

Find your talent across borders



Insights to enrich your international
recruitment strategy

“When did you last discuss international recruitment for your company?”

I’ve noticed that in many recruitment strategies international potential is often not fully exploited. Today’s talent is more mobile and internationally oriented than ever, that’s a fact. This trend creates opportunities for your company to start hunting for talent on a global scale.

As part of an international group recruiting across borders is part of our DNA.

Today I’m proud to say that StepStone has more than 20 different nationalities employed. I myself am an international workforce, I’ve worked in France and Luxembourg am now based in Belgium.

Comparing the results of the study to my own personal experience, I am convinced global mobility is part of the solutions to your company recruitment needs.

Therefore, in collaboration with The Boston Consultancy Group and The Network we summarized the insights on global mobility and job preferences. The outcome of the report will enrich your international recruitment strategy with the latest data.

The global attractiveness of Belgium _____ pX

Mobility and job preferences of Belgian employees

How to find your next talent across borders _____ pX

The 5 essentials of international recruitment

Decoding Global Talent 2018 _____ pX

Mobility and job preferences of global workforce

I invite you to start your search for talent across borders.



Rik Hülser

Managing Director,
StepStone

About



At StepStone, we have one goal: bringing companies and candidates closer together. This is what we do every day, and this is what we are good at. Being an innovative job site means that we are constantly reinventing ourselves in the fast-moving world of recruitment. We continuously strive to find the best matches on the job market, creating unique experiences that benefit recruiters as well as qualified candidates all over the world. While results and innovation are crucial to us, at our core we are a people company. Over 2500 employees worldwide go the extra mile day in day out for all our customers. This is what makes us the go-to destination for both employers and talent.

BCG

THE BOSTON CONSULTING GROUP

The Boston Consulting Group (BCG) is a global management consulting firm and the world's leading advisor on business strategy. BCG partners with clients from the private, public and not-for-profit sectors in all regions to identify their highest-value opportunities, address their most critical challenges, and transform their enterprises. BCG customized approach combines deep insight into the dynamics of companies and markets with close collaboration at all levels of the clients' organization. This ensures that clients achieve sustainable competitive advantages, build more capable organizations, and secure lasting results. Founded in 1963, BCG is a private company with offices in more than 90 cities in 50 countries.

THE NETWORK

The world's local recruitment experts

The Network is a global alliance of more than 50 leading recruitment websites, committed to finding the best talent in over 130 countries. Founded in 2002, The Network has become the global leader in online recruitment, serving more than 2.000 global corporations. Offering these corporations, a single point of contact in their home countries, and allow them to work in a single currency and with a single contact while giving them access to a global workforce. The recruitment websites in The Network attract almost 200 million unique visitors each month.



The global attractiveness of Belgium











A closer look at where people want to work and what they want in a job

JOB PREFERENCES

What matters most on the job

According to the 3,634 polled Belgian workers, employees primarily look for companies that emphasize collegial relationships and a good work-life balance.

Belgian workforce preferences

Good relationship with colleagues	
Good work-life balance	
Interesting job content	
Good relationship with superior	
Learning & skills training	
Appreciation for your work	
Financial compensation	
Job security	
Company values	
Financial stability of your employer	

Global workforce preferences

1	 Good relationship with colleagues
2	 Good work-life balance
3	 Good relationship with superior
4	 Learning & skills training
5	 Company values
6	 Financial stability of your employer
7	 Job security
8	 Financial compensation
9	 Appreciation for your work
10	 Interesting job content

Belgian workers consider “hard job preferences” such as a high salary, career development and financial stability of the employer less of a priority compared to the global workforce. We observed that this is influenced by the economic climate of the employees’ location. In emerging economies such as China, India, and Brazil, career development is the most significant consideration. Alternatively, countries such as Belgium, Italy and France prioritize the quality of life at work, as prosperity is self-evident and candidates are in the drivers’ seat.

