



Unveiling Workplace **Trust.**

5 key insights from Great Place To
Work data in Belgium.

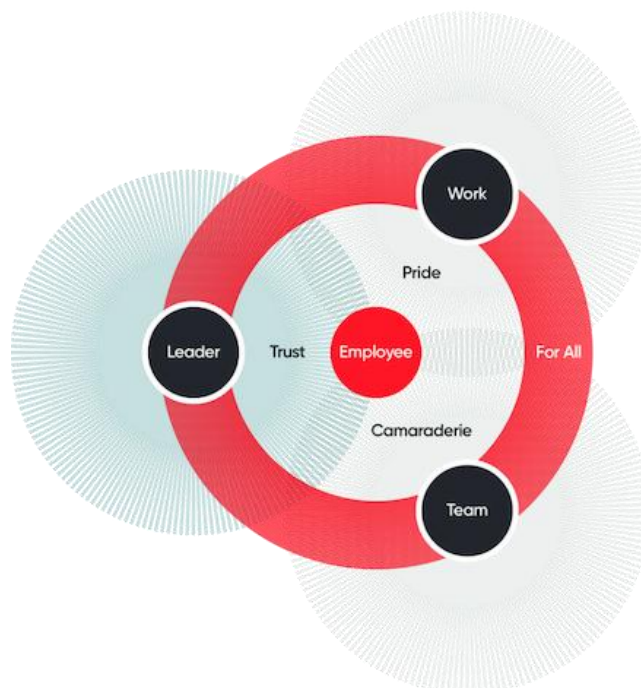
Great Place To Work®

Unveiling workplace trust

At Great Place To Work® Belgium, our ambition is to help organisations cultivate and maintain high-trust, high-performance workplace cultures. As a leading authority in workplace assessment and improvement, we collaborate with organisations across various industries to evaluate employee experiences and pinpoint areas for growth.

Our Trust Index survey assesses **five crucial dimensions** of workplace trust— credibility, respect, fairness, pride and camaraderie — providing actionable insights that enhance employee satisfaction and engagement.

- **Credibility**
measures employees' perceptions of management's communication practices, competence, and integrity.
- **Respect**
dimension measures the levels of support, collaboration, and caring employees experience through management's actions.
- **Fairness**
dimension measures the equity, impartiality, and justice employees perceive in the workplace.
- **Camaraderie**
dimension measures the quality of the intimacy, hospitality, and community within the workplace.
- **Pride**
dimension measures employees' feelings toward their jobs, team or work group, and the company workplace.





Beyond our assessment services, we **celebrate excellence** by certifying organisations that meet our rigorous standards and recognising the [Best Workplaces in Belgium](#), those that excel in creating outstanding employee experiences. **Our mission is simple**: to make every workplace a Great Place To Work For All.

This paper highlights **five key insights** that derived from the [Trust Index](#) survey conducted across organisations in Belgium, offering a deeper understanding of the factors driving workplace trust today. The trends are based on the Great Place To Work data we collected between 2018 until 2023, representing 27.000 employees.

These key insights explore critical dynamics, such as:

- ① **The role of tenure in employee experience.**
Analysing how the length of employee tenure influences trust and satisfaction.
- ② **Part-Time vs. Full-Time employees**
Examining trust differences between part-time and full-time employees and their impact on inclusion.
- ③ **Trust increases with higher organisational levels**
Investigating how managerial levels shape perceptions of trust within organisations.
- ④ **Camaraderie and pride as cornerstones of the employee experience**
Highlighting the pivotal role of camaraderie and pride in strengthening the employee experience across workplaces.
- ⑤ **Common strengths and challenges in Belgian workplaces**
Identifying shared strengths and common challenges across Belgian organisations participating in the Great Place To Work journey.

1. The role of tenure in employee experience.

Data from Great Place To Work Belgium reveals that an employee's **length of service** (tenure) significantly impacts their overall satisfaction within the company. New employees (*less than 2 years in service*) show the highest levels of trust, while those with *4-10 years of service* score the lowest. Interestingly, *after 10 years*, there is a stabilisation in trust and satisfaction.

