

AIMS INSIGHTS

# NEXT NORMAL ... BACK IN BUSINESS

JUNE 2020

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AIMS INTERNATIONAL  
ROMANIA

[www.aims.ro](http://www.aims.ro)



# INTRODUCTION



**"The next normal"** is the phrase that best expresses the way we all, people and companies, have adapted to the world in a full-blown medical, economic and trust crisis, due to the new coronavirus.

And we are already living this "next normal": for better or worse, we have managed to adjust to new ways of working, shopping, exercising, home schooling or socialising. It's time now for **"back in business"**.

But what does this mean for companies and employees? This is what we wanted to find out with the survey series **#TheNextNormal**, so that we can offer companies a benchmark – accurate hard facts (not opinions) that they can relate to, up-to-date information on how other companies from all over the country manage the crisis, what the (current and expected) challenges are, as well as the solutions they have found and that can serve as inspiration for us all.

The current report comprises the following chapters:

- A. THE BUSINESS IMPACT OF THE HEALTH AND ECONOMIC CRISIS
- B. JOBS PROTECTION POLICY
- C. COMPENSATION AND BENEFITS POLICY
- D. THE IMPACT OF WORK-FROM-HOME

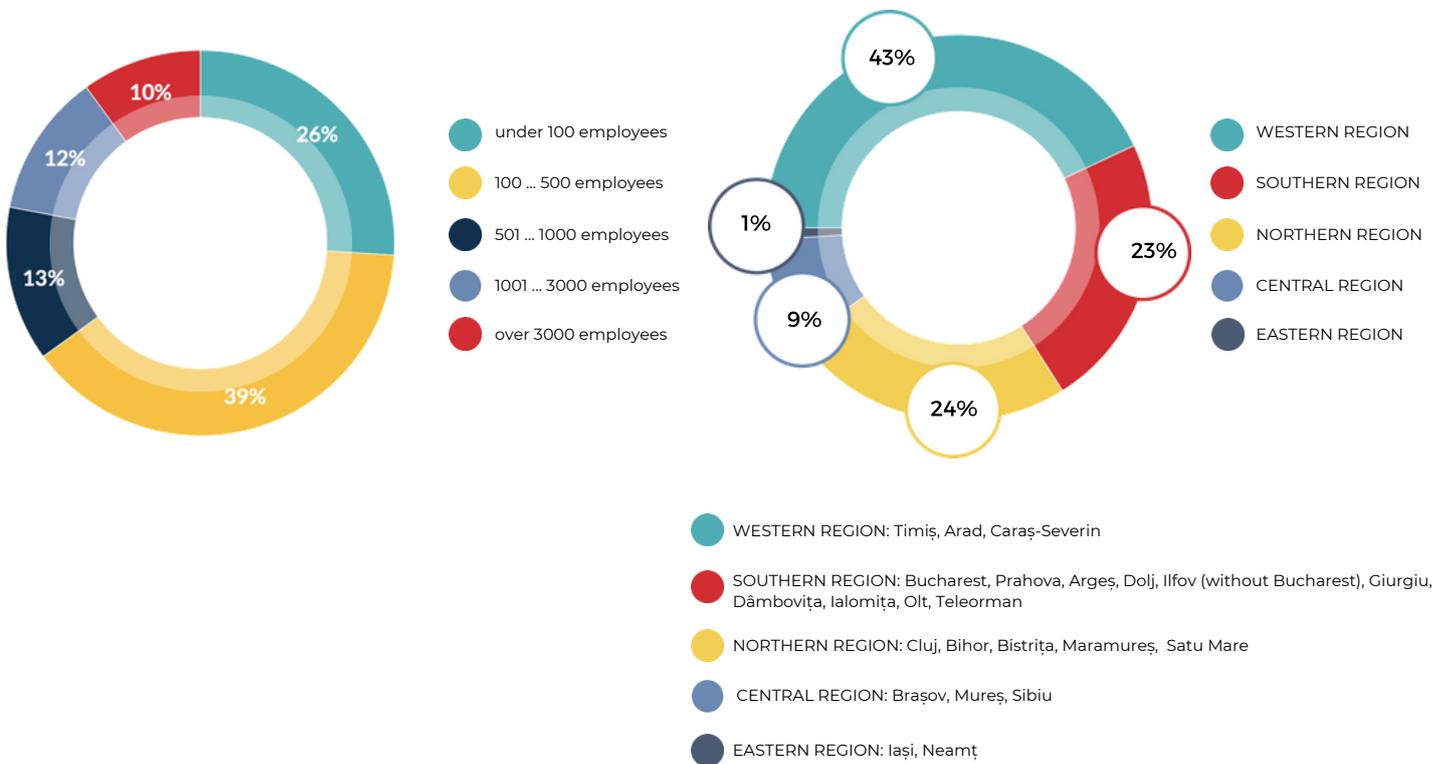
Hopefully this report accomplishes what we set out to do in the first place. We thank you for the effort you have put in completing our lengthy questionnaire and are looking forward to your feedback and reactions. Let's keep in touch.

But meanwhile, #staysafe and enjoy reading our report!

AIMS Insights Team

# BENCHMARK - PARTICIPANT COMPANIES

TOTAL = 206 COMPANIES FROM THE ENTIRE COUNTRY



## % PARTICIPANTS / INDUSTRY



# COMPLETE LIST OF PARTICIPANTS

123FormBuilder  
Accenture  
Access Group  
Adient Romania  
Adswizz RO  
Akwel Timisoara Romania  
Alten Delivery Center  
Altran Romania  
Amdaris Romania  
Aptiv Technology Services & Solutions  
Arctic Romania  
Atoss Software  
Autoliv Romania  
AVX Electronics Sensing and Control  
Azomures  
B.Braun Romania  
B.Sorted (B-lay)  
Beespeed Automatizari  
Beespeed Technical Engineering Center  
Bekaert Slatina  
Benchmark Electronics Romania  
BitStone  
BOA Rbt  
Bombardier  
BOS Automotive Products Romania  
Bosch Romania  
Bosch Service Solutions  
BusyMachines  
Cemacon  
Central Moreni  
Ceprocs  
CER Cleaning Equipment  
Cicor  
Clariant Products RO  
Class IT Outsourcing  
Clini-lab  
Cmed  
Cobalt Sign  
Coera  
Coindu Romania  
conectys  
Continental Automotive Products  
Continental Automotive Romania  
Contitech Thermopol Romania  
Cummins Generator Technologies  
Dalli Production Romania  
Distrib Brasov  
DraexlmaierProcese de Productie  
DSSmith Packaging Romania  
DVSE RO  
Elba  
Elma Electronics Romania  
Emerson  
ETI European Food Industries  
EuromasterTyre & Services  
Everel  
EverseenLimited  
Evolving Systems BLS Cluj-Napoca  
Expur  
Faist Mekatronic  
Faulhaber Motors Romania  
Ferring Pharmaceuticals Romania  
FEV ECE Automotive  
Filtration Group  
FlaktGroup Romania  
Flex Romania  
Fluorocarbon Polymers  
Frigoglass  
G&T Supply Industry  
GDS Manufacturing Services  
GF Precicast  
GLS Romania  
Golde Oradea  
Greppy Systems  
Guala Dispensing  
GualaPack Nadab  
Hamilton Central Europe  
Hammerer Aluminium Industries Santana  
Haulotte Arges  
Helbako Electronica  
*Confidential*  
Heraeus Romania  
Honeywell Elster Romania  
HUF Romania  
Humangest Group  
Hutchinson  
Imagination Technologie Romania  
IMC Information Multimedia Communication  
iMedica  
Ingenuity Systems (a Qiagen Company)

