

AIMS INTERNATIONAL ROMANIA



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"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

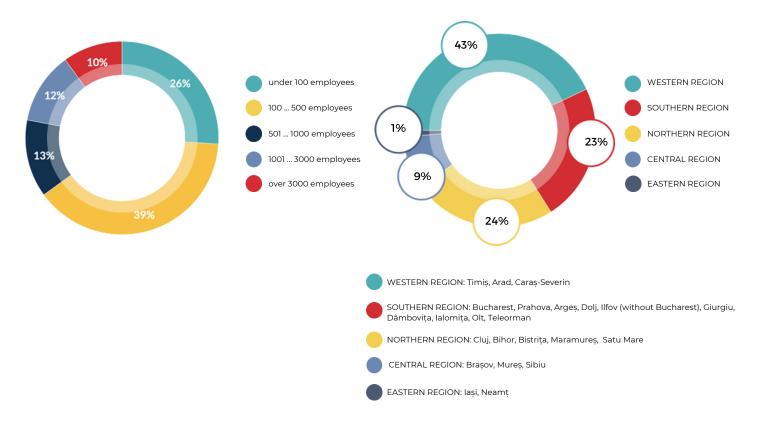
Hopefully this report accomplishes what we set out to do in the first place. We thank you for the effort you have put in completing our lengthy questionnaire and are looking forward to your feedback and reactions. Let's keep in touch.

But meanwhile, #staysafe and enjoy reading our report!

AIMS Insights Team



TOTAL = 206 COMPANIES FROM THE ENTIRE COUNTRY



% PARTICIPANTS / INDUSTRY



COMPLETE LIST OF PARTICIPANTS

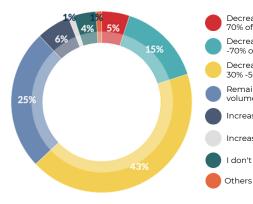
123FormBuilder Accenture Access Group Adient Romania Adswizz RO Akten Deliver Conter Alten Delivery Center Altran Romania Amdaris Romania Aptiv Technology Services & Solutions Arctic Romania Atoss Software Autoliv Romania AVX Electronics Sensing and Control Azomures Azomures B.Braun Romania B.Sorted (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 DraexImaierProcese de Productie DSSmith Packaging Romania DVSE RO Elba Elma Electronics Romania Emerson ETI European Food Industries EuromasterTyre & Services Everel Everseenl imited Evolving Systems BLS Cluj-Napoca Expur Faist Mekatronic 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 Intersnack Romania Intera Closure Systems Joyson Safety Systems Arad Karelia - 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 Obrist Eastern Europe Office Depot Service Center Optibelt Power Transmission Orange Romania Patiline PBF Power PehartTec Grup PeikkoRomania Philip Morris Romania 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 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 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)



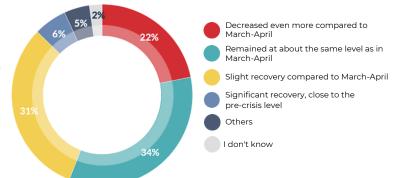
Decreased considerably (by over 70% of the estimated volume) Decreased significantly (by 50% -70% of the estimated volume) Decreased somewhat (between 30% -50% of the estimated volume) Remained in the estimated volume

Increased by up to 30%

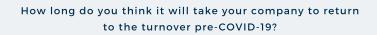
Increased by over 30%

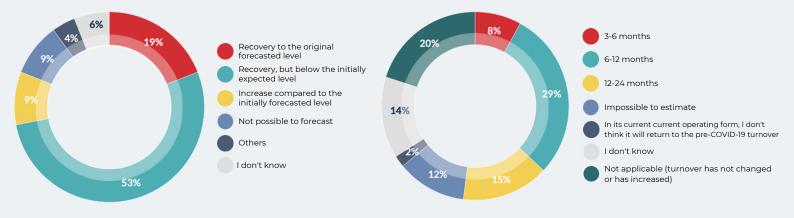
l don't know

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



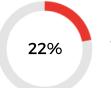


For the organisation to go back to a turnover level comparable to the one pre-COVID-19, these are the actions to be followed (according to participants):

