

STATE OF

Hyb[®]id
work

IN BELGIUM

L'état du TRAVAIL HYBRIDE en Belgique
De staat van HYBRIDE WERK in België

2024

L'étude SUSHY («SUStainable HYbrid work»), financée par la Politique Scientifique Fédérale (BELSPO), est menée conjointement par l'Université catholique de Louvain, l'Université de Namur et la Vrije Universiteit Brussel. Notre objectif est de comprendre comment le travail hybride est actuellement organisé en Belgique et dans quelles conditions il peut constituer une situation de travail durable pour les personnes, les organisations et la planète à moyen et long terme.

Deze studie, getiteld «SUStainable HYbrid work» (SUSHY), wordt gefinancierd door het Federaal Wetenschapsbeleid (BELSPO) en gezamenlijk uitgevoerd door 3 universiteiten: l'Université catholique de Louvain, l'Université de Namur en de Vrije Universiteit Brussel. Ons doel is om te begrijpen hoe hybride werk momenteel georganiseerd wordt in België en onder welke voorwaarden het duurzaam kan zijn voor individuen, organisaties en de planeet op (middel)lange termijn.

The study entitled «SUStainable HYbrid work» (SUSHY) is funded by the Belgian Science Policy Office (BELSPO) and conducted jointly by 3 universities: l'Université catholique de Louvain, l'Université de Namur and the Vrije Universiteit Brussel. Our objective is to understand how hybrid work is currently organised in Belgium and under what conditions it can be sustainable for people, organisations and the planet in the mid- and long-term.



“Hybrid work refers to the combination of multiple locations to carry out work, using information and communication technologies (ICT) to perform tasks and interact with others. Different factors play a role in determining the way these locations are combined: the nature of the activities to be performed, the accessibility of locations and contextual factors at the organizational and household level.”

(SUSHy, 2024)

In Belgium, the number of people teleworking is estimated to be between 33% and 35% of the working population

(SPF Mobilité/FOD Mobiliteit, 2023; Eurofound, 2023)

The sample

Our sample is made of **7397 valid answers**, collected between October 2023 and January 2024.

Figure 1: **gender distribution**

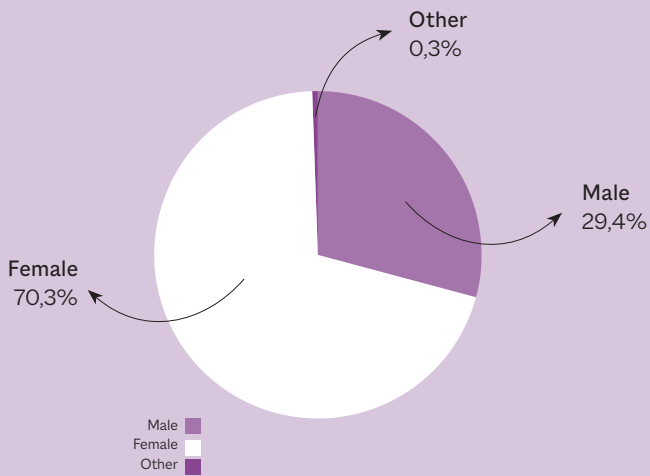


Figure 2: **age distribution**

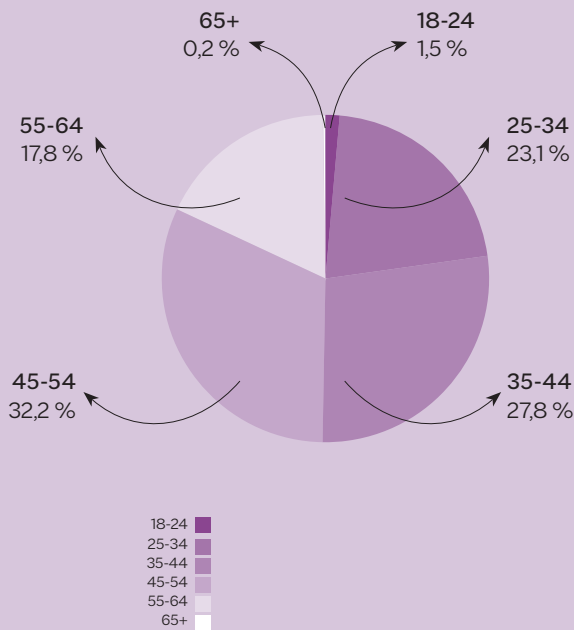
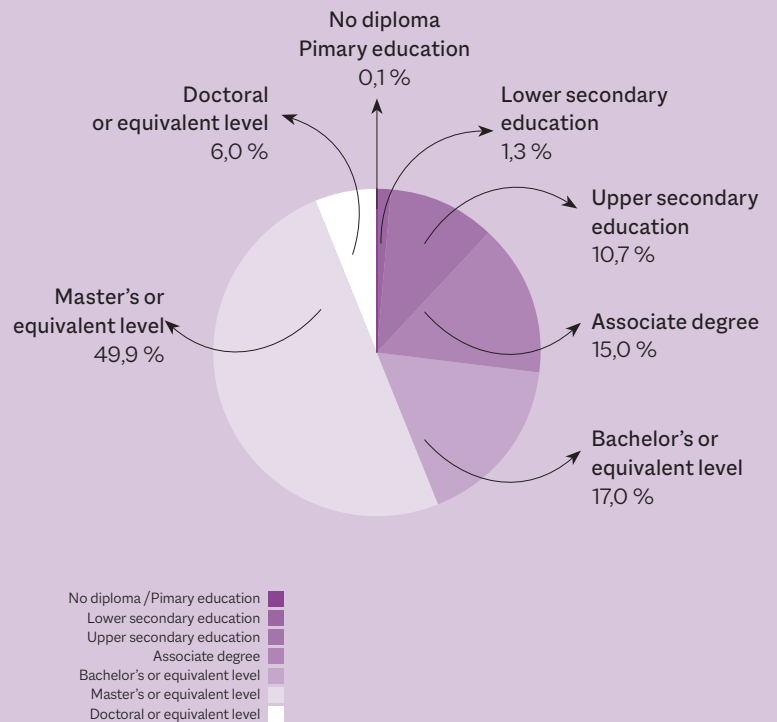


