

# Talent attraction, retention and collaborative effort

Webinar transcript – May 28



The **Hague.**

Business Agency

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**Laurens:** Hello and welcome. Thank you for making the time to join this webinar. I am Laurens Kok, Head of Foreign Investments at The Hague Business Agency. Together with me today is Nicole van Haelst, Director of the International Community Platform. Since 2008 all large employers within The Hague and its region are united in this platform to address topics of international employment. Also with me today is a leading expert in international recruitment, payroll and relocation from Octagon Miroslava Semagina.

Welcome, everyone. In the next half an hour we'll talk about global trends in talent attraction and retention during this crisis period, as well as practical aspects of how to handle contracts and other legal aspects with regards to your international staff. I am sure you will have lots of questions. But for now, your microphones are muted. You can submit your questions through the chat box below. We reserved about half an hour for Q&A session at the end of this webinar. The recording of today's webinar will be available and shared with you via a link by e-mail or can be found on our Website: [businessagency.thehague.com](http://businessagency.thehague.com). You're, of course, very welcome to reach out to me, our guest speakers or one of the Business Advisers of The Hague Business Agency after this webinar to ask more questions or if you have any support needed. We ask you to give us your feedback about the quality of this webinar by answering the questions in a quick poll that we will run during this webinar. So now I'd like to give the floor to Nicole, who is extremely knowledgeable about the talent attraction and retention currently taking place. Nicole, please share with us your insights. What's happening these days in the field of talent attraction?

00:02:48

**Nicole:** Thank you, Laurens, for your kind words. And good morning, everybody. Thanks for asking my insights. A little bit about myself and my background, how I got into talent attraction management. Founded ICP in 2008. I'm an entrepreneur and my passion is really in creating connections and the art of building successful global talent hub. What is this? Well, that's trying to contribute building a place, a city, where people would like to come to work, live, relax, study, etc. and a bit about the context in the war for talent. Talent has won. What this means is that looking at companies like your company, I think it has become clear that during the past years, access to talent has become more and more important in deciding whether or not you move your business to one city or the other. This access to talent becoming more important means also that where companies would establish, or talent would follow companies first. Now what you see is during the past 5 to 10 years, is that companies actually follow talent. So wherever there is a talent hub, you see more and more companies flying in and in response to this development we also see that in public policies, in acquisition and investment policies, access to talent is climbing up and priority relative to access to capital, access to markets and access to technology. There's another trend and looking at the Dutch and The Hague market in particular, there is a qualitative and quantitative gap on the labour market. What you see is that Dutch people only can't provide sufficient and the right skills that are needed to go through those big transitions that we are facing. So we need internationals and not only because we have a shortage in number, but also because it's proven that diverse teams perform better. If you add internationals to your team, they will also be more able to open up international markets. So to create an enduring, strong local economy, we need internationals. Now, this is where ICB comes in. So our focus has always been as an employer platform.

What drives international talent? Because if we know the answer to that, we will also be better able to attract them. One thing is for sure, from all the research that we did into the drives of internationals, it's clear that places attract internationals. It's a combination not only of your super interesting vacancy, but maybe even more important is the life environment. So people go to work from 9:00 to 17:00. But there is also life from five to nine. In international families 90 percent of them have the dual career couples. They decide on location based on the quality of life and career. So what you see is that providing this attractive place has become a matter of all stakeholders involved. It's not the city that can provide this. It's not the employer by itself, only that can provide it. But we need to work together. All stakeholders in the talent ecosystem need to work together to provide this attractive place. I think what's important, what's really interesting, I think that's also why we are here, is that we, private initiatives, but also the city like The Hague or The Hague Business Agency, we are looking together what our roles could be in helping your companies to find the talent and retain the talent that you need. And I think the next step is with the COVID crisis coming in, talent attraction is it's really so important, then now, can we still attract talent? Should We? Why? Why not? And I think I can try to answer this question to you as a company representative or to you as a policy adviser. I think there are many reasons to say, well, don't invest until it attracts, you know, because, well, funding needs to go to other things that do have priority, like the health care and all related crisis issues. And in a number of sectors, we do see that there are vacancy freeze, due to travel restrictions, amongst others. So, yes, those are all reasons why we would say: don't invest in talent attraction now. On the other hand, I clearly see three reasons why I do say, maybe this exactly is a time that we should even maybe ramp up our investments. One is well, that's the obvious one in particular sectors: We need more talent. Think of healthcare, logistics, sales, life sciences, of course, security, cyber security. These are all sectors that need more talent than before. That's one. I think what we also see and that's more, I think a common shared interest is: there is a decrease in the foreign direct investments available. And so, the competition between countries, between cities even increases to get the companies and retain the companies. And then access to talent, like I just said, is specifically an asset that can top you on the list to be an attractive location that companies would choose for. Third reason, I think this is the most important one, to get us out of the crisis again, we need innovation. Innovation comes from people. We don't have enough of the right kind in our region. So that's why I think we should at least prepare to fully go into campaigning to attract the right talent again as soon as the travel restrictions are lifted. On the other hand, I think a remaining aspect of this crisis will be that more and more talent will work remotely. Even though they don't need to come to The Hague, we, as companies in The Hague, do need to display the offers we have in our region. Also that even if they wouldn't come here, it's a similar challenge to show what we have in the career opportunities. I would say this is exactly a time to invest in talented attraction. I think what should be the biggest priority at this moment: it's to take care of the internationals that are in our city. They don't have the social network that we locals have. So we should definitely make sure that they don't feel lonely and we can do so by providing all the information that's out there to help people get around in these days. Also to the companies, I make sure and I think The Hague Business Agency is doing that to provide all the information in English on all the regulations and instruments that are there to help you as a company to get around. On the other hand, at the same time, I think: let's invest in preparing to attract talent, the profiles, that we need most, let's start preparing for it. Do we know which profiles? Do we know where to target them on social media?

