



German American  
Chambers of Commerce  
Deutsch-Amerikanische  
Handelskammern



# HR & RECRUITING IN THE US

## Winning the War for Talent

ATLANTA | CHICAGO | DETROIT | HOUSTON | NEW YORK | SAN FRANCISCO | WASHINGTON DC





The German American Chamber of Commerce® of the Midwest (GACC Midwest), headquartered in the heart of downtown Chicago with a branch office in Detroit, was founded in 1963. GACC Midwest is an integral part of the German Chamber Network (AHKs) with 140 offices in 92 countries around the globe.

Our continuing mission is to promote German-American business relations and to support trade and investment between Germany and the United States, especially the Midwest. Our organization combines elements of a trade commission, a membership association, and professional consulting services for market entry, apprenticeships in the US, and more.



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# ATTRACT AND RETAIN TALENT

## A Guide for German Companies

Attracting and retaining a high-performing local team is a key success factor for German companies entering and operating in the US market. In contrast to the contractual-based employment relationships in Germany, the US operates primarily on an employment-at-will model, which allows both companies and their employees to terminate the employment agreement at any time and for almost any reason.

As a result, the labor market in the US is inherently much more flexible than in Germany. Companies can recruit talented individuals away from their current positions but also face the risk that their employees may leave the organization on short notice at any time. The constant turnover of workers in the US for better employment opportunities at other companies has long been referred to as the “War for Talent.”

The COVID-19 pandemic caused massive upheaval in the US employment market across industries, with mass layoffs and furloughs as well as a major shift towards remote work. It also led to changes in employment expectations and a fundamental shift in the power dynamics between employers and employees.



As companies nationwide seek to rebuild their workforces all at once, numerous studies have shown that the “War for Talent” is reaching new heights. Beyond competing for laid-off workers re-entering the workforce, companies are struggling to keep their remaining employees - the Bureau of Labor Statistics recently reported an all-time high “quit rate,” which measures the percentage of workers who voluntarily left their positions.

This publication will explore how German-based companies can develop recruitment strategies and HR policies for the US market that will prepare them to be battle-ready for the “War for Talent.”



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# THE NEW NORMAL

## Formalizing Work From Home Arrangements

The COVID-19 pandemic has undoubtedly changed the landscape for employment and recruiting considerations. In the beginning of March 2020, many employees of U.S. businesses shifted and adjusted to work from home with little notice or planning. As we enter the “New Normal” in a post-COVID world, remote work has increasingly become a recruitment tool for various industries. Remote work or “Home-Office” imposes both benefits and challenges for companies. On the one hand, maintaining remote employees can lower overhead and operational costs, attract new talent, permit nationwide recruiting, increase morale and productivity by reducing commuting time and benefiting employees’ work-life balance. On the other hand, Home-Offices may pose challenges in preserving information security, ensuring wage and hour compliance, and conserving company culture. There are certain additional legal considerations employers should evaluate when formalizing Home-Office or remote work policies. To ensure legal compliance, companies should consider formalizing Home-Office arrangements.

### 1. DEVELOP A WRITTEN POLICY OR A WRITTEN POLICY STATEMENT

Depending on practical considerations for your company’s needs and logistics, you may decide to offer (1) permanent Home-Office arrangements; or (2) occasional, as needed, short term Home-Office arrangements. Key considerations on the type of Home-Office arrangements may include your company’s core values, technological readiness, and structure. If you decide that an occasional Home-Office arrangement would best fit your company, develop a written Home-Office policy statement, and implement it in your Employee Handbook. If you find that a permanent Home-Office arrangement would be suited for your employees, prepare a written policy or a formal Home-Office agreement. Both the written policy statement or

the written policy should outline and address the following:

- **Eligibility:** There may be different eligibility considerations, for example years of service and performance criteria, or position requirements and business needs. The policy should stress that Home-Office arrangements are not a right of employment, but a benefit.
- **Performance Expectations and Other Policies:** Productivity is important for any business and performance expectations should be clearly communicated. Moreover, the policy should emphasize that other company policies, such as anti-harassment, standards of conduct, drug and alcohol use during work hours, vacation, sick days, and leaves of absence remain in full effect. Lastly, the policy should clearly communicate that it does not create an employment contract or change the at-will employment status of an employee and that the company retains full discretion in ending the Home-Office arrangements for any reason or no reason at all, at any time.
- **Compensation and Work Hours:** The policy must clearly establish working hours for exempt and non-exempt employees to ensure compliance with the Fair Standards Labor Act (“FSLA”).
- **Workspace, Equipment and Office Supplies:** The policy should summarize what type of equipment the company will provide and what type of business expenses are reimbursable.
- **Workers’ Compensation:** The policy should ensure that all job-related injuries are reported and outline normal reporting procedures.
- **Informational Security:** The policy should instruct employees to use secure remote access procedures and prohibit downloading confidential information and trade secrets on a non-secure device. In addition, the policy should clearly communicate the expectation of a confidential work environment, if such an environment is necessary.



## 2. REQUIRE AN APPLICATION PROCESS

A streamlined application process can ensure that Home-Office requests are handled consistently and avoid discrimination claims. It can also offer protection from additional legal risks. The application should require approval signatures from direct supervisors and confirm the Home-Office location. The Home-Office location is an important aspect, as discussed in detail below under Legal Considerations. The application process could include a trial period with a review at the end to discuss issues and challenges.

## 3. ENTER INTO A HOME-OFFICE AGREEMENT

A separate Home-Office agreement can personalize the policy requirements and function as an additional communication tool between the company, direct supervisors, and the employee. Importantly, the Home-Office agreement should emphasize that it does not in any way change the employee's at-will employment status and that it is not an employment contract.

## 4. KEEP OTHER LEGAL CONSIDERATIONS IN MIND

Home-Office arrangements carry additional employment, as well as corporate law, implications that are often overlooked. These may include:

- **Physical Location of Employees:** You should ensure that you are aware of the physical location of your remote employees because the employees' physical work location can carry significant tax consequences for the company, specifically in terms of payroll taxes and worker's compensation insurance. Moreover, the location and job functions of remote employees may impact the nexus of the company to a specific state, which may require the company to qualify to

do business in the respective state. Because of these legal considerations, you should require that remote employees inform the company of any remote work location change in advance and to outline work location expectations in the Home-Office policy.

- **Reimbursements:** Whether you are required to reimburse your remote employees for work-related expenses (phone, printer, toner, paper, internet, etc.), largely depends on the applicable state law. California and Illinois have the most robust and expansive business reimbursement laws. In developing your reimbursement policies for remote employees, it is pertinent to consider which state laws apply, as well as the scope of the respective state laws. In addition, under the FSLA, an employer may not require employees to pay for work-related expenses if it would cause the employee's pay rate to fall below the required minimum wage for hourly employees or salary threshold for exempt employees.
- **Wage and Hour Compliance:** You must comply with applicable state and federal timekeeping records, break and hour laws, as well as overtime pay compliance. Failure to do so may result in costly fines or litigation. Therefore, it is important to develop and establish timekeeping methods for non-exempt remote employees, for example a remote clocking in and out system. Moreover, break times should be clearly communicated. Overtime policies should also be clearly established to avoid confusion and to ensure correct overtime pay.
- **OSHA Compliance:** The Occupational Safety and Health Administration ("OSHA") requires that work-related injuries and illnesses be recorded. This requirement also applies to remote employees. Under OSHA regulations, employers are also responsible for hazards caused by materials or equipment the employer provides to the remote employee. Finally, OSHA conducts inspections of home-based work if OSHA receives a complaint of a violation.



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# TIPS FOR YOUR US SUBSIDIARY'S TALENT MANAGEMENT STRATEGY

As companies nationwide seek to rebuild their workforces all at once while workers seek new opportunities in record numbers.



## COMPANY CULTURE

### Ensure Your Company speaks to Millennials and Gen-Z

- Millennials are now the largest cohort in the US workforce and members of Gen-Z are entering the workforce every day. Both generations tend to prefer working for employers who place a strong emphasis on Corporate Social Responsibility (CSR) and would even take a reduction in pay to do so. Companies that are engaged in their communities and visibly active in tackling issues such as climate change and racial injustice have a marked advantage in the war for talent among these generations.
- Offer a range of opportunities for employees to be actively involved in your company's CSR initiatives and programs - this is personally rewarding, builds team cohesion and reinforces loyalty to the employer.
- Millennials and Gen-Z also value diverse workplaces. Companies should develop and implement Diversity, Equity and Inclusion (DEI) programs and ensure that these are openly communicated to existing and prospective employees. Be sure to include your company's CSR and DEI activities in your employer branding initiatives.