Figure 3: **education level**



In our sample, women work more remotely than men, the 35-54 work more remotely than the rest, the sectors where there is the most of remote work is that of public administration and defense and the higher the education qualification the more remote work we got in our sample.

Hybrid work

Figure 1: hybrid work nomadism

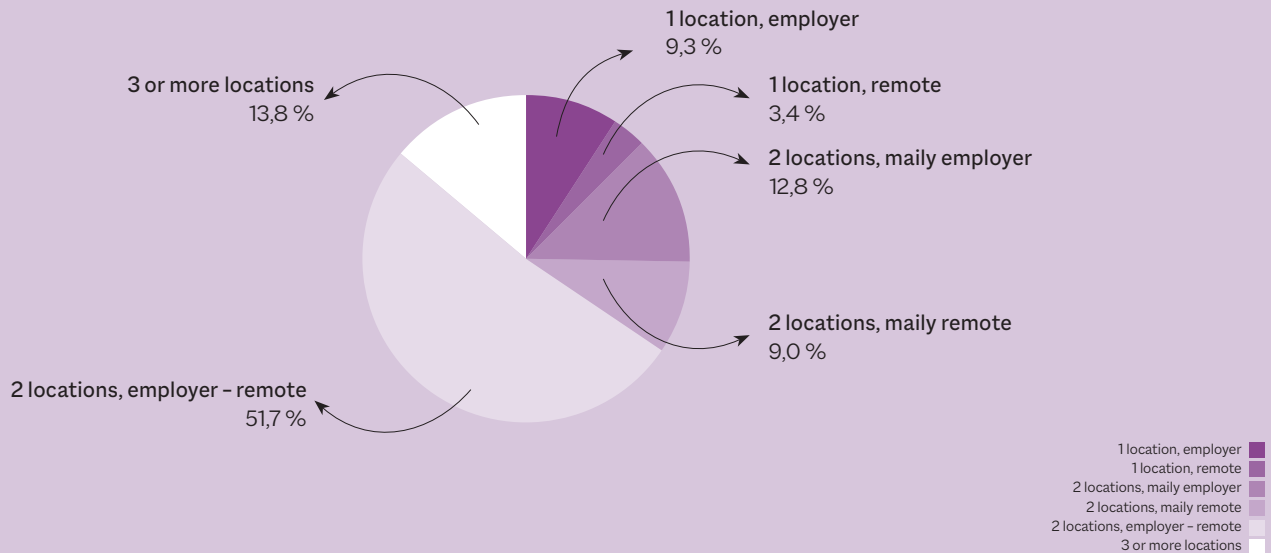
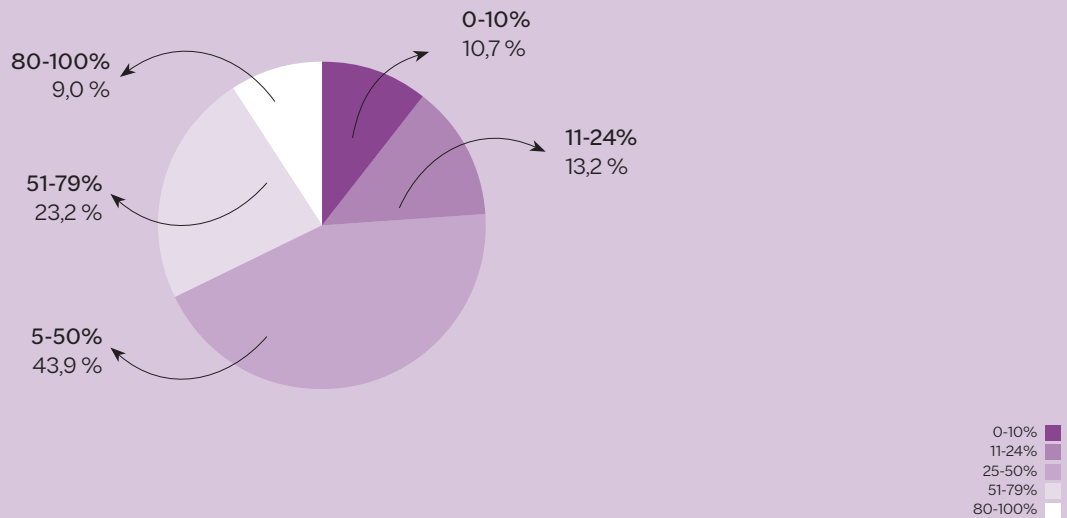