This is the perfect time to assess our brand. A lot of effort has been invested in creating this city brand, regional brands. But does it meet the challenges? If we ask an international in the Netherlands or abroad: is this brand attractive to you as person? I think we've always been focusing on the brand towards the company. But now also needs to be attractive brand in the eyes of talent. So it's a time to assess it. I think another point to assess is: look at our talent journey, and not only what do we as Dutch think about the quality of our journey, but ask the internationals, where are the hub hurdles? What can we do better to attract them, to provide a soft landing and to provide an agreeable environment to grow. This is the perfect time to do it. I think most of all, this is the perfect time to assess whether we meet the attributes for a successful talent hub as the city of The Hague. Do we have clear ownership? Are we using the technology that we can to attract talent? Is the quality of life and career? Is it an eight out of 10 on average and assets that don't score well: let's invest in increasing the quality. I think lots to be done. And then the fourth element is that I say this is also periods where collaborative talent attraction comes in and collaborative in three meanings: in its public and private effort together. The government working together with you, with the companies, with the universities and the service providers to create this attractive talent hub, collaborative in the second meaning in the sense that the services that we as a city can provide to you as employers will never be on one employer only. The services that we are providing are for multiple employers. I think what we see more and more that the proposition, the talent proposition that we are developing is a different one for the SMEs as it is for the large multinationals. In regards of talent attraction: I think multinationals, I think they are helped and they like the fact that they can use the place brand even more in their campaigns. I think speaking to the SME companies, they like the fact that we as a government, public private effort, help them to get a high number of good candidates. We don't invest in recruitment. What the city can do is help in the reaching out of talent, making ourselves heard and do some pre-selection. But it's up to the individual companies, of course, to do the selection and to the hiring. Last but not least, collaborative also in the sense that we should work together, not only between the cities in the Netherlands, but also cross-border, cross-sector. This is a time of changes on the labour market. And it will require that if we have too many talent available in one place, why not share them with another city in Europe? I think we as Europe need to be strong and develop our labour market in the competition against Asia and America. Now, last but not least, we did a project to attract data scientists to The Hague. We managed in four months to attract 750 qualified data scientists. I can tell a little bit more about it later. But I think what stroke us, the key learnings was that using social media to attract talent from abroad goes really well. It's not only that this works for practically educated people, but also for higher educated people. I think what they really liked in our approach is the informal and instant ways of communication, we use to chat boat to reach out and to pick up the conversation. What you see is people really like this. So informal, instant. Last but not least, it's super important if we have those talent interested for the Hague, whether they are still abroad or they are already here, we need to nurture them. We need to provide them with all the information and opportunities that are there to keep them here. That's my contribution.

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**Laurens:** Thanks, Nicole. Very interesting to have those insights, especially on the collaborative effort we need to take. Adapting the brands to not only competition itself, but as well as the employees involved. For questions for Nicole please submit them via the Q&A box below. We will answer them shortly. For now, I want to head over to a Miroslava. She's been working on the Hague market already for many years. Miroslava, what do you see happening now?

