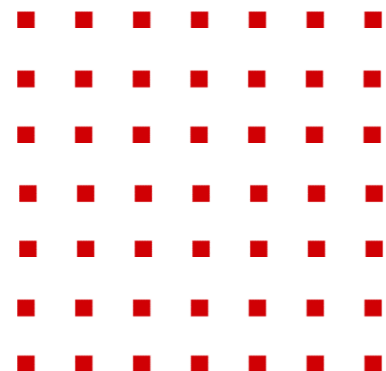


Furthermore, Easi has not hired external managers since 2012. The company believes that one of the most powerful levers in its human resources management is to make its employees the managers of tomorrow. All of the talents are therefore trained internally from the first day to occupy positions with responsibilities. There are many advantages for the employees as well as for the company: this measure offers employees perspectives for the future; as for the company, Easi is confident that the managers will share its values, know the company, and share the same goals.

Values also play an important role in the internal assessment process – Easi is an IT company and believes that its values are as important as IT skills. This means that one will never go without the other; and a person who does not share Easi's values will encounter blocks in his development.

Values also play an important role in all award and recognition processes. Every year, Easi organises what it calls the "Kick Off", a big evening where prizes are awarded. This is to honour and thank some of the employees whose actions and values have been highly valued every day.

Finally, Easi's values are also at the heart of participatory shareholding. Since 2011, the company has effectively given all its employees the opportunity to become shareholders. This means that Easi no longer belongs to one person, but is shared fairly and equitably among its employees, as there is no external shareholder. However, to become a shareholder, an employee must be active in the company, have given at least 2 years of service, and, most importantly, must have scored at least 80% on Easi values in the annual formal assessment.





CONCLUSION

Since 2020, the labour market has endured several setbacks. We have witnessed differences in mobility due to the impact of the pandemic on work and private life. On the one hand, numerous employees have decided to explore better workplaces or to change careers. On the other hand, companies have focused on retaining their employees, which has made the competition for talent even fiercer. This is why employer branding has become increasingly important over the past few years. And we noticed this once more this year. In summary, 3 trends are observable in 2023.

First, we see that the 'War for Talent' continues to be a hot topic. It is difficult for companies to find and retain the talent they need. Not only do we see more competition amongst Belgian companies, we also see that expanding globalisation is playing a role. Companies are increasingly sourcing their workforce abroad. On top of that, we see that (especially younger) workers are over-educated and sometimes have too few work opportunities in their home countries. In addition, the applicant pool is becoming more critical in terms of work ethics and corporate culture.

What distinguishes Best Workplaces from others is that the best take into account the anticipatory psychological contract between themselves and the employee – in which clear expectations are set about the collaboration, including work conditions, job content and career development. We see that starters entering the job market consider choosing a job primarily if there is a good relationship and communication with colleagues and sufficient training opportunities.

A second trend this year is that Best Workplaces are primarily committed to

treating their employees fairly and respectfully. Employees value having their voices heard and being involved in the organisation, regardless of their position. For these reasons, favouritism is punished in the scores and fair treatment is applauded. In general, compared to non-certified companies, Best Workplaces were found to score higher on all of our domains: Fairness, Credibility, Respect, Pride and Camaraderie. The biggest differences were found in the domains of Respect and Fairness.

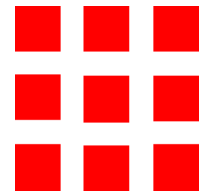
Thirdly, the importance of credibility has been increasing over the years. We also see this in our Best Workplaces data. More specifically, there has been an increase in the credibility dimension of 6% over the last 3 years. Based on Great Place To Work data, research has shown that organisations scoring high on the dimension of credibility, specifically on the subdimension integrity, benefit from increased financial performance. In addition to this, it also has a positive impact on how attractive companies are perceived in the job market. So, investing in the integrity (or credibility in general) of management not only benefits companies financially, but also puts them in a better position on the job market.

OVERVIEW OF BELGIUM'S BEST WORKPLACES 2023

These organisations are upgrading their people practices by creating extraordinary workplaces where employees work in an environment of trust, are proud of what they do, and enjoy the people they work with.



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