What matters most on the job - differences around the world

Top ten global work preference vs. top five preferences among select countries

Globally		1	2	3	4	5	6	7	8	9	10
Top ten work preferences in 2018	Top ten work preferences in 2018	Good relationships with colleagues	Good work-life balance	Good relationship with superior	Learning and training opportunities	Career development	Financial stability of employer	Job security	Financial compensation	Work being appreciated	Interesting work
Looking for appreciation	By Country										
	Argentina	4		5	2	3				1	4
	Austria	1	3	5						2	
Always improving	Germany	2	4	5						1	3
	Brazil	4	5	2	3	1					
	China	5			2	1					
	India		3	5	2	1	4				
	Japan	2	3	5	3	1					
	Mexico		3		2	1		5		4	
	Morocco	5		4	1	2		3			
	South Africa		3		2	1		4			
Security first	Turkey		3	5	4	1		2			
	Indonesia	2		4	5	3		1			
There is life after work	Malaysia		2	5	3	4		1			
	France	4	1	2	5						3
	Italy	4	1	2	3						
	Spain	2	1	5				4		3	
	UK	2	1	3			5			4	
Money matters	Russia	5			3		2	4	1		
	Ukraine		2		4	5	3	5	1		
Relationships matter	Canada	2	3	1			4				
	Denmark	1		4						5	3
	Israel	3	4	1						5	
	United Arab Emirates	2	5	1		3	2	2	2		
	US	4	3	1							

Source: 2018 BCG/The Network proprietary web survey and analysis.

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The survey also shows that people's job preferences evolve throughout their careers. For instance, most people's concerns about money increase in their thirties and peak in their forties and fifties as they might be raising a family and have more financial obligations. Job preferences are also affected by personal circumstances.

JOB PREFERENCES

What is offered by companies

There is a big gap between what talent is looking for in a job and what employers think they look for. A statement that is not only visible in Belgium but also worldwide. This study shows opportunities to highlight different asset of your company.

What people look for in a job...

Good relationship with colleagues	1
Good work-life balance	2
Interesting job content	3
Good relationship with superior	4
Learning & skills training	5
Appreciation for your work	6
Financial compensation	7
Job security	8
Company values	9
Financial stability of your employer	10

What employers offer...

Financial stability of your employer	1
Good relationship with colleagues	2
Company values	3
Job security	4
Interesting job content	5
Challenging job assignments	6
Learning & skills training	7
Good relationship with superior	8
Collaborative working approach	9
Good work-life balance	10