What are the challenges the companies facing when hiring and retaining international talent? And most importantly, what solutions are there to take? So we're looking forward to hear your recommendations. Miroslava, the floor is yours. Thanks.

00:18:33

**Miroslava:** Yes. Thank you very much, Laurens. I'm very happy to speak at this webinar because professionals have been in the area of attracting and retention of international talent for already more than 30 years. Today I would like to tell you about the challenges that we went through during the last two months since the lockdown measures kicked in and the solutions that helped us go through it and still are helping us. At the end I'll share with you some current topics and trends that we observe. Well, but let's go back to mid of March 2020. At this time, Octagon professionals had a little less than hundred international professionals at a final stage of the recruitment process. Most of them were abroad. But indeed, some of them managed to come to the Netherlands, although they were put on the quarantine right away and not being able to pick up the laptop, meet their managers or colleagues. The majority of them stayed in their home countries. Because the Dutch embassies abroad closed, they couldn't pick up their MVV's or the provisional residence permits. This is the document that they would need later when they arrive for their further application at IND. So a few managed, but their flights were cancelled and the borders were closed. So in this situation, of course, the starting date of all of these candidates, new hires had to be postponed. At first we thought that the only thing we could do is just wait. But very soon, we found out that waiting is not working in our favour because these international talent can be taken over by local employers or employers based somewhere else. There was one, fortunately not very big group of candidates that gave leave notice to their current employer, but said they didn't know when the starting date in their next job will be in the Netherlands. So they kind of were stuck in between jobs and no one knew for how long. So for this high-risk group, our clients developed special financial packages, we call them the assignment bonuses to keep these people committed to the search and employer. But what we think, for the majority of these international talented people were the successful involvement in the life of the company and the team they would be joining. Octagon, together with our clients, developed a set of measures to make this involvement possible, to start with the virtual onboardings, which are actual virtual tours that new hires receive. They can see their workplace, their office in almost 3D quality. They feel welcome like that and they feel involved. There is an emotional attachment and that's what we needed actually in this long distance relationship. Very important also, was the regular meetings, virtual meetings, of course, with future colleagues for professional discussions. There were some security concerns on this. But as much as it was possible and also for team building events. And very soon we understood that what works in real-life communication, as a team building like, they do provide hangouts on Friday afternoon with a glass of wine, doesn't produce the same results in the virtual communication. And maybe you have heard of this newly coined term zoom fatigue. We felt it from all sides of the screens. So what actually worked better were more structured forms of communication, such as quizzes, games, discussions on certain topics. You might be wondering whether we managed to retain all the talent that was attracted after so much effort. Well, the answer is no. We lost around 10 percent of the people. We'd signed contracts. We had to replace them. We spoke to all of them. They had all reasons we could understand as people. They either had elderly parents that they couldn't leave alone or they had young children that had to be integrated in a foreign educational system at the time when the educational systems all over the world had never been challenged more.

Currently we keep on approaching, of course, candidates, and although the measures are being relaxed, the starting date for many of them is not clear yet. Instead of an employment contract, they signed a provisional document, something like a letter of intent, which is a very comprehensive in content and like an employment contract, but actually doesn't have a starting date. We hope that the relocation process is going to look soon the way we remember it from before the COVID crisis. But what's HR and recruitment professionals are interested in at the moment is whether there'll be changes that will persist, that will stay with us in the world of international recruitment. We believe, yes, there will be such changes and they're not only going to be in international recruitment, they will be in the way companies allocates human resources, the way they communicate in the corporate world internally. So the first change that we already observe as recruiters, are the added competencies to the standard job descriptions that we've been receiving for years. The first example would be the salespeople. The sales profile nowadays looks like a hybrid between sales and marketing, because sales professionals are expected to know about e-commerce, online, digital marketing. Obviously employers try to be prepared in case of an ordinary situation in the future. On the other side, operational and HR specialists need to prove that they have been successful, setting up processes that the operational in remote work environment. I believe general managers will be asked, you know, whether they can navigate change because that is the reality we live in. Another topic that is discussed and mainly with the global headquarters of local clients. This is the changes in the ratio of expats and local hires. The proportion was quite heavy in favour of the expats. After the crisis started and many of these expats went back to their home countries, especially those with families. I believe they will come back. But if they come back, then companies are thinking, can we secure the safety of this dispatched staff in the future? I will not be surprised if after the term of these expats finished, after it's usually three, four years max, they will be replaced by local hires. Maybe the most widely discussed possible change, and not only in the world of HR, but in the business community. The most widely discussed topic is how to use the lessons learned from this forced digitalization of communication. And, you know, take advantage of the remote workforce. Here, I would like also to support Nicole when she predicted it. Indeed, it is going to happen either it can be with employees that are in the same country, but working from home because with certain companies looking back at the results, they were quite good. Even though employees worked in a different way. So in companies from our network, these kinds of remote work is prolonged for eight to nine more months. And then the results are going to be analysed again. Maybe it will lead to a change of the business model of the company. But also, companies are thinking that: "All right, if physical relocation becomes that challenging nowadays and if we already learned how to work remotely, why don't we just increase the number of our freelance workforce based abroad?" And here comes the question: how to secure a unity of the corporate culture, a commitment from these people, productivity of communication when your team members are scattered all over the planet? There are a lot of practical courses on this and Octagon professionals also provides coaching services for remote leadership for businesses. We have high interest from the businesses towards these courses. Business wants to dig deeper into this subject. To finish last but not least, of course, the COVID crisis made a very big impact on the selection criteria of foreign talent when they consider a career step abroad. We believe that the war for talent will be won by those governments that managed to keep the pandemic numbers under control, but also managed to keep the state economy, meanwhile, viable, which the Dutch government have been successful so far. In terms of the corporate world, because indeed it's a collaborative effort. Winners will be those corporations that managed to create an agile environment, a corporate culture that's adaptable to

