



For Employers and professionals in Life Science

This Biotech Vision Report is composed by QTC Recruitment: written for professionals working in the Biotech- and Biopharma industry, as senior executives or specialists, HR professionals and recruiters. It describes personal stories, provides background information, additional market insights and innovations of this industry.

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2. Especially made for you

When I started working in the Biotechnology and Biopharma sector, over fifteen years ago, the world was different. In retrospect, there were then also broadly identifiable trends that the sector was following. In those past fifteen years, I saw a lot of innovations and changing trends in the sector.

And there will be even more developments in the upcoming fifteen years. Every product or service, every method, every process, every partnership, or delivery system will be replaced by something better over time. I have always been fascinated by innovations and trends. This might also explain why I love working in Life Science so much.

Forefront of innovation

Innovation is driven by many factors: infrastructure, industry, educators and governments. But the fundamental driver in any innovation process is the human factor. Eventually people are responsible for these innovations. They are at the forefront of innovation working at the Biotech- and Biopharma companies that we proudly represent. The people make the impossible possible, the first thing is that they believe in it.

Organisations that can create the best ecosystem for their employees and anticipate on all developments, will ultimately be rewarded with the best innovations that

benefit everyone. But trends and innovations go fast and it's hard sometimes to keep up with those regarding HR and recruitment in the Biotech- and Biopharma industry. That's the reason why QTC Recruitment has developed this Biotech Vision Report: to give you an idea of how organisations recruit suitable specialists, describe their generic and specific challenges and give a glimpse of how they deal with all this.

Insight in recruitment

In this Biotech Vision Report we put a focus on both large Pharma as well as small Biotech organisations to find common threats and best practices. It was a lot of fun to conduct, compose and read these interviews. I am pleased to share these different visions and best practice cases on how to deal with recruitment and talent management.

Overall, this Biotech Vision Report is composed by QTC Recruitment: written for professionals working in the Biotech- and Biopharma industry, as senior executives or specialists, HR professionals and recruiters. It describes personal stories, provides background information, additional market insights and innovations of this industry.

I wish you much joy and inspiration in reading this QTC Recruitment - Biotech Vision Report.

Jord Teeuwen
Managing Partner





3. Marit de Wild:

“You have to invest in commitment”

*Marit worked at several Contract Research Organisations (CRO's) that manage global clinical drug trials. Employees are primarily highly educated researchers; they constitute the heart of the company and are valued assets. “HR knows each and every one within the CRO”, says HR Manager **Marit de Wild**. Read here why Marit thinks that it is key to be self-assured as a HR professional.*

Getting people on board at a CRO is a matter of networking through colleagues and by using LinkedIn, recruitment agencies, websites, and job boards. When higher level positions are involved, an international agency is hired. The kind of high-level research CRO's perform requires careful HR-planning. Marit: “Knowing who can do what in the organisation and targeted education should guarantee continuity when somebody leaves us and their position must be taken up by somebody else. I report weekly to our MT, talk a lot with our operational managers about their personnel needs and organise lunch meetings to make talent visible. At these meetings we discuss our internal mobility policy and promote the different roles that are available.”

A warm bath

High-intensity mapping and accompaniment is the way

CRO's want to make a difference in its HR efforts. They focus more on development and training than on offering top salaries. Marit: “In our belief, nowadays, young professionals care more about the right work-life balance and personal growth. We give a lot of webinars and try to make sure everybody gets the attention they want. As HR department we are given a lot of freedom and trust to do our work. That makes working a lot more pleasant. But, of course, we substantiate what we do with sound analysis and numbers.”

Recruiting professionals is one thing, making sure that they experience the best start possible is another matter. CRO's have Standard Operating Procedures (SOPs) guiding this process of onboarding engagement. There are special days to get acquainted with the organisation, there is a two-month training period, and you can practically walk into everybody's office at any time if you have questions or need support. “We want to offer a warm bath to our new recruits. This could result in a relatively low turnover during this period. But we see it as an investment in commitment.”

Human capital

CRO's are in a sense a project organisation. Professionals, usually flexible and client-oriented, come and go depending on the duration of a specific project. The key is whether they hit it off with the company and fit in with the team. In these dynamics, the challenge for the HR

department is to constantly match supply and demand as adequately as possible. Marit: “Again, you need to know what is going on in your organisation and what kind of human capital you have on board. We have a monthly review of the projects we are working on and we know about the other ongoing projects. We connect well with the CEO and exchange knowledge and information, as well as with other stakeholders. At a CRO, people define the company, and the company defines people. For a HR-professional like me that is a terrific working environment.”

What Marit advises her HR-colleagues:

“Keep on developing as a department. Invest in a state-of-the-art HR system, a dynamic website with chatbots, and video. But also personally: be self-assured. Don't be afraid to inform somebody that, in your opinion, he or she doesn't fit in with the organisation or team. Take decisions, whether they have positive or negative implications.”





4. The Biotech industry from recruitment perspective

Jord Teeuwen is Managing Partner at QTC Recruitment; the Life Science recruiter with the largest specialist (online) network of Northwestern Europe. "Both Biotech and Biopharma have a very different approach when it comes to recruitment. Pharma is very traditional; Biotech is more 'new spirit'", says Jord Teeuwen. Read more about Jord's perspective on the Biotech and Biopharma industry.