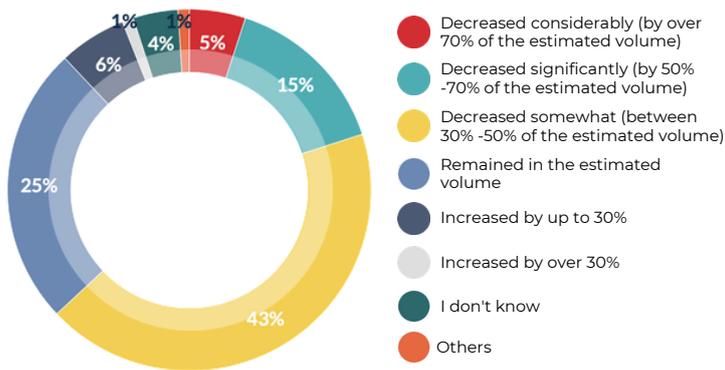
Instapage a Postclick Company  
Intel Romania  
Internsnack Romania  
Inteva Closure Systems  
Joyson Safety Systems Arad  
Karella - Upofloor  
Kathrein Broadcast  
Kaufland Romania  
Kern-Liebers Romania  
Kimball Electronics Romania  
Kirchhoff Automotive Romania  
Klass Wagen  
Kromberg & Schubert Romania Timisoara  
Kromberg & Schubert Romania - Centrul de Design Sibiu  
Kromberg&Schubert Romania Medias  
Kulzer  
La Lorraine Romania  
Leoni Wiring Systems Arad  
Leoni Wiring Systems RO - SSC Cluj  
Lorencic Bauservice  
Macadamian  
Magna Exteriors Craiova  
Marelli Ploiesti Romania  
Marionnaud Romania  
Masstech  
Michelin Romania  
Mobilexpense  
Modulo Decorative Solutions  
Molson Coors GBS  
Mondial  
Nefab Packaging Romania  
Ness Digital Engineering  
NetMatch  
New Montana  
Nexttech International  
Nidec Motor Corporation Romania  
Nidec Oradea  
Nokia Networks  
NTT Data Romania  
Obriest Eastern Europe  
Office Depot Service Center  
Optibelt Power Transmission  
Orange Romania  
Patiline  
PBF Power  
PehartTec Grup  
PeikkoRomania  
Philip Morris Romania  
PiNTeam Romania  
PiTech Plus  
Plan.net Technology  
Plexus Services RO  
Porsche Engineering Romania  
Porsche Romania  
Porta KMI Romania  
Preh Romania  
Premium Aerotec  
PrintMasters  
Pro Customer  
Provimi Romania & Cargill Nutritie Animala  
Resco  
RIA Solutions Group  
Rockwool Romania  
Roki Romania Manufacturing  
Rosendahl Nextrom  
Rotolito Romania  
Sage Intacct  
Saint-Gobain Isover  
Salesianer Miettex  
Samsung SSC  
Schieffer Indutries Romania  
Schlemmer Romania  
SDL Language Weaver  
Sealynx Automotive Romania  
Secom  
Sherwin-Williams Balkan  
SIMEA Sibiu  
SmartValue Services  
Smithfield Romania  
Softingrom  
SSS Clinical Research  
Steadforce RO  
Sumitomo Electric Bordnetze  
Sustainalytics  
Swisscaps Romania / Aenova Group  
Swoboda Sibiu  
Takeda Romania  
TB&C Outsert Romania  
TE Connectivity  
Teknia Oradea

Thomas Romania Plastic  
TORA Trading Services  
TRAUST Constructii si Instalatii  
TRW Airbag Systems  
TRW Automotive Safety Systems  
UNIQA Raiffeisen Software Service  
Valeo Lighting Injection  
Valvery COM  
Varta Microbattery  
Velocity  
virtual7 Romania  
Visma Software  
Vitesco Technologies Brasov  
Vitesco Technologies Engineering Romania  
Voestalpine Automotive Components  
VPK Packaging  
Waterford Research  
Webasto Romania  
Weidmüller Interface Romania  
Wingsrom Flying Quality Products  
Wolters Kluwer Financial Services  
Yazaki Component Technology  
Yonder  
Yopeso Romania  
Zipper Services  
Zoppas Industries Romania

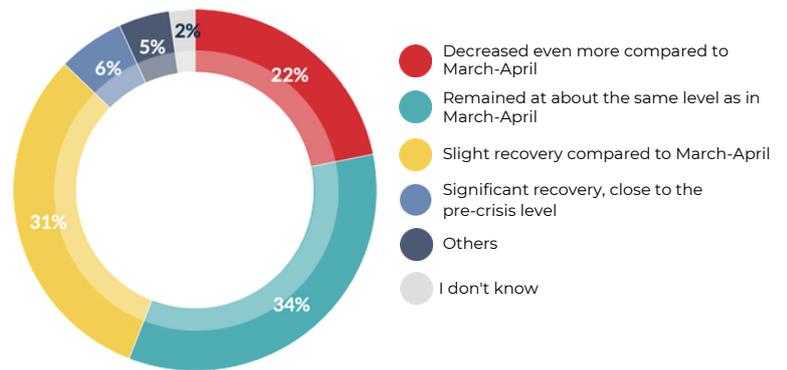
# A. THE BUSINESS IMPACT OF THE HEALTH AND ECONOMIC CRISIS



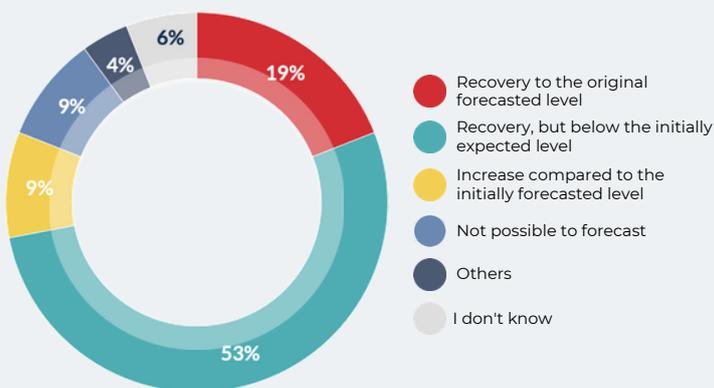
How orders/sales/projects of the local organisations have been affected so far (May-June)



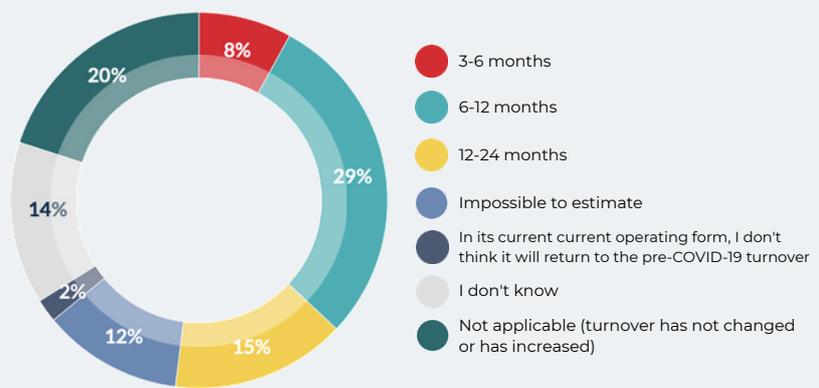
How orders/sales/projects of the local organisations have been affected in May-June as compared to March-April



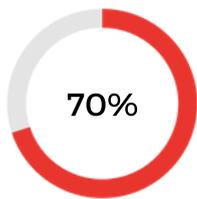
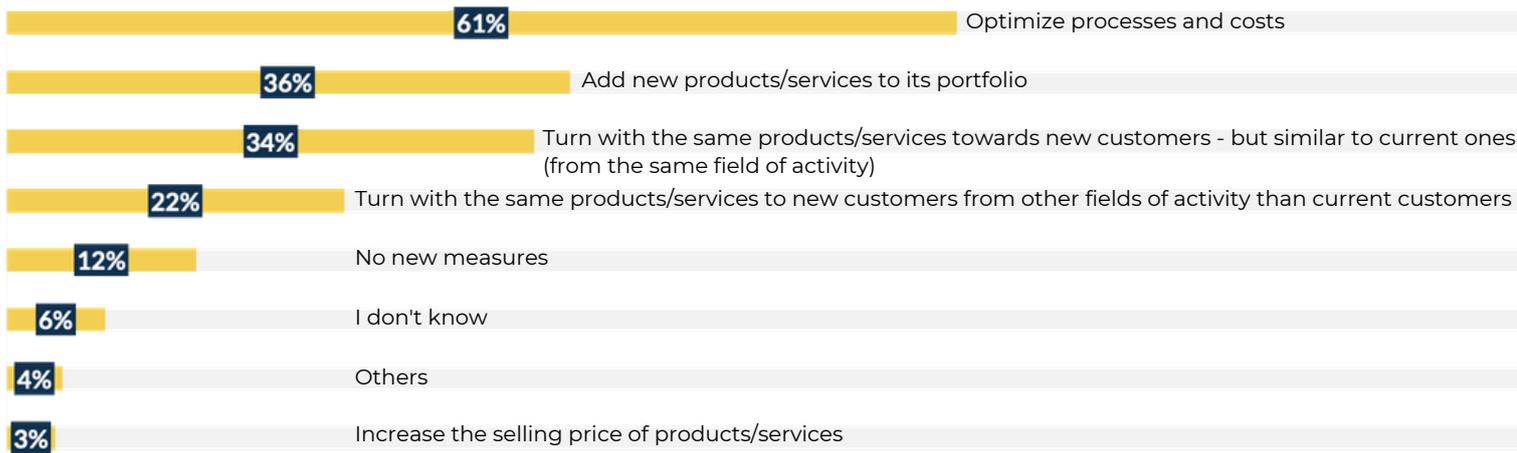
Forecasts regarding sales/orders/projects for July-December



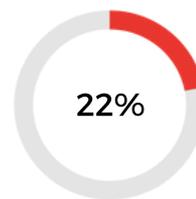
How long do you think it will take your company to return to the turnover pre-COVID-19?