		61%	Optimize processes and costs
	36%	Add new prod	ucts/services to its portfolio
	34%	Turn with the sam (from the same fie	e products/services towards new customers - but similar to current ones Id of activity)
22%		Turn with the same products/servic	es to new customers from other fields of activity than current customers
12%		No new measures	
6%		l don't know	
4%		Others	
3%		Increase the selling price of product	s/services

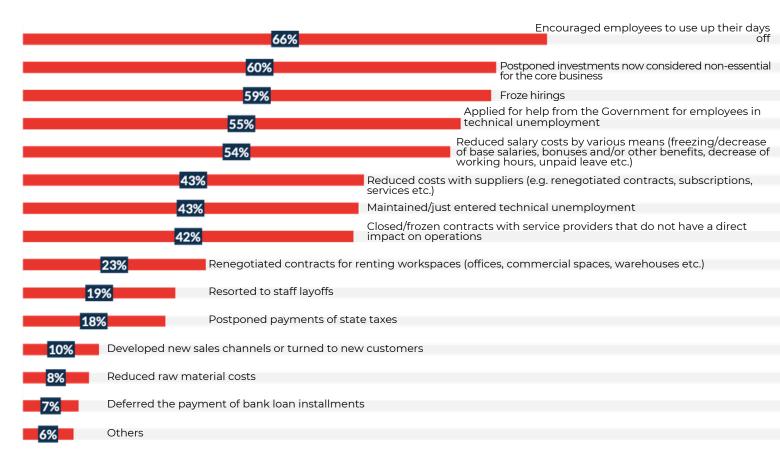


of participant companies still consider cost-cutting measures as necessary

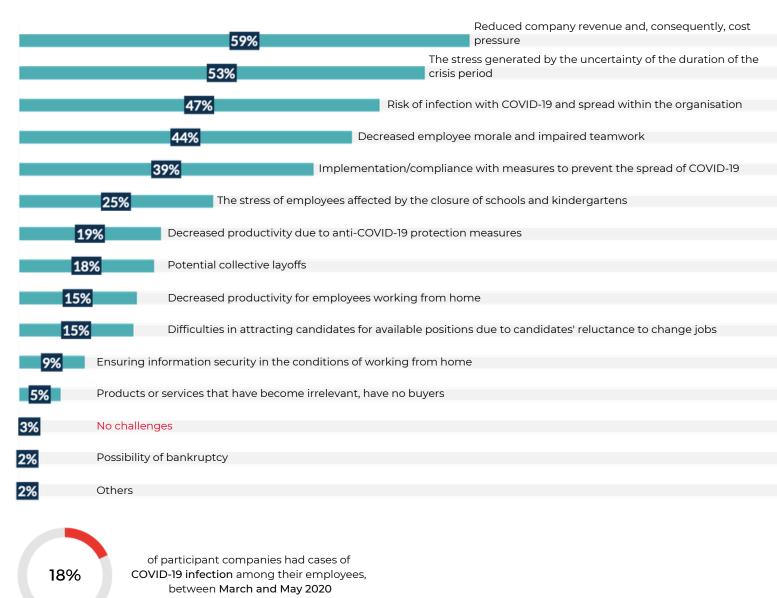


of participant companies did not resort to cost-cutting

Cost-cutting measures that companies are still applying



The biggest challenges organisations will face in June-July



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

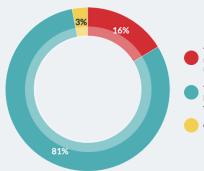
		60% Isolated infected employees and those they came in contact with
	35%	No action was necessary, the employee/employees did not interact with any colleagues
	28%	Identified risk groups and tested employees among them
	25%	Closed for a few days the office/section / suspended the shift the respective employees were working on, for disinfection
	25%	The local Direction of Public Safety ordered the necessary measures, the organisation only implemented them properly
10%	Tested all company	y employees to find other possible cases
8%	Test all the people	who enter the company (employees from other locations, candidates, suppliers, visitors etc.)
5%	The entire compan	ny went into technical unemployment/was closed - on average for 11,5 days
3%	Regularly test all co	ompany employees
3%	Regularly test the i	identified risk groups among employees
3%	Others	