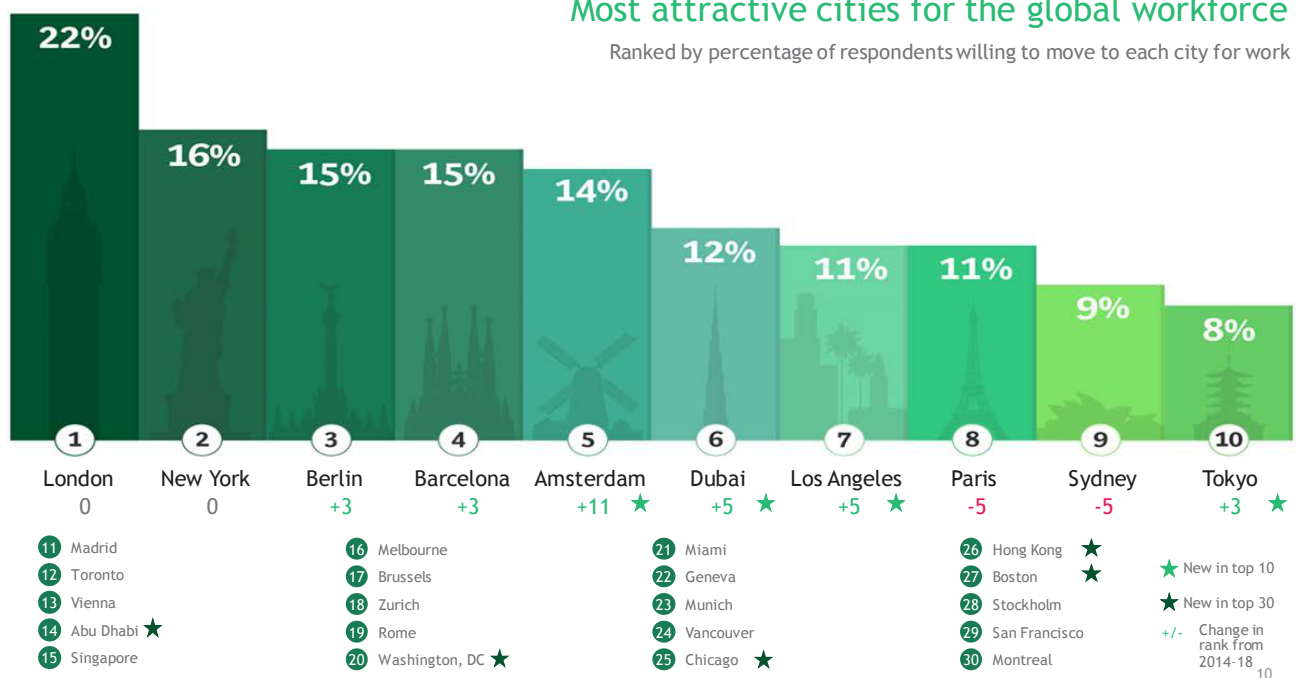
MOBILITY

The attractiveness of Belgium

In four years' time, Belgium climbed from seventeen to the fourteenth place. Brussels' increase in popularity is even more significant. The Belgian capital gains eight places and is now in the top twenty of the most attractive cities to work in. Interestingly, the report shows that cities can have brands that stand apart from their country's brand.

Most attractive cities for the global workforce

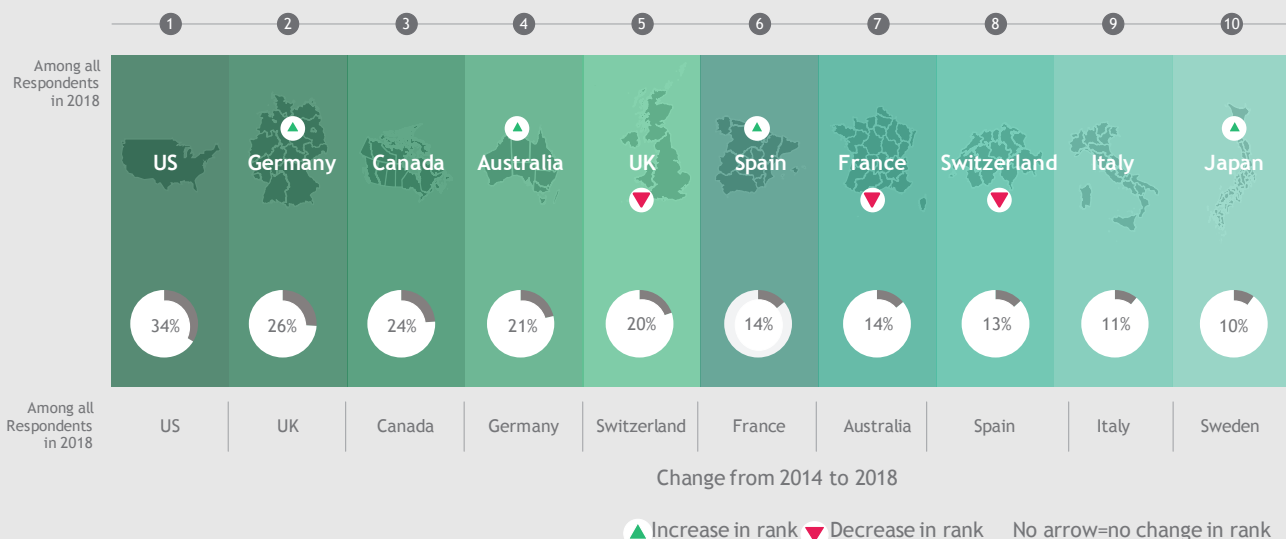
Ranked by percentage of respondents willing to move to each city for work



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Top ten most attractive countries for the global workforce

Ranked by percentage of respondents willing to move to each country for work



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MOBILITY

Attractiveness of working abroad for people in Belgium

Respondents' top reasons for moving abroad are both personal and professional. Dutch employees' favorite destination for working abroad are neighboring countries Germany and Belgium. The UK and the US are also popular overseas work destinations for Dutch employees.

Where people from **Belgium** would like to go for work...

- | | | |
|----|---|----------------|
| 1 |  | France |
| 2 |  | Canada |
| 3 |  | United States |
| 4 |  | United Kingdom |
| 5 |  | Australia |
| 6 |  | Spain |
| 7 |  | Germany |
| 8 |  | Switzerland |
| 9 |  | Netherlands |
| 10 |  | Luxembourg |

... and top 5 reasons of people in **Belgium** to work abroad

- | | | Global rank |
|---|--|-------------|
| 1 | Broaden personal experience | 3 |
| 2 | Acquiring work experience | 1 |
| 3 | Better career opportunities | 2 |
| 4 | Opportunity to live in a different culture | 6 |
| 5 | A specific attractive job offer | 8 |
- Personal exp.
Job career
Better life



The global attractiveness of The Netherlands

A closer look at where people want to work and what they want in a job

JOB PREFERENCES

What matters most on the job

The study highlights another reality in the Netherlands.