For the organisation to go back to a turnover level comparable to the one pre-COVID-19, these are the actions to be followed (according to participants):

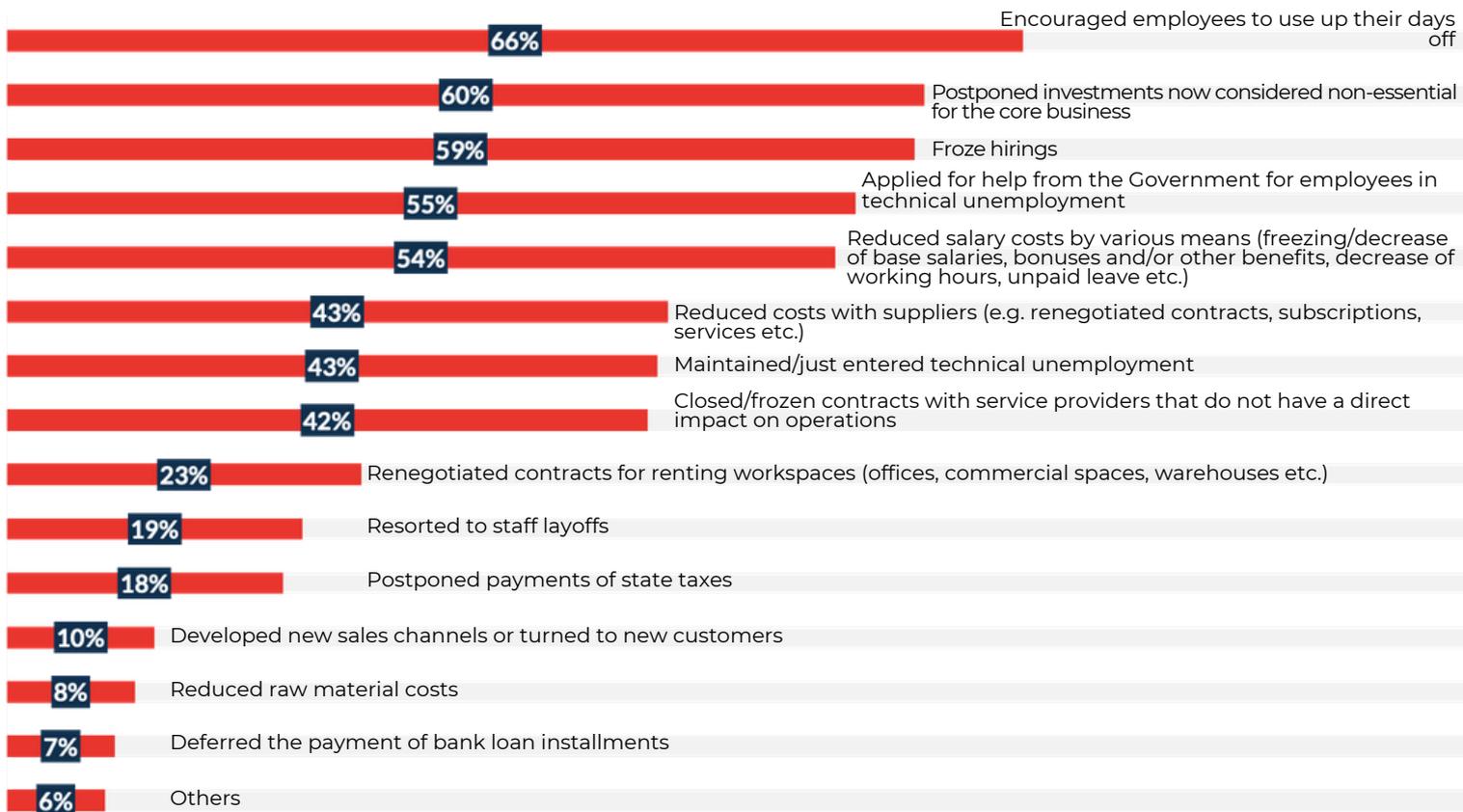


of participant companies still consider cost-cutting measures as necessary

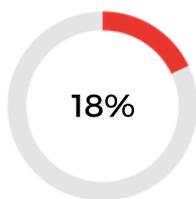
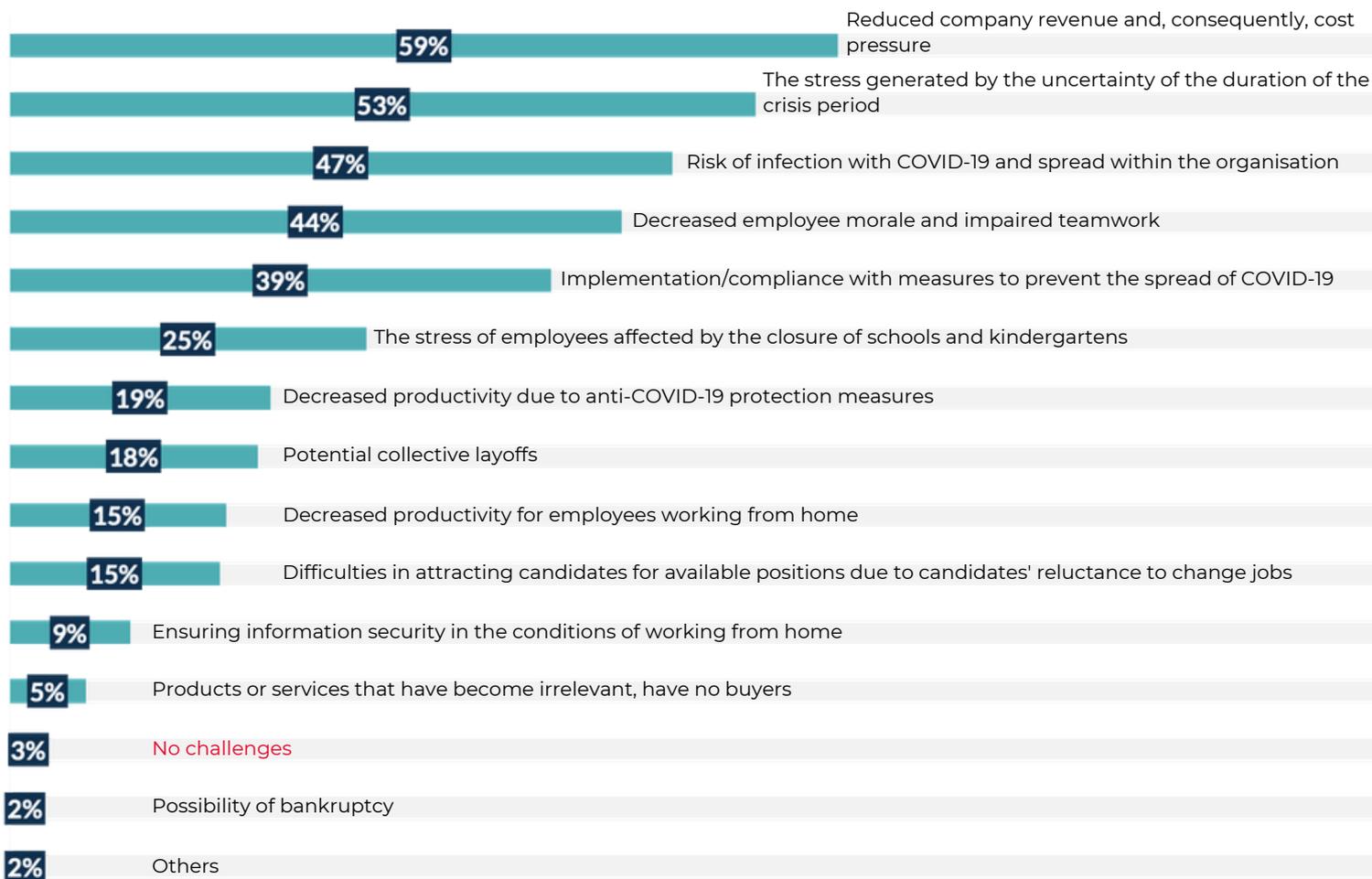


