



BELRIM
Belgian Risk Management Association



The Quest for Talent

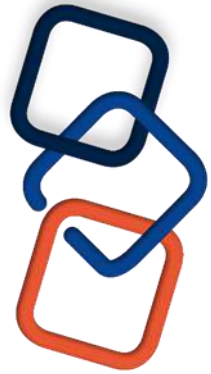
16-11-2023

CHUBB®

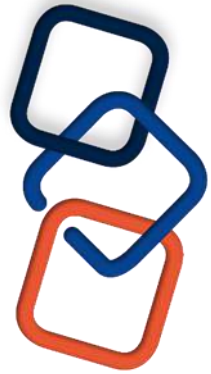


Agenda and timing

- 15h00: Welcome coffee and introduction
- 15h30: The view of young people – CHUBB
- 16h00: The view of the Academic and Training World – VNAB & Hogent & Vives
- 16h30: The view of the Coach – Van Bladel & Partners
- 16h50: Coffee break
- 17h00: The view of the Recruiter – Korn Ferry
- 17h30: The view of the Consultant – McKinsey
- 18h00: The view of Risk Managers – BELRIM
- 18h30: Networking drink



The View of Young Professionals



- Moderator - Stephanie Verhaar, Chubb

- Panel Members
 - Alejandra Lozano – Communications and Marketing Manager at FERMA
 - Yannick de Ryck – Underwriter Liability at Zurich
 - Alexia Piazza – Junior Broker Liability at AON
 - Coralie Ilunga-Meta – Enterprise Risk Expert at skeyes
 - Nicolo Termini – Business Developer at Marsh
 - Jonas van Assche – Client Advisor Liability at Marsh



Q&A



The View of the Academic & Training World



- Testimony
 - Mijke Grift, Cyber Risk Engineer at Zurich

vnab

**Risk has
the future**

Risk Insurance Traineeship

A 3D rendering of a white drone with four propellers, carrying a brown cardboard box labeled 'FRAGILE'. The drone is positioned in a warehouse aisle between blue metal shelving units filled with more cardboard boxes. In the background, a yellow forklift is visible. The scene is brightly lit, suggesting an indoor industrial environment.

Hoe beheers je het gevaar van vooruitgang?

Word Risk Insurance Trainee

[Risk has the future.nl](https://www.riskhasfuture.nl) | [vnab](https://www.vnab.nl)

▶ Start 1 September 2024



An extensive training and development program



Insurance company



Broker

- **A kickstart at two different, great companies within the business insurance market.**
- **The space to develop yourself professionally through a personal development program that focuses, among other things, on personal leadership, communication and collaboration.**
- **Professional training, such as legal master classes and various knowledge sessions, such as sustainability and cyber.**
- **A social working environment where there are many opportunities to get to know new people through drinks, company visits and other events and to quickly build a large network.**
- **A look behind the scenes of major recognized and international companies. Professional guidance from both the companies where you work and the VNAB.**
- **The freedom to determine your career path after the traineeship and choose which company you want to work for.**



Q&A



The View of the Academic & Training World



- Panel:
 - Ilse Aerts, Lecturer at Vives Kortrijk
 - Johan Verhaeghe, Lecturer at Hogeschool Gent



Q&A



The View of the Coach



Who am I?

- Katrin Van Bladel
- Master Certified Coach – International Coaching Federation
- Master of Laws
- Ex auditor KPMG
- Executive Coach
- Program Director & Lead Trainer Certified Coach Program
- Entrepreneur

Key Coaching



War for Talent

Key Coaching





Key Coaching

Who chooses whom?

An iceberg floating in the ocean. The visible tip is above the water, while the much larger, jagged base is submerged below the surface. The sky is blue with white clouds, and the water is a calm, light blue. The right side of the image transitions into a solid red background.

The power of coaching

- Develop the personal talents through coaching
- Look for potential in your candidates
- Search for excellence
- Possibility for growth
- Personal attention

Key Coaching

“Suppose you were offered a way

*to recognize & realize your goals,
to find and utilize your unique strengths,
to manage yourself more effectively,
to identify and work around your limitations,
to focus your intention & your resources and, above all,
to make changes in your life for the better;*

would you be interested?

That is what coaching has to offer”

- Ian McDermott -

Key Coaching



What comes first?

