



SEGMENT: HR SERVICE PROVIDERS – BEST STAFFING AND SOURCING COMPANY

**HONOURING THE MOST MEANINGFUL CONTRIBUTIONS
TO HUMAN CAPITAL MANAGEMENT EXCELLENCE**

‘TALENT KNOWS NO BORDER’



1. Project identification

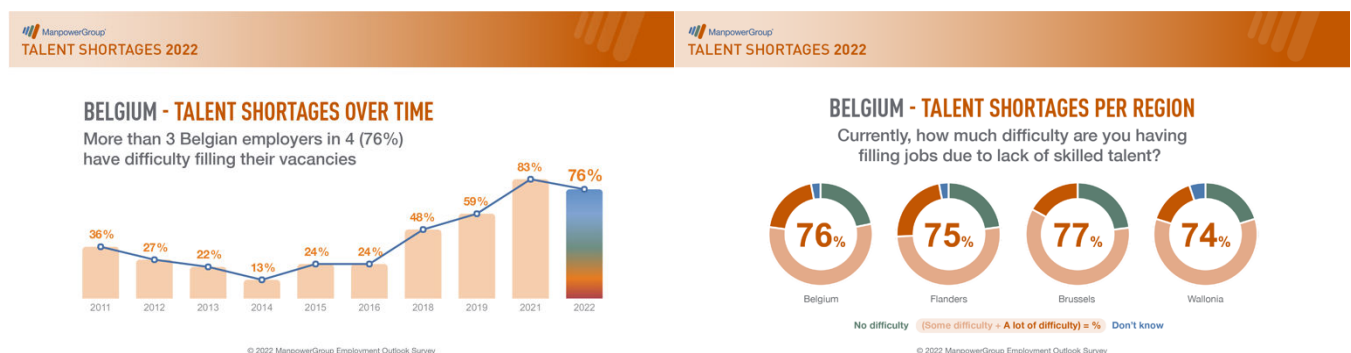
- Client's name (mandatory):	Katoen Natie (Port of Antwerp) / port of ANTWERPE :antwerp5rEGIO /
- Project scope:	<input checked="" type="checkbox"/> Local <input type="checkbox"/> European <input type="checkbox"/> Global
- Project status:	<input type="checkbox"/> Development phase <input type="checkbox"/> Deployment phase/Nearly completed <input checked="" type="checkbox"/> Completed
<p>What is the main goal of the project (e.g. remote working, employee mobility, technology integration, agility, transformation, L&D, comp&ben, employer branding, recruitment...)?</p> <p>Sourcing Solution – Cross Border Connections</p> <p>In a context of Global and Local Talent Shortage, the aim of our project is to find specific talents for our clients and fill 100% of their job orders.</p> <p>Manpower Cross Border Connections offers 2 solutions:</p> <ul style="list-style-type: none"> - sourcing and activating candidates from other nationalities/cultures living in Belgium, using a targeted approach (focus on Eastern European countries) - sourcing and recruitment of candidates abroad for a specific project offering a full relocation service <p>Companies who believe in multicultural recruitment and labour mobility will have a competitive advantage in the global "WAR FOR TALENT"</p>	

2. Project description

This is the major part of the questionnaire. Describe the problem as it was intended to be solved, the approach used, the expertise brought, as well as the services/products/technology delivered if appropriate. Indicate also the key challenges that had to be overcome, key people and departments -and possibly external parties- involved, key milestones, and any event you consider as worth to mention. Please be as specific and structured as possible, and don't hesitate to use supporting data and appropriate metrics if you feel it relevant. Narrative examples, results and anecdotes have more chances to positively influence the Jury than a mere summary of a project.

1. Challenge of the Belgian Labour Market: talent shortages and difficulty finding the right talents

Our 2022 ManpowerGroup Talent Shortage Survey shows that 76% of Belgian employers have difficulty filling their vacancies. The challenge is even greater in Flanders where the [employment rate](#) is higher than in the other two regions (76,8%, vs Belgium 72.1%) and the [unemployment rate](#) is lower (3.6%, vs Belgium 5.7%).



Based on our experience on the field, we can see three major reasons for this structural talent shortage:

- lack of hard skills: problem of quantity, mostly for qualified jobs
- lack of soft skills: personality, attitudes and motivation are key for employability, since companies are prepared to provide training
- difficulty finding people 'ready to work' in specific sectors: food industry, logistic, specific industry → working conditions, night work, attractiveness of the sector or simply because working is not appealing enough for some jobseekers compared with social allowances.