of participant companies did not resort to cost-cutting

#### Cost-cutting measures that companies are still applying

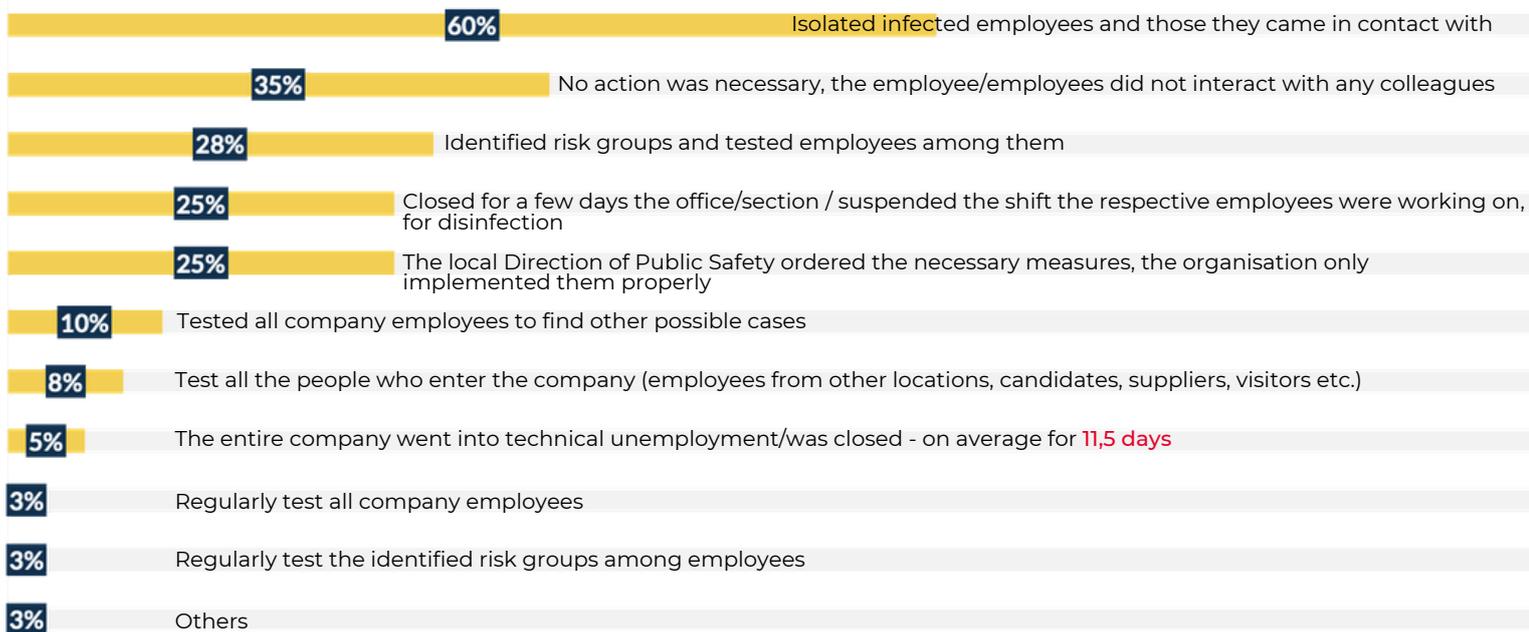


## The biggest challenges organisations will face in June-July



of participant companies had cases of COVID-19 infection among their employees, between March and May 2020

## Most measures that have been taken in this situation can be found below:



# B. JOBS PROTECTION POLICY

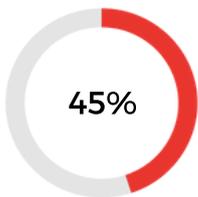


## EMPLOYEES

## TIME

AVERAGE % OF EMPLOYEES IN TECHNICAL UNEMPLOYMENT DURING MARCH-MAY

AVERAGE % OF TECHNICAL UNEMPLOYMENT TIME FROM NORMAL WORKING TIME IN MARCH-MAY



45% of participants had personnel in technical unemployment in March-May 2020

### ALL PARTICIPANTS

56%

40%

### BY BUSINESS SECTOR

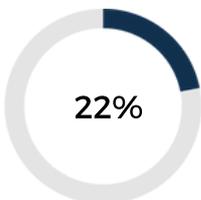
Production - non-automotive	42%	26%
Production - automotive	73%	49%
Research & development	36%	24%
Outsourcing	39%	31%
Others	58%	53%

### BY GEOGRAPHICAL REGIONS

WESTERN ROMANIA	57%	41%
CENTRAL ROMANIA	64%	43%
NORTHERN ROMANIA	39%	26%
SOUTHERN ROMANIA	70%	47%
EASTERN ROMANIA	57%	54%

### BY COMPANY SIZE

Very small (<100 employees)	51%	40%
Small (100-500 employees)	55%	38%
Medium (501-1000 employees)	64%	41%
Large (1001-3000 employees)	67%	51%
Very large (>3000 employees)	46%	30%

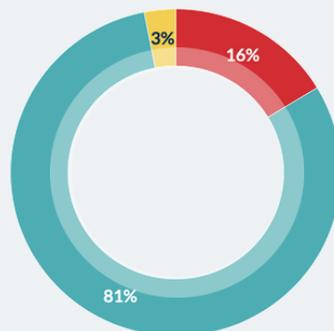


22% of participants estimate having personnel in technical unemployment in June-July 2020, as well

## How companies applied the Government provisions regarding the payment of technical unemployment benefits



98% of the companies with technical unemployment applied for aid from the state budget for the payment of technical unemployment benefits



- The employee received 75% of the gross individual base salary, but not more than 75% of the average gross earnings per country (money received from the state budget)
- The employee received 75% of gross base salary (for individual salaries higher than the average gross earnings per country, the employer paid the difference)
- Other options

**% OF COMPANIES WITH  
TECHNICAL UNEMPLOYMENT  
DURING MARCH-MAY**

**ALL PARTICIPANTS** **45%**

**BY BUSINESS SECTOR**

Production - non-automotive	39%
Production - automotive	94%
Research & development	16%
Outsourcing	43%
Others	48%

**BY GEOGRAPHICAL REGIONS**

WESTERN ROMANIA	49%
CENTRAL ROMANIA	53%
NORTHERN ROMANIA	40%
SOUTHERN ROMANIA	39%
EASTERN ROMANIA	67%

**BY COMPANY SIZE**

Very small (<100 employees)	25%
Small (100-500 employees)	42%
Medium (501-1000 employees)	62%
Large (1001-3000 employees)	59%
Very large (>3000 employees)	73%

**% OF COMPANIES WITH  
TECHNICAL UNEMPLOYMENT  
DURING JUNE-JULY**

**ALL PARTICIPANTS** **22%**

**BY BUSINESS SECTOR**

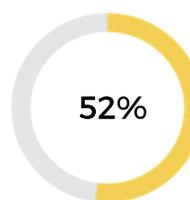
Production - non-automotive	13%
Production - automotive	57%
Research & development	11%
Outsourcing	21%
Others	8%

**BY GEOGRAPHICAL REGIONS**

WESTERN ROMANIA	25%
CENTRAL ROMANIA	32%
NORTHERN ROMANIA	17%
SOUTHERN ROMANIA	16%
EASTERN ROMANIA	33%

**BY COMPANY SIZE**

Very small (<100 employees)	7%
Small (100-500 employees)	18%
Medium (501-1000 employees)	24%
Large (1001-3000 employees)	37%
Very large (>3000 employees)	55%



of participants had employees who applied for paid days off for childcare, due to the closure of schools/kindergartens

**% OF COMPANIES WITH  
EMPLOYEES ON PAID LEAVE  
FOR CHILDCARE**

**ALL PARTICIPANTS** **52%**

**BY BUSINESS SECTOR**

Production - non-automotive	83%
Production - automotive	74%
Research & development	11%
Outsourcing	43%
Others	32%

**BY COMPANY SIZE**

Very small (<100 employees)	19%
Small (100-500 employees)	56%
Medium (501-1000 employees)	69%
Large (1001-3000 employees)	70%
Very large (>3000 employees)	77%

**AVERAGE % OF EMPLOYEES ON  
PAID LEAVE FOR CHILDCARE  
DURING MARCH-MAY**

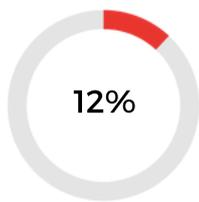
**ALL PARTICIPANTS** **3%**

**BY BUSINESS SECTOR**

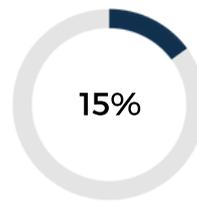
Production - non-automotive	3%
Production - automotive	4%
Research & development	5%
Outsourcing	2%
Others	3%

The small percentage of companies from **research & development** which had employees on paid leave for childcare could be explained as follows:

- work-from-home was almost the rule in this industry, so parents were together with their children anyway during this time, while being paid normal salary by their employers
- the salaries in this industry are high(er), while the amount offered by the government was limited to 75% of average salary in Romania, so way lower than the regular salary in this industry, which is why these employees probably preferred to resort to other solutions.



12% of participant companies had layoffs in March-May due to the health and economic crisis



15% estimate layoffs in June-July

### COMPANIES THAT REPORTED LAYOFFS IN MARCH-MAY

Only 48% of the companies reporting layoffs in March-May will continue collective dismissals in June-July, as well. The rest are companies for which this measure has just become necessary.

