

MARKET TRENDS

Undoubtedly accelerated by the pandemic, but also influenced by factors such as the new generation Z, the HR market evolves fast. Flexible working hours and more mobility have found their way to employment contracts already. The introduction of new technologies is booming, employees are realizing that they will have to reskill and upskill to keep up with their ambitions. The happiness of employees has become one of the key priorities for employers, and this while the crunch for talent is more real than ever.



THE CRUNCH FOR TALENT

With most economies reviving in 2021, the crunch for talent is more active than ever. With this comes the fast and high request for new employees. Moreover, the Covid pandemic has allowed people to rethink their career, work conditions and long-term goals, resulting in an increased rate of employees that voluntarily resign from their jobs. Although the trend is not (yet) as big in Europe as it is in the USA, the 'great resignation' or 'the big quit' pushes the companies to focus even more intensely on retention and job mobility.

OUR RESPONSE

Focusing on bottleneck professions and specialized jobs is, among others, one of our pillars underpinning this trend. Our M&A strategy strengthens this by creating new opportunities in:

- Sectors that support a lasting commitment from the ageing population
- Sectors that realize supporting services for the elderly and retired population

ACTIONS WE ARE TAKING

- The acquisition of avanti in healthcare and Cohedron in the public sector
- Accent is a partner of CareerFlow, a Belgian project stimulating job mobility between employers and providing alternatives to employees. Within this project, employees can temporary or permanently work for a different employer, setting their skills at work in the best possible way. It creates a win-win for both sides, avoiding a person ending up in unemployment and adding to the positive image of the company.



HAPPINESS, WELLBEING AND INDIVIDUALITY

"People choose companies but leave bosses". The happiness and wellbeing of our trailblazers is a key focus point. Being close to your employees, providing a good working environment and work-life balance, leads to happy employees who will act as true ambassadors of the company.

OUR RESPONSE

What puts the Happy in Happy Rebels? It's a very important driver which we're investigating and monitoring throughout our entire Group. We're educating management teams, we're introducing these topics into our learning and development (L&D) communities and we're stimulating our companies to set up systems where they can follow up with each of their employees individually. Read more on page pages 52 to 54 'Our Happy Rebels'.

ACTIONS WE ARE TAKING

- Redmore works with the Cambridge Happiness Profiler (CHAP) to follow-up on the Happiness of each consultant.
- 'Happiness at work' is a large study run by Accent in Belgium: the customers get the opportunity to have their company 'audited' on Happiness through a survey among all the employees. Each company gets a detailed report with results from the survey.



TECHNOLOGY: MOBILE RULES AND THE ROBOTS ARE COMING

Keeping up with the latest new technologies is crucial. HR and the ways of recruitment are heavily influenced by new tech; AI is being used to scan CVs, motion control is embedded in job interviews, etc. But also, the pandemic forced many companies to have their teams working from home, accelerating digitalization further.

OUR RESPONSE

We are constantly in the works to enhance and optimize the recruitment experience. We want to be the frontrunner when it comes to digital HR solutions. During 2021, we concentrated all our digital assets in House of Invest. This enabled us to further invest in our digital roadmap and internationalize our digital initiatives. In our M&A strategy, we integrated the search for IT platforms to enable us to further focus on digitalization. Read more on pages 28 to 35 'digital'.

ACTIONS WE ARE TAKING

- NOWJOBS integration with Book'u: by linking the digital employment platform NOWJOBS and personnel planning app Book'u (both members of House of HR), the recruitment, administration and work planning of vaccination centers in Belgium is much easier to handle and organize.



DIVERSITY & INCLUSION

Diversity & Inclusion (D&I) have emerged as a major factor impacting organizational performance and success. Both employers and employees recognize the importance of this topic. Enabling diverse gender identity and gender expression, expanding the hybrid-remote workforce and having a multigenerational workforce, are some of the pillars underpinning this trend.

OUR RESPONSE

In 2021, we released new policies related to creating an aligned ESG strategy at Group level. Both the Code of Conduct and The Anti Violence and Harassment Policy contain clauses linked to D&I. Initiatives throughout the Group must add to the wellbeing of all trailblazers and lead to the recruitment of a more diverse workforce.

ACTIONS WE ARE TAKING

- With the Diversity days, Accent wants to increase the awareness and relevance of the topic among their teams. A new team dedicated to Diversity and Inclusion at Accent will lead to concrete actions in this area.
- Abylsen measures the gender equality. With an average score of 83%, they went up 33% compared to last year, emphasizing the continued effort of Abylsen for a professional gender equality.



LIFELONG LEARNING

More than ever, companies realize they have to stimulate and enable their employees to keep on learning. Not only so that they obtain the skills needed for the jobs of the future, but also to keep their workforce motivated. Millennial workers are increasingly mobile and seek a varied career path, driving the need for reskilling.

OUR RESPONSE

At House of HR, we have the ambition to become a lifelong career coach. We are developing the tools that will allow us to advise, coach and support a candidate along their professional career. Helping them to make the best choices will not only optimize their career path and increase their wellbeing at work, it will also result in better matching with the right job and the right employer.

ACTIONS WE ARE TAKING

- Cohedron operates its own Academy where field experts train new and other consultants in-house.
- Logi-technic established the role of technical supervisor to enhance the communication with technicians. Next to the HR officer, a technical supervisor is responsible for the daily follow-up of the technicians. They bring experience, knowledge and understanding. Technicians can reach out to the supervisor for technical questions and support. The supervisors also do the second job interview to estimate the technical level and expertise of the candidate. This leads to a better profile and a better match.