Key insights

- **Highest scores for new employees:**

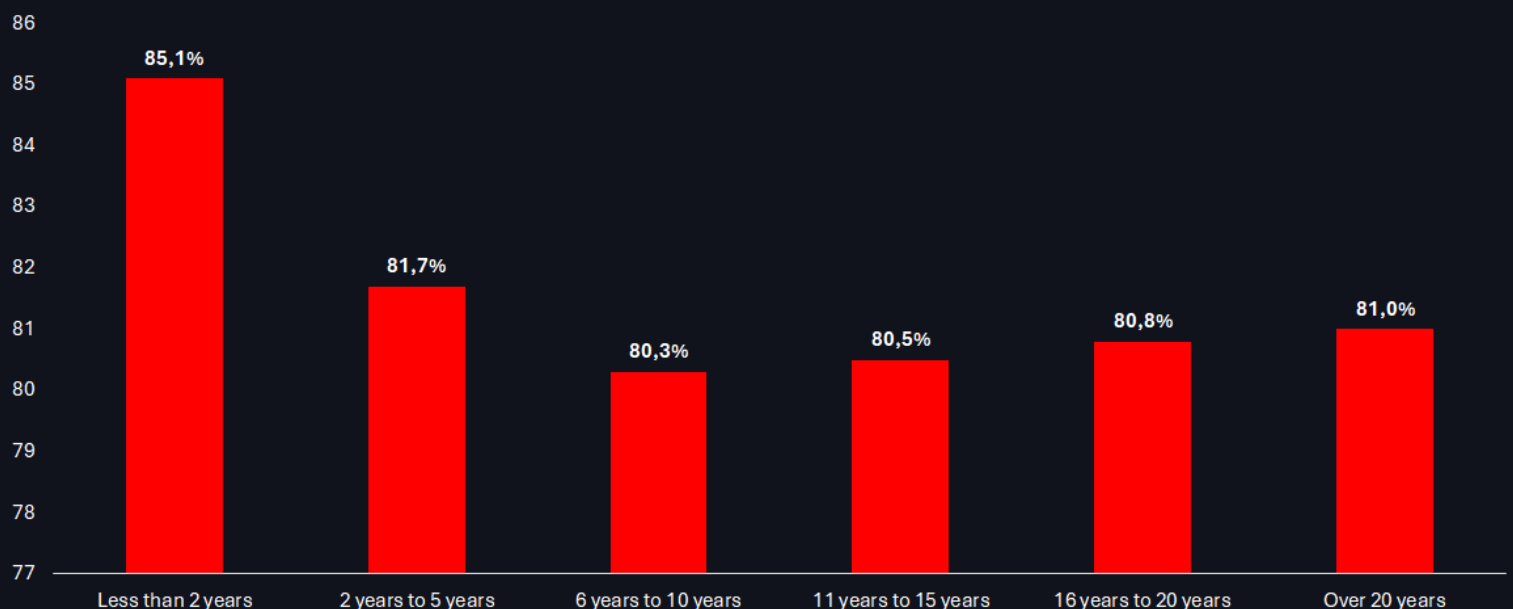
Employees with less than 2 years of service reported the highest levels satisfaction, suggesting that new hires often start with a high level of optimism and engagement. This is possibly due to positive onboarding experiences, initial excitement about the job, and early-stage relationships with colleagues and leadership.

- **Trust declines in mid-tenure (4-10 years):**

The lowest scores are found among employees with 4-10 years of tenure, indicating a potential period of disillusionment or stagnation. This phase may be marked by unmet expectations, a perceived lack of growth opportunities, or diminishing novelty in the workplace.

- **Recovery and stabilisation in long-tenured employees:**

After 10 years of service, the data shows a stabilisation in trust and satisfaction. This suggests that employees who remain with the company long-term may experience renewed engagement, possibly due to deepened loyalty, career stability, or recognition of their contributions over time.



Dimensional differences

- **Credibility and fairness:**

The greatest discrepancies between tenure groups were found in the dimensions of Credibility and Fairness. Employees with more years of service tend to feel less positive about management's fairness and trustworthiness, suggesting that mid-tenure employees may perceive a lack of transparency or equitable treatment.

- **Pride remains stable:**

Despite these shifts in trust, the dimension of Pride showed the smallest variation, indicating that employees maintain a consistent level of pride in their work or company across different tenure groups.

- **Camaraderie shows the most variability:**

The data indicates that employees differ most in their feelings of camaraderie based on tenure, with newer employees likely experiencing stronger bonds and collaboration with colleagues, while mid-tenure employees may feel a decline in workplace relationships.