fast changing reality. So that was all from me in a nutshell. I'm very curious to hear your hot topics, your questions, and I hope I'll be able to answer them. Thank you for the attention.

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**Laurens:** Thanks, Miroslava. Thanks very much for this presentation and insights. Indeed, we will have time to answer questions. Now we already have some questions, but there's room for more. So don't hesitate to type your question in the Q&A box, and we were able to answer them. So I'm looking at the questions that came in. Maybe we'd like to start to refer back to what you told, Nicole, about the pilot with the data scientist attraction. There's a question: In which fields are these data scientists needed? So maybe you can elaborate a bit more on this pilot?

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**Nicole:** I think it's interesting to see that more and more due to digitization and globalization is that the profiles most needed are cross-sectoral. So in this case of data scientist, is what we see is that the 15 participating employers were super different. So they ranged not only in size from SME to multinational, but also represented very different sectors. So from an NGO to a space company to life science, etc. I think this is a trend to stay in labour market, we need to focus more on verticals. And not verticals in terms of sectors like we are used to, but verticals in terms of profiles. I think why we need to work together as a government and companies and universities and more is that we can deliver those profiles to the labour market that are wanted most. Data science is an example of cross-sectoral market need.

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**Laurens:** Thanks Nicole, interesting to know. I do see this in the work of the Hague Business Agency as well, that the borders between sectors are lifted. It's more about the business opportunities across many sectors. Next question would be about: What the Dutch government is doing on a national scale? Maybe, Nicole, I can give you the floor again, maybe after that, I will tell a bit more about my experience. We have close connections also, with other cities in the Netherlands, so maybe you can share a bit about what they are doing and how the national government is looking at it?

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**Nicole:** So I think interesting to see is that also in this field of talent attraction and retention, there are rankings as in any field. We have the Global Talent Competitiveness Index. It ranks both countries, but also cities to the level at which they succeed in attracting, developing and retaining talent. We, as The Hague, Rotterdam region, we rank between 20 and 30. I think 28, the last ranking. And what's interesting is to see. Only Amsterdam ranks above us in this ranking, above the cities like Eindhoven and Utrecht. What's more important is to see that in the top five of this ranking are many of the Scandinavian countries and cities. It's surprising because, of course, Copenhagen is a capital and they do have very strong brands. They are innovative in many sectors. But we see also cities that might not even be the biggest in their country. They might not be capitals, and they do very well. So I think it's super important for us, The Hague, Rotterdam region and the cities to learn and to view the best practices that they have. We shouldn't reinvent the wheel. I think that's why I also like this period, is because it stimulates the exchange cross-border. It's important. When I look at our region, I think a lot is going on at the moment. What you see is the government, both at regional and local level, are now ramping up the interest and the strategic stake in talent attraction and retention. We're still struggling a bit about the specific role that we all should have. But I think looking at the regional level, there is the human capital agenda from the economic board South-Holland. One of the strategic goals

