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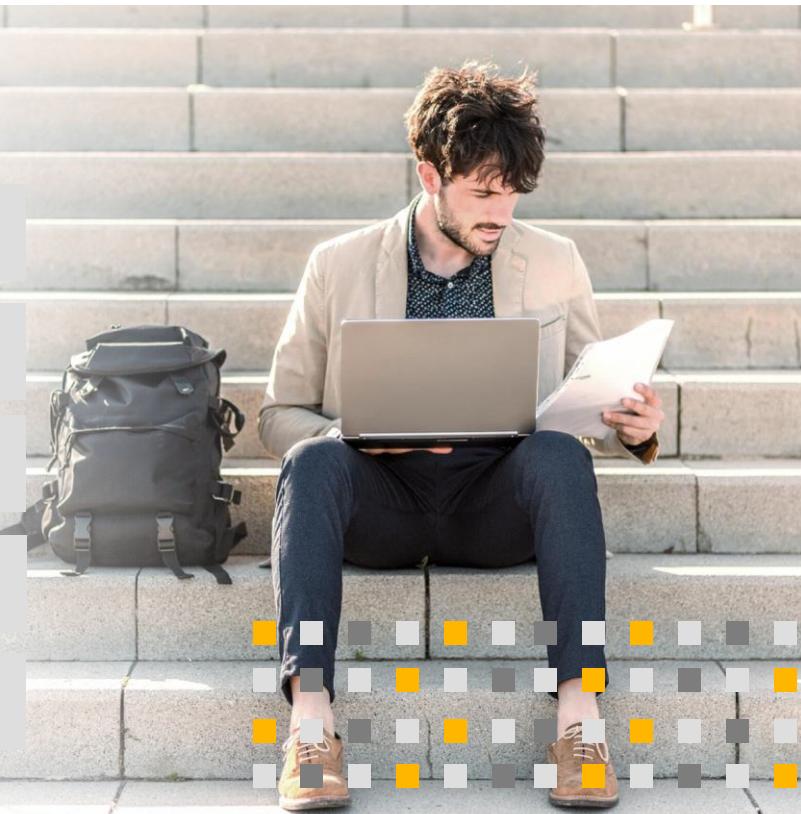
A photograph of a young man with a beard and glasses, wearing a yellow beanie and a grey jacket over a denim shirt. He is sitting at a table, looking down at his smartphone. He is also holding a coffee cup with a yellow and orange pattern. The background is blurred, showing other people in what appears to be a cafe or public space.

Romania Workforce Preference Survey February 2022

Summary of results

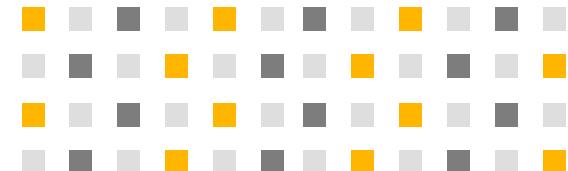
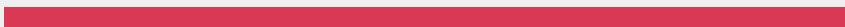
Content

- 1** About the survey and its content
- 2** Summary of results
- 3** Future-proof employers
- 4** Opportunity for more detailed workforce insights
- 5** Appendix



1

About the survey and its content



1.1 About the survey

The scope of this survey is to help our clients build the **most attractive and credible employer brand**. Workforce processes have become even more complex due to the pandemic, therefore now it is even more reasonable to base strategic decisions on data.

The aim of the research is to be able to help our partners and companies understand the aspects that guide the workforce decisions of their target groups and their expectations with **fresh and detailed data** (across age groups, industries and geographical areas).

This report presents the **key features of the preferences of the labour market** by examining 12 focus areas together with 55 material and soft preference factors. Upon request and depending on availability, bespoke data analysis can shed light on your company's **employer brand perceptions**.



1.2 Overview of the main features and methodology of the survey

Our survey aims to provide accurate data on **employee preferences, employer brand perceptions, domestic and international mobility intentions**, using a complex measurement approach.



