



ANNUAL REPORT 2021



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Foreword

With the creation of the non-profit organisation SYNERJOB in July 2007, ACTIRIS, ADG, Bruxelles Formation, FOREM and VDAB wanted to organise synergies between them in order to meet the challenges of regional labour markets more effectively.

In 2021, SYNERJOB was pleased to welcome Sabine Herzet who succeeded Robert Nelles as head of the ADG, while 2021 marked the departure of Grégor Chapelle from ACTIRIS to take up other professional challenges.

Throughout the year, the management of the corona virus pandemic continued to have an impact on our lives and on the way our organisations function. In addition, in the summer of 2021, severe flooding hit our country. At the time of writing these few lines, we are in 2022 and the world geopolitical situation is shaking our certainties even more. This world, which Anglo-Saxon countries have been calling "VUCA" (Volatile, Uncertain, Complex and Ambiguous) for some years now, calls for us to pool our energies and formulate innovative responses from our employment and training services. SYNERJOB has more reason than ever to exist.

In the face of adversity, the Belgian public employment services have shown solidarity and resilience, but also foresight by continuing to project themselves into the future. The main themes dealt with at SYNERJOB in 2021 concerned the organisational aspects of the public employment services, but also the fight against exacerbated labour shortages, new digital services, and the implementation of responses to the complex challenges of lifelong learning and professional transitions. In fact, the VUCA world has become "VUCAR" ("Volatile, Uncertain, Complex, Ambiguous and Rapid"), a phrase of our own that would refer to developments that have never been so rapid.

Our proactive attitude is motivated by a deep awareness that our audiences in the broadest sense, from the inactive to the employed, from the student to the employer, all need to be guided the best way possible in a particularly changing world of work, where they will need to be trained, both in the technical skills and the key competencies that will enable them to adapt continuously.

What is true for our publics is also true for the Belgian, European and any public employment services, as well as for our partners in vocational integration, training and education. We are convinced that the synergies built and to be constantly renewed within our association will make the actions of our public employment and vocational training services even more effective and efficient.



Marie-Kristine Vanboeckstal
President of SYNERJOB



Wim Adriaens
Vice-President of SYNERJOB

Context

24 February 2005: signing of an inter-regional cooperation agreement

The Brussels-Capital Region, Wallonia, Flanders, the Flemish Community, the German-speaking Community and the French Community Commission sign an inter-regional cooperation agreement. Its aim is to promote greater inter-regional mobility in terms of jobs and training.

Since then, ACTIRIS, Arbeitsamt der Deutschsprachigen Gemeinschaft (ADG), Bruxelles Formation, the Forem and the VDAB work in close collaboration, with the aim of integrating as many jobseekers as possible into the labour market and encouraging their mobility.

Various measures are considered and encourage the services to:

- exchange job offers more intensively;
- make jobseekers and employers aware of inter-regional mobility;
- promote and organise language courses and training activities in terms of inter-regional mobility;
- ensure that the names of professions and occupations are consistent, with a view to improving the exchange of information and guaranteeing more transparency in the labour market;
- cooperate in the reintegration of workers who are affected by collective redundancies;
- start specific initiatives between Brussels and the surrounding area;
- encourage the inter-regional mobility of jobseekers and workers;
- step up collaboration between the Forem and the ADG and strengthen the cooperation agreement between the two organisations, which was signed on 27 May 2004;
- strengthen collaboration in terms of language learning and access to skills centres.

3 July 2007: creation of the non-profit organisation SYNERJOB

ACTIRIS, ADG, Bruxelles Formation, Forem and VDAB created the non-profit organisation SYNERJOB, which deals in depth with the themes addressed, in order to adapt to changes in the labour market.

The Board of Directors, which includes the directors of SYNERJOB members, meets several times a year to discuss new projects, support current initiatives and monitor the progress of working groups, to which it entrusts specific themes, such as the Youth Guarantee or the digitisation of the job market. The members of this Board of Directors are listed in the annexes.

On 1 July 2016, the Forem took over from the VDAB as Chair of the non-profit organisation SYNERJOB. A permanent secretariat, which is linked to this presidency, has from then on managed interactions between the members of SYNERJOB.

Missions

SYNERJOB aims to combine the efforts of Belgian public employment and vocational training services, in order to face the challenges of the labour market, in keeping with the missions, tasks and remits of each member and the decisions of the Board of Directors.