People or Results?

The coaching manager

Key Coaching





Q&A







The View of the Recruiter

Gauthier Budo & Lukas Siebert - KORN FERRY




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TA TRENDS 2024 ↗

What's in store for
talent acquisition in 2024?





Talent Acquisition

THE LAST FEW YEARS HAVE
SEEN UNPRECEDENTED
DISRUPTIONS IN HOW, WHEN,
AND EVEN WHY WE WORK.

As we look to 2024, Korn Ferry talent acquisition experts offer their thoughts on what the coming year will bring to the job market.

AI and

Recruiters

TREND 1

CAUTIOUSLY, AI AND RECRUITERS WILL FIND HIRING HARMONY

AI has a lot to offer recruiters. It speeds up processes. It writes job descriptions. It powers pre-screening video interviews and candidate assessments. Used in the right way, AI saves money and time and has the potential to improve DE&I.

But two big risks exist:



ACCURACY




LOSS OF HUMAN TOUCH

TREND 2

AI IS HELPING CANDIDATES APPLY THEMSELVES

The days of candidates hunting for roles and endlessly tailoring resumes and cover letters are dwindling as generative AI does the tedious work. Candidates will also be empowered to seek fairer pay.

Still, candidates should be aware of scam artists who have been leveraging AI to steal personal information.



AI
for
Candidates



**It's
Never
too Early**

TREND 3

DOUBLING DOWN ON EARLY CAREER HIRING

Some professional jobs will continue to call for college degrees. But in 2024, recruiters will cast their net wider. Larger employers will woo candidates while they're still in high school. Others will search for hires in technical and non-traditional higher education institutions.



Hiring for Skills

TREND 4

IT'S NOT ABOUT WHERE YOU'VE BEEN, IT'S WHAT YOU KNOW

In 2024, it's your skills (not the pedigree of past employers) that count. It's a big win for diversity, equity, and inclusion.

With so many skills gaps to close—especially in areas such as generative AI—we expect businesses to focus on the skills they need to bring on and develop now.

TREND 5

EMPATHY REGAINS IMPORTANCE AT THE TOP

In a survey of 3,000 HR professionals at the start of 2023, a third said empathy was lacking at the top. That's a big problem for any business that wants to hire and hold onto high performing people.

As those high performers move on, CEOs will have to listen more to colleagues.



**Listen Up
or Step
Down**



Relocate or Resign

TREND 6

AN IMPOSSIBLE CHOICE IS ON THE RISE

In Q1 2023, just 2% of Americans relocated compared to 45% in 1986. But now most employers are asking their teams to head back to the office at least some of the time.

Either those workers leave to find more flexibility elsewhere. Or they uproot their families to move closer to workplaces.

AMERICANS RELOCATED:

2%

IN Q1 2023

45%

IN Q1 1986



THANK YOU

Find more at

www.kornferry.com

Korn Ferry is a global organizational consulting firm. We work with our clients to design optimal organization structures, roles, and responsibilities. We help them hire the right people and advise them on how to reward and motivate their workforce while developing professionals as they navigate and advance their careers.

Business advisors.

Career makers.



Q&A





The View of the Consultant



Cédric Vandamme, McKINSEY

CHUBB®

Quest for Talent in Belgium

Discussion document

Brussels, November 16 2023



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What we will cover in this section

1



What are the future talent needs in a GenAI-enabled workforce?

2



How are employee expectations of Belgian talent evolving?

3



How organizations are preparing for the Future of Talent

Key trends reshaping organization over the last 5-10 years have had major implications on talent

Deep dived in the following

Trends shaping talent needs

1 Digitization and automation



2 New roles driven by digital transformation



3 Increasing need for (internal) tech talent



Trends shaping talent availability

4 Ageing workforce



5 Tight labor markets



6 Increasing competition for banking tech talent



Trends shaping employee expectations

7 Lower employee engagement post-COVID



8 Increasing risk of attrition for younger generations



9 Increasing expectation of purposeful work, flexibility, and career advancement



GenAI-enabled workforce: Impact on organizations will be broader, deeper and faster