Dutch companies put an emphasis on good relationships with colleagues and superiors and on issues surrounding work-life balance, which seems to resonate with workers globally.

Dutch workforce preferences

Good work-life balance	1
Good relationship with colleagues	2
Appreciation for your work	3
Interesting job content	4
Good relationship with superior	5
Challenging job assignments	6
Learning & skills training	7
Personal impact	8
Company values	9
Financial stability of your employer	10

Global workforce preferences

Good relationship with colleagues	1
Good work-life balance	2
Good relationship with superior	3
Learning & skills training	4
Company values	5
Financial stability of your employer	6
Job security	7
Financial compensation	8
Appreciation for your work	9
Interesting job content	10

“Hard” job elements such as high salary, career development and financial stability are less of a priority to Dutch employees compared to the global workforce. We observed that this is influenced by the economic climate of the employees’ location. In emerging economies such as China, India, and Brazil, career development is the most significant consideration. Alternatively, countries such as Belgium, Italy and France prioritize the quality of life at work, as prosperity is self-evident and candidates are in the drivers’ seat.

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	Japan	2	3	5	4	1					
	Mexico		3		2	1		5			
	Morocco	5		4	1	2		3		4	
	South Africa		3		2	1		4			
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	United Arab Emirates	2	5	1		3	2			5	
	US	4	3	1							

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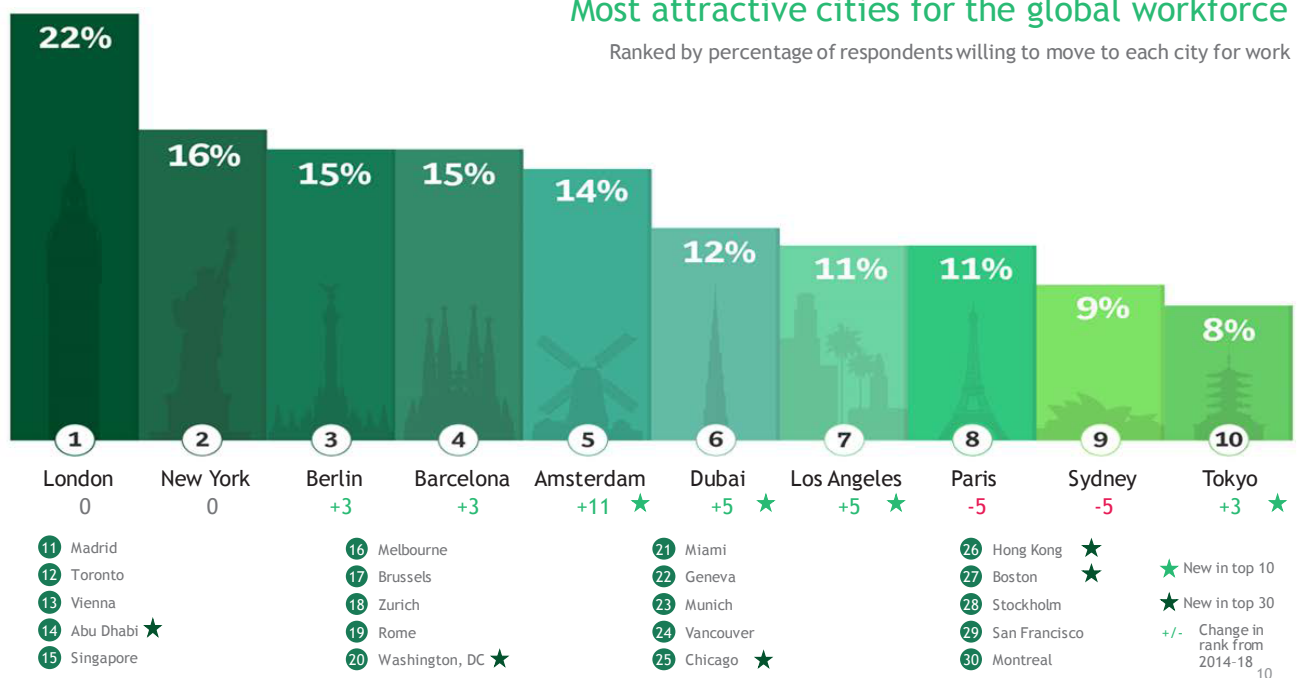
MOBILITY

The attractiveness of The Netherlands

The report shows that Amsterdam is cast in a more favorable light than in previous years. Its relative openness boosted the city over its European rivals in the rankings. In 2014, when the previous study was released, Amsterdam only held the sixteenth position. This makes the Dutch capital the biggest climber in the top ten. The Netherlands as a country holds the twelfth position, the same as four years ago.