"As QTC Recruitment, we work with companies that have a very specific need for professionals. Knowledge is power in this case. Knowledge is the main part which ensures that a Biopharmaceutical company develops a new medicine or a new product. On the one hand, these companies have a great need of finding and getting the best specialists who fit in perfectly. On the other hand, you see that many of these companies underestimate the struggle to get this competent talent on board. Especially in drug development-oriented functions the competition between Pharma and Biotech is fierce.

Changes in time

What makes it more difficult is that there is little difference in positions in this part of industry and in general there are little convincing arguments to make a lateral move. So, when specialists switch jobs, they mainly change environments. Mostly ambiance and empathy are then an important factor. Think of the company culture, situation of the organisation, work environment, leadership and

vision are topics that are key to attract this talent. When you look at this industry, there are major forces that can make or break a company, such as investment parties and the stock exchange. Usually, employees want to be employed by a company that is 'winning' and growing. Furthermore, we see that organisations that treat their candidates with the best-in-class process and candidate journey usually end up winning.

Reflecting on Covid-19, most organisations in both Pharma and Biotech, regulators, and other stakeholders have made big changes. Changes on how they conduct clinical trials, produce, and engage patients. Now they should start making decisions on what to keep as the new 'normal' and what they want to change back. Besides, during Covid-19 there is a lack of visibility on professionals because of remote working. Employees spend a lot of time working at home alone and have time and 'space' to talk to recruiters about career progression somewhere else. This makes it extra hard for companies to bind top talent to their company.

Another key point that is characteristic for Biotech companies is that they need to deal with different scenarios in short periods. For example, a Biotech company gets to a certain point in a development process; think of a proof of concept or, first-in-human or, for more advanced companies a series C or major deal. Then suddenly, it

must change its whole operation. In almost all situations where we have collaborated with those companies, they underestimate the amount of work it takes to change from 'a discovery' to 'a development' and in the end to 'a commercial company'.

Flexibility and reinvention

During this change it often results in them going for a safe option instead of the best option. They often contact traditional recruitment parties who do the same things they have done for decades. Sometimes, companies fall for that and thus fall into the same pitfalls. So, when it comes to recruitment, most organisations are often not very open to innovation. Concerning that, Pharma is very traditional; Biotech is more 'new spirit'. What you notice is that, because of this traditional approach and



network, a lot can be gained in the the recruitment process. Especially in efficiency and making a good match. What Biotech has in terms of speed of the process, they usually lack when it comes down to getting the paperwork done and provide proper onboarding. So, on both sides, there is a lot to learn from each other.

In addition to that, organisations seek stability, service, and quality in combination with making a real difference with a well-fitting candidate. Companies are better off with recruitment partners who understand what is going on in the Biotech and Biopharma industry. Who can sense the nuances in an organisation or a job? This differs greatly depending on the size of the company. It also depends on what level the organisation is active in.

Making a difference

When you look at the specialist who wants to change jobs and look at what he or she wants and what he or she is looking for, then what you can mostly find is their 'drive'. Their drive is mostly making a world of improvements in a specific area. It really has to do with making a difference. Think of fighting cancer which they want to be a part of, for example because of a private situation. A lot of specialists work in this sector because of this concrete 'drive'. This is important knowledge, and it is good to link this back to the essence of why they work in this industry."





5. Biotech organisations expect a lot of flexibility

Max Parijs is Partner and Business Unit manager of the Biotech and Biopharma division of QTC Recruitment. “In the Biotech and Biopharma industry, professionals feel the need to have a real impact on the organisation. They must believe in the technology and want to be part of a beautiful vision or mission. They work hard every day to make the world a healthier place”, tells Max. Read more about Max’s view on recruitment in the Biotech and Biopharma industry.

“When you look at recruitment in the Biotech industry, a special approach is needed. Substantive knowledge, flexibility, and speed are central to this. To fill a position in the Biotech industry properly, you must understand what specialists do and you must understand the technology of the organisation. Both candidates and organisations expect that the recruiter ‘can go in-depth’. That is why QTC Recruitment tries to have as many recruiters with a Life Science background as possible and train recruiters extensively in the characteristics of the Biotech industry.

Flexibility in the Biotech industry

We also see that organisations expect more from a recruitment partner than they used to do. To be a profound recruitment partner, it takes more than just ‘fill a few positions. Organisations in the Biotech market generally expect a high level of flexibility. That is to

be expected, because it can have a ‘fast side’ to it and involves large amounts of funding. Such as we have seen with the development of the Covid-19 vaccines. On the other hand, research can be cancelled at any stage as well. As a recruitment partner in the Biotech industry, you must be able to expect these changes and have the right response. A good relationship with both the specialists and the organisations is crucial if you want to be on top of these developments. Take, for instance, the area of clinical research. In the post Covid-19 period, we are seeing several issues: treatments were postponed during Covid-19, the researchers were not allowed to enter hospitals and international travel was a problem. It takes more than just finding a suitable candidate to help organisations with these issues.

Scientific knowledge or hands-on experience

For several areas in the Biotech industry, a professional’s scientific background is leading when looking for a new position. Because of the hands-on work that is nowadays involved in scientific studies, the gap between the universities and the industry is becoming smaller. This has had a big influence on the available talent for the Biotech market. As a recruiter in this industry, this means that it is more important than ever to be on top of the graduate network and getting involved with students. The same goes for positions where specialists are incredibly scarce, like in Clinical Research. As QTC Recruitment,

we’ve set up several collaborations with training centers for CRAs who help students and close the gap by gaining work experience during their studies. Having that one-year hands-on experience when they graduate is making a massive difference.