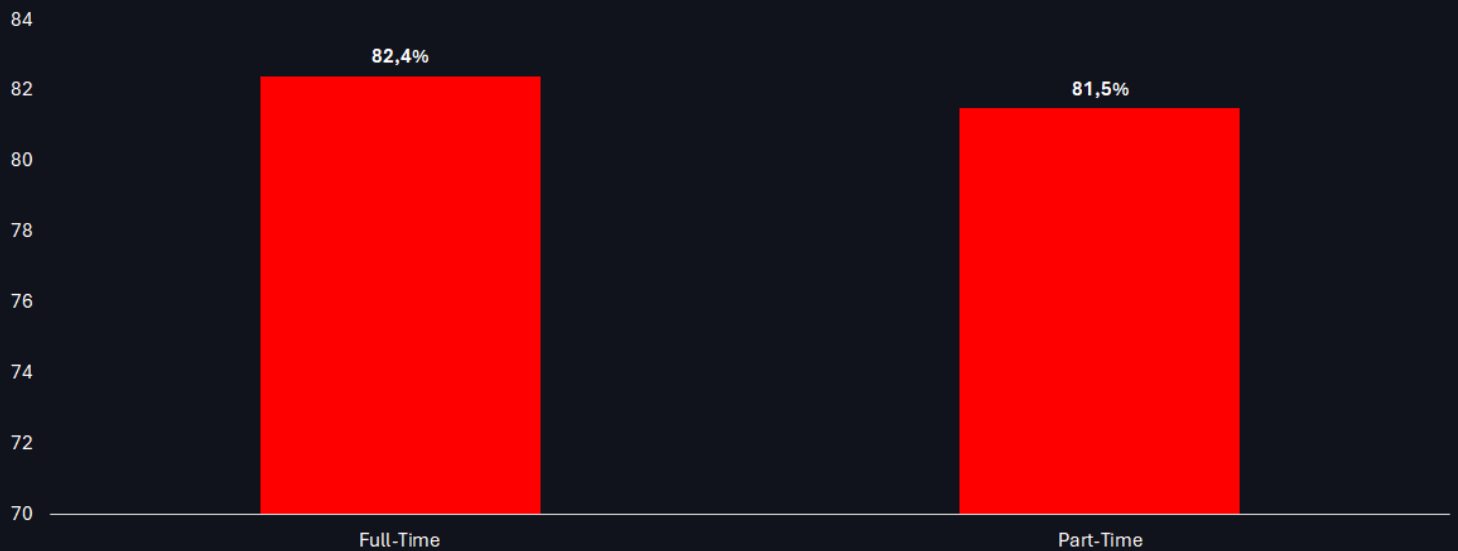
How to increase workplace trust?

- ① **Gather feedback.**
Given the decline in trust and satisfaction for employees in the 4-10 year tenure range, organisations should develop targeted strategies for **gathering feedback** on this group. Regular check-ins on job satisfaction can help address the dip in trust.
- ② **Enhance communication and fairness.**
To address concerns around fairness and credibility, organisations could prioritise **transparency in decision-making processes** and maintain open lines of communication with all employees, particularly those in mid-career. Clear communication about promotions, pay increases, and company direction can reduce feelings of inequity.
- ③ **Invest in long-term employee engagement.**
For employees with more than 10 years of service, the gradual rise in trust presents an opportunity to **strengthen loyalty**. Offer career development opportunities and create policies on internal mobility. Offering leadership development programs, recognising long-term contributions, and creating a strong sense of purpose can help sustain and even increase engagement in this group.
- ④ **Onboarding and beyond.**
Since new employees score the highest on trust, organisations should ensure that the initial onboarding experience is positive but also plan beyond this stage. Implement ongoing support and engagement initiatives to sustain high levels of trust throughout the employee's tenure, make sure to also think about onboarding processes when people change departments, preventing the sharp drop observed in the 2–5-year range.