Most attractive cities for the global workforce

Ranked by percentage of respondents willing to move to each city for work

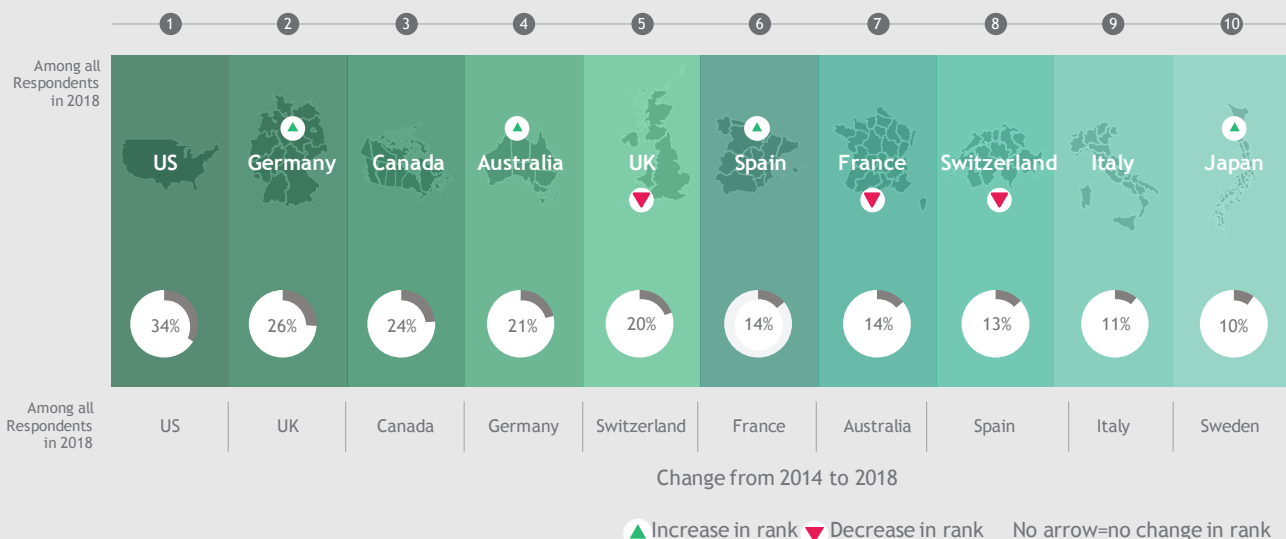


Source: 2018 BCG/The Network proprietary web survey and analysis.

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Top ten most attractive countries for the global workforce

Ranked by percentage of respondents willing to move to each country for work



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MOBILITY

Attractiveness of working abroad for people in The Netherlands


Respondents' top reasons for moving abroad are both personal and professional. Dutch employees' favorite destination for working abroad are neighboring countries Germany and Belgium. The UK and the US are also popular overseas work destinations for Dutch employees.

Where people from **The Netherlands** would like to go for work...

- | | | |
|----|---|----------------|
| 1 |  | Germany |
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| 4 |  | United States |
| 5 |  | Australia |
| 6 |  | Spain |
| 7 |  | Canada |
| 8 |  | Switzerland |
| 9 |  | France |
| 10 |  | Sweden |

... and top 5 reasons of people in **The Netherlands** to work abroad

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The 5 essential steps on how to find your next talent across borders

We have gathered advice for companies looking to take their first steps towards international recruitment and for those who want extra support. HR Specialist Camille De Buysscher is here to share the essentials of international recruitment with these practical guidelines.



Camille is an HR Manager with experience in services and industrial environment. In her career, she has recruited various profiles: IT specialists, Product Managers, representatives or specialists in Digital Marketing. She has spearheaded organizational and cultural changes within companies, making her insight vital to understanding company values.

“I consider the development of the individual employee to be necessary, to be prepared within the organization for the demands of tomorrow.” Says, Camille De Buysscher

1. Know who you're looking for

Be very clear about the profile you're looking for. The job description is a good starting point for new employees to assess what is expected of them within the company.