In particular, this involves:

- analysing and taking charge of problems within the Belgian labour market;
- considering the challenges together;
- pooling knowledge and exchanging best practices;
- buying and/or developing tools and methodologies;
- taking collaborative action;
- signing partnerships, within the framework of European or other projects;
- organising a rotation between the members, in order to offer a single point of contact for the Public Employment and Professional Training Services, within the framework of European projects: EURES (EUROpean Employment Services), Youth Guarantee and the European Network of Public Employment Services (ENPES);
- taking common positions, in accordance with the rules for international representation.

The aim of all the initiatives is to collaboratively construct or undertake initiatives on common project(s) (with at least two SYNERJOB partners per project). Each partner deploys its own resources to achieve the targeted results.

With SYNERJOB members facing significant challenges, , a strategic working group was created in 2013. Its composition was revised in 2020, in order to add participants who, as top managers, have decision-making authority.

« Rolling Agenda »

A “Rolling Agenda” was implemented in 2018, with a view to substantial knowledge sharing on themes relating to the job market in the broadest sense, or on matters that are likely to be of interest to SYNERJOB members.

At each meeting of the Board of Directors, a member gives a brief presentation on the current projects that are ongoing in his/her organisation, which are likely to be of interest to the other SYNERJOB members.

At the end of the presentation, the members choose the theme they would like more information about at the next meeting. At this meeting, a more in-depth presentation is given on the selected theme and another member briefly presents the projects that are likely to be of interest to the other members. This continues in this manner.

Here are the themes presented during the meetings in 2020:

- Board meeting of 02.02.2021: "Men and women equality in vocational training" presented by Bruxelles Formation;
- Board meeting of 26.05.2021: "No long-term unemployed people territories " presented by ACTIRIS.

The main themes covered

Based on the current events and the problems that are encountered, the SYNERJOB Board of Directors has created specific working groups for certain themes. These working groups are made up of experts from each member of the non-profit organisation. They may be permanent or temporary, depending on the themes covered and the continuity of these themes over time.

The themes covered by the working groups in 2021 are presented below.

The contact details of SYNERJOB's permanent Secretariat, from whom you can obtain more information about the topics that are presented, are provided at the end of the report.

I. Inter-regional mobility

The job market differs from one region to another. Greater inter-regional mobility alleviates the imbalance between job supply and demand. The partnerships created between VDAB and ACTIRIS, between VDAB and the Forem, and between the Forem and ADG, aim to strengthen inter-regional mobility for trainees and jobseekers from Wallonia, Brussels and the German-speaking Community.

a) Forem – VDAB collaboration

Since 2008, Forem has been actively collaborating with VDAB to meet the labour needs of Flemish companies by actively managing Flemish job offers. Forem also organises specific actions aiming at informing Walloon jobseekers about job opportunities in Flanders and at supporting and preparing their application.

Some results in 2021

The specialised counsellors managed 2,984 Flemish job offers proposed to Walloon jobseekers.

More than 32,000 Walloon jobseekers were mobilised on these job offers.
180 Walloon jobseekers followed a professional training in a Flemish company.

The Forem and VDAB services organised 18 jobdatings for 26 companies. During these meetings, 209 people participated, 60 of whom were hired by the participating companies.

b) Forem – ADG collaboration

ADG and FOREM have a long-standing collaboration in order to promote interregional mobility, particularly in the field of vocational training and the management of job offers.

Thus, in 2021, FOREM managed 237 job offers for companies located in the German-speaking Community (excluding temporary work) and ADG managed 83 job offers for companies located in the Walloon Region outside the German-speaking Community (excluding temporary work).

10 people living in the German-speaking Community completed a PFI (Plan Formation Insertion) in a Walloon company and 21 people living in the Walloon Region outside the German-speaking Community completed an IBU (PFI) in a German-speaking company.

44 jobseekers from the German-speaking Community attended a training course in Forem training centres, while 18 Walloon jobseekers attended a training in an ADG training centre.

c) ACTIRIS – VDAB collaboration

Since September 2021 ACTIRIS has received all job vacancies that employers have reported directly to VDAB, except for commercial partners because ACTIRIS has agreements with them. These vacancies are published on the website without any delay.