they set is: they need to attract thousand internationals, have them land in jobs at least the first year. It's good to see that where this topic is getting more strategic significance. I think the most important thing on the one hand is to arrive at a common, shared strategy on how important internationals are for our local economy. It's a net gain. Every international being recruited for our city or our region actually creates five other jobs. It's not only jobs for internationals, it's also the jobs for local talent. So I think by attracting internationals, we will profit. Another important thing I feel is that we need to start doing. We learn most by running projects and by running those experiments, we will see what governance will work best, what parties should be involved. What proposition works best for small and mid-cap companies or for the larger ones. But I think it's time to act. And I think that's also my contribution and what I try to do. At a local level, looking at The Hague with Laurens, we also looking at what can we do to help you as companies not only get through this crisis period, but also help you to source your companies, especially looking at the SME companies. You don't always have those large HR departments. You do have pain. You lie awake at night because you don't have the access to talent. So that's where we want to jump in.

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**Laurens:** Thanks Nicole, not much to add on my behalf. I do recognize what you say. It is a beautiful country, very well suited to host international staff. Also, most of the government desks are designed to host this international group that's fairly well structured. It's just a matter of displaying it better globally, I must admit, to be able to get more attraction of this group. So I know that on a central government level, this is also being addressed with all the ambitions to with regards to innovation. They do see that the right staff is needed in this effort also post crisis to recover the economy. So I'm confident that there will be attention on this topic in the highest ranks of the government in the coming years. So move over to other kinds of questions. Miroslava, you spoke a lot about adapting in recruitment and onboarding. But we have a couple of more questions coming in on this regard. I'm putting the questions live right now. So looking at these questions again, maybe you can tell a bit more about tips and tricks, how international employees can be fully integrated to new staff, as well as how the digital lines between employee engagement can be enhanced, especially for new recruits that bring different cultures and behaviours to your staff community?

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**Miroslava:** Yes, that's an interesting question indeed. There must be a match between internationals that come from abroad and also local hires. We helped with both. What we see is a successful strategy is even the local hires have this experience or affinity with working in international companies or being international themselves. But just having arrived earlier here. So they can handhold the new hires. Then we noticed that the new hires really feel so much more relaxed, when someone tells them, I have been there, I know how hard it is to start your life from zero, you know, for your family, for your children, for your wife or husband, for your spouse. This is one thing that's local hires should also be matched if there is a big percentage of international talent coming from abroad. Yes, the measures that we implemented actually worked well. I also must admit that neither of this, more than 100 people have physically relocated yet. We hope that we are going to keep the low percentage of withdrawals. As it looks now, we are on the right track. Involvement, I think, is the main reason.

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**Laurens:** Another question came in about a European mobility's specifically. Miroslava, you stated that the countries or economies markets that will adapt best overcoming the economic downturn, sooner or later, will be the winners in attracting talent. So what do you see on a European scale in this regard?



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**Miroslava:** That's a very interesting question. It is very easy to answer in short term because I don't believe that anyone doubts there will be a slowdown in the mobility, cross-border mobility of labour. More interesting is long term, because there are plenty of motivating factors for talent to take the step abroad and to make things more complex: Even one factor can have a conflicting effect. Let's say the first factor, the safety and the health. We might assume that good candidates are not going to come and then they are not going to change, relocate, fearing another wave of pandemic. But at the same time, we also noticed that the health care systems of some countries dealt better, were stronger with a big number of infected people. So I would say, why not? This becomes a factor to even attract talent. This is one thing. Another thing that the economical factor, some countries in Europe are going to be more affected by the crisis than others. Like in any economic crisis, I think we're going to observe immigration from countries with poor economy to those who manage to keep their economy stable. Last but not least, it depends on whether companies indeed will manage to digitalise enough so that they can start working with remote workforce. Maybe companies themselves will not want to import that many international professionals, but so we don't know how all these factors are going to work. We might end up with the same numbers. It is just that some countries can benefit more. They can benefit from it.

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**Nicole:** Maybe something to add?

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**Laurens:** Please, Nicole.

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**Nicole:** I think also affected: how we dealt with the health issues is the political climate. I think that's also where we come in. What I see as a task is to make sure that the tendency that's there to maybe say locals first and let's focus on at least getting all the locals employed, moving them if required cross-sector or that this doesn't end up in getting stamp an image of a too nationalistic country. I think one of the major challenges I see is to keep the open system that we have. It's a political issue, but we have to deal with it. We do understand, I do understand that there are concerns on the local level about jobs. Don't the international take the jobs that we should have? But we need to explain. I think the facts show otherwise. It's a complex story and often complex stories don't fit in the one minute you get in the political arena. It's not a popular story.