2000+ respondents in total from the whole territory of Romania. The survey was conducted in November 2021 – January 2022



Apart from Romania, many other countries participate:
European comparative data is available upon request



We use a progressive approach to examine
12 focus areas and 55 factors simultaneously. See Appendix for full list of factors



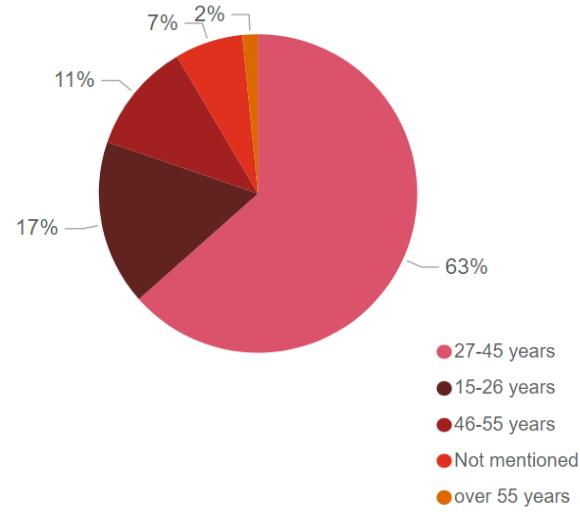
We have detailed, high quality data

- For data collection, we work with an online tailor made survey solution
- With have a complex measurement approach: we measure absolute and relative preferences as well as trade-offs. Additionally our tool can analyse the perceived value of benefits and can generate latent class analysis.
- We are able to provide you an interactive user experience (dashboard).

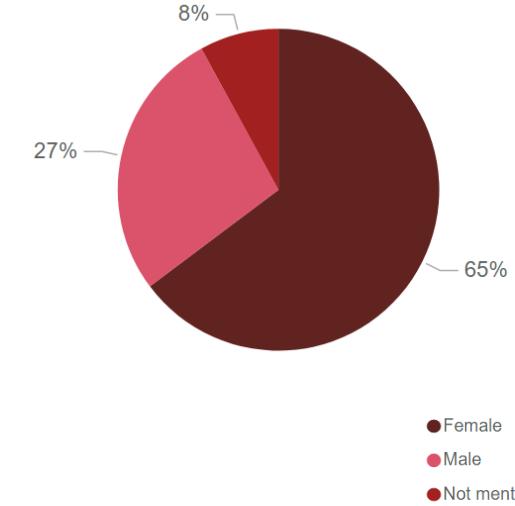


1.4 The survey in numbers

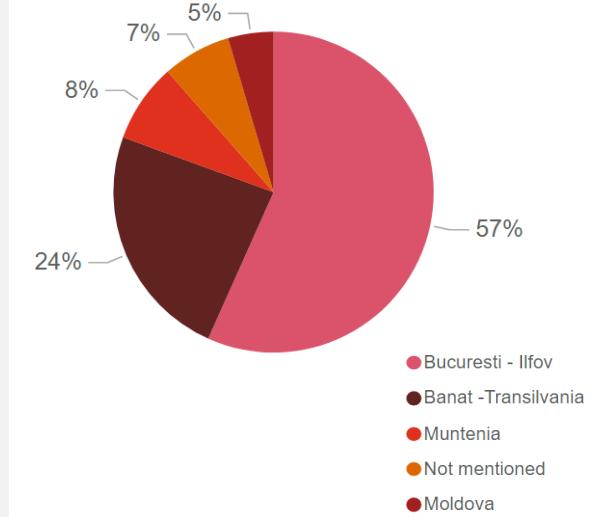
Age group distribution



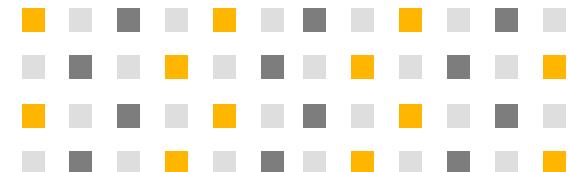
Gender distribution



Geographical distribution



2 Summary of results





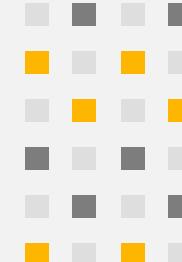
2.1. Workforce preference overall results

Overall relative preference of analysed focus areas

#1	Pay & bonuses
#2	Work life balance
#3	Personal & professional development
#4	Career
#5	People at work
#6	Everyday work
#7	Other benefits
#8	Transparent business operation
#9	Company culture
#10	Physical work environment