ACTIRIS and VDAB have agreed on strategic indicators to monitor the results of their actions (to promote interregional mobility) in a better way. They want to focus their cooperation on sensitising employers to low-threshold recruitment. Pilot projects/Training paths leading to a recruitment have shown at Aviato that Brussels residents (provided they improve their language and technical skills) can find work in Flanders. The motivation of the participating jobseeker is higher because they have a prospect of work. Other forms of workplace learning also show their potential, but we notice that employers are not yet fully convinced.

In addition, both partners will continue to organise an annual communication campaign focusing on one aspect of inter-regional mobility. Partners and internal communication will also be geared up to reach the widest possible audience. ACTIRIS is committed to informing and raising the awareness of its own staff (and their partners) so that IRM (InterRegional Mobility) is seen as an obvious solution for every jobseeker needing guidance.

Every year, information days on "working outside Brussels" are organised for jobseekers and consultants. In 2021, an internal training course on inter-regional mobility was created which the ACTIRIS consultants will be able to follow from 2022 onwards.

d) Automatic flow of job offers

The number of offers exchanged automatically between the different public employment services in 2021 is 557.905 offers.

e) Vocational training

These are the 2021 figures relating to professional training and the number of jobseekers trained in the VDAB, ADG, Bruxelles Formation and Forem training centres:

	2021
From ADG to Forem	44
From Bruxelles Formation/ACTIRIS to Forem	396
From VDAB to Forem	175
From Forem to ADG	18
From Forem to Bruxelles Formation	342
From Bruxelles Formation/ACTIRIS to VDAB	1520
From Forem to VDAB	24

II. Responsibilities transfer

The sixth State reform has made the federated entities to gain still more responsibilities in matters related to employment and training, but, more importantly, it has offered them new tools for progress.

Since 2012, working groups have been established within SYNERJOB to work together on the many areas related to the transfer of responsibilities from the federal state to the regions. Although, in methodological terms, the responsibilities endorsed are now operational within the regions, the sharing of information concerning 'Management of people that are far removed from the labour market, with medical, mental, psychological or psychiatric (MMPP) problems' is due to continue. Nevertheless, it can be considered that the implementation of this subject is now operational within the PES.

As a reminder, the work resulted in a proposal for beneficiaries of integration and unemployment benefits, consisting of two steps:

- Stage one: determining distance from the labour market and starting on a specific path;
- Stage two: allocating an "unemployable" status to the beneficiaries concerned.

In this respect, the public employment services (PES) now use the ICF tool (international classification of functioning, disability and health) and also have a procedure to validate the "unemployable" status.

These arrangements, applicable from 01.07.2019, were also reflected in the adaptation of the Royal Decree of 25.11.1991 on unemployment regulations. The Public Employment Services (PES) then put in place the necessary actions for their implementation, in order to allow integration recipients to extend their rights to integration benefits on the basis of an appropriate pathway and to be recognised as "non-mobilisable" according to the modalities set out in the regulations. Exchanges of information via electronic flows on entry into "non-mobilisable" status were then set up between the ONEM and the PES.

PES have also met regularly to agree on uniform practices for identifying "non-mobilisable" status and on a procedure for taking charge of the beneficiaries concerned in the event of moving and therefore registering from one PES to another, in compliance with the regulations on data protection (RGPD). Thus, ACTIRIS has opened a shared file so that each PES can file the documents necessary for the proper follow-up of the file (request for transfer of the file by the jobseeker, "international classification of functioning" reports (ICF), etc.). The forms are transmitted in the language of the region of origin.

If each PES ensures the monitoring of its activities in the context of this project, the working groups now focus on the establishment of a common dashboard. In fact, the PES are committed to keeping a monitoring file, which is developed jointly, up-to-date, in order to be able to produce an activity report for the month of September 2021. This reporting will include figures, data on the profiles of jobseekers, a report on the problems encountered upon entry and, if necessary, still present at the time of renewing the "not mobilisable" status, etc.

However, the 4 PES decided to postpone the publication of this report to the first half of 2022, so that data on the (non-)renewal of the status can also be included.