2. Part-Time vs. Full-Time employees

The data from Great Place To Work in Belgium highlights a **significant statistical difference in the levels of trust and satisfaction between part-time and full-time employees.**



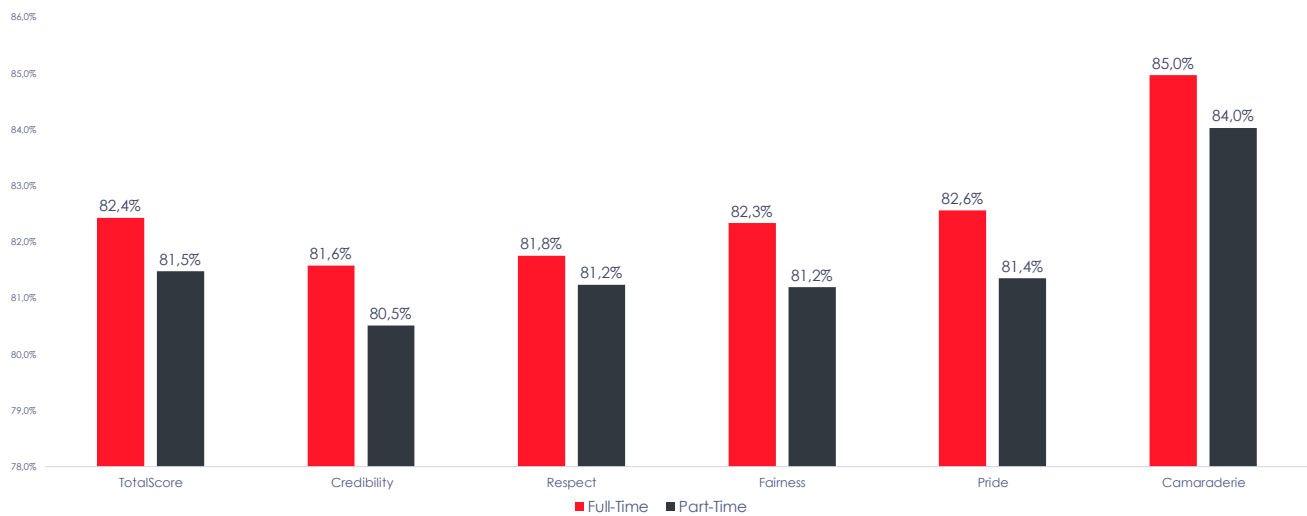
Key insights

- **Lower satisfaction for Part-Time Employees:**

Part-time employees score somewhat lower compared to full-time employees on overall satisfaction. Even though the difference observed is small. Yet, we would like to highlight this difference because it is often overlooked by employers.

- **Lower scores on Pride compared to Full-time employees:**

The differences are most pronounced in the "Pride" dimension, indicating that part-time workers may feel less proud of their contributions and less connected to the organisation's success.



How to increase workplace trust?

- ① **Create meaningful opportunities for Part-Time employees to connect.**
Schedule regular check-ins and team-building events specifically tailored to accommodate part-time employees' schedules. Ensure they have opportunities to participate in company events or training sessions, even if it means offering virtual options. Create mentorship programs that cater specifically to those working reduced hours and offer shorter, more flexible training modules.
- ② **Ensure equal access to information.**
Part-time employees may experience challenges in accessing information due to their reduced hours and less frequent interaction with colleagues and management. Implement a centralised communication platform where updates, meeting recordings, and key decisions are accessible to all employees. This ensures that part-time staff are kept informed even if they are not present on certain days.
- ③ **Encourage good leadership engagement and build relationships.**
Train managers to have more intentional conversations with part-time employees about their career aspirations and encourage leaders to set aside time for one-on-one meetings to discuss development.





3. Trust increases with higher organisational levels

The Great Place To Work data in Belgium reveals a clear pattern: **employees at higher management levels consistently score higher compared to their counterparts at lower levels**. C-level executives, in particular, report significantly higher trust levels than frontline managers and employees, with average scores increasing by 10% between employees and CEOs. Fostering trust across all organisational levels remains a challenge. The data also shows that differences are *most pronounced in the "fairness" dimension and the smallest gaps in "camaraderie"*.