		EMPLOTEES	
		AVERAGE % OF EMPLOYEES IN TECHNICAL UNEMPLOYMENT DURING MARCH-MAY	AVERAGE % OF TECHNICAL UNEMPLOYMENT TIME FROM NORMAL WORKING TIME IN MARCH-MAY
45%	ALL PARTICIPANTS	56%	40%
	BY BUSINESS SECTOR		
	Production - non-automotive	e 42 %	26%
of participants had	Production - automotive	73%	49 %
personnel in technical	Research & development	36%	24%
unemployment in	Outsourcing	39%	31%
March-May 2020	Others	58%	53%
	BY GEOGRAPHICAL REGIONS	5	
	WESTERN ROMANIA	57%	41%
	CENTRAL ROMANIA	64 %	43%
	NORTHERN ROMANIA	39%	26%
22%	SOUTHERN ROMANIA	70%	47 %
2270	EASTERN ROMANIA	57%	54%
	BY COMPANY SIZE		
of participants	Very small (<100 employees)	51%	40%
estimate having	Small (100-500 employees)	55%	38%
personnel in technical	Medium (501-1000 employee	es) 64%	41%
unemployment in	Large (1001-3000 employees)	67 %	51%
June-July 2020, as well	Very large (>3000 employees	s) 46 %	30%



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



How companies applied the Government provisions regarding 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**

45%

ALL PARTICIPANTS

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 UNEMPLOYMEN
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	25% 32%	
	/-	
CENTRAL ROMANIA NORTHERN ROMANIA SOUTHERN ROMANIA	32%	
CENTRAL ROMANIA NORTHERN ROMANIA	32% 17%	
CENTRAL ROMANIA NORTHERN ROMANIA SOUTHERN ROMANIA	32% 17% 16%	
CENTRAL ROMANIA NORTHERN ROMANIA SOUTHERN ROMANIA	32% 17% 16%	
CENTRAL ROMANIA NORTHERN ROMANIA SOUTHERN ROMANIA EASTERN ROMANIA	32% 17% 16%	

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

<u>% OF COMPANIES WITH</u> 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%

77%

Very large (>3000 employees)

	AVERAGE % OF EMPLOYEES ON PAID LEAVE FOR CHILDCARE DURING MARCH-MAY
ALL PARTICIPANTS BY BUSINESS SECTOR	3%
Production - non-automotiv Production - automotive Research & development Outsourcing Others	ve 3% 4% 5% 2% 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% estimat	te 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%	ALL PARTICIPANTS	15%
BY BUSINESS SECTOR		BY BUSINESS SECTOR	
Production - non-automot Production - automotive Research & development Outsourcing Others	ive 13% 19% 8% 14% 8%	Production - non-automotiv Production - automotive Research & development Outsourcing Others	e 13% 28% 1 8% 14% 12%
BY GEOGRAPHICAL REGIO	NS	BY GEOGRAPHICAL REGIONS	5
WESTERN ROMANIA CENTRAL ROMANIA NORTHERN ROMANIA SOUTHERN ROMANIA EASTERN ROMANIA	14% <mark>11%</mark> 13% 8% 33%	WESTERN ROMANIA CENTRAL ROMANIA NORTHERN ROMANIA SOUTHERN ROMANIA EASTERN ROMANIA	17% 21% 13% 8% 33%
BY COMPANY SIZE		BY COMPANY SIZE	
Very small (<100 employee Small (100-500 employees) Medium (501-1000 employ Large (1001-3000 employee Very large (>3000 employee	18% ees) 14% es) 7%	Very small (<100 employees) Small (100-500 employees) Medium (501-1000 employees) Large (1001-3000 employees) Very large (>3000 employees)	26% 🔨

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

	AVERAGE	MAXIMUM
ALL LAID-OFF EMPLOYEES BY OCCUPATIONAL CATEGORIES	6%	22%
Workers Specialists	5% 1%	22% 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)

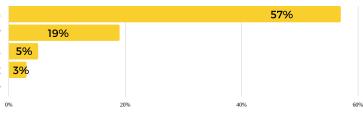
The figures were calculated based on the answers of those companies which could also estimate the number of employees to be laid off.

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



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

Is the severance package the same for all employees?

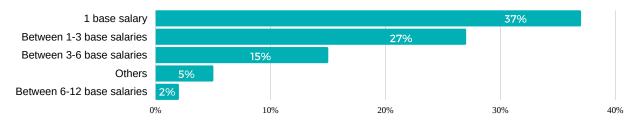


Yes e company

No - it is different, depending on the seniority (time spent) in the company Others

No - it is different, both seniority and job level are taken into account 3% No - it is different, depending on the level of the position held in the company

How many salaries will laid off employees receive?