2. Manpower Cross Border Connections

2.1 Talent Knows No Borders



Talent Knows No Borders

In our ManpowerGroup's new 2023 Trends Report, '[The New Human Age](#)' presented at the World Economic Forum in Davos, we have reminded that humans are still the catalyst to the future and that human capital has become a major differentiator and driver of sustainable economic growth and prosperity. We have identified **4** key **FORCES** (Demographics, Individual Choice, Tech Adoption and Competitive Drivers) impacting the future of work, and **14** underlying **TRENDS** that are accelerating.

It is symptomatic to see that our project running in Belgium illustrates Trend Number 13 presented in our global study: . '*Everybody wants to hire local, but the reality is global*'. It is particularly true in the EU, where companies can take advantage of the free movement of workers, [Art 45](#) of the Treaty on the Functioning of the EU. EU citizens are entitled to look for a job in another EU country, work there without needing a work permit, reside there for that purpose, stay there even after employment has finished and enjoy equal treatment with nationals in access to employment, working conditions and all other social and tax advantages.

2.2 Sourcing and activating candidates from other nationalities/cultures

At Manpower Belgium, we like to put our Corporate Values - People, Knowledge, Innovation - into action. There are a lot of **untapped talent pools** in the labour market. It is an opportunity for (recruitment) companies to find solutions to tackle Talent Shortages.

Our **Cross Border Connections Project** started way back in ...2007 with the recruitment of a Polish Project Manager [Katarzyna Roggen](#), in the West Flanders region. She started a collaboration with companies in West Flanders. In 2009, free movement for Eastern European countries brought to Belgium an inflow of candidates from Poland, Hungary, Czech Republic, Latvia, Lithuania, Estonia, and Slovenia, and in 2014, a new wave of candidates arrive from Romania and Bulgaria. People were looking for better work and life opportunities abroad and companies were looking for the skills and qualities of a very motivated and qualified workforce.

An easy match? Not really because there needed to be a bridge between clients' and candidates' expectations and a **Full Solutions Approach** to meet their specific needs. Key words are Trust and Partnership. Our value 'People' and our ManpowerGroup **policies** guarantee full respect of [Human Rights](#) and fight against all forms of [modern slavery](#). On the contrary, our purpose is to help our client to build a diverse and inclusive workforce.

Our **Full service** includes:

- Search for the best candidates
- Arranging residence permit
- Mutuality/SIS card
- Child benefit fund regulation
- Bank account
- Coaching to prepare a job interview
- Guidance on first working day
- Organizing medical examination
- Administrative coaching and support
- Translation of safety instructions
- Translation of machine manuals
- Temporary work contracts or permanent jobs

...and much more

Initially we were mostly sourcing and recruiting abroad in Eastern European countries, but today, the main focus of our division is to activate the Eastern European population living in Flanders.

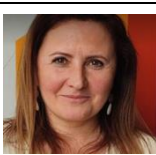
We are working in a **people business** and the key for success is our team of 3 consultants, led by Katarzyna, working on the project, and actively engaged in their communities. Personal network is key to be successful, in person or via social media.



[Katarzyna Roggen](#) - Poland
Project Manager CBC since 2007



[Iwona Lukasik](#) - Poland
Expert Consultant CBC, since 2017
West-Oost Vlaanderen

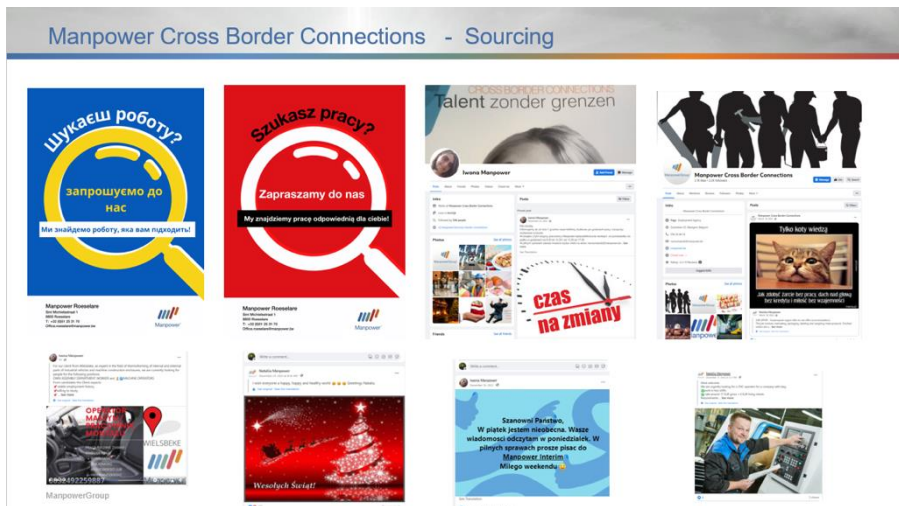


[Monika Vanhove](#) – Poland
Consultant CBC, since 2020
West-Oost Vlaanderen/Antwerp



Natalia Jaloszynska - Ukraine
Consultant CBC, since 2022
West-Oost Vlaanderen/Antwerp

We have developed sourcing communications material and channels to reach different communities. Of course, language and cultural dimension is key to communicate with candidates in their own language and with clients in theirs (Dutch).