Candidate journey

Another big change that we see in the Biotech and Biopharma industry is the importance of ‘the right candidate journey’. Professionals are no longer just looking for a job. They need more than a permanent contract and a good salary. To attract and retain talent, organisations need to change the way that they approach the market. Where ten years ago there were three candidates for



every open vacancy, we now see that for every candidate there are three open vacancies. This means that most candidates have the luxury of choice nowadays.

The two most important factors to better attract the right talent is the content of the job offer and how well the recruitment process is structured. The offer doesn’t only include salary or secondary benefits. While important, we see that professionals are looking at different things now. Professionals need to ‘believe in the science’. They want to work at an organisation with a clear vision which they want to follow. They need to have the feeling that they make an impact on the company and the industry. They want to make a difference. So, take the time to get to know a candidate during an interview instead of firing the standard interview questions at them and find out what drives them and gets them out of bed in the morning. An interview works both ways, and there is no point in finding out a candidate is the perfect match during an interview, just for them to choose a different organisation in the end.”





6. Caroline Vermeulen: "Recruitment and marketing are converging"

Caroline Vermeulen is Talent Scout and has over ten years of experience in recruitment as an in-house recruiter as well as a talent advisor. Working in strategic recruitment and HR solutions, she has served Big Pharma, such as Lonza currently, and small Biotech companies. She has learned from them both. "You get the best results when you mix the structure of the one with the creativity of the other." Read the interesting answers to the questions we had for Caroline when we met her.

QTC Recruitment: What, according to you, is the best practice in recruitment?

Caroline: "Knowing exactly what a company needs from a new employee and what a candidate is looking for in his new job. It is not about filling a position, it is about making a genuine, lasting connection where both parties see how valuable they can be to each other. It starts with getting a real feel of the hiring manager and his wishes. Only then can you do a good job as a recruiter. Of course, the same is true for the candidate, but it starts with the hiring manager."

QTC Recruitment: Is there a difference in recruiting between Big Pharma and small biotech companies?

Caroline: "Absolutely. If only because the company orientation, structure and culture are totally different!

Biotech is new, starting up and happening. It explores new territories in Pharma, has an open mindset and has a lot of creative intelligence on board. That makes this industry more dynamic than Big Pharma where consistency, reliability, and standard operating procedures overrule innovation and a pioneering spirit. Two ends of one universe. Of course, this affects the recruitment process. In Big Pharma, it is multi-layered and relatively abstract, whereas in Biotech it is less procedural. On the other hand, this increases the risk. You might miss certain important steps because you want to speed things up. Both industries can learn from each other."

QTC Recruitment: What 'recruitment advice' can you give Biotech organisations?

Caroline: "You have to understand the importance of recruitment, especially when you enter the scale-up phase. You cannot grow and expect that the HR Business Partner takes care of all the recruiting. Recruitment is a specialism. If you don't take it seriously, it can even hamper your desired growth pattern. The same applies for buying a CRM-system. There are so many applications out there, it is easy to forego on this and use the HR-system. But that makes it nearly impossible to connect to a CRM or ATS. This way, you never get recruitment on the right track."

To be honest, according to Caroline, Big Pharma companies have challenges with aligning their recruitment processes. Because they are used to working with agencies, they have never developed their knowledge of internal recruitment. When they try to get a grip on the process, then they will understand the level of expertise it requires. They are accustomed to a certain kind of service. They can do it themselves, but that requires a learning process and continuous improvement. Big Pharma has a strong suit: patience. But you have to question or wonder

if it is worth the effort or whether you should stay with your dedicated supplier.

Another important thing: HR and recruitment should be closely connected. You cannot do your recruitment work without their engagement and support. As a matter of fact, the whole hiring community must be taken along in the process. Explain what is expected from each and everyone. Otherwise, it can take some time before interviews with hiring managers are scheduled et cetera."



7. The best practices in general

Recruitment is a people's business. This means that every organisation has a different view on recruitment. Combined with the different phase each organisation is in, from small Biotech start-ups to big Pharmaceutical companies, makes that they all have their own way of recruiting professionals. There are some overall 'best practices of recruitment' though, in the Biotech and Biopharma industry.

Important (digital) elements to consider

Talent analytics and workforce analytics from applicant tracking to data driven making decisions are important. HR is increasingly informed by analytics which makes it easier to streamline time-consuming processes such as hiring, time-off requests and for example job changes. An other important element to consider is to start thinking about less conventional ways of attracting talent. For example, looking at sectors that are downsizing from which you can attract talent that you can train. Or looking at non-traditional possibilities such as convincing more women to join engineering-related functions. Make sure that people choose their career paths based on interest and abilities and not on gender stereotypes. Creating strategies to attract a more diverse and balanced workforce could improve your candidate pool.

With regard to systems, it is good to start with an applicant tracking system from the moment you have reached

ten fte. Once you grow bigger it is better to automate processes. Especially when it comes down to setting up talent pools, engaging people that you might need in the future can really set up the foundation of the organisation's success to scale-up. For larger Pharma organisations the advice is to start utilising own hiring systems more adequately, step by step. For example, start using extra features such as automatic interview booking or going through your legacy data of all candidates who have applied. Reactivate their interest in your company. This usually results in getting relevant candidates.

