

## TRAINING, TRAINING, TRAINING...

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the number 1 priority to  
overcome talent shortages.



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# OPTIMISM RETURNS TO THE BELGIAN LABOUR MARKET



**We asked 520 employers about  
their hiring plans for Q4:**

The recovery in the labor market is  
expected to accelerate significantly  
over the next three months in  
Belgium.

# One in two employers in Belgium plans to strengthen its workforce by the end of the year

Of the 520 Belgian employers surveyed by ManpowerGroup at the end of July, **one in two (50%)** plan to **increase** their workforce by the end of December 2021, while **one in five (20%)** plan to **reduce headcount**. **28%** of employers surveyed are forecasting **no change**. After seasonal adjustment, the **Net Employment Outlook** rises to a **very optimistic** value of **+30%**, the fifth consecutive quarterly increase.







# TALENT SHORTAGES IN BELGIUM REMAIN AT RECORD LEVEL



**77% of employers in Belgium cannot find the skills that they need.** This figure is a 15-year-high, now running for 2 consecutive quarters.

# COVID-19 is reshaping in-demand skills

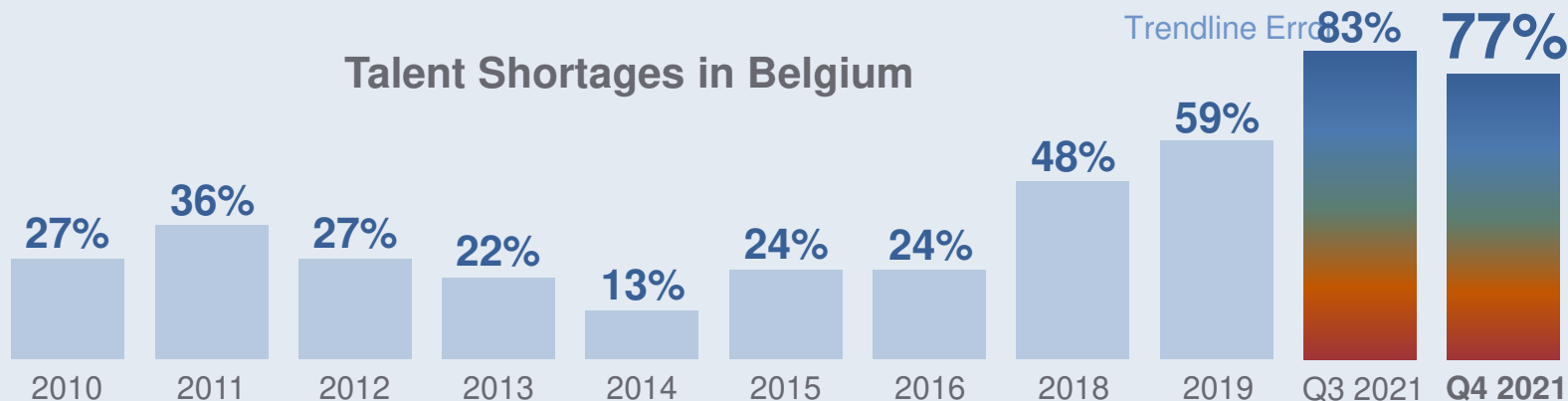


The covid crisis and the acceleration of **digitization** have put skills under pressure.

**Technology-related** functions remain in high demand and the demand for **logistics profiles** has been boosted by the rise of **e-commerce**.

As life returns to a certain normality, demand is increasing in the **manufacturing, hospitality, tourism and leisure sectors**, allowing them to recover from the severe impact of the health crisis.

## Talent Shortages in Belgium

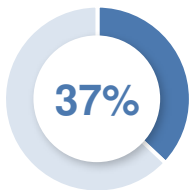




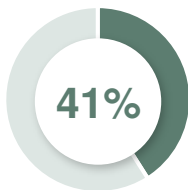
## **GREATER WORK FLEXIBILITY, SKILLS DEVELOPMENT AND INCREASED WAGES:**

**Top strategies to attract and retain talent in Belgium**

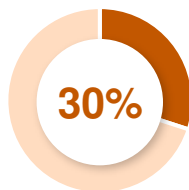
# Belgian companies are offering multiple incentives to attract & retain In-demand talent



