



Olivier Debeve

Senior HR Manager · Site HR Director

Labour Relations · Workforce Growth · Transformation · Business-focused HR Operations

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PROFILE

Senior HR leader with more than 25 years' experience across industrial, technology and service organisations in Belgium and internationally. Partners with leadership and executive teams when people issues become direct business issues: growth, organisational change, labour relations, transformation and reliable HR operations.

Site leadership: member of site management teams, leadership of cross-functional teams of up to 14 people and HR responsibility for sites of up to 450 FTEs.

Proven outcomes: site growth from 75 to 125 FTEs (+67%) and a move from three to five shifts; nearly seven years with no strikes or collective work stoppages arising from labour relations; 70%+ of the site workforce recruited directly; eNPS above 50.

Business and financial acumen: oversight of a EUR 19m annual operating scope; governance of EUR 6–8m in monthly billing; and executive contracts, compensation and bonuses managed with the Group CHRO and CEO.

AREAS OF HR EXPERTISE

Strategic HR leadership & business partnering

Site/multi-site HR, management teams, executive advice and organisational transformation.

Labour relations, collective bargaining & safety culture

Union relations, Works Councils, H&S Committees and CLAs; conflict prevention, business continuity and HR support for safety initiatives.

Workforce planning & scaling

Shift organisation, high-volume and managerial hiring, referrals, onboarding and retention.

HR operations, payroll & compliance

HR administration, payroll, C&B, contracts, fleet, HR compliance across Belgium, the Netherlands and Luxembourg, and HRIS.

Talent, performance & engagement

Talent reviews, succession, development, eNPS, absence management and return-to-work.

Financial governance, risk & transformation

Labour costs, budgets, risk, reporting, process improvement and outsourcing.

PROFESSIONAL EXPERIENCE

Human Resources Manager – Mondelēz International, Namur plant

01/2026 – 05/2026

Rapidly took ownership of the full HR agenda for a 450-FTE unionised, multi-shift food-manufacturing site: collective labour relations, CLAs, sensitive employee-relations cases and employee representative bodies; prepared the next collective bargaining cycle with the union delegation.

Human Resources Manager, Belgium & the Netherlands – Ahlstrom, Malmedy & Amsterdam

01/2019 – 10/2025

Management team member and HR lead for the Malmedy plant. Led the HR agenda supporting growth from 75 to 125 FTEs (+67%) and the move from three to five shifts; nearly seven years with no strikes or collective work stoppages arising from labour relations; directly recruited 70%+ of the site workforce; eNPS above 50 (target 35); long-term absence cases (12+ months) reduced to zero. Led labour relations with union delegations and within the Works Council and H&S Committee (Belgian Joint Committees 129/221), talent reviews and succession planning; strengthened safety culture through HR routines and regular shop-floor presence. Led HR for the Dutch subsidiary as headcount grew from 1 to 15, managing executive contracts, compensation and bonuses with the Group CHRO and CEO.

Group Human Resources Manager – Groupe Jean Gotta, Belgium & Luxembourg

11/2017 – 06/2018

Took over HR across Belgian and Luxembourg subsidiaries (~200 employees and ~100 regular contractors) in food production, logistics and cold-chain transport, in a transitional context; stabilised payroll, HR administration and labour relations.

Director of Human Resources, Administration & Finance – Centre Spatial de Liège, University of Liège

06/2016 – 11/2017

Direct adviser to the CEO of a ~100-person space research centre: led a cross-functional 14-person team structured across two management levels, covering HR, finance, administration and infrastructure; supported ~60 projects and oversaw a EUR 19m annual operating scope; contributed to favourable outcomes in two multi-million-euro disputes.

HR & Business Administration Manager, Belux – Altran Technologies (now Capgemini Engineering)

03/1998 – 12/2015

Nearly 18 years of progressively broader responsibilities in recruitment, HR and business administration within an international engineering-services group of up to 650 consultants across Belgium, France and Luxembourg: one year in recruitment at the Paris corporate headquarters, 150+ engineers recruited, leadership of a six-person Belux team and advice to 12 group entities. Managed EUR 6–8m in monthly revenue, including invoicing, WIP and unbilled revenue, led the transfer of Sales Administration to Krakow and supported the Luxembourg subsidiary's growth from 20 to 100+ engineers.

EDUCATION · LANGUAGES · TOOLS

EDUCATION

Master's degree in Business Administration, HR specialisation, with distinction – HEC Liège (University of Liège), 1997

LANGUAGES

French – native
English – fluent
Dutch – basic working proficiency

TOOLS & COMPLIANCE

SAP SuccessFactors, Workday, Prottime, MS Dynamics NAV
· HR analytics and generative AI · ISO 9001/14001/45001, EN 9100

AVAILABILITY & WORKING ARRANGEMENTS

Available at short notice

Permanent role preferred

Open to different working arrangements and engagement models