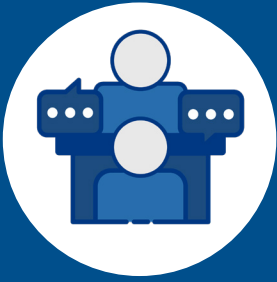


## EMPLOYEE BENEFITS

### Offer Competitive Compensation and Employee Benefits

- While financial considerations are no longer the primary driving force for employment decisions, earning potential is still important. Leverage online resources to determine prevailing salaries/wages by location, industry, and job function and set attractive pay scales.
- Employer-provided health insurance is the norm in the US market and while not legally mandated, this is the most critical benefit that workers demand and has become even more important due to the pandemic. Conduct benchmarking to ensure that your employer-sponsored health plans are cost-effective and competitive against what other employers offer. Wherever possible, offer your employees multiple plan options that are appropriate for different workforce demographics. As a best practice, select health plans that also offer coverage for tele-health services.
- Conduct regular research into current trends in employee benefits and adjust your benefits packages accordingly. A key trend in the field is the "personalization" of benefits to suit the unique individual circumstances of employees. The COVID-19 pandemic has increased the desirability of non-traditional offerings as well, including coverage for mental health and financial health support services, student loan repayment assistance, employee wellness programs and childcare support.



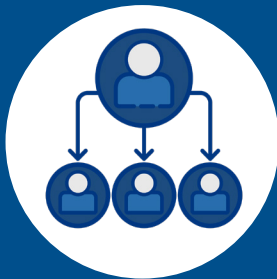


## TALENT ACQUISITION STRATEGY

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### Develop a Comprehensive Talent Acquisition Strategy

- Execute an “Employer Branding” campaign that highlights why your company is a great place to work. As most target applicants will research potential employers in-depth before submitting their application, be sure to create sections of the company website that focus on the employee experience and the company’s core values. Reinforce this messaging through social media and other channels.
- Especially for positions in advanced manufacturing, develop long-term partnerships with local economic development organizations, community colleges, workforce development agencies and apprenticeship program administrators to build a continuous talent pipeline for skilled workers.
- During the hiring process, do not just examine a candidate’s relevant experience and skill set but employ techniques to evaluate their fit with the company’s culture and mission, as those who do are likely to stay longer in their roles.
- In today’s competitive employment market, remember that job interviews are bi-directional - be prepared to sell your company as a desirable employer to candidates during the interview process.



## EMPLOYEE RELATIONS

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### Implement HR Policies that Provide Work-Life Balance and Professional Growth

- COVID necessitated a shift to remote work for many industries and job functions. Studies have shown that most American professionals do not wish to return to 100% office work, however many desire opportunities for in-person interaction and collaboration with colleagues within an office environment. Wherever possible, develop attractive and equitable (hybrid) work from home policies.
- American professionals, especially in the younger generations, increasingly desire more flexible working arrangements over the standard Monday-Friday 9-5 workweek. Offering flexible work hours can make your company a more attractive place to work and even counteract employee burnout.
- Be judicious in requiring non-compete agreements for employees. While there are certainly legitimate circumstances where they may be necessary, these should not be used as a tool for employee retention. Non-competes are often a deal-breaker for many professionals who do not wish to be handcuffed regarding their future career opportunities.
- American professionals who feel their roles are stagnant will look for new opportunities elsewhere. To prevent this, create clearly defined career pathways for all employees to progress upwards within your organization and offer ample opportunities for further training/professional development. Conduct periodic check-in meetings with your team to gauge engagement levels and solicit feedback for areas of improvement.