Key insights

- **Trust increases with higher positions:**

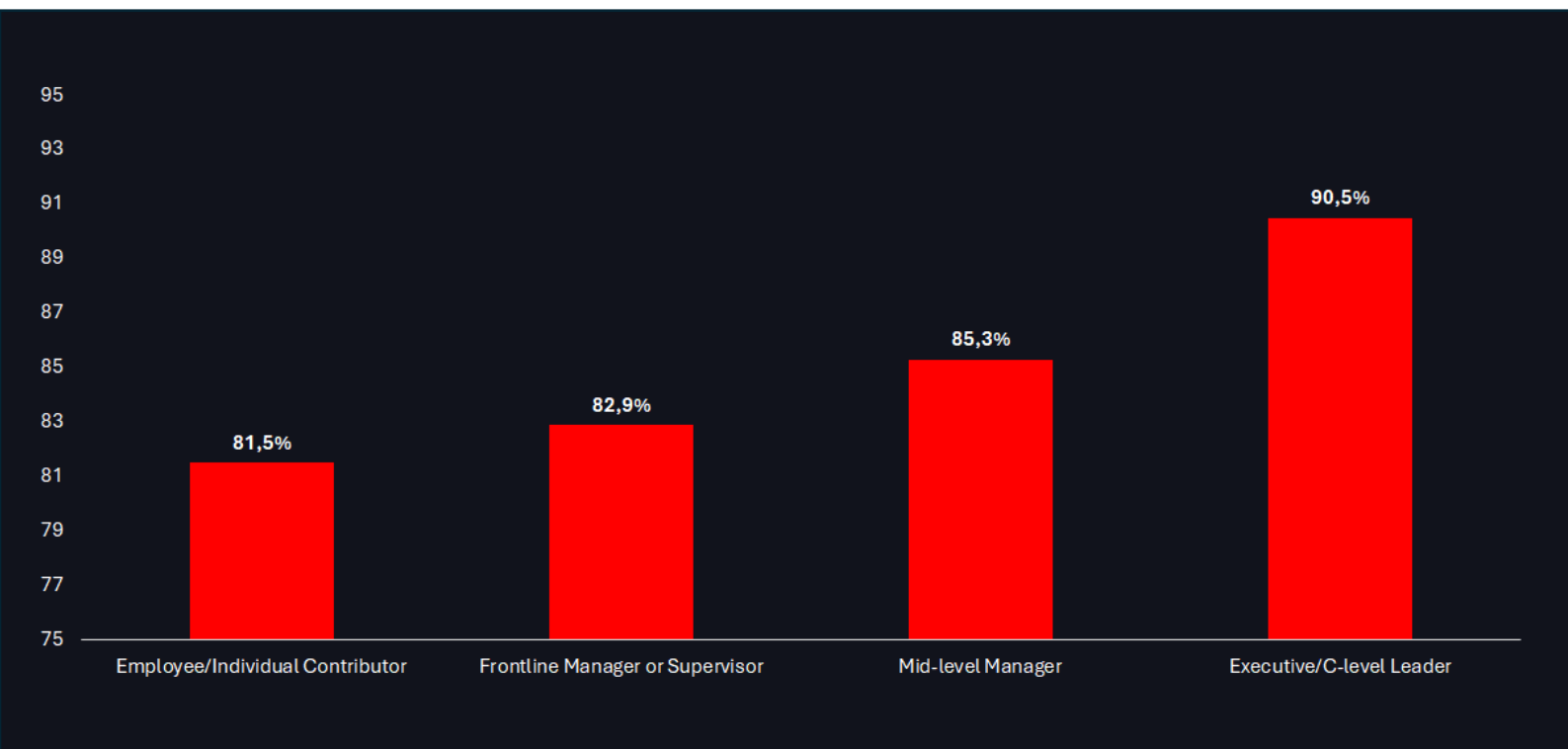
Employees score progressively higher on the Great Place To Work statements as they move up the organisational ladder. *C-level executives score 10% higher than employees, 6% higher than mid-level managers, and 1% higher than frontline managers.*

- **Biggest differences in 'Fairness':**

Higher management levels perceive significantly more fairness in their roles compared to employees, which may reflect their greater access to resources, influence in decision-making, and perceived organizational support.

- **Similar levels of 'Camaraderie' across all tiers:**

Employees score progressively higher on the Great Place To Work statements as they move up the organisational ladder. *C-level executives score 10% higher than employees, 6% higher than mid-level managers, and 1% higher than frontline managers.*



How to increase workplace trust?

- ① **Improve perceived fairness across levels.**
Conduct periodic employee [feedback surveys](#) (pulse surveys) specifically targeting perceptions of fairness in areas like workload distribution, performance evaluations, and rewards. Share actionable insights and demonstrate visible changes based on this feedback.
- ② **Access and two-way communication.**
Establish regular *town halls or open forums* where employees can engage directly with senior leaders. These sessions can increase transparency and build trust through direct communication about company decisions and policies.
- ③ **Expand leadership training for frontline managers.**
Develop targeted training programs for frontline managers to improve their ability to communicate fairness, provide support, and strengthen trust with their teams.
- ④ **Recognise and share contributions across all levels.**
Develop recognition programs that highlight contributions from employees at all levels, ensuring that achievements aren't disproportionately acknowledged at higher levels.