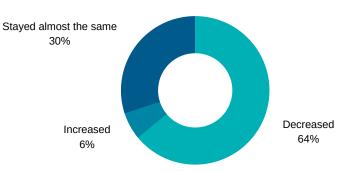
Measures planned / already implemented by companies in order to mitigate the negative effects of redundancies

			Guide the laid off employees to the free services offered in case
		85%	of dismissals by the county employment agencies
	81	1%	Provide legislative and counseling support for finding another job, through internal HR department
	63%		Direct contact of local companies to take over the laid off workforce, through internal HR department
	03%		workforce, through internal fix department
		Organise depar	tmental meetings, with remaining employees, for information,
	<mark>59%</mark>	reorganization	and/or providing support for raising morale
		Organise a mee	ting with all remaining employees, for information,
	<mark>41%</mark>	reorganisation	and/or support for raising morale
<mark>22%</mark>	Coaching/psychological	support (internal	or external) for dismissed employees
<mark>22%</mark>	No measures		
15% Wr	ritten briefings to remaining emp	loyees about the	reasons for dismissals and reorganisation of the activity
11% Coaching/psychological support (internal or external), for remaining employees			
7% Hir	re an external consulting firm, wh	ich offers counse	ling services for laid off employees (outplacement)
4% Oth	hers		

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



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



EMPLOYEE TURNOVER	DECREASED	INCREASED	STAYED THE SAME
ALL PARTICIPANTS	64%	6%	30%
BY BUSINESS SECTOR			
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	66%	5%	29%
	56%	19%	25%
	60%	2%	38%
SOUTHERN ROMANIA EASTERN ROMANIA	68% 770/	2% 67%	29%
EASTERN ROMANIA	33%	67%	0%
BY COMPANY SIZE			
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%

0%

54%

Very large (>3000 employees)

of companies **continued to hire** between March and May 2020

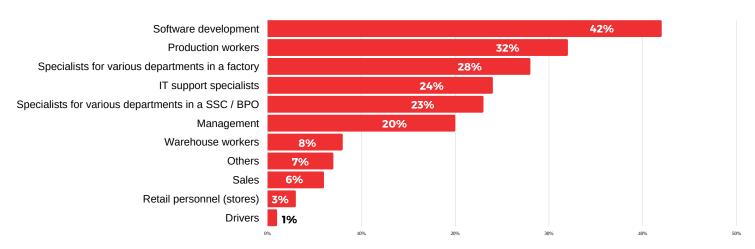
95%

% OF COMPANIES WITH RECRUITMENT PROJECTS DURING MARCH-MAY 2020

5%

ALL PARTICIPANTS	54%
BY BUSINESS SECTOR	
Production - non-automotive Production - automotive Research & development Outsourcing Others	59% 21% 73% 71% 40%
BY GEOGRAPHICAL REGIONS	
WESTERN ROMANIA CENTRAL ROMANIA NORTHERN ROMANIA SOUTHERN ROMANIA EASTERN ROMANIA	54% 47% 60% 51% 33%
BY COMPANY SIZE	
Very small (<100 employees) Small (100-500 employees) Medium (501-1000 employees) Large (1001-3000 employees) Very large (>3000 employees)	54% 52% 48% 56% 64%

Types of recruitment carried out during March-May 2020



Encountered/estimated challenges in the recruitment of new employees

	49%	Reluctance of candidates to make a change during this period
339	6	Freezes at headquarters on the employment strategy for the coming months
19%	Postponement of this crisis	recruitment projects due to workload from other types of activities that have emerged in
19%	Unrealistic expecta	ations from candidates to accept a job offer
17%	Difficulties related	to induction, orientation and post-employment trainings
16%	No challenges	
	Ũ	
7% Difficulties re	elated to the preparati	on and processing of employment documents
6% Reluctance of	of managers to recruit	new people without a face-to-face interview
4% I don't know		
_		
2% Others		



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

% OF COMPANIES WITH RECRUITMENT PROJECTS DURING JUNE-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 <u>JUNE</u> 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.