III. SYNERJOB and Europe

For a few years now, the European Commission requires that each Member State appoints a single point of contact for a series of matters dealt with at EU level. That is why, at the end of 2013, SYNERJOB designated a Single Point of Contact (SPOC) for ENPES (European Network of Public Employment Services), EURES (European Employment Services) and Youth Guarantee projects. In concrete terms, ACTIRIS, the Forem and the VDAB each coordinate one of these issues.

Bruxelles Formation dedicated an expert for the Refernet network (European network of reference and expertise) of the CEDEFOP (European centre for the development of vocational training), with financial support from other members of SYNERJOB.

a) European Network of Public Employment Services (ENPES)

Further to the last 2020 Board meeting of the European Public Employment Services Network ("PES Board") on 7 and 8 December 2020, a written procedure concerning the amendment of the "Rules of procedure" of the network was initiated. The Belgian AFEPAs took the opportunity to establish the participation of the Belgian PES in the PES Board. The European Commission accepted the pragmatic solution of considering that each Presidency of the network will systematically invite the DGs of Forem, ACTIRIS and VDAB to the PES Board, in order to consolidate the current situation. These provisions are therefore in force from 2021. The legal texts remain however unchanged.

The 2021 PES Board meetings were held in virtual format on 24-25 June and 9-10 December.

During the year, meetings of AFEPAs (Advisors for European PES Affairs) were held more frequently than before the pandemic. Various conferences were also attended by representatives of SYNERJOB members:

- PES approaches to promoting gender equality (2 February 2021) ;
- The individual training account (4 and 5 March 2021);
- Conference to support the implementation of the European Social Rights Framework (23-24 March 2021);
- The PES Stakeholders conference on the power of partnerships (20, 21 and 22 April 2021).

The Belgian PES were invited to speak in the plenary and in the workshops of the annual PES Stakeholders Conference.

The usual annual information gathering work was carried out, in the framework of Benchlearning and the "PES Capacity" questionnaire.

The network has particularly been active in exchanging information and SYNERJOB members have responded to the increasing number of requests from ENPES/PES network members.

Other activities in 2021 include the work on the network's work programme for 2022, the dissemination of the PES network podcasts (<https://www.pesnetwork.eu/podcast/>), interactions related to the preparation of the third cycle of the European Benchlearning, the participation in the various meetings organised within the framework of the network's "Mutual Assistance Programme" for the benefit of ACTIRIS on the theme of artificial intelligence, and the participation of ACTIRIS and Forem in the thematic workshop on 28 and 29 September on the theme of vulnerable groups, and more specifically the long-term unemployed.

b) EURES (European Employment Service)

EURES is the European network of employment services. Its aim is to encourage the free circulation of workers in the European Economic Area (EEA, that is, the 27 Member States of the European Union, plus the United Kingdom, Norway, Lichtenstein and Iceland) and Switzerland. This network is governed by EU Regulation 2016/589, hereafter mentioned as the EURES regulation.

The role of the SYNERJOB EURES working group

The EURES Regulation provides for the designation of a EURES National Coordination Office (NCO) per Member State. It was therefore necessary to find a solution for Belgium that would respect national competences. SYNERJOB was proposed as the single point of contact, without prejudice to the responsibilities of the NCOs (National Coordinator Office) of the regions and the German-speaking community. The SYNERJOB Board mandates one of the Belgian PES to manage the dossier with its homologues and to ensure communication with the European Coordination Office at EU level.

Since then, the EURES Working Party of SYNERJOB has been working intensively together for the implementation of the EURES Regulation and the preparation of the network's coordination meetings. The working group also closely follows the legislative processes and the implementation of other regulations in which the network is involved and agrees on the Belgian positions to be submitted to the European Coordination Office.

- Implementation of the EURES Regulation

The Regulation provides for the opening of the EURES network to other organisations, which requires an admission procedure. In 2018, a procedure applicable to all regions was introduced, starting from the SYNERJOB work. In a first phase of the admission procedure, the ABVV (General Belgian Trade Union Confederation) and the ACV (General Christian Trade Union Confederation) were recognised as EURES partners. The procedure was evaluated, after which corrections and improvements were necessary. In a second phase, the Official Chamber of Commerce of Spain in Belgium and Luxembourg and Unizo joined the network as partners.

After further refinement of the admission procedure, a new call was launched in 2021. Two new partners were admitted to the network. Both partners focus on information provision. The partners are Jint NPO and Jacqglobal.