Ukraine: CBC & Social responsibility

Natalia, from Ukraine, joined our Manpower CBC team in November. She is living in Belgium and speaks fluent Dutch. She has finished her induction/training period and thanks to her, we have improved our CSR engagement in the project, activating refugees from Ukraine. We are working in partnership with [TRAVI OEKRAINE PROJECT](#) (Interim sector Training organization) supported by the Flemish Region. We are **proud** to have 3 new starters already and we expect strong development in 2023.



Inna Finkevych, a young Ukrainian woman who lived a harmonious life in Rivne (Ukraine), took care of her children (she has two sons aged 4 and 12) and worked in forestry as secretary to the director. On February 24, her life became a nightmare. War broke out, Russian tanks entered Ukraine and nothing was the same any more.... On 3 March, she had to flee with her children, leaving her husband behind in Ukraine. First she crossed the Polish border, then she managed to get to Belgium.

At first, it was not easy, she had to find somewhere to live and a school for the children, but Belgium was very welcoming to her and they soon found solutions and now the children are at school and very happy. With work it was not so easy, without local languages it was hard to find a job. So, Inna went to school to learn Dutch, meanwhile, she saw our advert on FB, contacted Natalia, and now works as a production worker in a factory producing cold meat in Oosterzele. The work is not far from her home, she has nice colleagues and strong support from our CBC Team.

CLIENTS



Betesco is active in the concrete sector and has a great need for technically skilled workers (form setters, welders...) In 2009, the company's initial concerns were mainly communication and cultural differences, but Katarzyna's expertise reassured them and through her network, Katarzyna was able to find people to start at the concrete company.

After an initial evaluation, we received feedback that the right attitude, flexibility, reliability, and motivation was a huge asset with the new employees. The language and cultural barrier were less apparent, thanks to the speedy follow-up from the CBC team. So, they helped them to schedule Dutch classes, enrolling the children in Belgian schools, and practically and operationally in the company, supporting the translation of safety regulations, production processes, evaluation interviews, onboarding... and this makes a difference for both client and candidate. Today, we have 60 FTE CBC temporary workers and lots of people have received a fixed contract.

2.3 Sourcing and recruitment of candidates abroad for a specific project offering a full relocation service

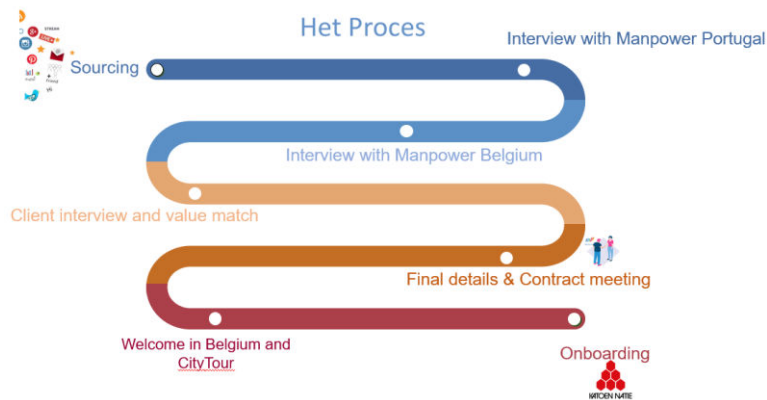


THE CHALLENGE

Katoen Natie is one of the largest employers in the Port of Antwerp and is in constant need of **high potential logistics profiles** to take on future leadership roles within a highly multicultural environment. Innovative recruitment solutions are required, given the shortages within the logistics sector, the current labour market, and a port environment with its many job opportunities. This means looking at other countries within Europe where sustainable recruitment initiatives can be set up to guarantee this constant flow of logistics profiles with growth opportunities to meet Katoen Natie's needs.

THE SOLUTION

In March 2022, Manpower proposed a tailor-made solution in partnership with our colleagues from Manpower Portugal. In this country, young potentials have difficulty getting started in their personal lives since housing costs are very high and wages are low in comparison with Belgium. Candidates are attracted by an experience abroad either to build their career in another country or to gain experience and expect a higher salary when they return to Portugal after several years.



INNOVATIVE SOURCING

We recruit basic blue-collar profiles, order pickers with some experience in warehousing. We offer a new life and career opportunities to lesser-educated candidates who are highly motivated, skilled and have potential. As described in our 2023 **New Human Age Report**, we are no longer searching for education, but for skills and drive ([Trend n°3](#))

Being an **international Group** is a strength in the New Human Age as we source our candidates through our colleagues from Manpower Portugal. After a first meeting with them, Manpower Belgium has a video call with the candidate. Then there is a video-screening with the client and the candidate. After approval on all 3 sides (client, MP, candidate) we have a final call to discuss all the details about relocation of the candidate.