Increasing headcount 25% No estimation possible 35% Stationary headcount 21% Decreasing headcount 19% Increasing headcount 22% No estimation possible 48% Stationary headcount 13% Decreasing headcount 17%

Headcount variation in <u>JULY</u> compared to May 2020

C. COMPENSATION AND BENEFITS POLICY

AVERAGE SALARY INCREASE %

ALL PARTICIPANTS BY BUSINESS SECTOR	7 %	
Production - non-automotive Production - automotive Research & development Outsourcing Others	7% 5% 8% 8% 5%	
BY GEOGRAPHICAL REGIONS		
WESTERN ROMANIA CENTRAL ROMANIA NORTHERN ROMANIA SOUTHERN ROMANIA	6% 7% 8% 8%	
BY COMPANY SIZE		
Very small (<100 employees) Small (100-500 employees) Medium (501-1000 employees) Large (1001-3000 employees) Very large (>3000 employees)	8% 7% 6% 6% 6%	

54%

of participants made salary increases

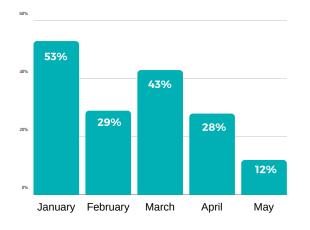
between January-May 2020

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% OF COMPANIES WHICH MADE SALARY INCREASES BETWEEN JANUARY-MAY

ALL PARTICIPANTS	54 %	
BY BUSINESS SECTOR		
Production - non-automotive Production - automotive Research & development Outsourcing Others	56% 60% 56% 57% 28%	
Research & development Outsourcing	56% 57%	

When did you make these salary increases?



What did this average % of salary increase represent?

	70%	Salary increase based on performance
30%	Occasional in alignments,	ndividual salary increases (corrections,
	5 /	,
18% Indexing	salaries of all	employees according to the inflation rate
	e increase - w e categories	vith the same % ONLY for one or more
	5	and 0/ for All another and
7% Collective increas	se - with the se	ame % for ALL employees
Cthora		
5% Others		

EDIT CARD

1234

5678

NAME SURNAME

CREDIT CARD

9012

345

22%

of participant companies estimate salary increases during June-September 2020 % OF COMPANIES WHICH ESTIMATE SALARY INCREASES DURING JUNE-SEPTEMBER

22%

ALL PARTICIPANTS

BY BUSINESS SECTOR		
Production - non-automotive	20%	
Production - automotive	15%	
Research & development	29 %	
Outsourcing	14%	
Others	28%	

AVERAGE ESTIMATED <u>SALARY INCREASE</u> % FOR JUNE-SEPTEMBER*

ALL PARTICIPANTS BY BUSINESS SECTOR	6%
Production - non-automotive Production - automotive Research & development Outsourcing Others BY GEOGRAPHICAL REGIONS	5% 5% 8% NA 6%
BY GEOGRAPHICAL REGIONS	
WESTERN ROMANIA CENTRAL ROMANIA	6% NA
NORTHERN ROMANIA SOUTHERN ROMANIA FASTERN ROMANIA	8% 5% NA
BY COMPANY SIZE	INA

7%

6%

NA

5%

3%

of participants have decreased or plan

to decrease base salaries

Very small (<100 employees)

Medium (501-1000 employees)

Large (1001-3000 employees)

Very large (>3000 employees)

9%

Small (100-500 employees)

*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 %

ALL PARTICIPANTS BY BUSINESS SECTOR	16%
Production - non-automotive Production - automotive Research & development Outsourcing Others BY CEOGRAPHICAL REGIONS	15% 18% 16% NA 17%
WESTERN ROMANIA CENTRAL ROMANIA NORTHERN ROMANIA SOUTHERN ROMANIA EASTERN ROMANIA BY COMPANY SIZE	16% NA 18% 15% NA
Very small (<100 employees) Small (100-500 employees) Medium (501-1000 employees) Large (1001-3000 employees) Very large (>3000 employees)	18% 15% 18% NA 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	C 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%
 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%	O %	11%

9%

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)



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 BENEF	=IT	MAINTAINED	DECREASED	ELIMINATED
Subscription to a clinic/private health network		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)		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%



