

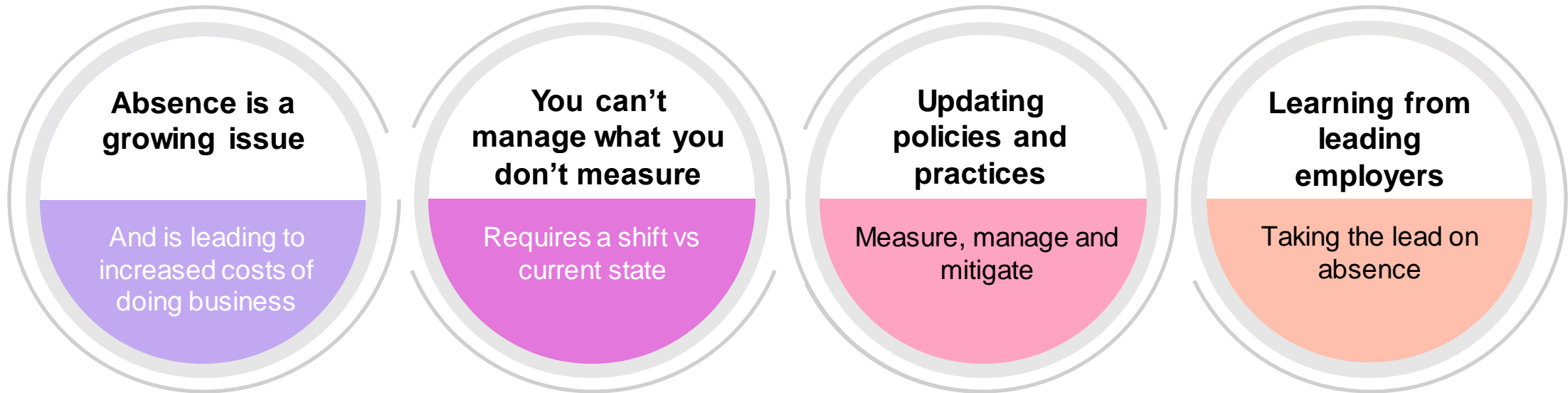


Absence Management Survey 2023

Netherlands

November 2023

Absence is a growing business issue – how can employers respond?



- Employers experience challenges with staffing levels and increased employee burnout
- Increased cost of occupation health support and absence claims

- Use analytics to measure cost and inform strategy
- Understand employee issues

- Review absence pay, benefits and leave policies
- Enhance access to support services
- Effectively manage long-term disability cases
- Enable manager support

- Enhanced tracking and reporting on absence
- Leverage value-added services and use condition specific pathways
- Provide virtual services
- Integrate provider services into disability process

Executive summary

What is happening?



Employee issues

- Workplace stress
- Mental health
- Minor illness



Business impact

- Increased absence
- Inadequate staffing levels
- Increased burnout
- Increased costs



Management challenges

- Integrated approach
- Workplace culture
- Shortage of occupation health specialist