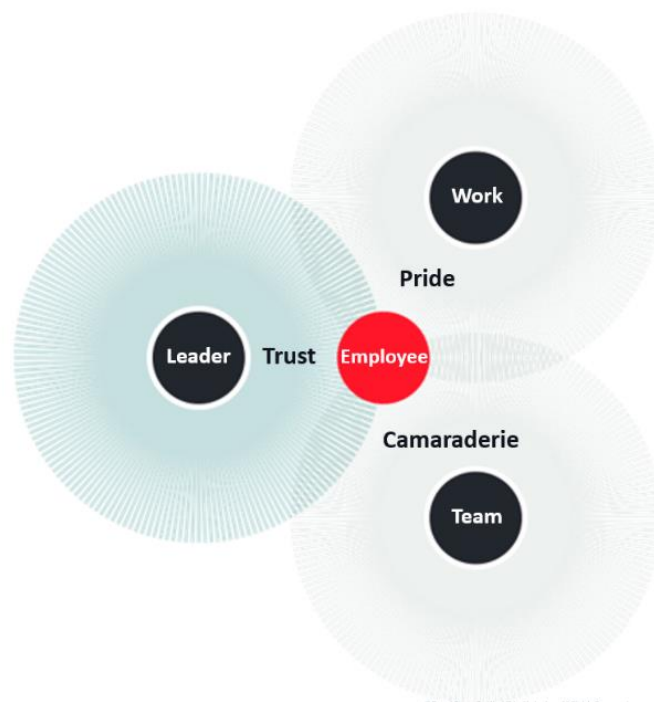




4. Camaraderie and pride as cornerstones of the employee experience

Data from Great Place To Work Belgium, which evaluates workplace experience across five key domains—*Camaraderie, Pride, Fairness, Respect, and Credibility*—reveals some consistent trends **within the Camaraderie and Pride domains:**

- **Camaraderie consistently outperforms other dimensions:**
Across all organisations, “camaraderie” is the highest-rated dimension, underscoring *the importance of positive team dynamics in fostering trust*. Whether organisations are certified, not certified, or ranked among the Best Workplaces in Belgium, “camaraderie” and “pride” consistently show up as the best scoring dimensions in our model.
- **Pride takes second place:**
Employees’ sense of pride in their work and organisational affiliation is another pillar of trust, consistently ranking just behind “Camaraderie”.



- **Management-related dimensions lag behind:**

Fairness, Respect, and Credibility—the dimensions reflecting relationships with management—consistently *score lower*. This highlights an area of concern for organisations aiming to build balanced and sustainable trust.

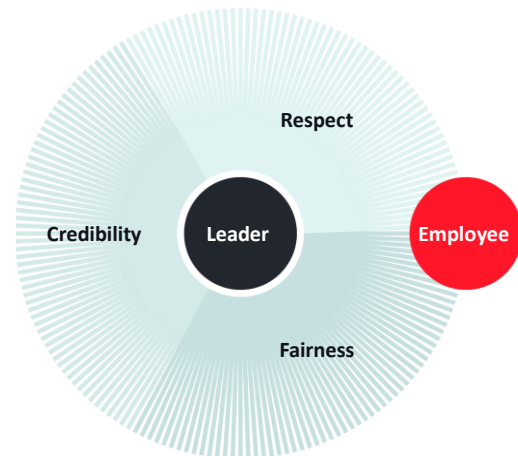
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Trust in your leaders.

Credibility is built by fulfilling promises and being competent, authentic, and honest.

Respect is demonstrated and earned by showing genuine care for employees.

Fairness is practiced by ensuring all employees have opportunities for growth and recognition.



- **Buffering effect of camaraderie and pride:**

Strong scores in “Camaraderie” and “Pride” may compensate for lower scores in management-related dimensions, *helping organisations maintain trust and engagement despite these challenges*. This disparity suggests that the strong performance in camaraderie and pride may act as a buffer, maintaining overall trust levels despite lower perceptions of management-related aspects.