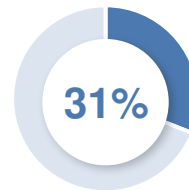
**OFFER TRAINING,  
SKILLS DEVELOPMENT  
OR MENTORING**



**OFFER MORE  
FLEXIBLE WORK  
SCHEDULES**



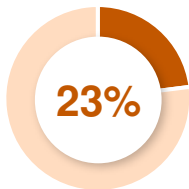
**INCREASED  
WAGES**



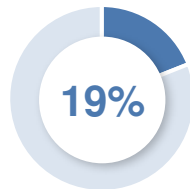
**OFFER MORE  
FLEXIBLE WORKING  
LOCATIONS**



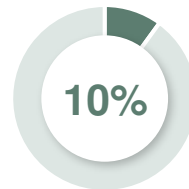
**OFFER INCENTIVES  
(JOINING BONUSES)**



**OFFER MORE NON-  
FINANCIAL BENEFITS  
(VACATION)**



**LOWER JOB SKILLS  
OR EXPERIENCE  
REQUIREMENTS**



**ELIMINATE JOB  
SCREENING**

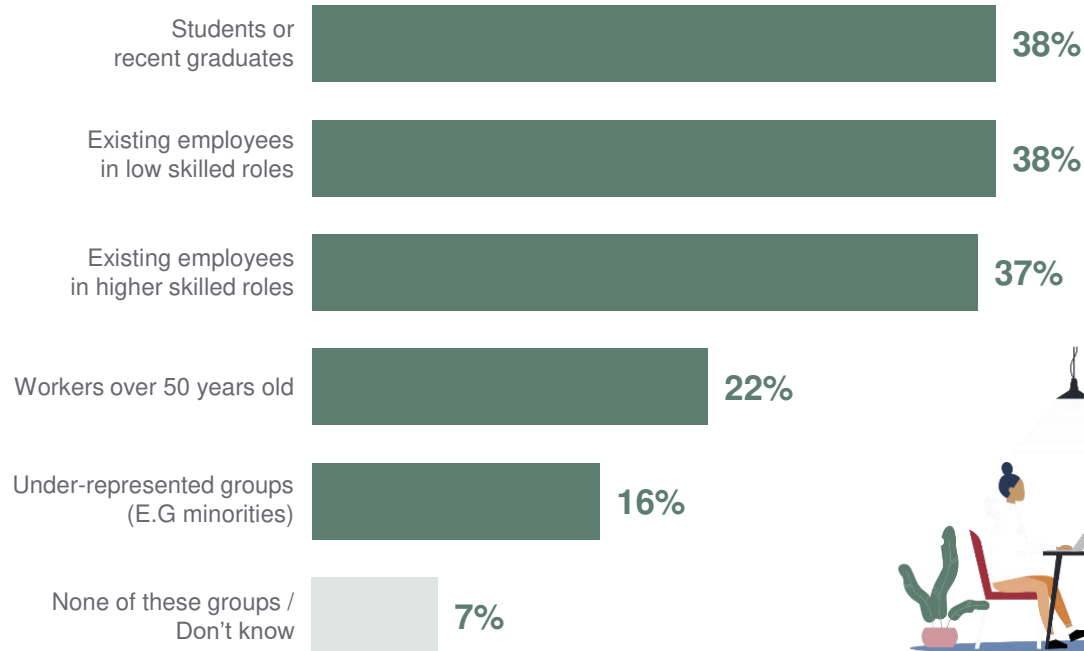




# **ALL TALENT POOLS ARE TARGETED FOR RESKILLING AND UPSKILLING IN BELGIUM**



# All Talent Pools are Targeted for Reskilling and Upskilling in Belgium





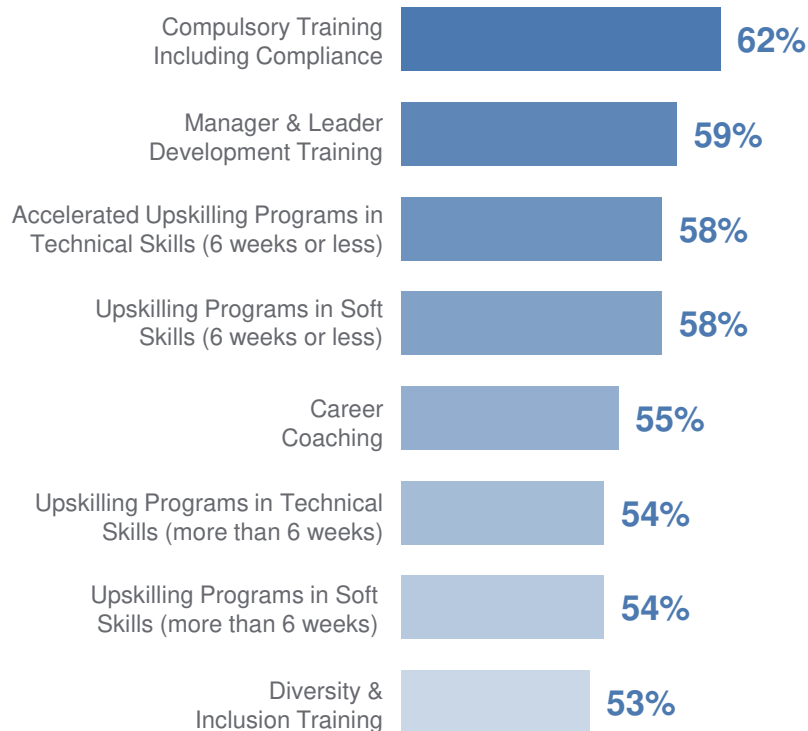