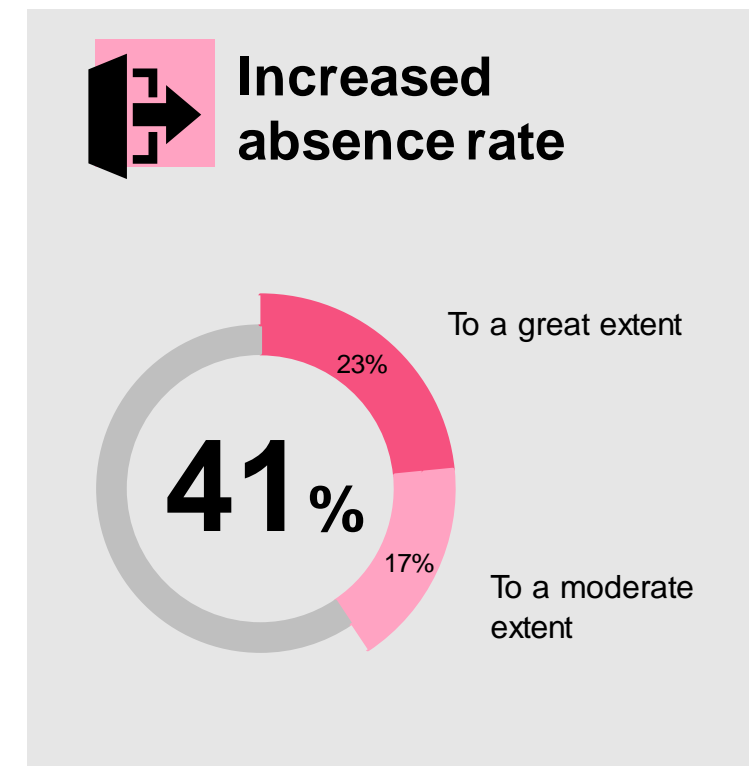
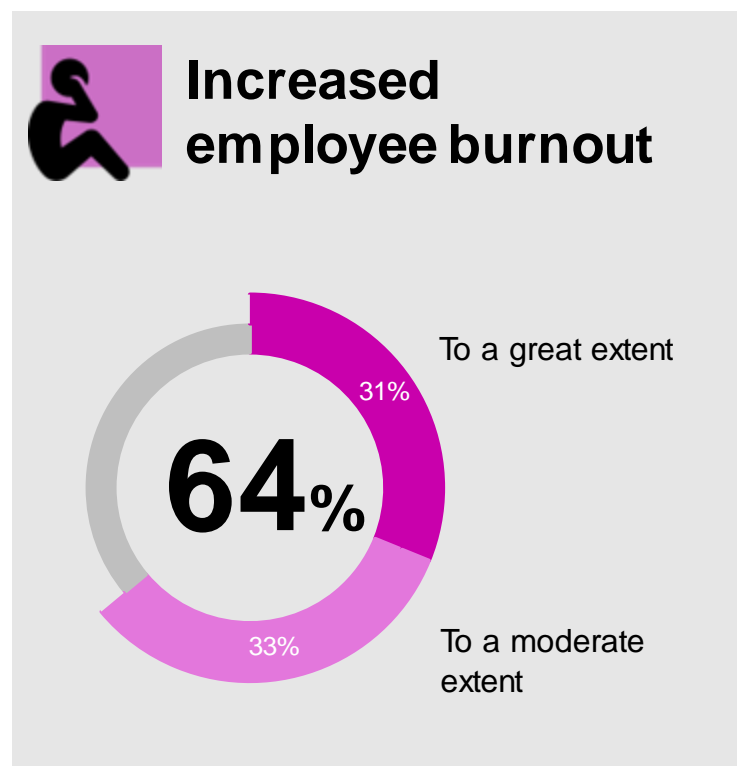
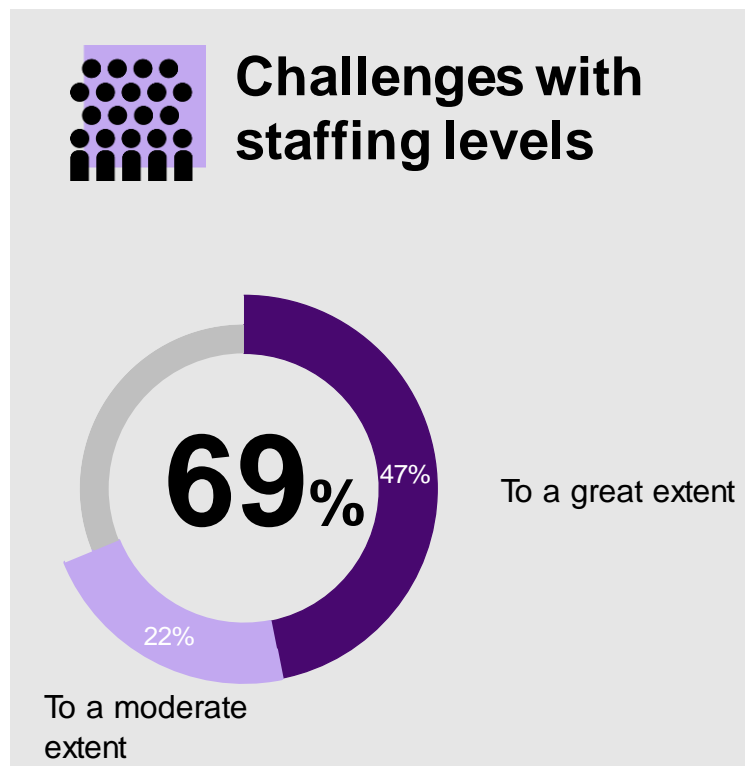
Where are companies today?

- Clear communication and signposting to available resources
- Satisfaction with vendors is mixed
- Managers capability is a barrier
- Co-financing arrangements with disability insurance is common, less so with pension plans
- Least effective in understanding the cost of absence and informing strategy

Priorities for the future

- Targeting at-risk employees
- Review and update of policies
- Review working conditions for risks to employees
- Review vendors and SLAs
- Enhance leave policies
- Add/enhance programmes that support managers

Organisations are facing challenges with staffing levels and increased employee burnout