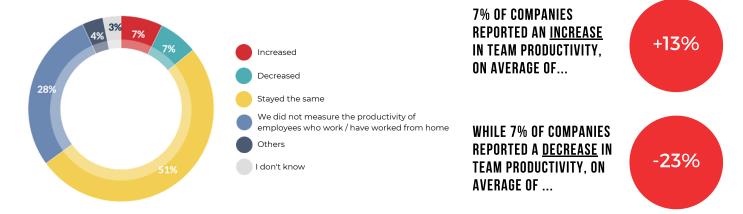
of participants **introduced additional employee benefits** after the COVID-19 pandemic broke out

Additional benefits introduced

25%	Transportation benefits
25%	Transportation benefits in addition to the previous package
15%	Health benefits
10%	Health benefits in addition to the previous package
10%	Benefits for personal or professional development
5%	Benefits for personal or professional development in addition to the previous package
5%	Benefits for personal or professional development in addition to the previous package



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



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

49%	Increased the frequency of operational team meetings (focused on setting goals and tracking progress)
36%	Extended/introduced new tools for online collaboration and project management (e.g. Jira, Trello, Slack, Zoom etc.)
Incre- 32% mem meet	ased the frequency of team meetings aimed at sharing the needs and concerns of bers, improving collaboration, providing mutual support, in addition to operational
	r of individual leader-employee meetings (at least once a week)
20% No measure, every ma	anager leads according to individual abilities
18% Provided coaching to lea	aders to help them meet these challenges
13% Set clear intervals for the work so	chedule at home, to avoid excesses or inequalities
9% Organized team workshops with an experiod	xternal facilitator to help the team define their vision or overcome the challenges of the
7% Introduced templates for monitoring	employee activities and emergencies, sent regularly to managers
4% I don't know	
3% Initiated 360-degree feedback actions	for managers to help them become aware of team needs and respond to them better
20/ Others	
3% Others	

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

Communicated without panic, but also without denial, about the pandemic,

72%	encouraging information from credible sources
	Communicated to employees that their health and
70%	well-being is as important as company productivity
53%	Intensified communications on the company situation, the strategy for the future
22% Appointed a person response	onsible for regular communication with employees, to monitor the well-being
22% Conducted opinion polls	among employees to monitor their well-being and commitment
	among employees to monitor their weir being and commitment
21% Got involved in social respo	onsibility campaigns to reduce the impact of the pandemic on the community
17% Set clear expectations and intervented and disconnect	vals for the work schedule, so that employees can take the time they need to
	ng hours - time for learning and adapting to new demands (new tools, new
Allocated - during regular working working methods etc.).	ng nours - time for learning and adapting to new demands (new tools, new
	ations of appaleuross taking into account that they do not work in ideal
Adjusted productivity goals and expecta conditions	ations of employees, taking into account that they do not work in ideal
7% No measures related to MANAGEMENT & COI	MMUNICATION
3% Others	
1% I don't know	

ADDITIONAL SUPPORT

	44%	Encouraged employees to create and maintain a daily routine, in order to provide structure and clarity in the organization of the workday
		and oldrey in the organization of the workday
	36%	Encouraged employees to separate their workspace from the recreational space at home
	30%	Introduced moments dedicated only to socialisation ("happy hour meetings", "coffee
		breaks", "watercooler talks" etc.)
	29%	No measures related to ORGANIZING WFH "IN TEAMS"
18%	Organized works	shops with employees to share good practices and be inspired by each other on WFH
4.00/	Introduced special mem	nents dedicated to the celebration and/or exchange of appreciation between team
12%	members	ients dedicated to the celebration and/or exchange of appreciation between team
7%	Created one-to-one mut	ual support systems between employees (buddy system)
4%	l don't know	
_		
3%	Others	

	62%	No measures related to ADDITIONAL SUPPORT
19%	Offered access to training program	ns that meet individual development needs
14% La	aunched short exercise/yoga/stretching	programs to encourage employees to exercise
	irned to psychological counseling/coach lutions	ning services, so that employees could find customised adjustment
8% Offered m	nindfulness programs	
5% Offered practic medicine etc.)		with exceptional family problems (help with the supply of food and
4% Extended the	medical services package offered as em	iployee benefit
4% Others		
1% I don't know		

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**

We are preoccupied with organisational wellbeing and you can find us helping businesses and individuals to flourish, as well as create together **"the organisation of the future"**: human-centered, constructive, emotionally intelligent, flexible, transparent, innovative, productive, engaging and collaborative.