## WHEN SKILLS DEVELOPMENT MATTERS MOST, EMPLOYERS ARE PRIORITIZING LEADERSHIP DEVELOPMENT AND SHORTER TECHNICAL AND SOFT SKILLS PROGRAMS



# Shorter is Better – Upskilling in Six Weeks or Less is Preferred

**Accelerated programs for both technical and soft skills are preferred by nearly 6 out of 10 employers in Belgium.**

After ‘jobs, jobs, jobs’, ‘**training, training, training**’ is becoming the new mantra in the labour market.



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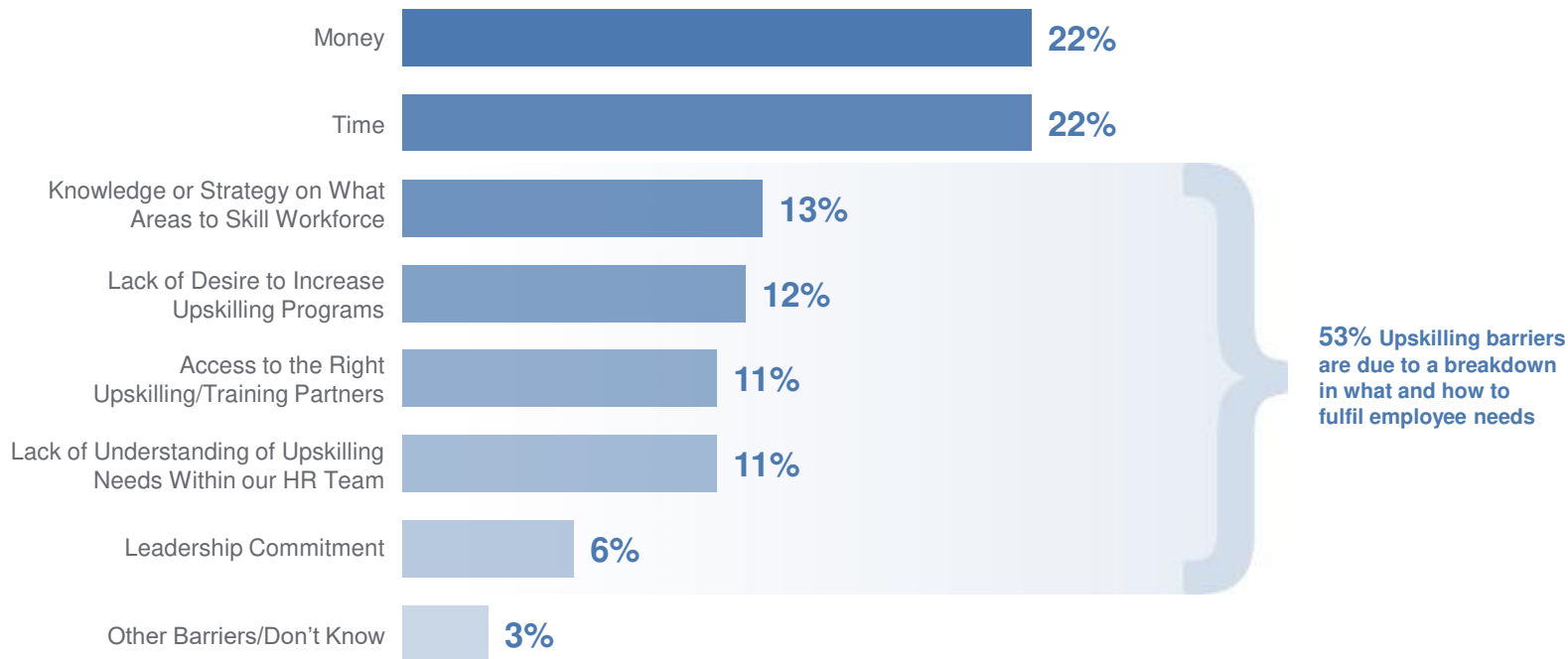
**WHEN ASKED ABOUT BARRIERS  
TO UPSKILLING EMPLOYEES, ONLY  
22% OF EMPLOYERS SAID FUNDING  
WAS THE BIGGEST FACTOR**