## Your global partner for Pre-Employment Screening in Europe & North America



+++now available in North America+++new office in Penticton, B.C. / Canada+++

Are you looking to hire a professional or manager for a risk-sensitive position? Keep in mind that digital application processes and one-click applications via business networks pose a risk of not objectively checking the applicant's qualification history. Placing the wrong applicant in risk-sensitive positions can result in enormous economic damage and reputational loss.

HR is confronted with a variety of international educational qualifications. Only one-sixth of all online applications still require the upload of certificates. Fake degrees can be bought online. A plausibility check is no longer sufficient by far. The authenticity of digitally submitted certificates or qualifications announced in the job interview can only be verified by recruiting through an objective verification process, such as pre-employment screening (PES).

Our company is highly specialized in performing:

- Educational degree verifications
- Employment history verifications
- Reference checks
- Current & former company relations / holdings
- Media researches
- ID / address / work permit checks
- Credit checks
- Sanctions list check
- Criminal record checks / certificate of good conduct

The operational implementation is consistent with a digital workflow, which guarantees an encrypted transfer of personal information and a transparent process flow.

- Established in 1998 - more than 23 years experience
- Strong international network in more than 60 countries
- Multilingual team with many years of experience
- ISO-certified processes and GDPR-proven
- Objective examination of education and career history
- Remote processing via pen-tested PES online portal
- Your proof of background checks for audits and ISO27001

SIGNUM Consulting is a premium provider of Pre-Employment Screening (PES) in Europe and North America. We support companies worldwide in their decisions for the best-qualified employee and help to establish global PES approaches. With SIGNUM Consulting you can rely on full compliance with regulatory and data protection requirements. Benefit from customized implementation of PES in your recruitment process.

Please contact us for more information!



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# USING EMPLOYEE RESTRICTIVE COVENANT AGREEMENTS

Most employers are familiar with restrictive covenant agreements, but they often fail to use them in a way that protects their business and maximizes the likelihood that a court will enforce the agreement in the event of a dispute with a former employee. While there is no one-size-fits-all approach to using these types of agreements, they unquestionably can be a helpful tool for employers.

The term “restrictive covenant agreement” is an umbrella term used to describe an agreement with an employee that includes one or more different types of restrictions: non-disclosure; non-solicitation (of employees, customers or both); and non-competition. Each of these types of restrictions is subject to differing levels of scrutiny by courts because of how they impact a former employee. Confusingly, the term “non-compete agreement” is frequently used to refer to a restrictive covenant agreement, even if the agreement in question does not actually contain a non-competition restriction.

The key to using a restrictive covenant agreement to protect your business is understanding the different types of restrictions and which is appropriate to use with a particular employee, and then customizing the agreement to “fit” the particular employee and ensure the restrictions are reasonable in time, breadth, and geographic scope. Too often, employers have a single template agreement that is used with most or all employees, which can create significant challenges when it comes time to enforce the agreement. Even worse,

some employers do not use any type of restrictive covenant agreement, which is a mistake in that these agreements can provide significant protection when used appropriately. At a minimum, employers should have every employee who has access to confidential business information sign a non-disclosure agreement that prohibits the employee from sharing or relying on that information after the employment relationship ends. Courts routinely recognize that type of restriction as legal and enforceable.

In addition to ensuring that an agreement is appropriately tailored to the employer’s business and the employee in question, employers need to understand that the enforceability of restrictive covenant agreements is governed by state law. What that means is that employees who work in different states may need to have different forms of agreements because of the differences between state laws. For example, Illinois recently passed a new law that goes into effect on January 1, 2022 which requires employers to include specific language in any restrictive covenant agreement that applies to an Illinois employee. That new law also establishes minimum earnings levels that employees must earn in order to be subject to non-solicitation (\$45,000) or non-competition restrictions (\$75,000). Many other states have their own laws with different requirements, and some states prohibit certain types of restrictions altogether.

Employers are encouraged to consult with experienced employment counsel familiar with restrictive covenant agreements to determine what is advisable for their business.