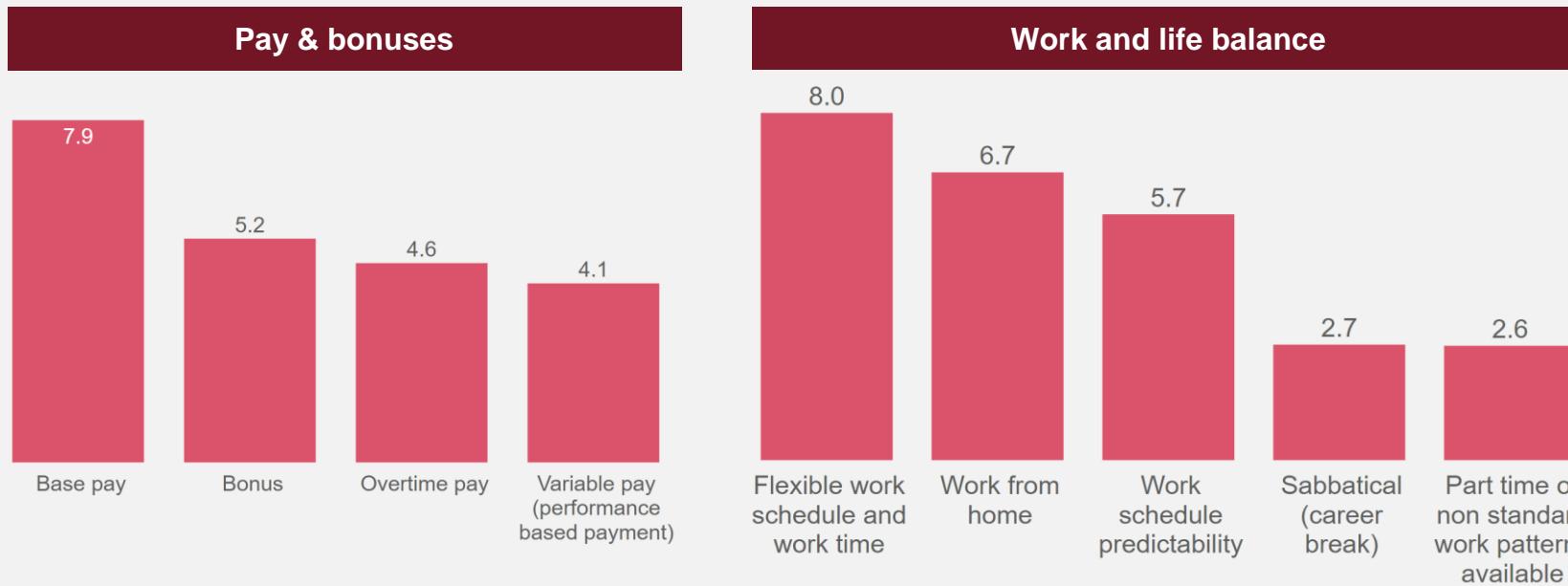
The base pay continues to be one of the most important factors for Romanian employees while work life balance is closely on second place. Depending on certain demographic groups these ranks are reversed.

Development, Career and people at work are next in ranking which means that people are interested to acquire new skills, to advance in their career and to have a good relationship with their colleagues.



2.2 Overall results for top factors

Looking at sub-categories, Base pay has scored slightly lower than Flexible work schedule and work time and most work-life balance factors have high scores as compared to variable pay elements.



2.3 Results by age groups

Top two factors are identical irrespective of age group. For respondents under 26 years old, next in rank is career while for the middle category it is Personal and professional development, while people aged above 46 value Everyday work.

Below 26 years old		27 – 45 years old		Above 46 years old	
#1	Pay & bonuses	#1	Pay & bonuses	#1	Pay & bonuses
#2	Work life balance	#2	Work life balance	#2	Work life balance
#3	Career	#3	Personal & professional development	#3	Everyday work
#4	Personal & professional development	#4	People at work	#4	Personal & professional development
#5	People at work	#5	Career	#5	People at work
#6	Everyday work	#6	Everyday work	#6	Transparent business operation
#7	Transparent business operation	#7	Other benefits	#7	Career
#8	Other benefits	#8	Transparent business operation	#8	Physical work environment
#9	Physical work environment	#9	Company culture	#9	Company culture
#10	Company culture	#10	Physical work environment	#10	Other benefits

2.4 Results by the current occupation

The rank changes when analysing respondents into working and studying category. Those currently employed rank Flexible work schedule and work time higher than Base pay while those studying value Base pay more. Third place however is occupied by the same factor – Preventive health services and health benefits.