### % OF COMPANIES ESTIMATING LAYOFFS IN JUNE-JULY

ALL PARTICIPANTS	12%
<b>BY BUSINESS SECTOR</b>	
Production - non-automotive	13%
Production - automotive	19%
Research & development	8%
Outsourcing	14%
Others	8%
<b>BY GEOGRAPHICAL REGIONS</b>	
WESTERN ROMANIA	14%
CENTRAL ROMANIA	11%
NORTHERN ROMANIA	13%
SOUTHERN ROMANIA	8%
EASTERN ROMANIA	33%
<b>BY COMPANY SIZE</b>	
Very small (<100 employees)	7%
Small (100-500 employees)	18%
Medium (501-1000 employees)	14%
Large (1001-3000 employees)	7%
Very large (>3000 employees)	9%

ALL PARTICIPANTS	15%
<b>BY BUSINESS SECTOR</b>	
Production - non-automotive	13%
Production - automotive	28% ↑
Research & development	8%
Outsourcing	14%
Others	12%
<b>BY GEOGRAPHICAL REGIONS</b>	
WESTERN ROMANIA	17%
CENTRAL ROMANIA	21% ↑
NORTHERN ROMANIA	13%
SOUTHERN ROMANIA	8%
EASTERN ROMANIA	33%
<b>BY COMPANY SIZE</b>	
Very small (<100 employees)	9%
Small (100-500 employees)	14%
Medium (501-1000 employees)	17%
Large (1001-3000 employees)	26% ↑
Very large (>3000 employees)	14%

### % of laid-off employees during MARCH-MAY 2020 (out of total number of employees)

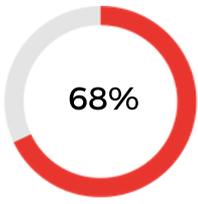
	AVERAGE	MAXIMUM
<b>ALL LAID-OFF EMPLOYEES</b>	6%	22%
<b>BY OCCUPATIONAL CATEGORIES</b>		
Workers	5%	22%
Specialists	1%	7%

The percentage of companies resorting to layoffs is on the rise in June-July compared to March-May and this trend will unfortunately continue in the following months.

### % of employees to be laid-off during JUNE-JULY 2020 (out of total number of employees)

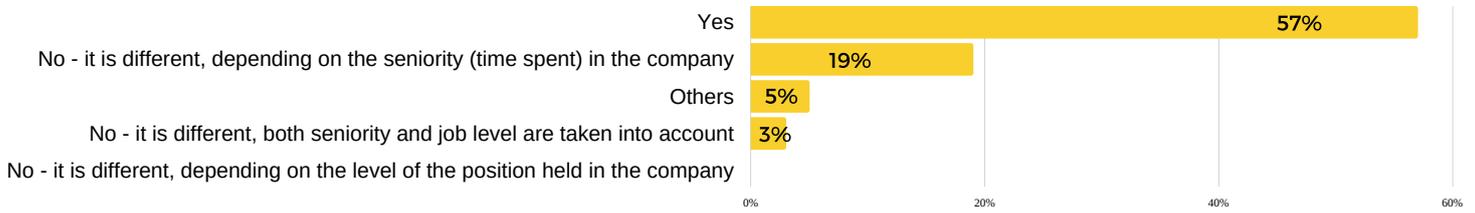
The figures were calculated based on the answers of those companies which could also estimate the number of employees to be laid off.

	AVERAGE	MAXIMUM
<b>ALL LAID-OFF EMPLOYEES</b>	10%	36%
<b>BY OCCUPATIONAL CATEGORIES</b>		
Workers	8%	36%
Specialists	2%	14%

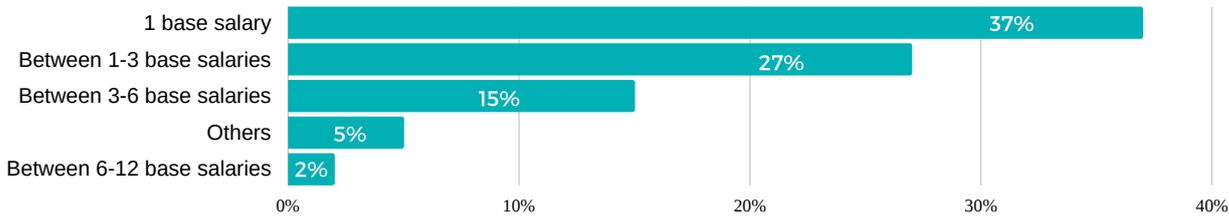


of companies with layoffs offered/will offer **severance pay** to employees laid off

**Is the severance package the same for all employees?**

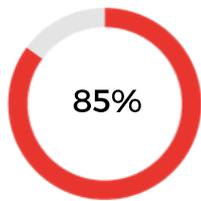


**How many salaries will laid off employees receive?**



**Measures planned / already implemented by companies in order to mitigate the negative effects of redundancies**





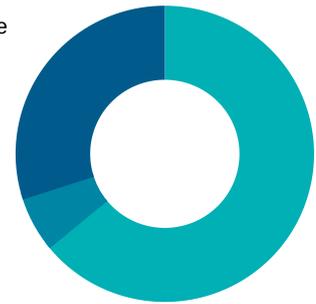
85% of participant companies continued to monitor employee turnover between March and May 2020

The evolution of employee turnover in MAY compared to JANUARY this year

Stayed almost the same  
30%

Increased  
6%

Decreased  
64%



#### EMPLOYEE TURNOVER

##### ALL PARTICIPANTS

DECREASED

64%

INCREASED

6%

STAYED THE SAME

30%

##### BY BUSINESS SECTOR

Business Sector	DECREASED	INCREASED	STAYED THE SAME
Production - non-automotive	58%	3%	39%
Production - automotive	86%	7%	7%
Research & development	52%	7%	41%
Outsourcing	57%	14%	29%
Others	73%	0%	27%

##### BY GEOGRAPHICAL REGIONS

Geographical Region	DECREASED	INCREASED	STAYED THE SAME
WESTERN ROMANIA	66%	5%	29%
CENTRAL ROMANIA	56%	19%	25%
NORTHERN ROMANIA	60%	2%	38%
SOUTHERN ROMANIA	68%	2%	29%
EASTERN ROMANIA	33%	67%	0%

##### BY COMPANY SIZE

Company Size	DECREASED	INCREASED	STAYED THE SAME
Very small (<100 employees)	21%	11%	68%
Small (100-500 employees)	65%	7%	28%
Medium (501-1000 employees)	72%	3%	24%
Large (1001-3000 employees)	88%	4%	8%
Very large (>3000 employees)	95%	0%	5%

#### % OF COMPANIES WITH RECRUITMENT PROJECTS DURING MARCH-MAY 2020

##### ALL PARTICIPANTS

54%

##### BY BUSINESS SECTOR

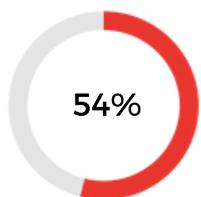
Production - non-automotive	59%
Production - automotive	21%
Research & development	73%
Outsourcing	71%
Others	40%

##### BY GEOGRAPHICAL REGIONS

WESTERN ROMANIA	54%
CENTRAL ROMANIA	47%
NORTHERN ROMANIA	60%
SOUTHERN ROMANIA	51%
EASTERN ROMANIA	33%

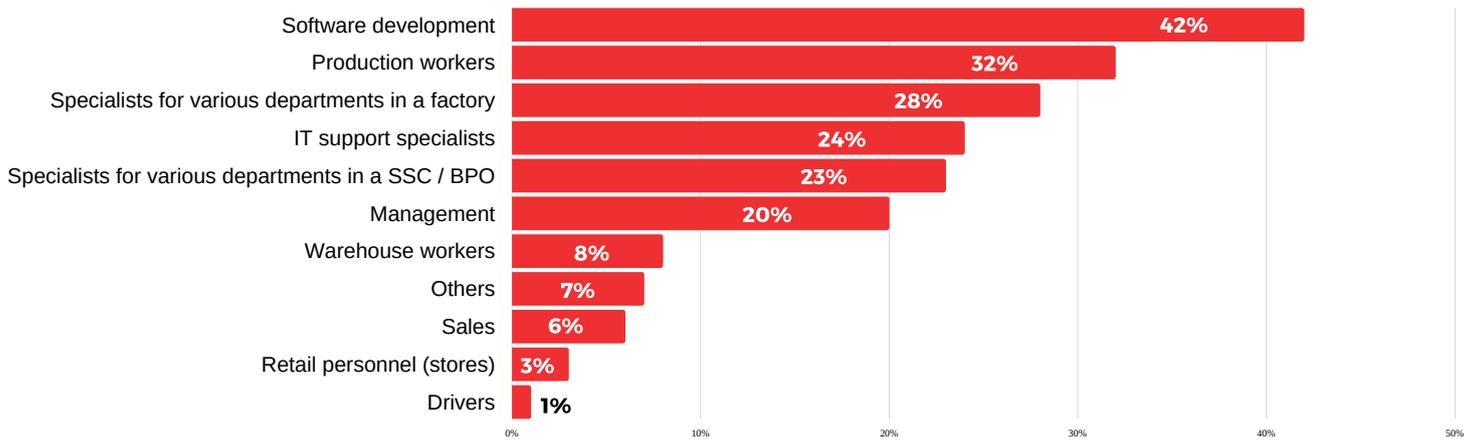
##### BY COMPANY SIZE

Very small (<100 employees)	54%
Small (100-500 employees)	52%
Medium (501-1000 employees)	48%
Large (1001-3000 employees)	56%
Very large (>3000 employees)	64%