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# PARTNERING WITH EDOs FOR TALENT ACQUISITION

## What makes your organization unique in the world of Economic Development and FDI attraction?

JobsOhio was created in 2011 as the economic development corporation of the state of Ohio and ever since it has been a catalyst for growth. It has six regional partners and countless local affiliates that build relationships with companies during the site location and investment process. JobsOhio is unique in many ways, the first being our funding. As a private nonprofit corporation, JobsOhio is wholly funded by an independent private source. This gives us a significant competitive advantage including long-term support for companies and the ability to respond faster to economic and business community needs. This has allowed us to survive the pandemic and double our programs and initiatives. In turn, these help businesses keep their employees and stay on track with their projects. When an international company reaches out to JobsOhio, our worldwide sales team engages with the company, ensuring that time zones, distance and language don't inhibit the ability to communicate with potential customers in other countries. JobsOhio is helmed by former business executives in their respective industries that understand corporate decision-making, are steeped in industry knowledge, and remain well-connected to industry-specific resources throughout Ohio.

## From a talent perspective, what makes Ohio an ideal place for German-based companies to locate their U.S. subsidiaries? Can you give us a general idea of the workforce demographics in the state?

Over the last decade, Ohio has risen in the ranks as a best state for business due to its favorable business climate, geographic location, and increasingly diverse economy. But ask most executives why they choose Ohio, and they'll tell you it is due to Ohio's skilled and educated workforce. Ohio is home to an abundant and industrious talent pool, from coders to engineers, scientists, computer numerically controlled (CNC) machine operators, and those in

professional services and healthcare. The state gained more than 126,000 young professionals between the ages of 20-34 from 2010 to 2019 which is the equivalent growth of Illinois, Indiana, Wisconsin, Kentucky, and Alabama combined. Additionally, STEM workforce growth is up 19%.

Ohio has the seventh-largest population in the U.S., the third largest manufacturing workforce in the U.S., and is ranked among the top 10 states in the nation for competitive labor environment and leading workforce development programs. More than 300 higher education campuses and 53 Ohio technical centers deliver a constant flow of talent trained to address modern business needs.

## How exactly does JobsOhio support international companies to help them build up their local teams across different industries and job functions?

Through collaboration and the support of JobsOhio, Ohio has programs that help companies find and train (including re-skilling and upskilling) the talent they need quickly, including:

1. **JobsOhio Talent Acquisition Services (TAS):** Helps to identify a company's talent challenges and build sustainable talent strategies that provide support at every stage of the candidate journey. From employer brand building and attraction to screening and training, the TAS program provides a customized approach based on the company's needs, executed in partnership with the company's existing recruiting team.
2. **Find Your Ohio:** Find Your Ohio is a talent attraction program that launched in March 2020 to drive in-demand talent to the state. Through the program we connect qualified, out-of-state candidates with job opportunities at companies operating in Ohio. JobsOhio developed Find Your Ohio to address talent shortages that organizations continue to face in critical disciplines.



**How did JobsOhio support companies in the state to retain their workforces during the COVID pandemic and how are you supporting them to staff up as the economy continues to rebound?**

The coronavirus pandemic accelerated the need for businesses to adapt their workforce to changes in needed skills. Moreover, the pandemic resulted in massive workforce displacement, exposing uncertainties in various career paths. There was an opportunity to help employers find the workers with the skillsets they need and equip more Ohioans with the skills that employers desire. Ohio launched Ohio To Work, a pilot initiative aimed at strengthening the bridge between employers, government, nonprofits, and training providers to deliver employment services to displaced and at-risk job seekers, connecting them to accelerated training opportunities, virtual career fairs, and jobs with companies that need to hire even during the pandemic.

**JobsOhio helped to launch three Innovation Districts recently, in Cincinnati, Columbus, and Cleveland. What are these Innovation Districts and are there opportunities for German-based companies to get involved?**

Yes, absolutely. Innovation Districts ensure that Ohio can compete both nationally and globally by investing in research and talent. We are actively collaborating with leading research institutions and private corporations to position Ohio as the destination for world-class innovation in life sciences, healthcare, and technology by bridging the gap between the talent pipeline and speed to market. These Innovation Districts are expected to produce up to 47,000 new STEM graduates, an estimated 60,000 new jobs and \$9 billion in economic impact. Community building in these districts creates fertile ground for research and innovation leading to the commercialization of ideas, while keeping trained talent in Ohio. At the same time, this will fuel unprecedented urban renewal through significant investments in facilities and real estate. We encourage German-based companies to learn more about how Innovation Districts can be a launchpad for growth.