Broader

80%

of the workforce could have at least 10% of their tasks impacted by GenAI



Deeper

50%

of tasks could be performed faster with same level of quality using GenAI



Faster

10 year

acceleration of automation compared to pre-GenAI

GenAI has implications across a wide variety of roles

Impact of generative AI on technical automation potential, 2023

■ With generative AI ■ Without generative AI¹

Occupation group	Overall technical automation potential, % in 2023		GenAI amplification	Share of global employment ² , %
Educator and workforce training	15	54	3.6	4
Business/legal professionals	32	62	1.9	5
STEM professionals	28	57	2.0	3
Community services	39	65	1.7	3
Creatives and arts management	28	53	1.9	1
Office support	66	87	1.3	9
Managers	27	44	1.6	3
Health professionals	29	43	1.5	2
Customer service and sales	45	57	1.3	10
Property maintenance	29	38	1.3	4
Health aides, technicians, and wellness	34	43	1.3	3
Production work	73	82	1.1	12
Food services	70	78	1.1	5
Transportation services	42	49	1.2	3
Mechanical installation & repair	61	67	1.1	4
Agriculture	59	63	1.1	21
Builders	49	53	1.1	7
Total	51	63		100

Note: Figures may not sum, because of rounding.

1. Previous assessment of work automation before the rise of generative AI.;

2. Includes data from 47 countries, representing around 80% of employment across the world.;

Source: "The economic potential of generative AI: The next productivity frontier", McKinsey Global Institute, June 2023.

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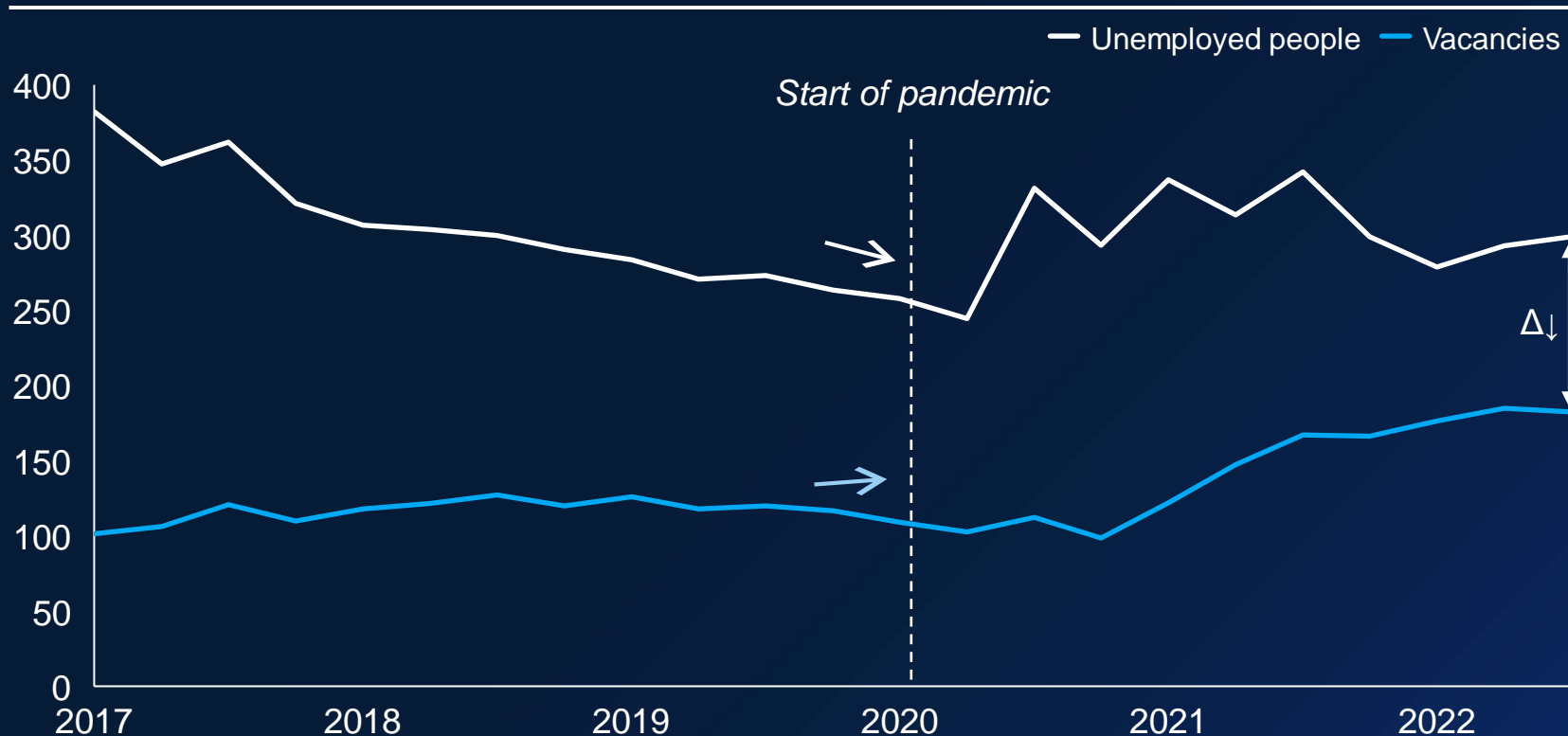
How organizations are preparing for the Future of Talent