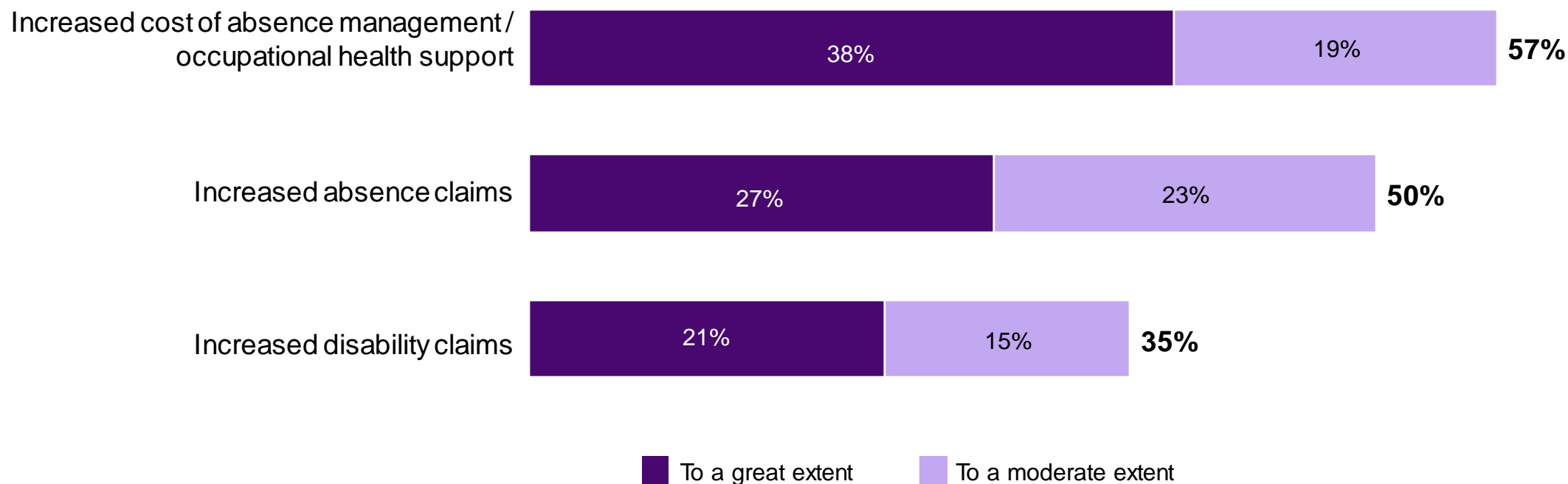
Q: To what extent has your organisation experienced the following over the last year?

Note: Not sure excluded. Percentages may not add up due to rounding

Source: Absence Survey 2023, Netherlands

Absence and disability are leading to increased costs for many organisations

Business issues caused by absence and disability



Q: To what extent is absence and disability leading to significant business challenges in your organisation?

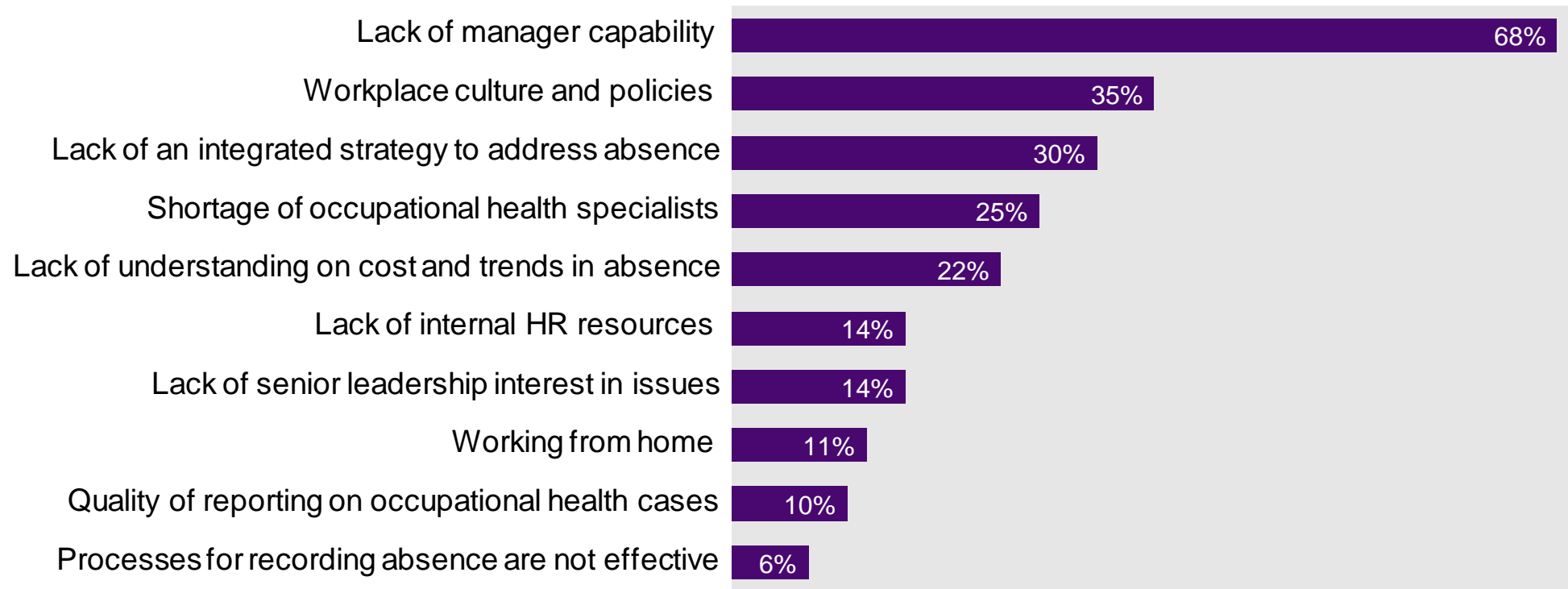
Note: Not sure excluded. Percentages may not add up due to rounding

Source: Absence Survey 2023, Netherlands

What are the top barriers organisations are facing?