Positive candidate experiences

A candidate experience does not begin when you hire a professional but starts with the first contact with your organisation. Every encounter that a candidate has, whether it is an email, a phone call or an interview it all should be a positive contribution regardless of the outcome. Thinking through the 'candidate journey' is very important. What is often forgotten in the process is the situation when a candidate is being declined and did not make it. Although you are looking for a more fitting profile now, it does not mean that this candidate could not be a great hire in an other team or a third or fourth hire in the future. Whatever the outcome is, it is of utmost importance that you make sure that professionals think positively about your organisation. And when a professional gets hired, and you start the onboarding, help them

to begin their training, setting them up with a support system and mentor. Personalising their experience with regular check-ins will set the tone.

Rapid talent allocation

If you want to outperform your competition, you need to be able to rapidly understand roles, and requirements to manage the flow of professionals to new projects or functions. Understanding that roles and skills evolve over time and are dependent on the phase of the organisation is complex and not an easy thing to do. Especially if this is combined with a contingent of existing specialists and new hires. Most of the headcount planning is done by the

business and talked through in either quarterly or yearly cycles, with finance providing the necessary budgets. The problem with this traditional approach is that in most situations, important details like turnover trends, employee change, and the available talent in the market are not taken into consideration.

Especially in Biotechs, a lot of things can happen in three months, let alone a year. Strategic priorities can rise and fall in a heartbeat. Having recruiters and HR play a more strategic role in this formation with lean and mean workforce planning is considered to be a best practice to have a big impact on the success of your talent allocation.





8. Follow-up of Caroline Vermeulen's interview

Caroline: "You are a strategic partner. It's your job to engage the hiring community. But there are limits to your responsibility as well. Succession planning and backfills are more a concern of HR. The same applies to talent management, although a recruiter's feedback can be important to determine the right development course. A recruiter operates at the beginning of a person's journey in a company. You discuss his ambitions and possible 'destination'. As a relative outsider, you are able to discover a deeper drive. All that is valuable information to a HR professional, who has an interest in his further development. It is a transition process."

QTC Recruitment: *When does a recruiter's involvement stop?*

Caroline: "The first three months of onboarding are crucial. In this period, you should make yourself visible for the new hire. Be a buddy to him or her. That means not only drinking coffee, but really levelling with each other. Slowly, as time passes, you take steps back and in the third month you do a final check. That way, you get a good insight into how a new hire settles into the organisation."

QTC Recruitment: *How do you feel about Recruitment Automation?*

Caroline: "I believe in video recruitment. We should use it more extensively, for example in introducing a hiring

manager or recruiter. Artificial Intelligence is an exciting new development, but not yet suitable for professional prescreening. It defines certain skills from a broad pool, but it doesn't filter out the specialised skills that are required in Pharma and Biotech. Assessment tools are upcoming as well, but here I would like to express a word of caution. The digital revolution notwithstanding, social contact remains paramount. People choose a company on the basis of a feeling. That feeling is triggered by the way a company presents itself. Can video really convey what a company stands for? Tools are great, but only in the hands of a skilful recruiter."

In this respect, another interesting development, according to Caroline, is the way marketing and recruitment touch upon each other. Employer branding immediately comes to mind as a crossover, but there is more to this. "I think marketing and recruitment professionals should work more closely together. Last year, at Lonza and Kiadis, I worked on marketing a lot and I saw how marketing concepts can improve the recruitment process. It will be interesting to see whether corporations are prepared to invest into a separate marketing and recruitment sub-specialism."

QTC Recruitment: *If you should give a Biotech company advice, what would that be?*

Caroline: "The obvious, listen to your recruiter. They know the job market. Discuss the latest developments with him and use him as a sounding board. When they need help, take this seriously and mobilise support. Consider this as an improvement process like any other."



9. The Biotech Industry in hard and interesting figures

As mentioned earlier in this report, there are some differences when it comes to recruiting in the Biotech and Biopharma industry. We see that pharmaceutical organisations often operate in a more traditional way, whereas biotechnology organisations are a bit more innovative when it comes to recruitment.

When we look at the numbers of these industries, we see that in the Netherlands, there are around 740 biotechnology organisations and 225 pharmaceutical organisations. The number of biotechnology organisations which are active in Belgium is around 310, and over 200 for pharmaceutical organisations.

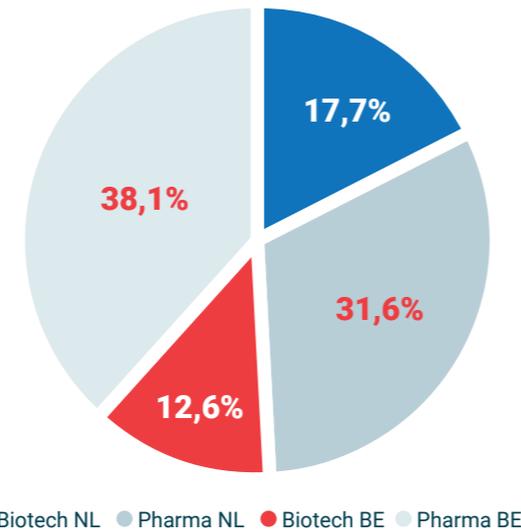
Professionals

When we take a closer look at the professionals who are working in these industries in the Netherlands, we see a couple of differences. What stands out is the number of specialists in both industries. The Biotech industry has around 19.000 active professionals. The Pharma industry, however, has almost 1.5 times more, and count no less than 34.000 specialists. The reason for this is that most Pharma organisations are a lot bigger compared to Biotech organisations.