Gap of vacancies and unemployed is tightening



Evolution of the quarterly number of unemployed people and job vacancies¹ in Belgium ('17-'22), Thousand



The Belgian unemployment rate is

6%³:

- Flanders: 4%
- Brussels region: 11%
- Wallonia: 8%

The Belgian job vacancy

rate^{2,3} is **5%** :

- Flanders: 6%
- Brussels region: 4%
- Wallonia: 4%

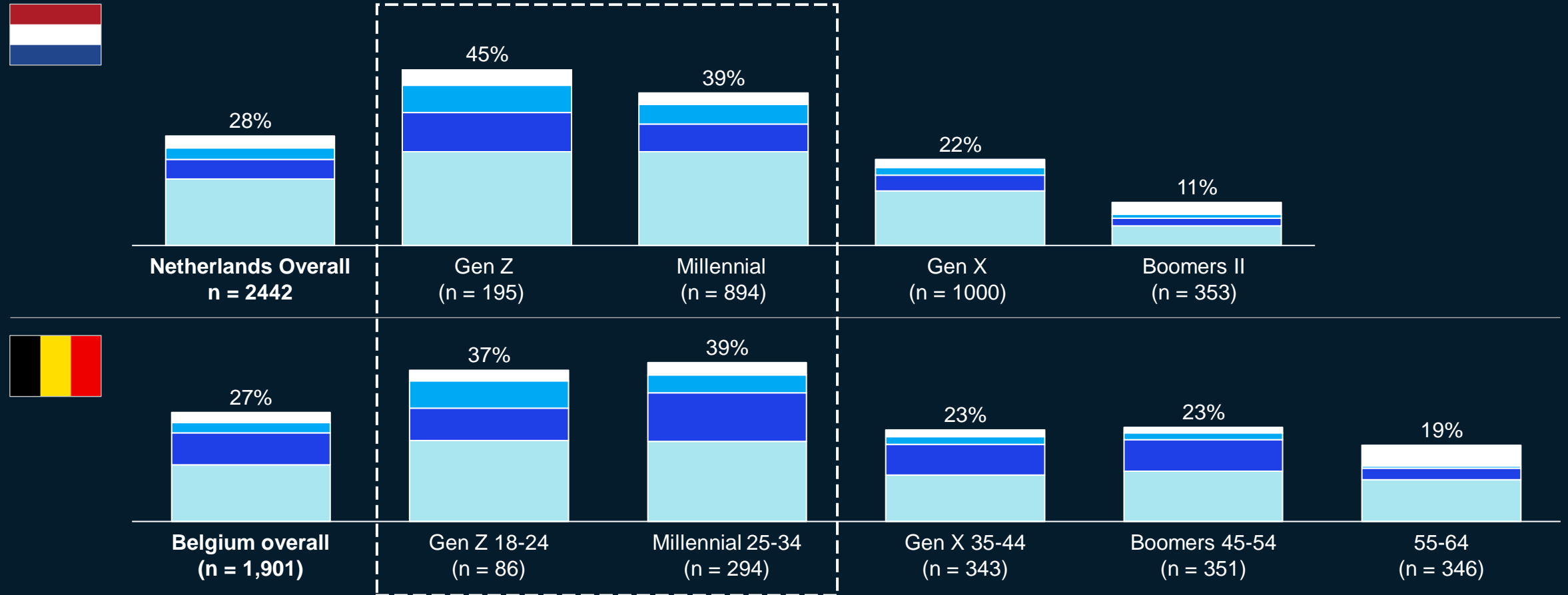
With **67%** of all job vacancies located in Flanders