54% of companies continued to hire between March and May 2020

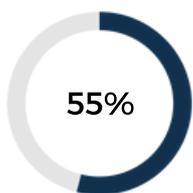
## Types of recruitment carried out during March-May 2020



## Encountered/estimated challenges in the recruitment of new employees



### % OF COMPANIES WITH RECRUITMENT PROJECTS DURING JUNE-JULY 2020



of companies estimate that they will continue to hire between June and July 2020

#### ALL PARTICIPANTS

55%

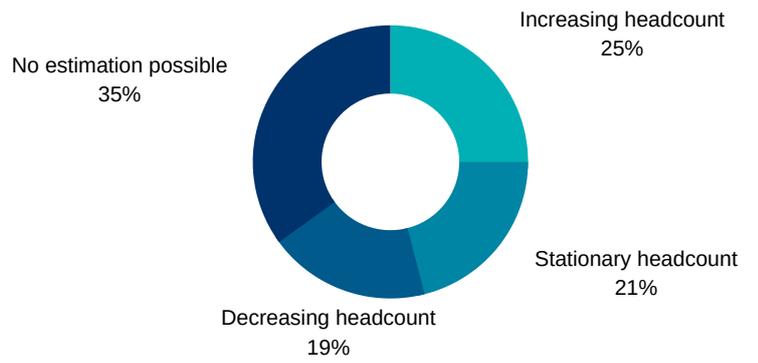
#### BY BUSINESS SECTOR

Production - non-automotive	61%
Production - automotive	28%
Research & development	67%
Outsourcing	71%
Others	61%

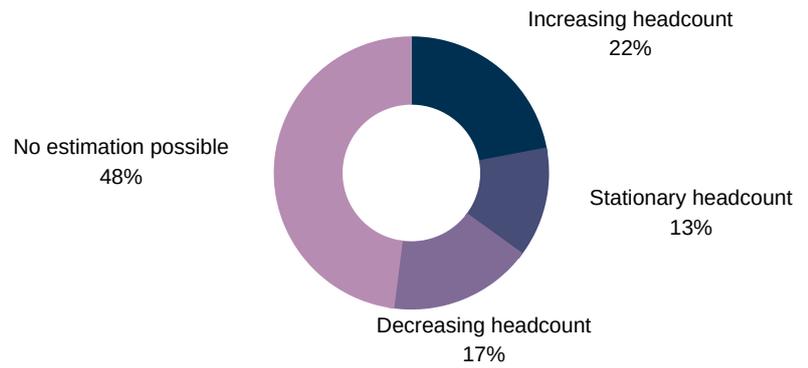
### Headcount variation in JUNE compared to May 2020

It is interesting to note (though it is understandable) the large percentage of companies which could not make a headcount estimation for June, respectively July. There are signs on the market, however, that the percentage of companies with decreasing headcount will actually be larger than what is presented on the right.

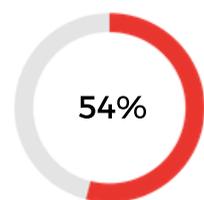
The headcount variation for June and July was **negative** only for automotive companies.



### Headcount variation in JULY compared to May 2020



# C. COMPENSATION AND BENEFITS POLICY



of participants made salary increases between January-May 2020

## AVERAGE SALARY INCREASE %

**ALL PARTICIPANTS** 7%

### BY BUSINESS SECTOR

Production - non-automotive	7%
Production - automotive	5%
Research & development	8%
Outsourcing	8%
Others	5%

### BY GEOGRAPHICAL REGIONS

WESTERN ROMANIA	6%
CENTRAL ROMANIA	7%
NORTHERN ROMANIA	8%
SOUTHERN ROMANIA	8%

### BY COMPANY SIZE

Very small (<100 employees)	8%
Small (100-500 employees)	7%
Medium (501-1000 employees)	6%
Large (1001-3000 employees)	6%
Very large (>3000 employees)	6%

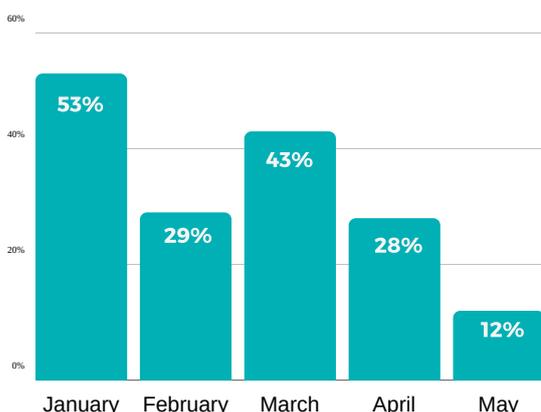
## % OF COMPANIES WHICH MADE SALARY INCREASES BETWEEN JANUARY-MAY

**ALL PARTICIPANTS** 54%

### BY BUSINESS SECTOR

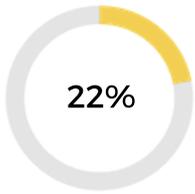
Production - non-automotive	56%
Production - automotive	60%
Research & development	56%
Outsourcing	57%
Others	28%

When did you make these salary increases?



What did this average % of salary increase represent?





of participant companies estimate salary increases during June-September 2020

**% OF COMPANIES WHICH ESTIMATE SALARY INCREASES DURING JUNE-SEPTEMBER**

<b>ALL PARTICIPANTS</b>	<b>22%</b>
<b>BY BUSINESS SECTOR</b>	
Production - non-automotive	20%
Production - automotive	15%
Research & development	29%
Outsourcing	14%
Others	28%

**AVERAGE ESTIMATED SALARY INCREASE % FOR JUNE-SEPTEMBER\***

**ALL PARTICIPANTS 6%**

**BY BUSINESS SECTOR**

Production - non-automotive	5%
Production - automotive	5%
Research & development	8%
Outsourcing	NA
Others	6%

**BY GEOGRAPHICAL REGIONS**

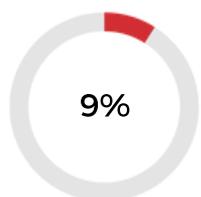
WESTERN ROMANIA	6%
CENTRAL ROMANIA	NA
NORTHERN ROMANIA	8%
SOUTHERN ROMANIA	5%
EASTERN ROMANIA	NA

**BY COMPANY SIZE**

Very small (<100 employees)	7%
Small (100-500 employees)	6%
Medium (501-1000 employees)	NA
Large (1001-3000 employees)	5%
Very large (>3000 employees)	3%

\*the percentages on the left were calculated taking into account the figures reported by the small number of companies which estimate salary increases in the following months (and could also provide an estimated %).

**AVERAGE SALARY DECREASE %**



of participants have decreased or plan to decrease base salaries

**ALL PARTICIPANTS 16%**

**BY BUSINESS SECTOR**

Production - non-automotive	15%
Production - automotive	18%
Research & development	16%
Outsourcing	NA
Others	17%

**BY GEOGRAPHICAL REGIONS**

WESTERN ROMANIA	16%
CENTRAL ROMANIA	NA
NORTHERN ROMANIA	18%
SOUTHERN ROMANIA	15%
EASTERN ROMANIA	NA

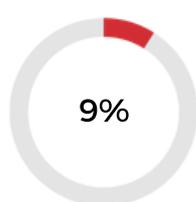
**BY COMPANY SIZE**

Very small (<100 employees)	18%
Small (100-500 employees)	15%
Medium (501-1000 employees)	18%
Large (1001-3000 employees)	NA
Very large (>3000 employees)	14%

\*We are not referring to salary decreases caused by technical unemployment or reduction of working hours, but to actual base pay cuts.

## How bonuses/incentives included in the standard compensation and benefits package were affected by the crisis

	% OF COMPANIES OFFERING THIS BONUS	MAINTAINED	DECREASED	ELIMINATED
1. Performance bonus	80%	77%	11%	12%
2. Christmas bonus	69%	78%	11%	11%
3. Easter bonus	63%	73%	7%	20%
4. Vacation bonus	27%	75%	7%	18%
5. 13th salary	32%	86%	10%	4%
6. Referral bonus	73%	85%	2%	12%
7. Loyalty bonus	45%	90%	3%	7%
8. On-call bonus	37%	90%	5%	5%
9. Foreign languages bonus	9%	95%	0%	5%
10. Sales bonus	30%	83%	14%	3%
11. Production / productivity bonus	51%	79%	8%	13%
12. Quality bonus	31%	78%	9%	13%
13. Attendance bonus	23%	71%	4%	25%
14. Multiple qualifications bonus	14%	81%	0%	19%
15. Turnus / continuous shift bonus	21%	89%	0%	11%



of companies have introduced or are considering a RISK BONUS, for employees who come to work under the conditions of COVID-19