Lack of manager capability and workplace culture and policies are the top barriers to managing absence

Barriers to managing absence



Q: Which of the following are the biggest barriers your organisation faces in managing absence? Please select the top three barriers.

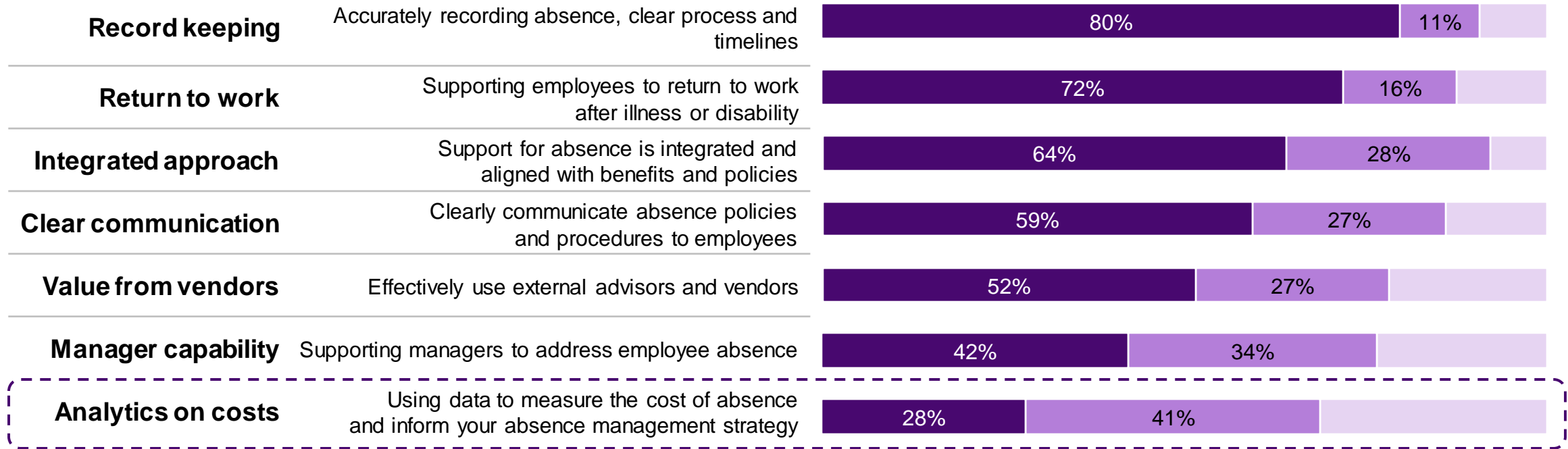
Note: Percentages indicate 'the top 3'. 10% for 'Other'.

Source: Absence Survey 2023, Netherlands

How effective are companies managing absence?

Organisations are weakest at measuring and reporting the cost of absence

Self-assessed effectiveness



Effectiveness: ■ Leading ■ Average ■ Low

Q: How effective is your organisation at the following?

Source: Absence Survey 2023, Netherlands

What are companies' priorities for their absence strategy?

2 in 5 respondents plan to target employees at higher risk of absence in the next 2 years



Top priorities
in the strategy to manage
absence

Q: Which of the following are an important priority for your organisation in its strategy to manage absence in the next two years? Please select the top 3.

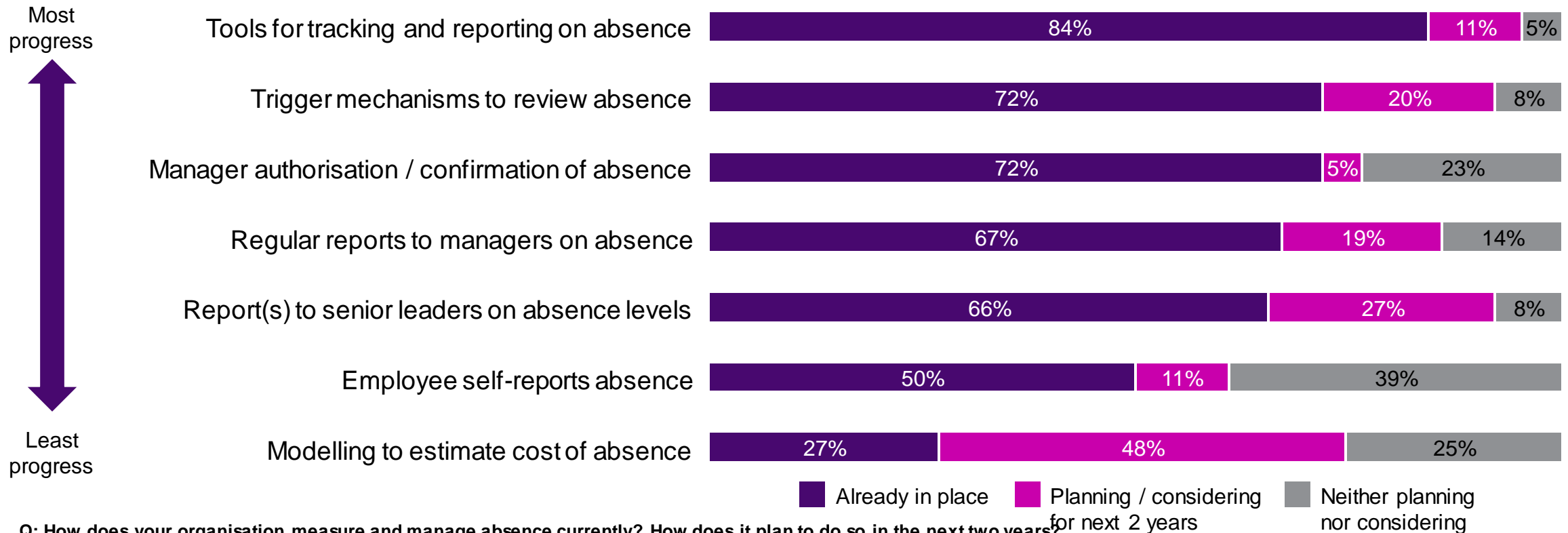
Note: Percentages indicate 'the top 3'. 3% for 'Other'.