1. Excluding vacancies for temporary positions
 2. The number of job vacancies compared to the total number of jobs in the enterprise
 3. Unemployment rate and job vacancy rate numbers are for Q3 2022

Newer generations are more at risk of leaving

Percent of workers considering leaving current job in next 3-6 months by generations, % of respondents¹

Almost certainly
 Very Likely
 Likely
 Somewhat Likely



1. Respondents in the +65 age category not shown

Source: CBS, GAGA 2.0 – Netherlands Survey conducted in March and April 2022; GAGA 2.0 – Belgian respondents are a subset of employed respondents from GAGA 2.0 Global Survey conducted in September 2022 (n = 1,901 in Belgium)

Flexibility and Meaningful work are key drivers

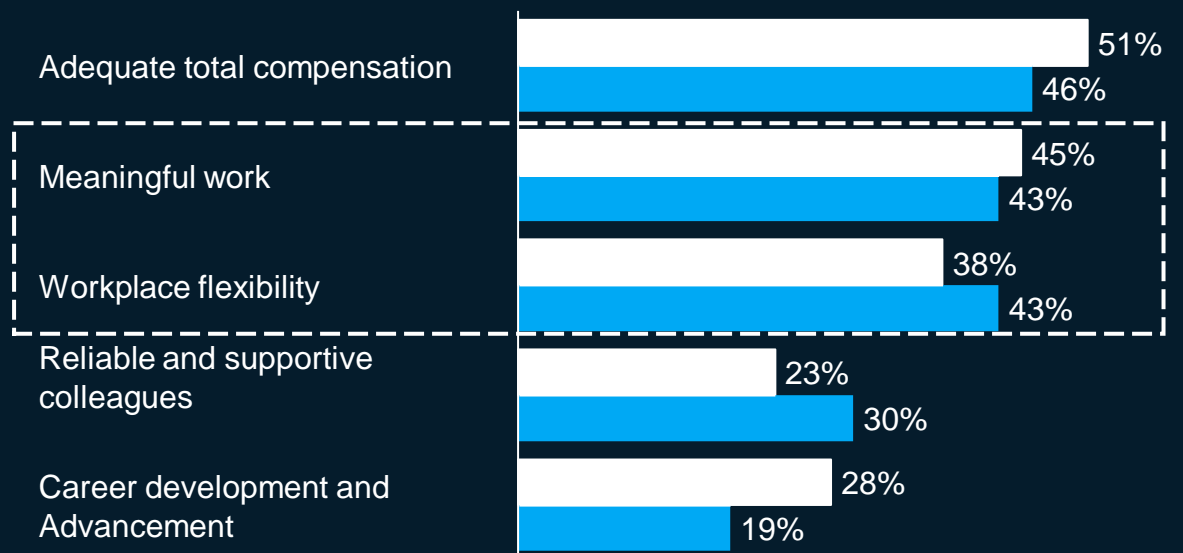
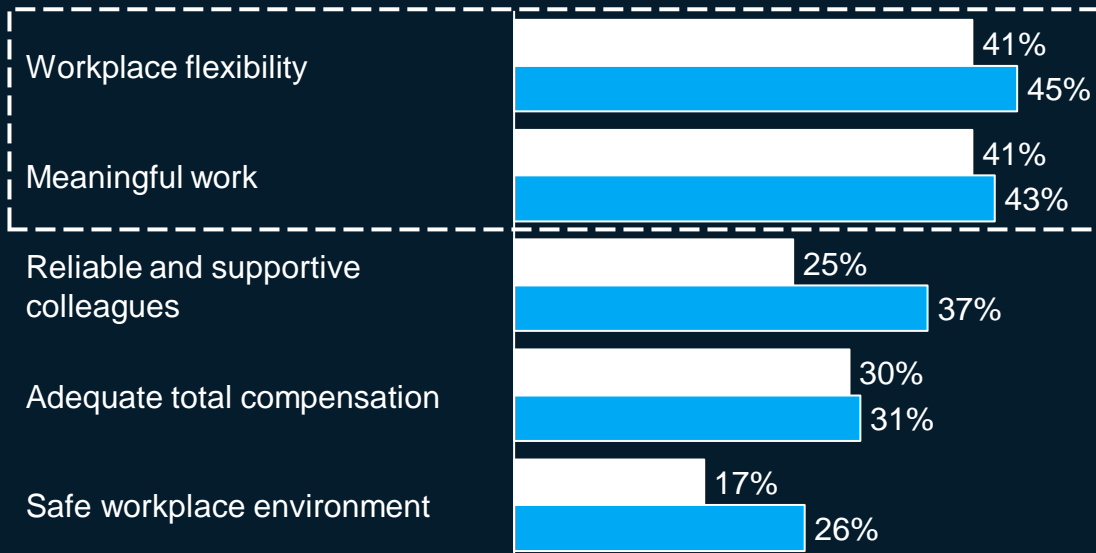
Sticker