- Establishment of the European Labour Authority (ELA)

The European Agency officially started its operations in October 2019. The transfer of the European Coordination Office of EURES from the European Commission to ELA is taking place gradually and will be fully realised as of 2021. The SYNERJOB working group is going further with this process and monitors the changes involved.

In 2021, ELA put the focus on seasonal workers. EURES was involved in the communication campaign on the rights and obligations of workers and employers active in seasonal employment.

The respective communication services of ACTIRIS, Forem, ADG and VDAB made an appropriate contribution.

- Covid19 and EURES work

Naturally, COVID-19 has also had an impact on the EURES operation. More specifically, the service had to adapt quickly. More requests for information had to be dealt with, and there were fewer placement activities.

For the SYNERJOB working group and the activities with the European Coordination Office, the consequences were less drastic. The meetings took place virtually and with a higher frequency, which increased the workload of the SYNERJOB working group.

- Start-up project group "Data Process Agreement"

For a long time now, SYNERJOB has been asking questions about the monitoring and sanctioning in case of abuse or misuse of the CV data transferred to the EURES portal. Synerjob therefore welcomes the fact that an initiative has finally been taken in this area. However, there is a concern about the fact that ELA wants to transfer tasks to the respective NCOs regarding control and sanctioning. Therefore, a Synerjob EURES working group established a project group, consisting of lawyers, DPOs and open data experts from the respective Belgian PES.

ELA has launched one survey on this theme to which the Project Group contributed.

c) Youth Guarantee (YG)

Following the recommendation of the Council of the European Union of April 2013 establishing a Youth Guarantee (YG), updated and reinforced by the recommendation of October 2020: "A bridge to employment - Reinforcing the Youth Guarantee", SYNERJOB has been designated as the single 'YG' contact for Belgium with the European institutions to ensure the implementation of the recommendation.

In 2021, SYNERJOB, and its Youth Guarantee working group led by ACTIRIS, participated and contributed to different requests, activities and events, namely:

At the European level:

- Participation in the virtual meeting of National Youth Guarantee Coordinators organised by the European Commission on 23/02/2021 with a thematic focus on the European Youth Forum and e-skills assessment and training in the preparatory phase of the Youth Guarantee
- Review by the European Employment Committee (EMCO) on the implementation of the Youth Guarantee (EMCO Review 2021): coordination of Belgium's responses to the qualitative self-evaluation questionnaire and data collection, followed by a presentation and response to the European Commission's questions at the formal EMCO meeting on 18-19/10/2021.

At the level of SYNERJOB:

- Meetings of the SYNERJOB working group on the Youth Guarantee on 8/03/2021 and 25/03/2021 to review and coordinate ongoing issues, including the presentation of the outline of the new recommendation, the debriefing and follow-up on the European meeting of national coordinators, and the preparation of the EMCO review 2021.
- Information notes to the SYNERJOB Board of Directors on 25 May 2021 concerning the latest developments and reporting/monitoring 2021 on the implementation of the Youth Guarantee.

a) ReferNet

ReferNet is the European network for information and monitoring of vocational education and training (VET) policies, on behalf of the European agency CEDEFOP, one of whose missions is to develop and promote initial and continuing vocational training.

After a year without ReferNet coordination in Belgium, Bruxelles Formation applied again with the support of SYNERJOB members to take on the mandate of national coordination of the network for the period 2021-2023. This application was validated in November 2020 and the activities of the new action plan started in January 2021.

The national representation is again provided by the Education and Training Department of the Flemish Community.

2020 marked the end of the previous policy cycle of European cooperation in vocational education and training (VET), framed by the Riga conclusions. The VET policy priorities for the new cycle 2021-2030 are defined by a new EU VET policy framework: the Council Recommendation on Vocational Education and Training for Sustainable Competitiveness, Social Equity and Resilience, adopted on 24 November 2020, and the Osnabrück Declaration, approved on 30 November 2020, which emphasises the role of VET as a catalyst for recovery and for just transitions to digital and green economies.

The deliverables in 2021, the transition year, are thus linked to these two strategies.