Over time

In 2020, compared to 2019, the Biotech industry grew twice as much as the Pharma industry. Where Biotech in-

Distribution of professionals



creased by 6%, the Pharma industry did that by 3%. When we look at the number of people who switched jobs in the industries, we see that in the Biotech industry there are slightly less people who switched jobs compared to the Pharma industry. Where in Biotech 3800 professionals changed their jobs, in Pharma, 5780 specialists started new challenges. However, when we compare

this to the size of the industry, relatively more people in the biotechnology industry switched jobs more often. 20% versus 17% in 2020. We can also conclude this by looking at the average tenure in the industries. The average tenure in the Biotech industry lies around 1.2 years, while in the Pharma industry this is around 1.9 years.

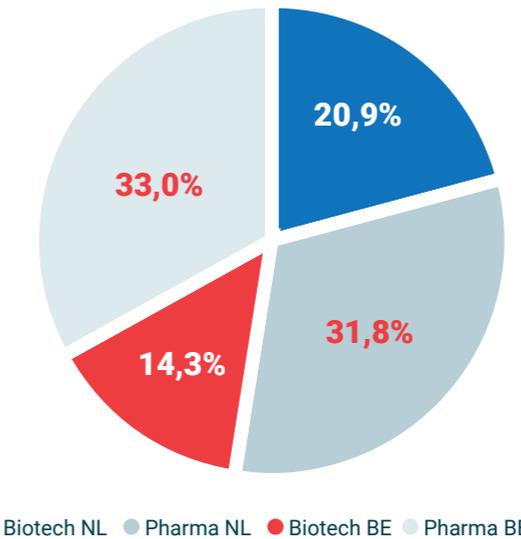
Furthermore, a change in salary is visible. In the past five years, the salary of Biotech and Biopharma professionals increased, especially in the western part of Holland. This has to do with a lot of professionals who decide much earlier to start working on a freelance basis. Thereby, the organisations in the industry improved their ways of recruitment which triggers a lot of candidates to have a look at job offers at other organisations.

Hot spots

Both industries are always working on life-changing developments. The business is expanding, and this results in a constant need for professionals. The hiring demand in both industries is therefore very high.

There are certain locations in the Netherlands which function like hidden gems in the Biotech and Biopharma industry. Looking at this, we see that professionals are mostly active in the Enschede-, Groningen and, Arnhem/Nijmegen-area. Though most Pharma professionals are active in the province of Noord-Brabant.

Switched jobs



Largest in the world

The Belgian Pharma industry is one the largest in the world. The top four organisations in Belgium employ 16.000 professionals altogether already. In total, Belgium has 41.000 specialists active in the Pharma industry. The professionals working in the Biotech industry in Belgium



consists of almost one third the size of the number in Pharma. This means that a total of 13.600 find their jobs in Biotech in Belgium. In this country, the growth of both industries is the same as it is in the Netherlands. With a total of 6%, the Biotech grew twice as hard last year compared to the Pharma industry, which was 3%.

However, the average tenure differs a bit from the Netherlands. In Belgium, both industries have an average tenure of 1.8 years. As shown in the graphic, 2600 switched jobs in the Belgian Biotech industry and 6000 people switched

jobs in the Pharma industry. Just as in the Netherlands, the hiring demand in both industries is very high.

Not only the Netherlands has several locations which are hidden gems for both the Biotech and the Biopharma industry, Belgium also has some attractive locations for Biotechs and Pharma. For Biotech, areas around the cities of Liège, Charleroi, and Mons are popular locations to establish in. Besides Liège and Charleroi, Namur is also an interesting place for Pharma organisations to be located.

10. Chris Cillen: "In a sense, recruitment is a group effort"

Chris Cillen is a HR Business partner and in charge of the process of attracting the right number of candidates to make sure the organisation can grow as quickly as possible, the upscaling process. "At a fast-growing company the ultimate challenge in recruiting is to maintain the right balance between speed and accuracy", Chris says. Read Chris' inspiring story about how he dealt with attracting qualified candidates in combination with maintaining the speed of the recruitment process.

"Recruitment is not a fixed process. It is the art of adjusting to the situation and maintaining speed. Concerning the latter, modern (digital) tools are a perfect solution. They lower the threshold to apply or get in touch with

the organisation. Make sure you connect promptly after applying. If you do not, a candidate might shift his focus to other possibilities. A short, impactful onboarding process also guarantees a candidate's quick immersion in the company."

Selecting together

"On the other hand, speed is not the answer to everything. It is also important to take your time to attract the right talent", says Chris. "We engage with a lot of people, including new talent, in the interviewing process. In that way, you stimulate a feedback culture and make sure that whoever you choose to fill a position becomes a group choice. This 'selecting together' prevents negative

sentiments arising afterwards. Another best practice is to invite candidates to get a feel of the position and culture by joining 'their future team' for a period of time. It is part of our 'customer-centric' mindset, the way we want to include the candidate in the hiring process. It also prevents that, once on board, the practical experiences of a new hire do not meet his expectations and he leaves anyway."

Starting in a corona day and age, interviews take place more often through video conferencing. According to Chris, this is a perfectly good instrument for assessing a candidate, provided that through this channel, as in a live interview, you try to engage in an enjoyable and personal conversation with the candidate. "As a recruiter you want to find out about his or her inner drives. We basically value soft skills more than hard skills. A real personal connection is crucial in order to focus on these soft skills."