■ % of those who left job recently who cited factor as top reason to join current job ¹ ■ % of those planning to stay who cited factor as reason to stay²



Top factors driving retention/attraction³

% selected as top 3 reasons for staying or taking on a new job



1. Survey question displayed to respondents who indicated that they are at least "somewhat likely" to stay in their current job in the next 3-6 months, Belgium n = 829, Netherlands n = 1752
2. Survey question displayed to respondents who took on a new job in 2015 or later, Belgium n = 1135 / ... displayed to respondents who took on a new job between April 2021 and April 2022, Netherlands n = 162
3. Differences in ranking could be explained by timing; Belgian employees referred to jobs taken as of 2015 vs. as of April 2021 for Dutch employees

Source: GAGA 2.0 – Netherlands Survey conducted in March and April 2022 (n = 2442); GAGA 2.0 – Belgian respondents are a subset of employed respondents from GAGA 2.0 Global Survey conducted in September 2022 (n = 1,901 in Belgium)

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How organizations are preparing for the Future of Talent

... organizations need to explore 6 building blocks to transform Talent into a sustainable competitive advantage

1 Talent Planning



Understand the value at stake and define the talent vision

- Talent strategy and quantification (Talent to Value and Strategic Workforce planning)
- Talent diagnostic
- Plan to bridge gaps
- Value at stake

2 Attracting & Onboarding



Create and deploy the processes to source, attract, and recruit competitive talent

- Talent Attraction & Employee value proposition
- Sourcing Strategy
- Hiring (assessment, selection, talent win room)
- Location strategy
- Onboarding

3 Talent Development



Develop talent and skills through sustained behavior and mindset changes

- Capability building strategy and roadmap aligned to overall business strategy
- Role- and skill-based learning and development journeys
- Capability building delivery and infrastructure

4 Talent Management



Strengthen the link between rewards and performance

- Performance management
- Total rewards
- Assessment and progression
- Succession planning and exit management
- Career path development

5 Talent Experience



Build a distinctive employee experience and create an inclusive environment where talent thrives

- Employee experience
- Culture
- Diversity, equity and inclusion

6 HR Operating Model



Support the HR transformation required to enable modern enterprises

- HR strategy
- HR operating model
- HR process & technology

How Meta positions itself to attract talent

As a dynamic and inclusive company, using language that connects with Gen Z



Meta Our Community

Highlighting community impact and reach

There's nothing quite like that moment of discovering a good idea.

These three people each discovered a small business through personalized ads on Facebook app and Instagram that inspired them on their journey to self actualization.

ELEVATING COMMUNITY VOICES
See how people are connecting to lift up their communities:

#FacebookLife Our Culture

Emphasizing uniqueness

Our Culture

Move Fast. Be Bold.
Be Yourself.

At Facebook, you'll have the opportunity to work with great people, tackle big challenges and make a real impact, wherever you work—while being your unique, authentic self.

Diversity @ Facebook



FACEBOOK Careers

Connecting to meaning and impact

Do the Most Meaningful Work
of Your Career

The work we do impacts the world, and the future.

We work on things we're incredibly passionate about, that align with our values and purpose, and that have a positive impact on the world. It's who we are. It's why we build.

At Facebook, our interns, new graduates, PhD, and early-in-career hires are pivotal in shaping the future of the company.