In 2021, ReferNet Belgium has finalized:

- The Policy Report: a follow-up policy report on the different VET measures taken in Belgium between March 2020 and February 2021. This update marked the conclusion of the reporting under the 5 Riga objectives and the migration to a new presentation format detailing each measure.
- 3 news (short articles offering insight into a VET news or innovation):
 - ✓ [*Belgium: Digitalcity, the benchmark for the IT sector!*](#)
 - ✓ [*Belgium: Flemish qualifications framework – 520 professional qualifications in 10 years*](#)
 - ✓ [*Belgium: new projects for the third InnoVET cycle!*](#)
- The update of the [VET in Europe database](#) – an interactive online platform since 2019 which highlights the characteristics of the VET systems of each European country, including Belgium.
- An article: Teachers and trainers in a changing world, Building up competences for inclusive, green and digitalised vocational education and training (VET) outlining the continuing professional development of VET teachers and trainers in the 3 Communities and Regions of Belgium
- A contribution to a study commissioned by Cedefop on the subject of micro-credentials. This study aims to understand the characteristics and the role played by micro-credentials in supporting education, training and learning related to the labour market and employment, including vocational education and training (VET). ReferNet Belgium responded to a questionnaire (Questionnaire on Microcredentials for labour market education and training) on the emergence of "alternative diplomas" promoted as a new and more flexible way of recognising knowledge, skills and competences.

The coordination also maintains a website, which disseminates CEDEFOP's analyses, the productions of the Belgian network, events and information from the sector in Belgium (www.refernet.be).

IV. SYNERJOB and WAPES (World Association of Public Employment Services)

The Executive Committee meeting was the first meeting of the AMSEP governance bodies in 2021. It was held online on 9 April 2021. A Board meeting - also online - took place on 14 September 2021. Preparations for the 12th AMSEP World Congress in Estonia were also the subject of ad hoc governance meetings throughout the year to decide whether to postpone this major event of the Association due to the global health situation.

AMSEP's actions related to the management of PES in times of pandemic continued in 2021, through the organisation of a survey "Public Employment Services mobilise against COVID19 ", in collaboration with the ILO, IDB (Inter-American Development Bank), and Socieux+ in May 2021.

New conferences were offered in virtual format, including the conference (co-)organised with AMSEP and ANETI (Tunisia) - "Challenges of PES in the Time of Accelerating Digital Transformation" on 25 March 2021 and the conference (co-)organised with AMSEP, National Employment Agency of the Republic of Azerbaijan & İŞKUR (Turkish PES) - "Professional Development and Key Career Choices in the Post-Pandemic Age" on 21 September 2021.

Synerjob has continued to support the AMSEP Executive Secretariat in terms of HR (mandate of the Executive Secretary, support for the Association's accounting management) and logistics (offices and operating costs). The positions expressed during the votes are validated by the concerned members within SYNERJOB.

V. Cross-functional themes

Some working groups handle topics that cover several themes or more general topics. Here are a few examples of these groups:

a) ROME v3/Competent

The Walloon Government has worked on the harmonisation of the hr-xml codifications. The result is a practical solution with:

- A list of types of contracts that are the same for the PES involved and are in line with the official list of employment contract types
- For the other data types, a mapping with internal codes is possible as input for an automatic conversion.

The SYNERJOB partners have decided that the data exchange will be done via APIs, this development is ongoing but follows a different timetable within each PES.

When each PES is done this development, we will switch to this form of data exchange.

b) Collective redundancies

Inter-regional collaborations are established when workers residing in other regions are affected by a collective redundancy or the restructuring or closure of a company. The cooperation agreement signed on 24 February 2005 provides for a social emergency plan to re-assign workers who are affected by a collective redundancy. It automatically applies if:

- more than 250 workers are made redundant in one region;

- at least 50 of these workers live in another region.

A crisis cell then supervises the implementation of the plan: it coordinates intervention from the relevant public services and defines the social emergency plan. It is chaired by the Minister of Employment for the region where the site most affected by the redundancies is located.

Overall, there were few new interregional cases to be dealt with in 2021.

The cases that were the subject of inter-regional cooperation in 2021 were:

- Brussels Airlines, Compass Group (catering company) ;
- Logistics Nivelles (company closure).

There is an announcement from Liberty Steel Belgium (created following the restructuring of Acelor Mittal).

An agreement protocol signed between Flanders, Wallonia, the German-speaking Community, the Brussels-Capital Region and the federal government came into effect on 1 January 2016, defining the terms of application for the following matters:

- restructuring discount cards – employer benefits;
- reimbursement of outplacement costs;
- outplacement cheques.