A culture of referencing

If a candidate doesn't fit a position, you should keep him or her in your pool all the same, especially when you are a growing organisation. In time, other positions might become available that are better suited. Pooling candidates is particularly wise when you have momentum as a company. People like to identify themselves with successful organisations. "Whenever an organisation is scaling up internationally at a fast pace and adjusting the internal organisation accordingly, it puts pressure on the recruitment process and the rest of the organisation. It is easier

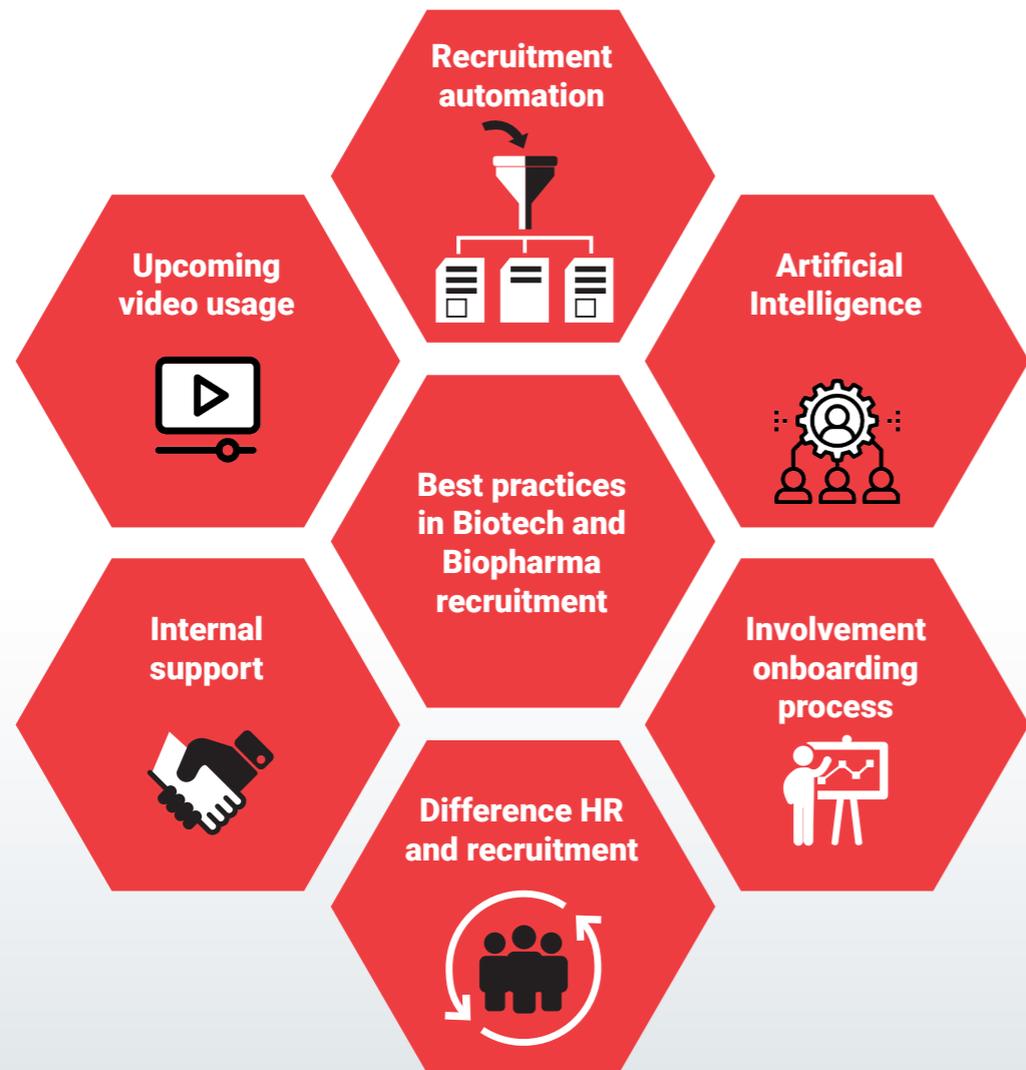
to scout and select the right talent when you have a clear image of the company culture. Higher management has high expectations. You have to act fast and resolute. To be honest, in a scale-up process you tend to shift more from quality towards quantity."

"Once on board, you have to nurse your talent. The way we do this is by letting them work together and engaging them with everything that is being discussed in a team. This can lead to new ideas or concepts. Co-creation is a means to foster enthusiasm and collaboration. If you want to sustain this, you should keep on inspiring people. Talent management is not a short-term matter."

Essence of HR work

Chris firmly believes that recruitment is and shall remain 'people's business', in spite of all the tools and technology that is available and being developed nowadays. "We have to integrate the two into a best practice. That is a learning process. HR will shift more towards the business side of things. We have to understand what managers want and what drives them. It makes it easier to level with each other and manage expectations. That doesn't mean working top-down. Bottom-up is the essence of HR work, utilising a broad perspective. How do you engage co-workers in recruiting new hires as well? A culture of referencing is a great asset, people take on the searching for you and are recognised for doing this."





11. The best practices in general II

The use of an ATS is a must-have

What QTC Recruitment sees as a recruitment specialist in the Biotech and Biopharma industry is that the use of an ATS is a must-have. ATS stands for Applicant Tracking System. Performing recruitment without an ATS is a really hard job. Thereby, video is a very useful tool. Obviously, video saw a rise during the Covid-19 pandemic. It enables interviews even when you work remotely. However, it is not only useful in times of a pandemic. Video is also a great tool for introducing a recruiter or hiring manager to a candidate. In this way, it does not only save time for the hiring manager, but also for the one receiving the video.