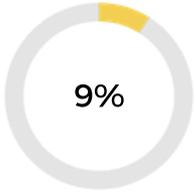
**REPORTED AVERAGE VALUE OF RISK BONUS (LEI, GROSS)**

**825**

## How extra-pay benefits were affected by the crisis

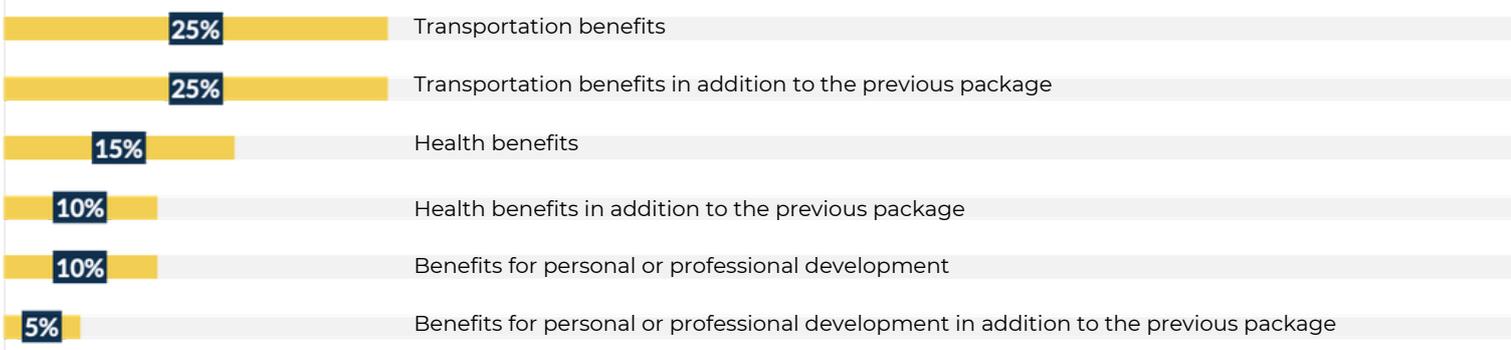
*Adding the percentages for these 3 columns will not result in 100%, as some companies chose other options, such as: not applicable due to WFH, increased certain bonuses (e.g. meal vouchers) or delayed others (e.g. trainings) etc.*

	% OF COMPANIES OFFERING THIS BENEFIT	MAINTAINED	DECREASED	ELIMINATED
Subscription to a clinic/private health network	61%	96%	1%	1%
Private health insurance	40%	95%	0%	1%
Subsidies for other medical services (dentistry, glasses, medicines, physiotherapy etc.)	28%	97%	0%	3%
Transport facilities (transport provided by the company, free or subsidies for public transport, taxi or parking, pool car etc.)	78%	89%	3%	5%
Company car for certain employee categories	75%	99%	1%	0%
Meal vouchers	92%	94%	0%	4%
Free/subsidised hot meals for employees	16%	86%	0%	11%
Private pensions	15%	97%	0%	0%
Insurance (other than private health insurance)	18%	90%	3%	3%
Relocation support	31%	88%	7%	4%
Training and other employee development programs	92%	43%	43%	8%
Various benefits for relaxation or healthy living (parties/company events, sports subscriptions, massage, trips, nutrition courses, holiday vouchers etc.)	70%	34%	29%	31%
Various benefits for employees' families (discounts, grants/scholarships for school/kindergarten, gifts for children, financial support in case of serious illness etc.)	30%	67%	18%	13%
Water/coffee/fruit/snacks etc. offered free of charge to employees during working hours	73%	68%	11%	14%



of participants introduced additional employee benefits after the COVID-19 pandemic broke out

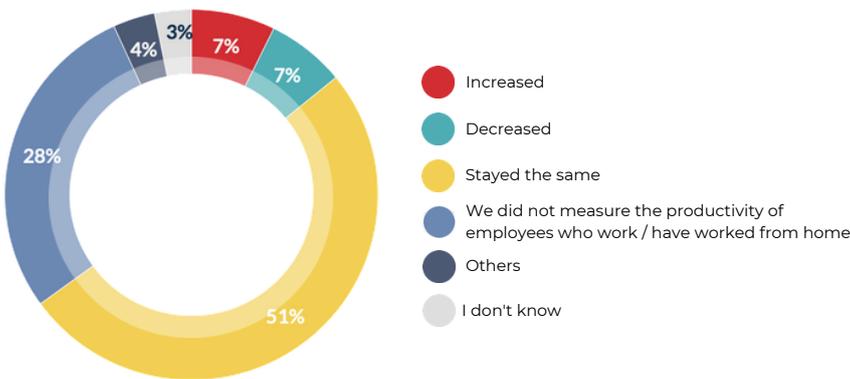
Additional benefits introduced



# D. THE IMPACT OF WORK-FROM-HOME



What happened to the productivity of teams transferred to a virtual environment?