Source: Absence Survey 2023, Netherlands

How do companies manage absence?

Half of organisations are looking to enhance their understanding of the cost of absence

Measurement and management of absence



Q: How does your organisation measure and manage absence currently? How does it plan to do so in the next two years?

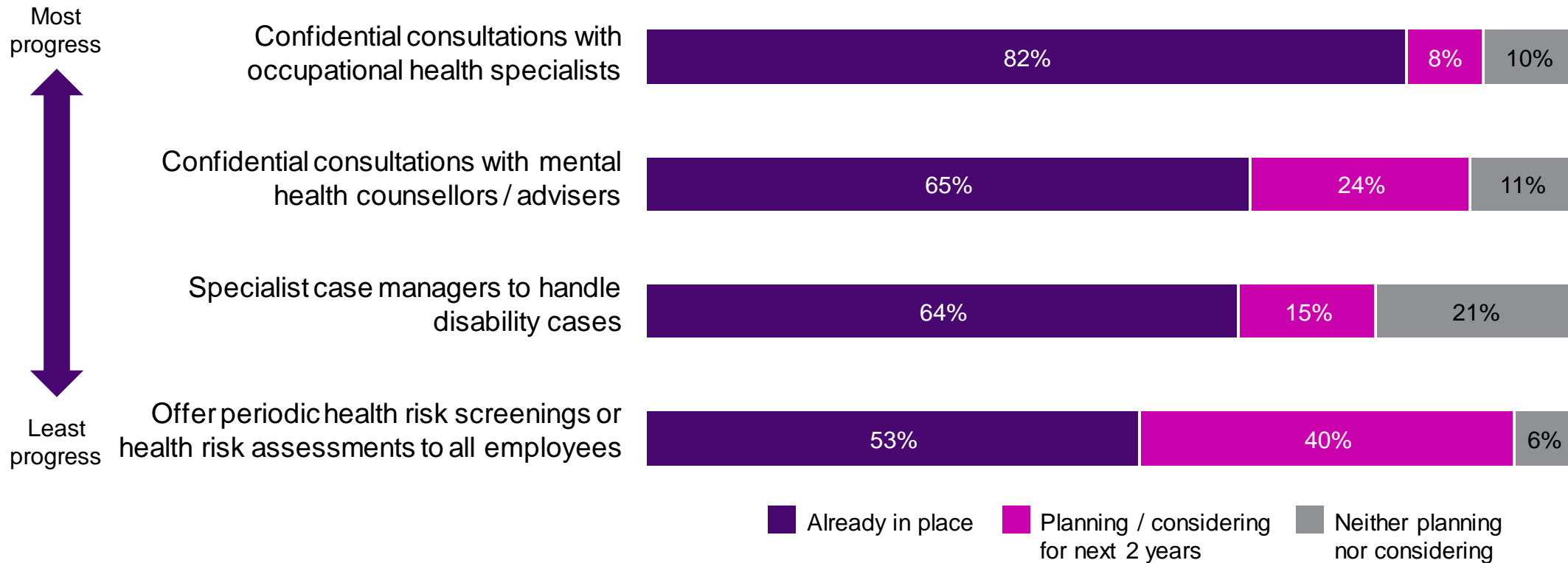
Note: Percentages may not add up to 100% due to rounding

Source: Absence Survey 2023, Netherlands

Which resources are organisations focusing on?