Recruitment Automation and Artificial Intelligence are tools on the rise as well. These tools enable the recruitment process to go a whole lot faster. These are valuable assets for selecting the right professional and guiding the candidate experience, but they are not yet able to take over the process after that. Recruitment is a people's business and personal contact remains one of the most important aspects of the job. We see that in Pharma Recruitment, Automation and Artificial Intelligence is still in a very early stage.

A candidate's engagement to the organisation

Another important aspect of recruitment is the onboarding process. Recruiting a candidate is one thing, immediately securing their engagement to the organisation

or the team is another matter. The onboarding process could be seen as part of the recruitment effort and should be considered thoughtfully. Especially in times when a lot of people work remotely, it is important to focus on the onboarding process of newly recruited professionals. It is not that easy to onboard a new employee without the possibility of seeing him or her in person. For that reason, it is key for recruiters to invest time in guiding the onboarding process in the right direction.

Don't confuse HR pros with recruiters

An important aspect to notice is that we must not confuse HR professionals with recruiters, not only in the Biotech and Biopharma industry, because they both are two very different jobs. Although they have their own responsibilities, they should work together. For instance, for projects such as talent management and internal mobility, a collaboration between the two is indispensable. The recruiter has a unique insight into the inner drives of a candidate and knows what the expectations of the candidate are regarding his or her personal development. To make sure that the organisation you work for has the right people in the right places, a collaboration between HR professionals and recruiters is key.

For recruitment in the Biotech and Biopharma industry, it is very important to create a support base for the candi-



date you select because the recruitment process has its own dynamic and good candidates are scarce. So, you have to make sure that the whole hiring community is involved in the process. This hiring community consists, for example, of HR professionals, hiring managers, and (possibly) future colleagues. By involving them in the process, you can overcome possible problems in the future.

Whether it concerns chronic or infectious diseases or other rare conditions, the best thing about the developments and innovations in the Biotech and Biopharma industry is that they help people who could not be helped before. Besides this is being noteworthy, these developments are steps forward in the well-being of people. It's one of the things that makes the industry dynamic. But that's not all.



12. Creating value in Life Science

What you see happening is that in the industry robotisation of laboratory processes and further digitalisation have made genetic modification of organisms easier and more accessible for more and more organisations. As in the 1990s, a real biotechnology surge was experienced. Who would have thought that a vaccine could progress 'from development to patient' within 10 months? Though this is exactly what happened during the Covid pandemic in 2021!

Developments

It was clearly an exceptional situation, but in general developments are moving faster and faster. The forces behind the development, production and final commercialisation of a product vary enormously. Each phase requires a different approach. And these developments are set to continue in the coming years. This will lead to extremely dynamic work fields in the Biotech and Biopharma industry; more dynamic than other industries. This has impact on the specialist which are needed in the industry. Often finding the best specialist at the right time for a special position in an unique organisation is hard. Though that's exactly what QTC Recruitment does. In the last ten years, QTC Recruitment has proven to be a highly efficient and successful Life Science recruitment partner for (highly) renowned Biotech and Biopharma organisations as well as smaller start-ups and scale-ups.

Specialists

Not only in the Benelux, as well as in the Nordics and it has the ambition to be the number one Life Science recruiter in Northwestern Europe. As a result of its focus, QTC Recruitment has developed the largest Life Science network in this part of the world. Furthermore, it understands what the developments in the Biotech and Biopharma industry require from their specialists.

This network will support organisations in these regions to recruit, select and hire specialists in all kinds of positions. Both for the long and short term. Ultimately, the professionals make the real difference in the Biotech and pharma industry. QTC Recruitment can help with this because it provides organisations with the most appropriate specialists and advise them on how to deploy talent strategically.

Creating value

Because the company works like this, adds value like this, the slogan of QTC Recruitment is characteristically linked to this: Creating Value to Life Science. Something which is incorporated in the working style of each consultant working at the company. At the corporate website, on each personal profile, the consultants explain what Creating Value in Life Science means to them personally. It's interesting and worthwhile to take a look and read some personal stories at qtcruitment.com/about-us/our-consultants.



13. John: "Recruiting is a project, so I am a project manager"

As a Talent Acquisition Advisor in Big Pharma, John chooses quality over quantity when it comes to recruitment. John chose to only have his first name mentioned in this report. "Nowadays, you have to act swiftly and decisively, otherwise you lose perfectly suitable candidates." John says. It's an interesting way of looking at recruitment. In his opinion, employability is a core responsibility of HR, but John is also highly involved in this process. And if he is being perfectly honest, his company, like Big Pharma as a whole, can do a better job at it. "If you do not facilitate internal mobility, ambitious professionals who want to develop themselves leave your organisation. That being said, frankly, it puts more pressure on my job. I have done a study on internal mobility, but in practice it has not caught on well enough up to now." The clear ideas that John has triggered us to ask him the following questions:

QTC Recruitment: What is primarily your job?

John: "I deal with everything that has to do with talent acquisition: employer branding, tools & technology and data. Diversity analysis is an interesting topic, as is talent mapping and pooling. I am not saying I am an expert at it, however a lot of industries are still learning how to apply these tools, so we are exploring the possibilities as well."

QTC Recruitment: What do you think is best practice in recruitment?

John: "Keep it personal! Give the candidate the feeling you have taken his profile to heart and have matched him to it. A tailor-made process is key. Employer branding is equally important. We are very active in profiling our company through social media, including job postings on Instagram and Facebook. And we use social media channels to find candidates (meet ups et cetera). I strongly believe in a short and transparent recruitment process. That way, you reduce the chance that candidates decide to step out along the way. Customise technology in this respect. How can you make sure that the application process is short and to the point?"