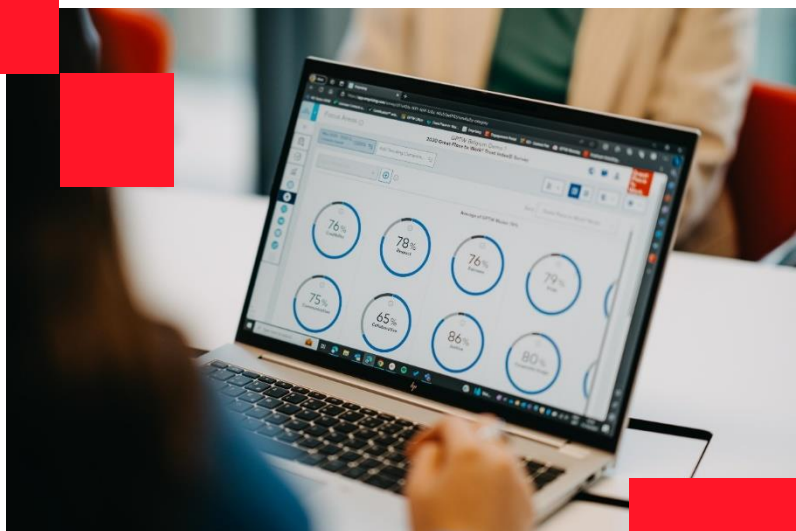
5. Common strengths and challenges in Belgian workplaces

By examining both the universal strengths and persistent challenges identified in the Great Place To Work data of Belgium, we gain a comprehensive understanding of the factors that **contribute to or hinder trust and satisfaction in the workplace**. This section will explore the high-scoring areas of Belgian workplaces, as well as the low-scoring areas that highlight common areas for improvement.

Universal **strengths** across all organisations

- *"This is a physically safe place to work."*
- *"I am given the resources and equipment to do my job."*
- *"People here are treated fairly regardless of their sexual orientation, gender, or race."*
- *"When you join the company, you are made to feel welcome."*

These high scores suggest that *foundational aspects* like physical safety, inclusivity, and adequate resourcing *are broadly prioritised across organisations*. This aligns with the general expectations of workplaces in Belgium and Europe, where these items tend to score well overall.



Persistent **challenges** across all organisations


Several statements represent areas for improvement that consistently score low across all organisation types:

- *“I feel I receive a fair share of the profits made by this organization.”*
- *“Promotions go to those who best deserve them.”*
- *“Managers avoid playing favourites.”*
- *“Management involves people in decisions that affect their jobs or work environment.”*
- *“People avoid politicking and backstabbing as ways to get things done.”*
- *“Management does a good job of assigning and coordinating people.”*

These items highlight widespread dissatisfaction with fairness, decision-making transparency, and managerial effectiveness, reflecting broader challenges in Belgian workplace cultures.



Conclusion




Building a high-trust, high-performance workplace culture is a continuous journey that requires intentional effort and a deep understanding of employee experiences. The insights highlighted in this paper reveal key trends shaping a great employee experience in Belgium today across 27.000 employees.

From the critical role of tenure to the trust gap between part-time and full-time employees, and from the influence of organisational hierarchy to the consistent importance of camaraderie and pride, these findings underscore that trust is both multifaceted and dynamic. Additionally, by addressing common strengths and areas for improvement, organisations can better align their practices with employee expectations and industry benchmarks.

For certified and Best Workplaces, these insights validate their achievements while pointing toward opportunities for further innovation. For other organisations, they highlight actionable priorities for creating environments where employees feel valued, respected, and empowered.

At Great Place to Work® Belgium, we remain steadfast in [our mission](#) to support organisations on this journey. By leveraging data-driven insights, creating authentic relationships, and embedding trust into every level of the workplace, we can collectively shape a future where every organisation becomes a Great Place To Work—For All.

About Great Place To Work



The Great Place To Work certification label is awarded based on employee experiences that are assessed using the [Great Place To Work Model](#). It's a model that was developed over forty years of qualitative and quantitative research with responses from millions of employees around the world. Now this data is used to set benchmarks for working conditions around the world, offering organisations invaluable insights into how people interact with and within the workplace. The results on your employees' experiences are the key to unlocking Great Place To Work [certification](#) and, ultimately, a place on our Best Workplaces lists. Our way of celebrating outstanding workplaces that excel at being great employers.

Whether through our Certification program or our Culture Coaching [services](#), Great Place To Work® has the tools you need to assess and improve the employee experience in your organisation according to the global standard of greatness. As a result, your organisation — and your employees—can achieve their full potential and drive performance to new heights.

Want to find out more?



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