A shift in focus towards preventative resources

Resources provided



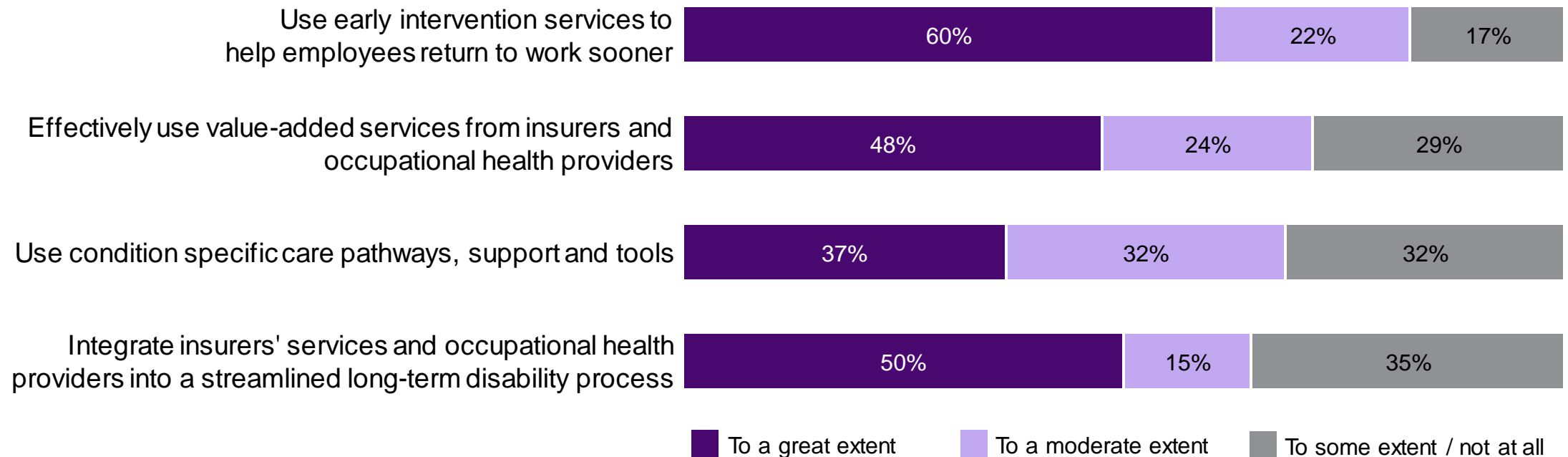
Q: Which of the following resources does your organisation provide or plan to provide over the next two years?

Note: Percentages may not add up to 100% due to rounding

Source: Absence Survey 2023, Netherlands

A vast majority of organisations manage long-term absence by using early intervention services

Management of long-term absence



Q: To what extent do you do any of the following to manage long-term absence in your organisation?

Note: Not sure excluded. Percentages may not add up to 100% due to rounding

Source: Absence Survey 2023, Netherlands

Satisfaction with vendor services is mixed

Waiting times for occupational health specialists and innovation in case management are areas of weakness

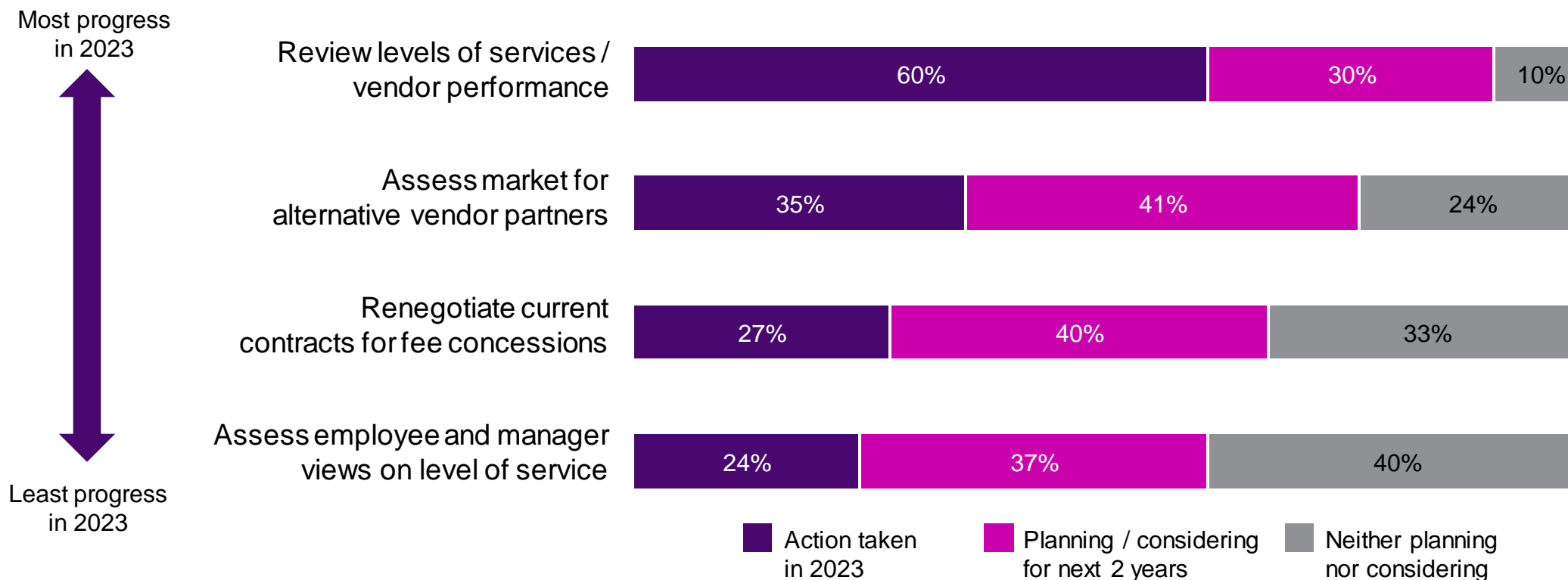


Q: On the following scale, how would you rate your providers of occupational health and absence management services at the following?