QTC Recruitment: How do you involve management?

John: "In our company talent acquisition is a strategic subject. When there is a job opening, we start with a recruitment strategy meeting, which results into a job specification. We consult with the hiring manager what kind of candidate he is looking for. Not only the skills and training he or she has to have, but also our expectations for the first twelve months. Discussing this gives you a clear idea of what you are looking for and what is expected of a candidate."

QTC Recruitment: How about competitive mapping?

John: "It is absolutely part of our job. Where can we find our talent before our competitors do? The right tooling

is not always in place, but LinkedIn Insights is a valuable alternative. When a manager is looking for a candidate with a specific profile, you can make an insights-analysis. And when it proves to be difficult to find such a wonder boy or wonder girl, you can actually substantiate that. It makes it easier to adjust expectations. Google LookUp can also be a valuable instrument."

QTC Recruitment: What is the job of a recruiter according to you?

John: "Recruiting a candidate is a project, so you are a project manager. You manage the overall process, whether you are doing the recruiting yourself or hire an agency to do so. You essentially keep the flow going and are responsible for the actual job offer. After onboarding, your job is done. Usually, we get in touch after the first two months to see how it goes. After three months, there is another moment of contact. The first six months are key in how a candidate settles into an organisation."

QTC Recruitment: How many candidates do you present?

John: "A manager often wants a shortlist of three to five candidates to select from. I always say: 'I'll do my best'. But I choose quality over quantity, any time, every time. I'd rather send no CV than ten CVs. When I have a top candidate, I want to have him on board as soon as possible. If

you put him on a shortlist, you might lose him during the process. If you are convinced of a candidate, you'll find a way to persuade the hiring manager to do one job interview. He will understand the reason behind it."

QTC Recruitment: Are you involved in the job interviews?

John: "I do the first selection and in-depth screening. After presenting the best candidates to the hiring manager, he usually takes over. Sometimes, he wants me present during the interviews because he values my advice. No problem. I see myself as a business partner for the management."



QTC Recruitment: What kind of tools do you use in the recruitment process?

John: “Job postings through LinkedIn is the standard procedure, also in Pharma. I use a scheduling tool to plan interviews. I always do video interviews and sometimes use Trello for extra insights. The intention is to follow up on a job vacancy myself. If I have really done everything I could and cannot do something more, I outsource the job. Years ago, we initiated a referral programme. That has been fairly successful in the past, but it needs a new publicity boost at the moment. A job branding tool can be useful for a company that hasn't made a name for itself in the marketplace yet and wants to show itself in a dynamic and visually attractive way.”

QTC Recruitment: What are the trends in talent management?

John: “In our company, talent management is being more and more monitored by the global head office. They want to know where candidates come from and through which channels they enter our organisation. They even employ KPIs to steer this process, for example by stipulating that 50% of the candidates are being searched by ourselves. An additional problem in Pharma is the discrepancy between what a candidate wants to earn and what the company is willing to pay. Recruitment has an intermediary role in solving this gap in expectations. Often, peers have come on board under the 'old' conditions, but market prices have evolved in the meantime. It is our job

to convince managers that the benchmark has changed. That also has an impact on the current population.”

QTC Recruitment: What can a small biotech company learn from Big Pharma?

John: “Employer branding is paramount. Showcase your organisation. Let people know what drives you, especially in healthcare. What is your impact on the community and how do employees make a difference for patients? Storytelling is key. Make inspired colleagues ambassadors of your company and let them tell why they passionately believe in what they are doing. Furthermore, small companies benefit from a recruitment process that is short and to the point. Applying in one click, by simply uploading your CV. Having to fill in eighty pages is killing.”

QTC Recruitment: Do you believe in long recruitment processes?

John: “No, I certainly don't. I have said it before in so many words: the fewer steps you have to take, the better it is. Of course, it depends on the importance of the position and the profile you are looking for. At higher level positions, there are more stakeholders involved. But in general, you strive for an efficient process where the candidate knows how things play out for him as soon as possible, so he will not get impatient and step out of the process altogether.”

QTC Recruitment: And recruitment automation?

John: “That is great. We haven't tested it yet, but it can be a great asset in a Big Pharma organisation such as ours. There are different tools available. I think, it has a future in our business, but the possibilities have to be explored further. A chatbot, however, is a must-have for us to guide the candidate experience. In this respect, a good website is crucial too. When a possible candidate is out there searching, using certain keywords, he or she should be directed to your site.”

QTC Recruitment: When you talk to a candidate, what do you take into account?

John: “Let me see: experience, track record, achievement, potential, cultural fit, hard and soft skills. But I am also not afraid to present a candidate who still has the potential to grow in the function. The chance that this person wants to stay and develop himself is more likely than with the proverbial 'unicorn'. I am not interested in short-term success or quick wins. I believe in a sustainable relation and partnership.”

14. Dedications and acknowledgements

This Biotech Vision Report was established with the help of multiple Biotech and HR experts, Biotech organisations and other interested parties such as employees of QTC Recruitment. QTC Recruitment give thanks to everyone who made this Vision Report possible through the interviews, brainstorm sessions and research. It enabled us to form some helpful practical examples and to compile the best practices and trends in recruitment in the Biotech and Biopharma industry.

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Creating value in Life Science



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