Working	
#1	Flexible work schedule and work time
#2	Base pay
#3	Preventive health services and health benefits
#4	Performance based promotion and equitable performance evaluation
#5	Leadership style of direct superior

Studying	
#1	Base pay
#2	Flexible work schedule and work time
#3	Preventive health services and health benefits
#4	Work that is interesting and challenging
#5	Business / technical skills training

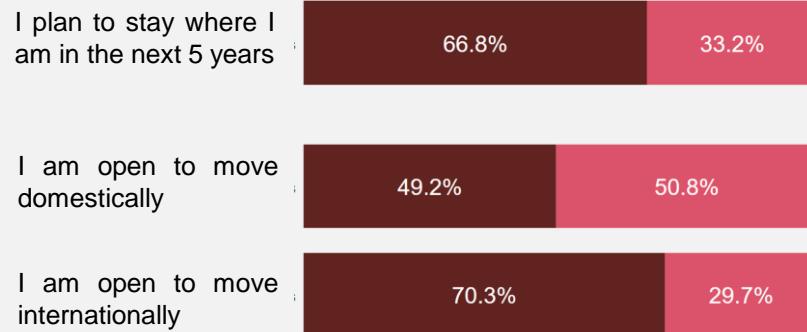


2.5 Relocation plans within 5 years

Two quarters of employees are planning to change their location in the next 5 years. Almost half of them are open to move in another city in Romania while a third are willing to move in another country.

Relocation plans in the next 5 years

● No ● Yes



Top 5 in-country location options

#1	Bucuresti
#2	Cluj
#3	Brasov
#4	Timis
#5	Sibiu



2.6 Sector attractiveness

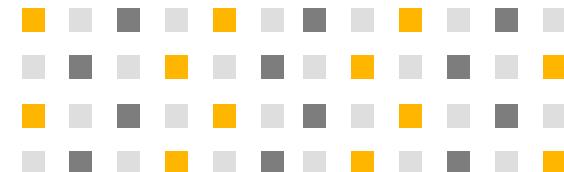
Top 3 most attractive sectors are IT&C, Banking and financial services and Consulting services irrespective of the current occupation. The next places for those working are Automotive and industrial manufacturing and Healthcare while for those studying preferred services are hospitality, leisure and culture followed by government & public services.

Sector of interest - working	
#1	Information Technology & Communication
#2	Banking and financial services
#3	Consulting services
#4	Automotive and industrial manufacturing
#5	Healthcare

Sector of interest - studying	
#1	Information Technology & Communication
#2	Banking and financial services
#3	Consulting services
#4	Hospitality, Leisure and Culture
#5	Government & Public Services

Total of 23
categories
analyzed

3 Future-proof employers



3. Future-proof employers

PwC's workforce preference survey and other research also shed light on the fact that employers cannot be satisfied with their pre-Covid practices and frameworks. If they aim to build a future-proof organization they need to change in line with employee expectations.

Taking into account the lessons of the recent period, domestic companies also need to focus on 3 areas:

- 1** Since the war for talent becomes even more challenging, companies which are able to keep a fair balance between pay and profit and are open to alternative hiring options stand out and gain an advantage over their competitors.
- 2** A new work organization framework is needed, which will be much more characterized by flexibility in the future. This will have an impact on the working framework, or even on the office strategies of the companies.
- 3** Upskilling: Accelerated processes require even more knowledge and skills from employees, while competencies based on social and emotional intelligence are already valued more than ever before. Employees expect adaptation from their employers, who will thus have an increased responsibility in the times to come.



4 Opportunity for more detailed workforce insight





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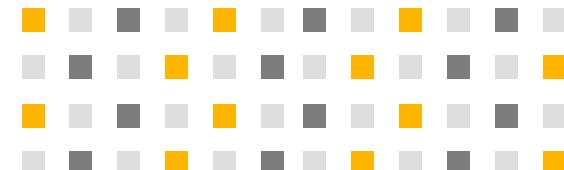
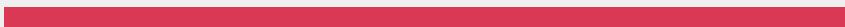
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Our services:

- **Full-report & dashboard:** Full report with detailed data, by segment and correlations is available by accessing an interactive Dashboard which shows quantitative data that include employee preferences in a segment that is important to your company, as well as perceptions about the employer brand of your company and its competitors.
- **Company-specific analysis:** We provide a detailed, segment-by-segment analysis of what the market thinks about your company and your competitors (if certain minimum sample criteria is met).
- **Deep dive company-specific analysis:** We organise a number of Focus Groups with the scope of gathering qualitative information from diverse range of employees and put together a roadmap which supports the development of an employer branding strategy and its implementation.