Note: Not applicable excluded. Percentages may not add up to 100% due to rounding

Source: Absence Survey 2023, Netherlands

Many organisations are looking to review their occupational health providers in the next two years



Q: What actions has your organisation taken or does it plan to take with regard to your occupational health and absence management service providers in the next two years?

Note: Percentages may not add up to 100% due to rounding

Source: Absence Survey 2023, Netherlands

Many organisations have reviewed their benefit provision recently

Benefits' review

Most progress
last year

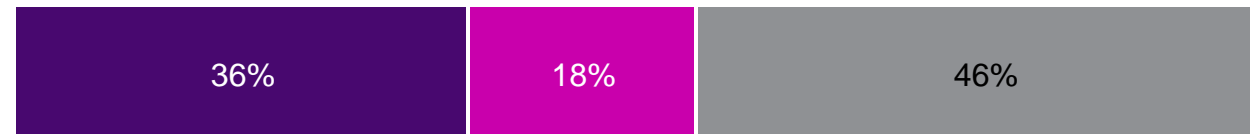


Least progress
last year

Disability Insurance



Enhanced continued absence wage
(in excess of statutory level)



Reviewed in last year

Planning / considering for next 2 years

Neither planning nor considering

Q: Has your organisation reviewed any of the following, or does it plan to do so in the next two years?

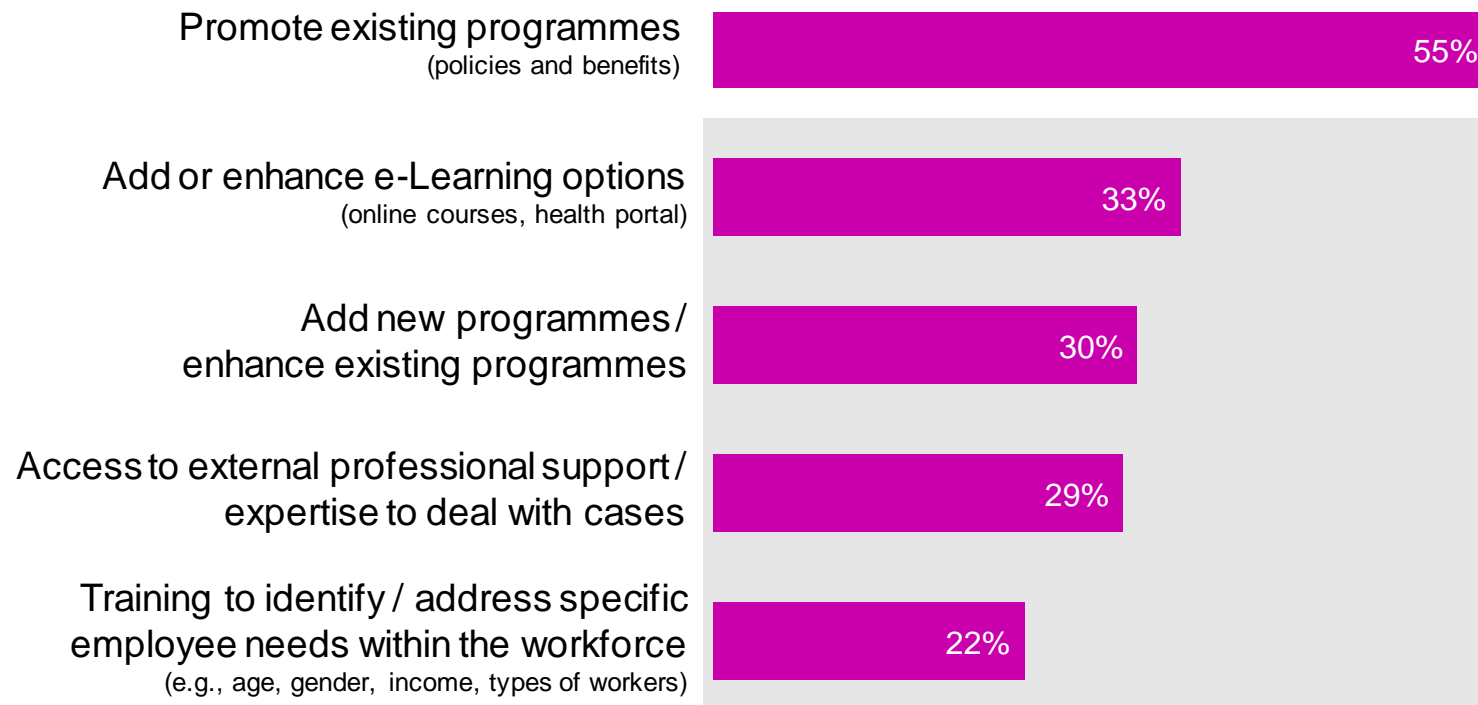
Note: Percentages may not add up to 100% due to rounding

Source: Absence Survey 2023, Netherlands

Most are looking to promote existing programmes to managers

The majority of organisations are looking to add additional support

Priorities for enhancing manager support



Adding or enhancing additional support is a key priority for **6 in 10** organisations

Q: Thinking about your organisation's strategy for enhancing manager support in the next two years, to what extent are the following key priorities?