**Is there an example of how JobsOhio has worked with a German-based company to be successful in Ohio?**

Since 2013, JobsOhio has worked on 57 projects with German companies, 35 with existing investors in the state, and 20 with companies investing for the first time. These projects created 4,300 jobs and helped retain 12,400 for a total of \$488M in payroll and \$805M in fixed asset investment. Of these projects, 41 have received incentives from/through JobsOhio.



auticon is hiring in Columbus, Ohio.

A German company we recently helped is auticon, an IT and compliance consulting business that employs adults on the autism spectrum as IT consultants. In 2019 they sought a new regional headquarters that would be responsible for IT development exclusively utilizing individuals on the autism spectrum. auticon turned to JobsOhio TAS to find and train tech employees in the Columbus area.

TAS helped auticon find a training provider that fit the specific learning needs of auticon's unique candidate pool and upskill up to 50 tech professionals on the autism spectrum. It also partnered with a human relations consulting firm to make auticon competitive and compliant in the state of Ohio and connected them to the audience of candidates they were seeking.



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# LEVERAGING COMPANY CULTURE

## An Interview with Tchibo

**Tchibo is a beloved brand in Germany for both coffee and coffee machines but is relatively unknown in the U.S. market. How will you differentiate yourself from established competitors and build up a loyal customer base here in the US?**

Founded in 1949, Tchibo has been delighting coffee connoisseurs for over 70 years, becoming the #1 coffeehouse in Europe. In the fall of 2020, the Hamburg, Germany based brand debuted in the U.S., bringing its renowned coffee products to the Midwest. For Tchibo, coffee is religion, passionately crafted by Tchibo Röstmeisters, who are dedicated to the art and science of exquisitely fresh coffee. The Röst Frisch line of four distinct coffee recipes was created to meet the palette requirements of the U.S. consumer. Tchibo focused on creating the right balance and maintaining the complexity of aromas and depth of taste in order to deliver its coffee in the freshest way for American consumers.

Tchibo is bringing a cleaner, more sustainable and fresher coffee experience to the U.S. Recent research suggests the U.S. at-home coffee market is set to grow by 4.9% this year to reach \$15.6 billion, compared to a total of 3.9% growth experienced between 2015 - 2019. The U.S. imports the second-largest amount of coffee beans, making it one of the world leaders in coffee. With as many as two in five (39%) Americans and Canadians willing to pay more for premium coffee at home, there is a need for more premium coffee brands in the U.S. market and that is what Tchibo offers.

Part of the Tchibo commitment is to bring U.S. consumers what they are looking for and provide an innovative product not yet offered. Customer reviews speak highly of the brand's ability to lock in and maintain freshness. Consumers have been impressed by the flavor, marking taste as a main driver of repurchase, which is at 92%

according to recent market research. This difference in taste and freshness, combined with the high-quality Tchibo beans, is what sets Tchibo apart from the U.S. market.

In addition to quality, Tchibo believes the only thing more important than fresh coffee is a healthy planet. As a European company, Tchibo has dealt with diminishing resources and the environment for decades. As a family-owned business, Tchibo is personally and culturally committed to sustainability and fairness. Tchibo has been recognized with multiple awards for its sustainable, fair-trade practices, including the award for Corporate Ethics and the Environmental Logistics Award and the European Union's CSR.

This strong commitment to environmental responsibility and fair trade aligns with a shift in U.S. consumer preferences to more sustainable products, making Tchibo stand out. Tchibo prioritizes fair trade in agricultural production, but also in environmentally-conscious products and practices. With a goal to be eco-friendly at all stages of production, Tchibo is setting the course for the coffee industry, and protecting its future by focusing on the environment, biodiversity, water resources, and workers' safety and rights.

**It certainly sounds like living out the company's values in all areas of operations is a key success factor for Tchibo. How do you ensure during the recruiting process that new employees fit with this strong company culture? Will these existing processes need to be amended for the local market as you gradually build up a local team for the new U.S. subsidiary?**

While Tchibo is about delivering outstanding coffee and offering new and exciting products, the company also prides itself on being a standout employer. Tchibo has developed a unique business model throughout the company's history, and as a family business, Tchibo treats all employees - new and old - with the same level of respect and value.