**53% of Belgian employers  
shared that knowledge and  
stakeholders are needed to  
improve access to  
upskilling programs.**





## It takes many internal & external stakeholders to improve access to upskilling programs – Barriers to upskilling employees





# THE MANPOWERGROUP EMPLOYMENT OUTLOOK SURVEY



# About the ManpowerGroup Employment Outlook Survey

The ManpowerGroup Employment Outlook Survey is conducted quarterly to measure employers' intentions to increase or decrease the number of employees in their workforces during the next quarter. ManpowerGroup's comprehensive forecast of employer hiring plans has been running since 1962 and is one of the most trusted surveys of employment activity in the world. Various factors underpin the success of the ManpowerGroup Employment Outlook Survey:

## Unique

It is unparalleled in its size, scope, longevity and area of focus.

**Projective:** The ManpowerGroup Employment Outlook Survey is the most extensive, forward-looking employment survey in the world, asking employers to forecast employment over the next quarter. In contrast, other surveys and studies focus on retrospective data to report on what occurred in the past.

## Independent

The survey is conducted with a representative sample of employers from throughout the countries and territories in which it is conducted. The survey participants are not derived from ManpowerGroup's customer base.

## Robust

For Quarter 4 2021, sample sizes are smaller than other quarters, reflecting the impact of the global health emergency so total number of interviews is significantly lower than normal in some countries. The survey is based on interviews with over 45,000 public and private employers across 43 countries and territories to measure anticipated employment trends each quarter. This sample allows for analysis to be performed across specific sectors and regions to provide more detailed information.

## Focused

For more than five decades the survey has derived all of its information from a single question: "How do you anticipate total employment at your location to change in the three months to the end of September 2021 as compared to the current quarter?"

## Survey Methodology

The ManpowerGroup Employment Outlook Survey is conducted using a validated methodology, in accordance with the highest standards in market research. The survey has been structured to be representative of each national economy. The margin of error for almost all national, regional and global data is not greater than +/- 5%.

Throughout this report, we use the term "**Net Employment Outlook**." This figure is derived by taking the percentage of employers anticipating an increase in hiring activity and subtracting from this the percentage of employers expecting to see a decrease in employment at their location in the next quarter. The result of this calculation is the Net Employment Outlook. Net Employment Outlooks for countries and territories that have accumulated at least 17 quarters of data are reported in a seasonally adjusted format unless otherwise stated. Seasonal adjustments have been applied to the data for all participating countries except Croatia.

# A holistic Workforce Strategy includes Build, Buy, Borrow and Bridge



Invest in learning and development to grow your pipeline



Go to the external market to attract the talent that cannot be built-in-house

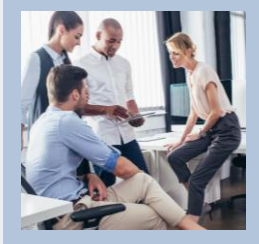


Cultivate communities of talent outside the organization

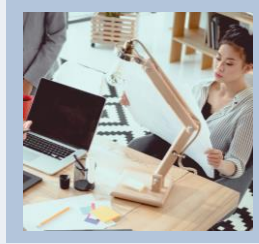


Help people move on or move up to new roles within the organization

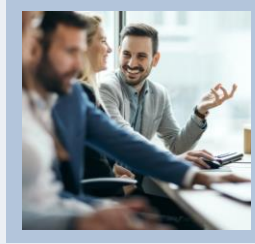
# ManpowerGroup provides Innovative Workforce Solutions across the entire Talent Life Cycle



**Workforce Consulting & Analytics**



**Workforce Management**



**Talent Resourcing**



**Career Management**



**Career Transition**



**Attracting Top Talent**



# EXPLORE THE DATA:

[manpowergroup.be](https://manpowergroup.be)

[manpowergroup.com/meos](https://manpowergroup.com/meos)