Note: Percentages are 'To a great extent' and 'To a very great extent'.

Source: Absence Survey 2023, Netherlands

What makes leading effective organisations different?

Measure

- Have in place good processes to recording absence
- Better understanding and reporting of the cost of absence

Manage and mitigate

- Appropriate internal HR resources
- Leverage value-added services from insurers
- Use early interventions and condition specific pathways
- Review service providers
- Use specialists in disability cases

Integrated approach

- Integrate services into a streamlined disability process
- Have reviewed their sick pay
- Provide enhanced leave policies, health risk screenings

Support for managers

- Have good systems that support managers
- Policies and programmes are clear, simple, and clearly signposted
- Use of third-party vendors and providers to support managers

About the survey

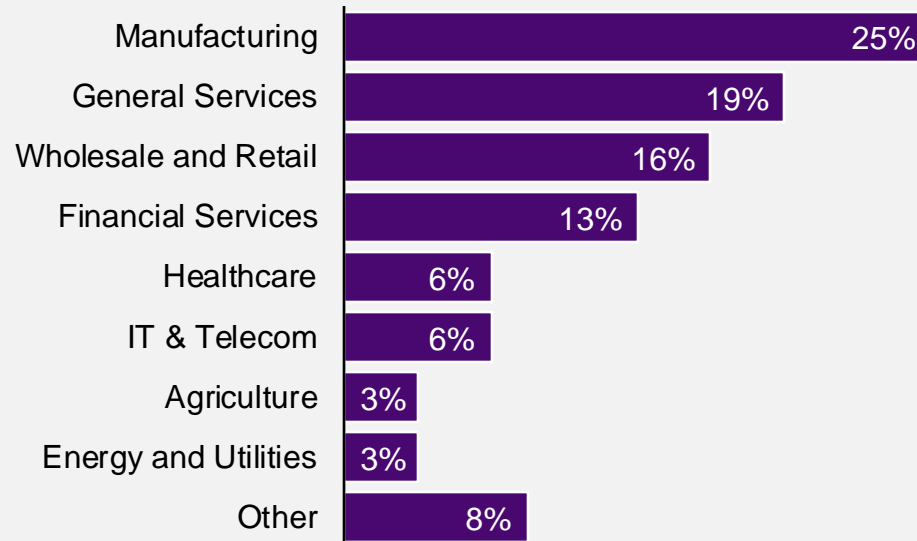
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Respondents

The survey collected information about absence in organisations in the Netherlands. The survey was fielded during late September and early October 2023.

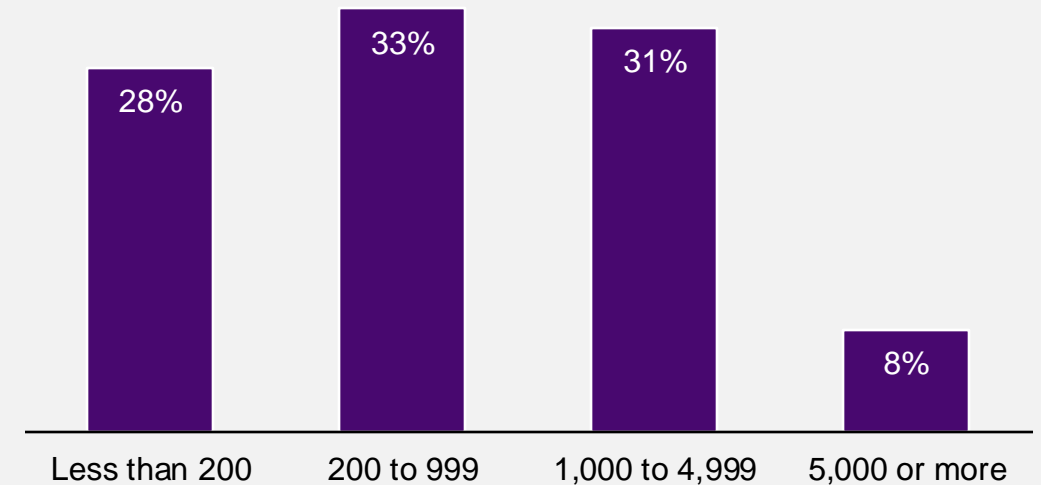


Industry



Employer size

(number of employees)



Note: 'Other' for industries includes Non-profit and Education. Percentages may not add up to 100% due to rounding

Source: Absence Survey 2023, Netherlands