Tchibo is down-to-earth, yet innovative. Whether you work in IT, e-commerce, marketing, or product development a wide range of different people work together at Tchibo.

When it comes to adding new members to the team, Tchibo looks for people who are fueled by passion and have a drive to uphold our core values. Our goal is to attract employees who are looking to join the Tchibo family and are equally as committed to sustainability as we are. Tchibo seeks employees of all ages, backgrounds and at varying levels of their careers. Whether you're fresh out of school, have a graduate degree or already have years of professional experience, Tchibo celebrates diversity and provides a platform for employees with the freedom to think big. Ultimately, we are driven by a creative environment with passionate, motivated people where we can make anything possible.

Tchibo has about 11,420 people working worldwide, with around 7,300 of them in Germany alone. Whether in the U.S., or another country, Tchibo upholds the same values and exciting opportunities. Anyone, anywhere, who works with Tchibo should expect a strong company culture.

**As the economy continues to rebound from the COVID-19 pandemic, the so-called 'War for Talent' appears to be intensifying, with companies struggling to attract and retain personnel across a range of job functions. Does Tchibo have a recruiting strategy in place to ensure that you are able to fill key positions going forward?**

No matter the global climate, Tchibo is committed to seeking out people who want to be a part of our overall mission: sustainability, freshness and maintaining a healthy planet. Tchibo wants people who are focused on their personal success, and we want to help them achieve their goals. Whether you are interested in internships, part-time, or direct entry for professionals, Tchibo offers a wide range of exciting opportunities.

We look for ways to create beneficial programs that not only incentivize our employees, but also make them better global citizens. We are looking for people who want to grow alongside Tchibo, and have an equal passion for our product and mission. Our belief is that in order to attract employees, you must be a company worth working for.



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## IMPLEMENTING CORE VALUES

### Why does Tchibo send their employees to travel to Tanzania and be a part of the coffee harvesting process?

Tchibo nominates employees of all different experience levels, ranging from those who have over 20 years of sales under their belt, to younger employees who are just starting out at the company, to go on these types of educational trips. This formula creates an extra special and diverse experience. It's an opportunity for employees to get a firsthand look at how the coffee is made and all of the care and conditions that go into it. By witnessing every step of the supply chain together, employees can really understand the value of the farmers' hard work. The trip also encourages employees, who may not have worked together prior, to join forces, learn from each other and share fresh ideas. Tchibo is a family-owned business, and they want their employees to value the coffee and feel part of a familial environment that is fully transparent.



# RECRUITING SERVICES

## Your US Recruitment Process

### GACC Midwest Supports Your Company's HR Function

GACC Midwest is positioned to assist you throughout the entire recruitment process, from identifying top candidates to reference checks and compensation packages, allowing you to focus on your core US business imperatives. Our specialty involves recruiting talented professionals with relevant international and industry-specific experience for your market entry in the US.

We support subsidiaries of German companies as well as US companies with German business connections in their search for personnel. By professionally recruiting and selecting candidates, we provide companies with highly qualified, often bilingual personnel.

We undertake the search for specialists and executives and accompany you throughout the entire process. We also offer services for partners of posted employees and publish informative newsletters and publications in the field of Human Resources.

### Our Recruitment Approach

Expanding into the U.S. market often leads to the challenge of hiring suitable local employees. Identifying, attracting, and evaluating talented professionals for open positions at your company is a multi-layered and timeconsuming process. Additionally, specific legal and cultural components in the US differ from common practices in Germany. Allow our experienced Recruiting Services team at GACC Midwest to support you in the recruitment process in the US from start to finish. Our approach to successfully recruiting your desired candidate includes the following steps.

Comprehensive initial advice on all aspects of recruitment, personnel-related topics and creation

Optional intercultural interview training

Creation of a market-appropriate job description

Placing advertisements and approaching qualified candidates through our network

First-round interviews with potential candidates

Provision of the final applicant profiles and coordination of interviews

Review of candidate's references

Recommendations of services from our network (payroll, insurance, etc.)