Keep in mind that your brand might not be recognizable in another country. In addition to the traditional structure, it is vital to have your services and products presented in a comprehensive way. It is important to elaborate on the values of your company.

Illustrating company values and activities in detail makes your job advertisement an all-encompassing package that will help you attract the talent you are hunting for.



“Be realistic. Don't expect a new hire to be ecstatic about your business. What is important however, is that a candidate shows interest in your company. Encouraging them to ask additional questions that go beyond the information that can be found on your website or in the job description.”

2. Do your homework

The possibilities for international recruitment are endless, therefore it is important to locate your target group. Make it easy on yourself and your budget by only searching in countries where the profiles you're hiring are most likely to be found and are prepared to relocate to your country.



“Use the right tool. We are very experienced in international hires, using a database that helps us find the right talent in the right country. Furthermore, the online tool (The Decoding Global Talent tool) is very user-friendly. For recruiters, looking at your own network can also tell you in which direction you can start your search.”

3. Understand what motivates your target group

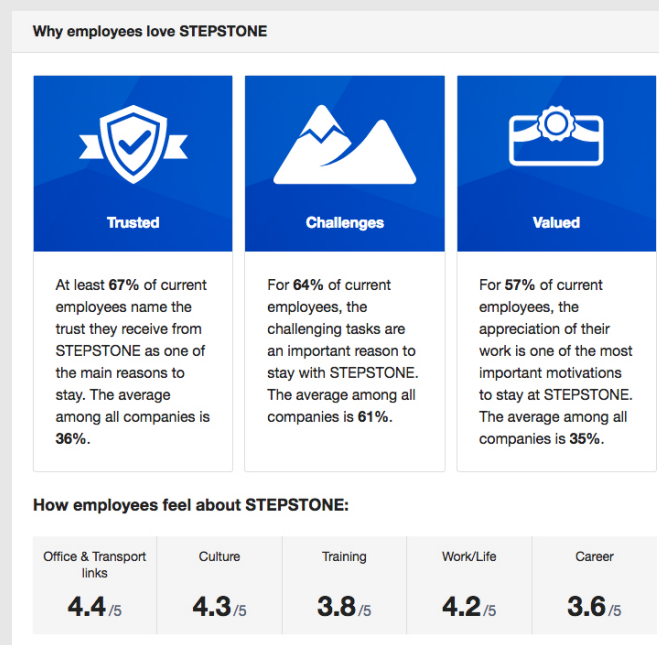
To find employees on an international level, one must understand how you can convince a potential candidate to work for a new organization in a new country. Motivation is an important factor when trying to attract candidates to change their environment.

This is the global top five of what candidates' value most in their (future) jobs:

1. A good relationship with colleagues
2. Work-life balance
3. A good relationship with superior
4. Learning and training opportunities
5. Career developments

Make sure you what you value most in your job description is highlighted. This can be done by gathering personal experiences from current employees.

It will help the candidate to feel more comfortable with his or her future workplace.



For example, if you are searching for an engineer in Germany or in Brazil, you'll need to emphasize different aspects of the job. The Decoding Global Talent 2018 report shows that job motivations vary from country to country. So, an international recruitment strategy must take cultural differences into account.



“Personalization is key. When hiring a Development Specialists from Germany we highlight after work drink opportunities in Brussels. As they are looking for a good relationship among colleagues but also value their work-life balance.”

4. Help talent to discover your city or country



“ We observed that many companies are only talking about their corporate culture and activities. It is equally important to accentuate the local benefits. Looking at your country and city from the viewpoint of an outsider helps you phrase the benefits.”

International talent requires more information on their future workplace than a local candidate. Let them get extensively acquainted with this new environment. Give the potential candidate information on local conditions. Look for a good balance between fun and more serious aspects. You can mention afterwork drinking options within a radius of 10 minutes from the office or talk about how the candidate will be entitled to subsidised Belgian healthcare.

5. Don't forget integration

Hiring a talent from abroad is more than just relocation and giving them some information about the HR policy of your organization. Devote adequate attention to the relocation process and integration. Be sure not to forget the practical matters. Additionally, try to give support and advice on procedures in your country in English or in another language that the new employees masters.



“ Be proactive. Provide extra help when welcoming your new employees. At StepStone, we choose to organize an introduction week where new employees get to know every department of the company. During this week they all have lunch together, making it easier to adjust to the local habits thus facilitating their integration.”

18 experts at your service

More tips on how to recruit talent across borders?

Contact us at hello@stepstone.be or **02/209...**