Stay tuned, more information on [HR Leaders Portal!](#)

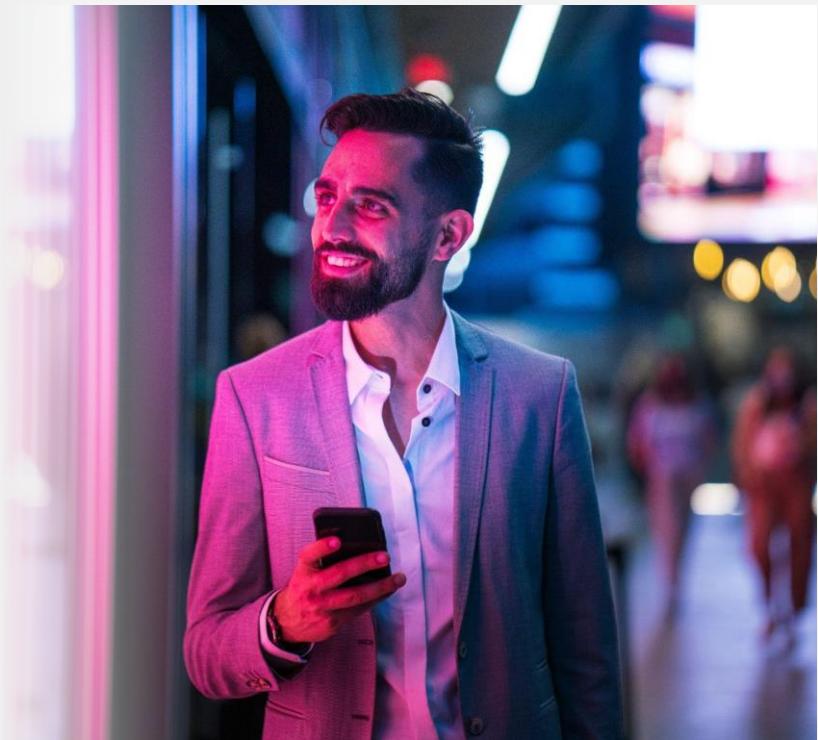
5 Appendix: Detailed focus categories



Examined focus areas

Through its holistic approach, our study measures employee preferences in all areas that are decisive in their job choices and may have an impact on brand perceptions. Based on our many years of experience, international knowledge, feedbacks from our customers, and labor market trends, we defined 12 focus categories to survey.

Focus Categories			
Pay and bonuses		Personal and professional development	
Other benefits		Career	
Transparent business operation		Work and life balance	
Daily work		Internationality	
Company culture		People at work	
Company reputation		Physical work environment	



12 focus categories of the Workforce Preference Discovery

As part of the 12 focus categories, we examine along 55 factors the preferences and expectations of students and young entrants. These factors are very diverse and include everything that can have an affect on job preferences; both monetary and non-monetary elements (e.g. the positive impact of work on society or digital skills development). The factors are also suitable for assessing possible preference changes caused by the current epidemic situation (e.g., teleworking, health care services, workplace safety, etc.).

Daily work	Pay and bonuses	Company reputation	Career
<ul style="list-style-type: none"> Work that is interesting and challenging Variety of work Individual responsibility and autonomy Societal impact of your work 	<ul style="list-style-type: none"> Base pay Overtime pay Variable pay (performance based payment) Bonus 	<ul style="list-style-type: none"> Corporate brand name Corporate Social Responsibility activities Company profile, activity Corporate commitment to providing job security Popularity and recognition of the company products and services 	<ul style="list-style-type: none"> Career opportunities within the company in your home country Career opportunities within the company outside of your home country Pace of promotion Performance based promotion with credible and fair performance evaluation
Physical work environment	Work and life balance	Transparent business operation	Other benefits
<ul style="list-style-type: none"> Up-to-date technology (tools and systems) Good transport access to workplace Physical work environment that promotes well-being Inspirational office environment 	<ul style="list-style-type: none"> Flexible work schedule and work time Work from home Sabbatical (career break) Part time or non standard work patterns available Work schedule predictability 	<ul style="list-style-type: none"> Transparent and predictable career path Transparent and equitable remuneration system Trustworthy and accessible leaders Open and honest leadership communication Company vision and strategy 	<ul style="list-style-type: none"> Ability to tailor benefits / choose your benefits Housing allowance Preventative health services and health benefits Extra facility services Pension benefits Mobile phone for personal use Family and childcare services and programmes Services to support mental well-being
People at work	Company culture	Internationality	
<ul style="list-style-type: none"> Leadership style of direct superior Direct colleagues Other people you work with (customers, other colleagues) 	<ul style="list-style-type: none"> Teamwork and cooperation Sharing ideas to encourage innovation Regular feedback (feedback culture) Regular team building activities Diversity and inclusion 	<ul style="list-style-type: none"> Opportunity to work with people from different countries Participation in training/events internationally Opportunity to spend time working abroad 	
	Personal and professional development		
	<ul style="list-style-type: none"> Business / technical skills training Soft skills development Digital skills development Further academic education Coaching / mentoring programme 		



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