Technology is helping us to conduct the second interview using the Tool [PitchYou](#), a digital recruiting tool via WhatsApp, easing communications with candidates, providing automatic and qualitative translations into candidates' own languages.

A STRONG CANDIDATE EXPERIENCE



We arrange and pay their flights, make sure they are picked up at the airport by a reserved taxi and then welcomed at A-stay in Antwerp. Manpower welcomes the candidates at the hotel and provides a tour around the city. We show them where the nearest public transport is, as well as shops, bars, doctors etc. We finish the tour with a Belgian Favourite: Belgian Fries. In the picture : our Project Manager [Caro Verdyck](#), with new starters.

[A-stay](#) is our housing partner. It is a warm, and modern hotel that offers short-term and long-term stays. A common kitchen, Gym and City Garden is included in their service. They focus on creating [common spaces](#), so people who are new to Belgium feel at home and connect with other A-stay guests. Manpower has carefully researched to find the right housing for our candidates so they feel welcomed, and have all the facilities they need. Relocation is a crucial point for success in X-Border Recruitment.



TESTIMONIALS

Candidate : Bruno Moreno, order picker

"I'm so glad to have started at Katoen Natie through Manpower. My experience was definitely very good with both

companies who were helpful and adaptive to me, so I really appreciate it. As positive aspects I can list organization and support for the fact that Manpower helped me so much and Katoen Natie as well." Bruno Moreno, order picker

Client : [Sabien De Mits](#), HR Manager Katoen Natie

"On short notice, Manpower managed to propose experienced profiles from the logistics sector from Portugal. The enthusiastic Manpower team quickly understood our needs and wishes. A number of logistics profiles were proposed and screened. Once they arrived in Belgium, accommodation was provided and the people were able to start work carefree."

3. What are the key impacts, value and result (quantitative and/or qualitative) generated for the client through your project/approach?

QUANTITATIVE RESULTS

1. XBC Eastern European countries

Today we have more **250 FTE** from Eastern European countries at work in Flanders.

In 2022, our CBC division served 189 clients in Flanders in different sectors (food, complete, metal). Since we started the CBC project, we have provided HR Solutions to hundreds of companies and we have had an impact on the lives of thousands of jobseekers from Eastern Europe, helping them find their place in the world of work in Belgium.

2. Project Katoen Natie – Funnel

- briefing clients : december 2022/January 2023 -> first starters already in March 2023
- 168 candidates started the process
- 56 successfully passed the interview process with Manpower & Katoen Natie
- 25 candidates decided to take the leap
- 15 came to Belgium already and started their job; 10 are waiting

QUALITATIVE RESULTS

We deliver innovative workforce solutions to our clients.

We believe sustainable employment has the power to change the world, delivering a strong innovative candidate experience.

4. How do you follow-up the long-term sustainability and deliverables of the project?

1. Sourcing and activating candidates from other nationalities/cultures living in Belgium

Our XBC Eastern European countries project is well implemented. Our target for 2023 is to activate candidates from Ukraine, developing the socially responsible dimension of our project. Together with our new colleague Natalia, we will do it! We will also continue to expand our service in the Antwerp region.

2. X-Border Recruitment Project

Our Katoen Natie project will continue in 2023, but we have shown great creativity and reactivity. We will be able to offer similar solutions for other profiles or clients from other sectors. We have the network and the procedures!

The other brands within ManpowerGroup Belgium are also active in X-Border Recruitment.

In 2022, Jefferson Wells recruited 7 engineers abroad: Italy (2), Morocco, Tunisia(2), Algeria and India. Experis also recruited several profiles abroad.

5. What are the 3 essential elements that could justify your company winning an HR Excellence Award?

1. **Talent Shortage is not a fatality.** Our X-Border Solutions project demonstrates we can transform a challenge into an opportunity and deliver innovative workforce solutions to our clients and fill their job orders. **Since we started the CBC project, we have provided HR Solutions to hundreds of companies and we have had an impact on the lives of thousands of jobseekers from Eastern Europe, helping them find their place in the world of work in Belgium.**

2. **The Candidate is central to our approach.** Our East European colleagues have created strong candidate relations because they speak their languages and share their cultures. They create trust with them but also with clients. Candidates were also our priority in our Katoen Natie Project. We add a Human and Personal approach at each stage of the sourcing and recruitment process. It is crucial to build sustainable success

3. We have a new colleague from **Ukraine** and already 3 new starters! In 2023, we will focus on Ukraine, and we will develop the socially responsible dimension of our project.