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**Laurens:** Thanks. Let's hope to see that we can still rely on within Europe and maybe also outside. I have one more question again about the onboarding. Miroslava, you shared some examples already. Are there any more tips and tricks to add to that besides the things you already shared?

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**Miroslava:** Well, yes, there are. It's a really interesting topic. Maybe it's a good idea to connect it to our operations departments that developed the measures and because these measures also are not painkillers for every single case. What works with one company doesn't work with another. But yes, we have guidelines on this. We'll be very happy to share.

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**Laurens:** Thanks. So anyone interested: Reach out to Miroslava, or Octagon. Well, we shared a lot about practical advice as well as how to build a best proposition as a geographic location.

I don't see any more questions coming in, so maybe I'll give the floor for one final statement by both panellists to share with the group before we round off. Nicole, can I start with you?

00:46:45

**Nicole:** Sure. I would like to address the companies in this call. I think what we saw in doing some of our projects, also in the campaigning to attract data scientists to The Hague is that I keep on saying: attracting talent, taking care of a soft landing by our Expat Centre. It's a very important thing. But I think we do well, we can always do better, but we succeed. I would say the talent funnel, we have our grips on. What we saw is that the hardest part was to create skin in the game amongst the employers. Data shows there is a shortage. We knew exactly which companies need the most data scientists. So we reached out to over hundreds by phone, followed up and by mail. We had one to one conversations with 50, which is okay, and we should ramp this up. But what I noticed is in the current system that we have with our account management, investor relations, our acquisition and investor relation organization is not succeeding very well in reaching out to the SMEs that need those talent most. And the risk that we experienced is that the environment might say: 'well, you see, if they don't want to participate, clearly, the pain is not big enough.' I think that's not true. I think there are many innovative SMEs that really drive our local economy that are super busy. They have a lot of pain, but we don't succeed in reaching out to them very well. My question to you companies is: Do share your ideas on how we can reach out to you better. Because I think it will clearly benefit both the city and you as an individual employer. If you have questions you would like to see addressed by whatever experts from the European network that we have. Please share also the question you have regarding talent attraction or retention. We will make sure that we have a podcast edition made on it. But we need you. We need your insights to build this talent hub. We can't do it by ourselves.

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**Laurens:** Thanks, Nicole. Miroslava, there's is time left. Maybe we didn't discuss in detail what kind of engagements you can have with an employee based on Dutch labour law. This is all very technical, but maybe you can give a short oversight. What are the possibilities for employees to sign a contract with an employer? What are the main challenges in that regard?

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**Miroslava:** Are we speaking about international professionals based abroad?

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**Laurens:** Yes. Those who want to come in or new companies that enter the Dutch market and want to hire either internationals or Dutch employees.

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**Miroslava:** If they're based here. There are no obstacles to it. If they have work permits or they are EU citizens, there is nothing different now. I would like to say that even these days it's easier, because I would like to say during the last two months, we recruiters, it's the recruiters paradise out there, was suddenly all brilliant candidates that were usually running for the airport. We're speaking to their managers who are available, ready to hear our proposition. We really managed to submit some very good candidates. They have enough time. They are locked at home. Their children scream on one side of the line, mine on the other. So bonding was at its best. In this respect, I would like to say, like if I may, as tips like maybe two things: If you need staff, and of course, if you have the budget, because I understand there are other priorities as well. Just don't postpone, because now you're going to speak to the best candidates. You will have good choice, they want to hear you. They are trying to orient in

the new reality. However, if you really want to stand out as the best employer for the best talent, my second in here is my second tip: Reconsider your corporate culture and upgrade your employer branding, because in the Netherlands and everywhere, I guess, flexibility work from home has always been a convincing factor for talent to join one employer or the other, because, it was considered efficient or it stands for work life balance. Nowadays it means much more. It means stability, means safety, because companies who provide it and are successful, can go through any crisis keeping their business and their employees healthy.

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**Laurens:** Thanks, Miroslava. That was very helpful. With that, I liked to round off this webinar. Thank you all for your time today. I hope it was time well spent. Of course, with any questions you can contact us or Octagon, Myloslava or the international community platform, Nicole. Feel free to reach out. We'll make sure your questions are answered and assistance is given during this still challenging time, hopefully the recovery will come soon. Thank you very much. Thank you all for attending.