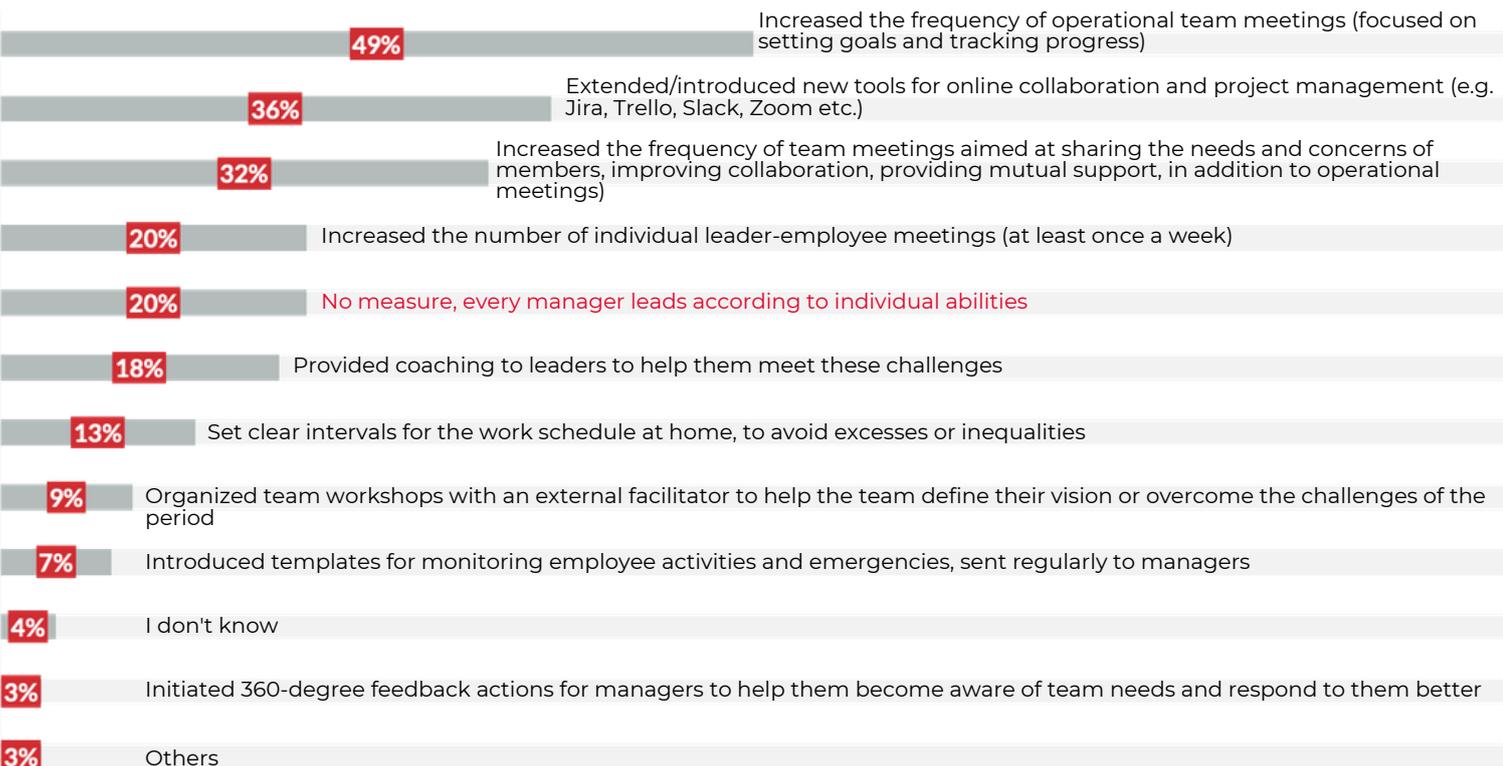
**7% OF COMPANIES REPORTED AN INCREASE IN TEAM PRODUCTIVITY, ON AVERAGE OF...**

**+13%**

**WHILE 7% OF COMPANIES REPORTED A DECREASE IN TEAM PRODUCTIVITY, ON AVERAGE OF ...**

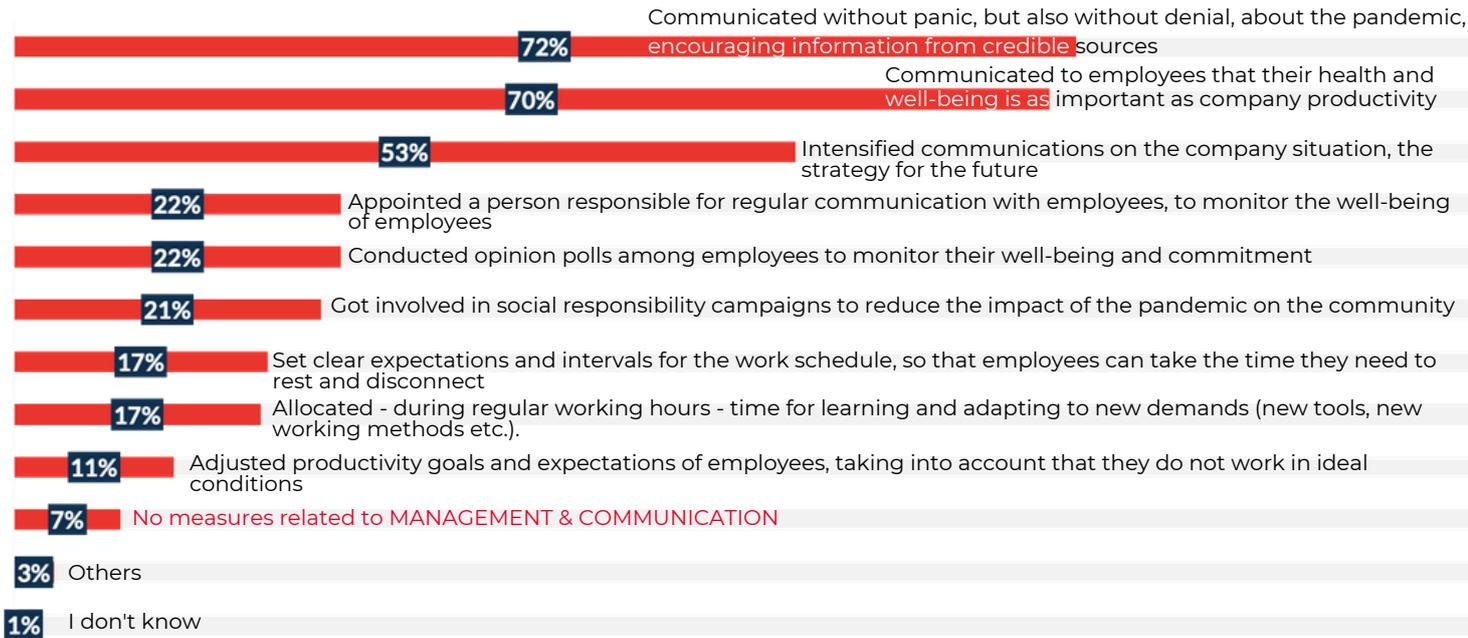
**-23%**

What steps have you taken to support managers who are suddenly in a position to coordinate virtual teams?

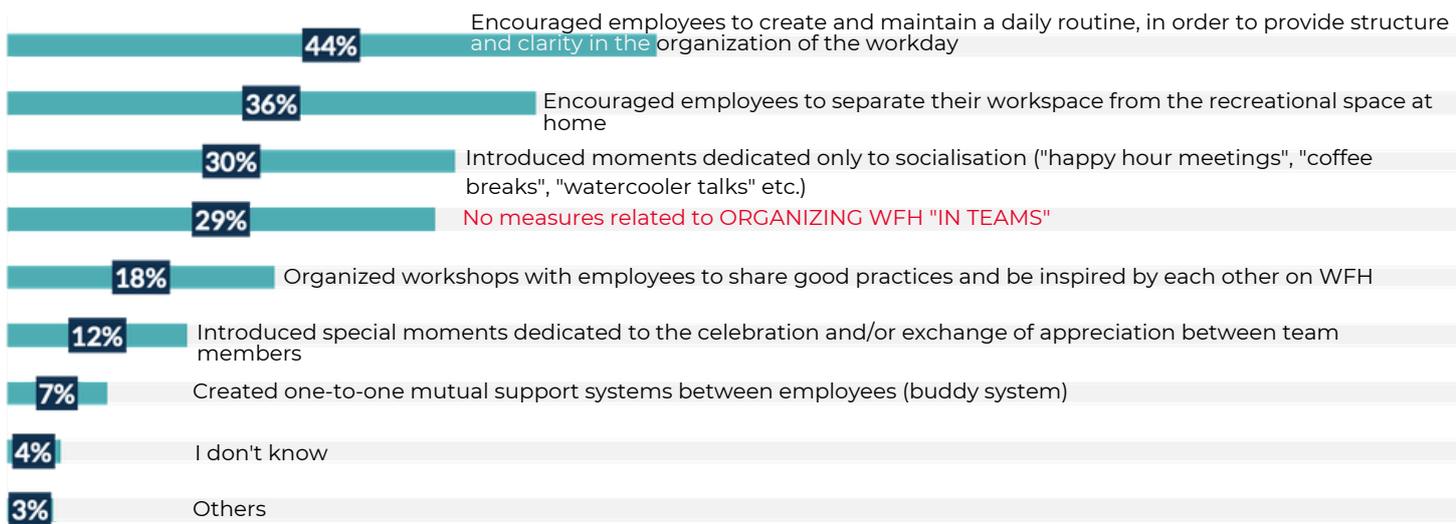


# MEASURES TAKEN TO MAINTAIN THE MORALE AND PRODUCTIVITY OF TEAMS AFFECTED BY LONG-TERM ISOLATION / REMOTE WORK / WORKLOAD CHANGES

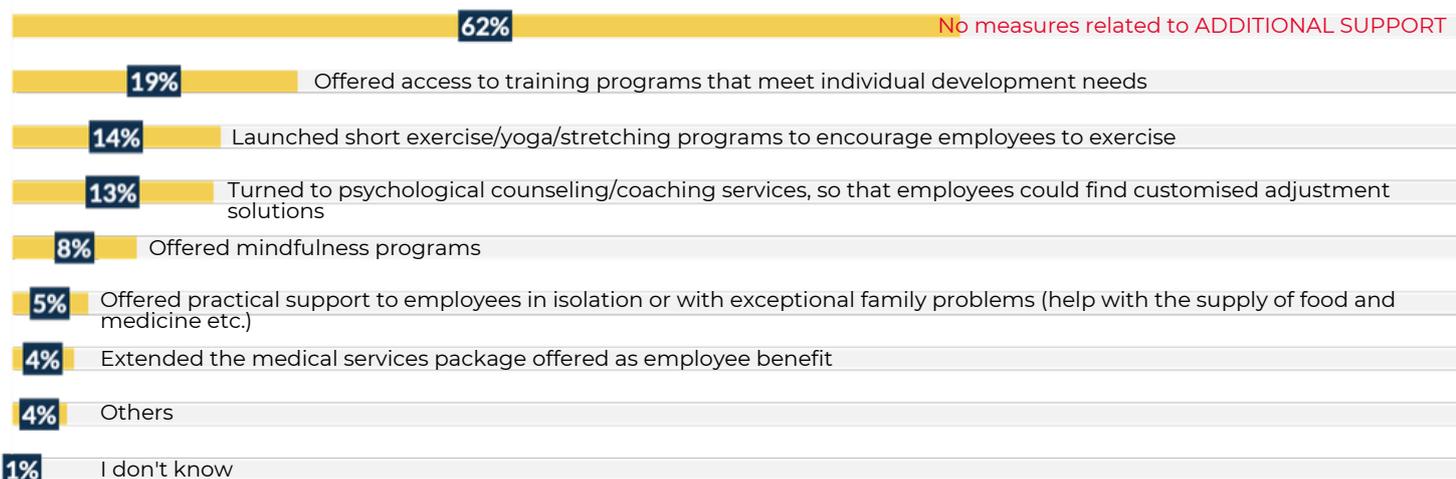
## MANAGEMENT & COMMUNICATION



## ORGANIZING WFH "IN TEAMS"



## ADDITIONAL SUPPORT



# AIMS ROMANIA

As one of the pioneers in executive search and HR consulting in Romania, with more than **28 years of experience** on the local market and a history of doing things differently, of innovation and experimentation, you can rely on us for a **solution-focused, agile and customised approach** to any of your challenges in the areas of:

## RECRUITMENT & SELECTION

- Executive search
- Talent mapping

## PEOPLE & LEADERSHIP DEVELOPMENT

- Assessment and development centres
- 360 degree feedback assessments
- **Training** (soft skills & HR)
- **Solution-focused coaching**
- Career counselling
- **Design Sprint Master** certification programme

## ORGANIZATIONAL & HR DEVELOPMENT

- Pay market surveys (manufacturing, software development, outsourcing) - **AIMS SalaryMap**
- Compensation and benefits consulting
- Market research projects (e.g. pulse surveys, labour market analyses, employer branding & talent management surveys, employee opinion & engagement surveys etc.)
- Employer brand assessment (audit and consulting)
- Recruitment marketing and communication consulting
- Design and implementation of HR management systems
- HR audits
- Organisational/team culture diagnoses and change projects
- Fast innovation through **Design Sprint**

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