Figure 2: hybrid work intensity



Voluntary hybrid work : 81,8% ;
Enforced hybrid work: 18,2% ;
Hybrid work intensity: 43,9% of hybrid workers
work between 1 and 2 days remotely ;
Hybrid work nomadism: 13,8% of hybrid workers
work from 3 or more locations.

Well-being

The results show minimal differences in **Mental well-being** in the SUSHY dataset.

Burnout risk, measured on a scale from 0 (no risk) to 1 (high risk), shows small differences between groups. Employees working 0-10% remotely scored an average of (0.4895), while those working 80-100% remotely scored slightly higher (0.5039).

Work engagement was the only indicator with statistically significant differences, which decreased with higher hybrid work intensity. Employees working 0-10% remotely scored 0.6837, while those working 51-79% remotely scored 0.6286.

Employees with more **control over hybrid work** (i.e. enjoying more autonomy to decide when and how often to work remotely) score better on mental well-being indicators. Similarly, those with high control reported statistically significant higher work engagement (0.6770 vs. 0.6225) and lower burnout risk (0.4752 vs. 0.5313).

Analysis - *The intensity of hybrid work appears to have little impact on mental well-being, aside from a slight negative relationship with work engagement. In contrast, the degree of control over hybrid work emerges as a more important determinant: organizations that provide employees with greater control over their hybrid work arrangements may improve employee well-being.*

Productivity

Employees with hybrid work frequencies between 0 and 24% are more likely to report lower **self-assessed performance**. In contrast, those with hybrid work frequencies between 25 and 50% tend to report higher self-assessed performance. Beyond a hybrid work frequency of 50%, however, only small differences in self-assessed performance levels are observed.

Employees working in individual offices tend to self-evaluate with high performance. People working in large open offices with dedicated desks tend to self-evaluate with higher performance. Conversely, those working in flex offices (no dedicated desks) are more likely to self-evaluate with lower performance.

Compared to **their performance at home**,

53,3% of employees feel they are less productive at the office

23,1% of the respondents report similar levels of performance, regardless of the workplace

23,6% of the respondents feel less productive at home than in the office

Analysis - Respondents working hybrid between 25% and 50% of their total working time report higher performance levels; working from the office may be associated to lower performance levels—partly regarding the nature of activities performed at the office (meetings, discussions, e.g.); office design can negatively affect performance levels when personal space is not allocated to employees.

Energy

The analysis of the data from the survey focused on testing a series of hypotheses on the potential association between hybrid work practices, energy awareness and perception of energy use. Among these, the following two hypotheses are described here:

- 1: A desire to reduce energy use leads employees to prefer hybrid work
- 2: Energy awareness for hybrid workers is driven by their desire to save fuel, reduce lighting use, heating and cooling needs, and appliance use

For the first hypothesis, most of the employees surveyed (74%) reported to follow a hybrid work schedule during the week; yet, half of these respondents (corresponding to 33% of the total sample) declared to pay very little attention to energy use in their work-related decisions.

For the second hypothesis, no practically relevant associations were detected between consideration of energy use and perception of energy consumption (e.g., fuel, lighting, heating, cooling, and appliances). Figure 2 illustrates that 56% of respondents indicated a perception of lower fuel consumption due to working remotely on a regular basis (the dashed line highlights the distribution of responses from employees reporting a perception of lower fuel consumption). However, nearly half of the respondents who suggested lower fuel consumption (corresponding to 25% of the total sample) strongly disagreed to consider energy when choosing from where and when to work.

Distribution of energy consideration by levels of perceived fuel consumption	Lower consumption	The same	Higher consumption	Don't Know	Not applicable
Strongly agree	2%	0%	0%	0%	1%
Tend to agree	9%	2%	1%	0%	3%
Neutral	9%	2%	1%	0%	4%
Tend to disagree	11%	3%	1%	0%	4%
Strongly disagree	25%	6%	2%	1%	11%

A desire to reduce energy use leads employees to prefer hybrid work

Energy awareness for hybrid workers is driven by their desire to save fuel, reduce lighting use, heating and cooling needs, and appliance use.

Take part to our 2025 study now

and contribute to assess the sustainable character of hybrid work over time!

This takes 15 minutes, the questionnaire is available in French, Dutch and English.



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