Embracing internal mobility can provide new alleys for career growth and highly increase retention



- **Schneider Electric's Open Talent Market** displays all full-time positions and mentorship opportunities throughout all offices
- It was launched to **allow internal mobility**, after discovering that **47% of company leaves** were due to **thought lack of opportunity within Schneider**



- **Salesforce** shares **employee engagement scores of each manager's team** with all employees
- Employees can gauge which internal opportunities look most enticing
- Transparent communication promotes **better fit within teams**



- **Google's Bungee program** fills parental leave vacancies with other employees for several months
- Once the leave is complete, both employees **return to their previous teams**
- It allows a full-time Google employee **opportunity to build skills** in a new area of the company

Organizations upped their game in the learning & development space to provide personalized and engaging experiences

State-of-the-art leadership programs

- **Koç Group's** PDP embarks each C-level leader on a **personalized leadership journey**
 - **Key purpose of the program** is to develop rounded leaders with a focus on self-awareness
 - PDP involves a **“summit” experience in the Alps/ Arctic** to apply learnings from the program by **stepping out of comfort zone**



Contemporary topics focus

- **MAF** launched Talks on current topics such as **talent, culture, innovation, customer experience**. The Talks bring **global perspectives and best-practice expertise** to inspire, challenge and support in shaping a world-class organization
- MAF also built the **School of Analytics & Technology** to catalyze the organization's overall **advanced analytics and digital transformation**



Delivery method focus

- **Walmart** utilizes **Virtual Reality headsets** to train their employees on in-store procedures, and achieved **to the point skill building**
- **Short, digestible and tailored video snippets («Netflix of Learning»)** can be used to teach digitization content and creates a learning culture



1. Harvard Business Review, Is VR the Future of Corporate Training?

Improving connectivity and engagement through activities at or outside the office can boost retention

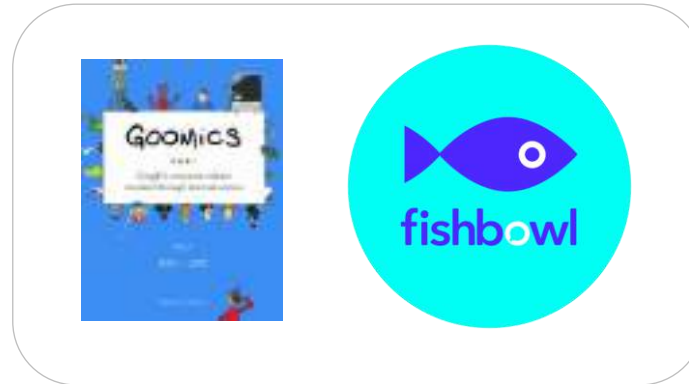
Engaging and fulfilling retreats



Leveraging «work from home», **Dataroid** provided **2-week accommodations at a resort** for employees and their families

Many global companies (e.g. **Unilever**, **McKinsey**) often organize **firm-wide retreats** with workshops focusing on **finding and creating purpose**

Informal communications



Google's Goomics feature **comics about corporate life at Google**, encouraging employees to **express honest opinions**

Fishbowl is an **app for professionals to connect and converse** with other verified professionals who work in similar roles. Many US-based organizations (e.g. **EY**, **Netflix**, **Apple**) use Fishbowl to **provide a platform** for their employees

Enjoyable office environment



Many companies have **decompressing office activities**

- **McKinsey** London brought a **puppy petting zoo**, and held **art workshops** for employees
- A **Chicago-based PE Fund** built an **in-office ping pong table**
- **Fugo Games** provides office amenities like a **juice bar**, **swimming pool**, and **open air working areas**



Q&A



The View of the Risk Managers



Panel:

- Adriana Cavaliere, Senior Manager Risks at skeyes
- Carl Leeman, Chief Risk Officer at Katoen Natie
- Cédric Neuville, Group Risk and Insurance Manager at John Cockerill
- Bart Smets, Head of Insurance and Risk at Umicore



Q&A



Don't miss out on our next events



- 23 November – BELRIM/CRE – ESG : The new frontier of risk and insurance management
- 14 December – BELRIM Cocktail & Jo Willaert Award

20-06-2024
SAVE THE DATE



Go the extra mile