The jurisdiction is determined by the region of the employer's unit of establishment. In 2018, this protocol was amended to incorporate amendments to the Royal Decree of 9 March 2006, pertaining to the active management of restructuring. In addition to the three matters mentioned above, the protocol incorporates the terms of application relating to approval of the outplacement offer for collective redundancies announced after 31 December 2017. This protocol was signed at the start of 2019.

c) The place of digital technology in training

This working group ended in 2021. Three years of work and multi-partner collaborations have resulted in two Digital Synergy events, an innovative buffet of educational resources including 30 video clips, 11 PDF sheets of good practices here https://synerjob.be/digital_synergy.html.

These 2 events were:

- On 19 March 2020, an event linked to the work of sharing, mutualisation and capitalisation, called Digital Synergy allowed the setting up of a webinar and the creation of a website with a diversity of resources in French and Dutch.
- On 10 December 2020, two webinars in French and Dutch on digital in everyday and professional life.

Annexes

Addresses

Addresses of the institutional members of SYNERJOB as of 31/12/2021:

OFFICE REGIONAL BRUXELLOIS DE L'EMPLOI (ACTIRIS)

Public law institution B category

Head office at 1210-BRUXELLES, boulevard de l'Astronomie 14

Represented by Grégor CHAPELLE, Chief Executive Officer until 31 May 2021

Represented by Caroline MANCEL, Acting Director General for the period 1 June 2021 to 30 November 2021

Represented par Cristina AMBOLDI, Director General from 1 December 2021

ARBEITSAMT DER DEUTSCHSPRACHIGEN GEMEINSCHAFT (ADG)

Public law institution B category

Head office at 4780-SAINT-VITH, Vennbahnstrasse 4/2

Represented by Christiane LENTZ, Acting Managing Director for the period 1 January 2021 to 31 January 2021

Represented by Sabine HERZET, Managing Director from 1 February 2021

BRUXELLES FORMATION

Public law institution B category

Head office at 1180-BRUXELLES, rue de Stalle, 67

Represented by Olivia P'TITO, Directrice générale.

OFFICE WALLON DE LA FORMATION PROFESSIONNELLE ET DE L'EMPLOI (Forem)

Public law institution B category

Head office at 6000-CHARLEROI, boulevard Tirou 104

Represented by Marie-Kristine VANBOCKESTAL, General Administrator

VLAAMSE DIENST VOOR ARBEIDSBEMIDDELING EN BEROEPSOPLEIDING (VDAB)

Extern Verzelfstandigd Agentschap met rechtspersoonlijkheid (external autonomous agency with legal personality)

Head office at 1000-BRUXELLES, boulevard de l'Empereur, 11

Represented by Wim ADRIAENS, Managing Director

Address of the Presidency and the Permanent Secretariat of SYNERJOB:

Asbl SYNERJOB c/o Forem

Boulevard Tirou 104

6000 CHARLEROI

olivia.vanmoerrichard@forem.be

SYNERJOB website:

www.SYNERJOB.be

Members of the SYNERJOB Board of Directors as of 31/12/2021

The Forem	represented by Marie-Kristine VANBOCKESTAL
VDAB	represented by Wim ADRIAENS
ACTIRIS	represented by Grégor CHAPELLE until 31 May 2021, Caroline MANCEL from 1 June 2021 until 30 November 2021 and Cristina AMBOLDI from 1 December 2021.
ADG	represented by Christiane LENTZ, for the period between 1 January 2021 and 31 January 2021 and Sabine HERZET from 1 February 2021
BRUXELLES FORMATION	represented by Olivia P'TITO

Mandates

Marie-Kristine VANBOCKESTAL, President

Wim ADRIAENS, Vice President

Grégor CHAPELLE, Secretary until 31 May 2021, Caroline MANCEL for the period between 1 June 2021 and 30 November 2021 and Cristina AMBOLDI from 1 December 2021.

Christiane LENTZ, Treasurer for the period between 1 January 2021 and 31 January 2021 and Sabine HERZET from 1 February 2021

Olivia P'TITO, Auditor

Caroline MANCEL, Auditor

Sessions in 2021

Board of Directors

2 February 2021

26 May 2021

12 October 2021

General assembly

26 May 2021