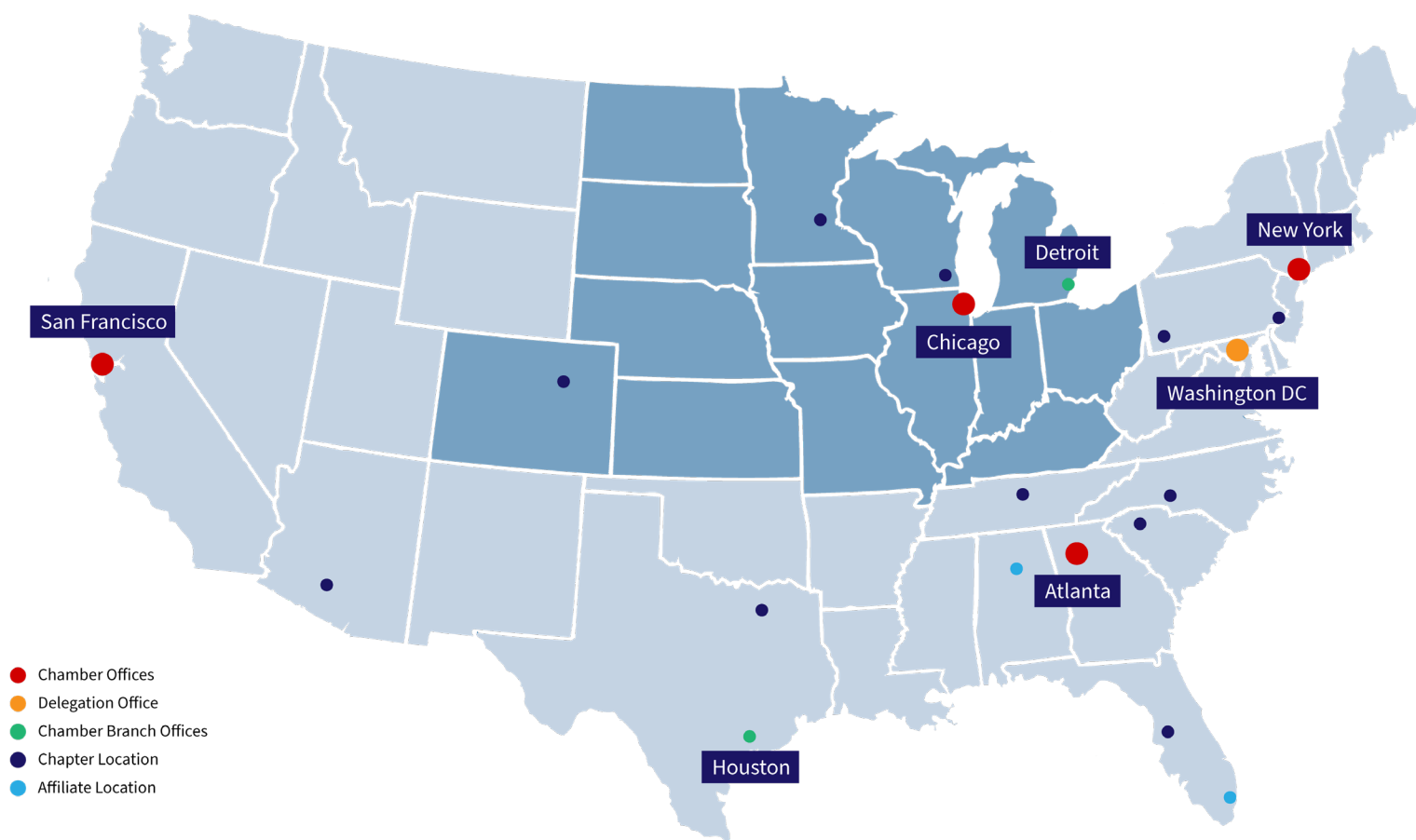
3-month guarantee in case of candidate resignation or termination

# GACC MIDWEST



## Your Partner for the US

GACC Midwest, with its offices in Chicago and Detroit, has broad experience and knowledge of the market conditions in the US and in Germany. In our role as an advisor, we help German companies identify opportunities for cooperation and growth in the US. Our team is specialized in effectively setting up your subsidiary for success in the US.



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