



Bucharest, 28 October 2010

BEST EMPLOYERS ROMANIA 2010

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AON Hewitt

Best Employers Study in CEE



Austria
Bulgaria
Czech Republic
Hungary
Poland
Romania
Russia
Slovakia
Slovenia
Turkey
Ukraine

11 countries **700** companies **4000** top managers
160 000 employees

BUSINESS SUCCESS

TOP
MANAGEMENT



CAN



HR

DO



WANT



YOUR COMPANY

10
BEST EMPLOYERS
ROMANIA 2010

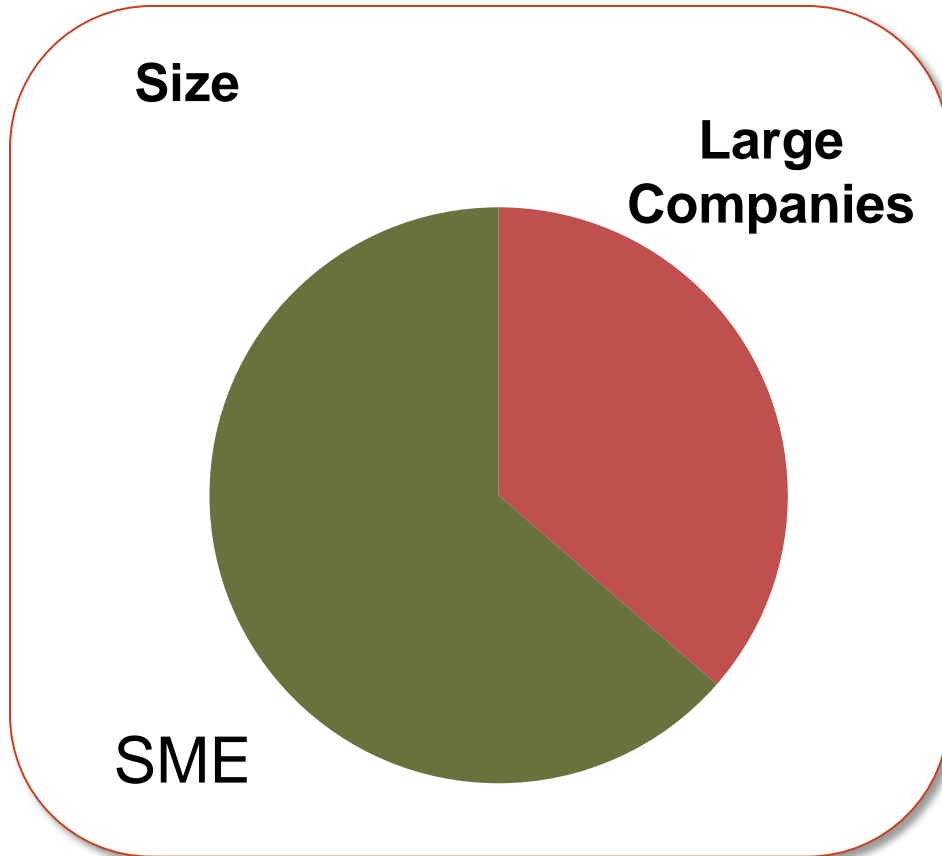
167
TOP
MANAGERS

22
HR
PROFESSIONALS

6 414
EMPLOYEES

24 COMPANIES

Participating companies



- IT
- Pharma
- FMCG
- BPO
- Production
- Professional Services
- Hospitality and Leisure
- Financial Services
- Construction materials

Methodology – Engagement and Satisfaction

What is engaging

3 Dimensions of Engagement

„Say” = *Speak positively*

Consistently speak positively about the company to colleagues, potential employees and customers

„Stay” = *Want to remain member of the organization*

Have an intense desire to be part of the company

„Strive” = *Exert effort*

volunteer extra effort and engage in behaviours that contribute to the company’s business success

Dimensions of Satisfaction

People

- ▣ Senior Leadership
- ▣ Manager
- ▣ Coworkers/Colleagues
- ▣ Valuing People

Work

- ▣ Work Activities
- ▣ Sense of Accomplishment
- ▣ Autonomy
- ▣ Resources
- ▣ Processes

Total Rewards

- ▣ Pay
- ▣ Benefits
- ▣ Recognition

Opportunities

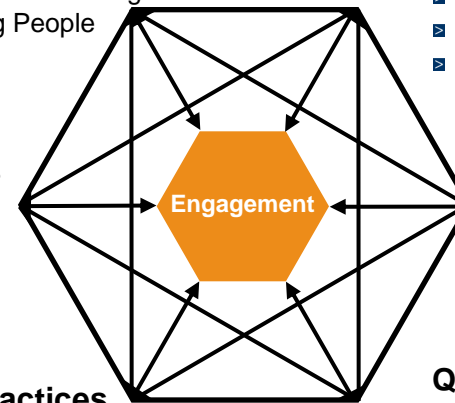
- ▣ Career Opportunities
- ▣ Training & Development

Company Practices

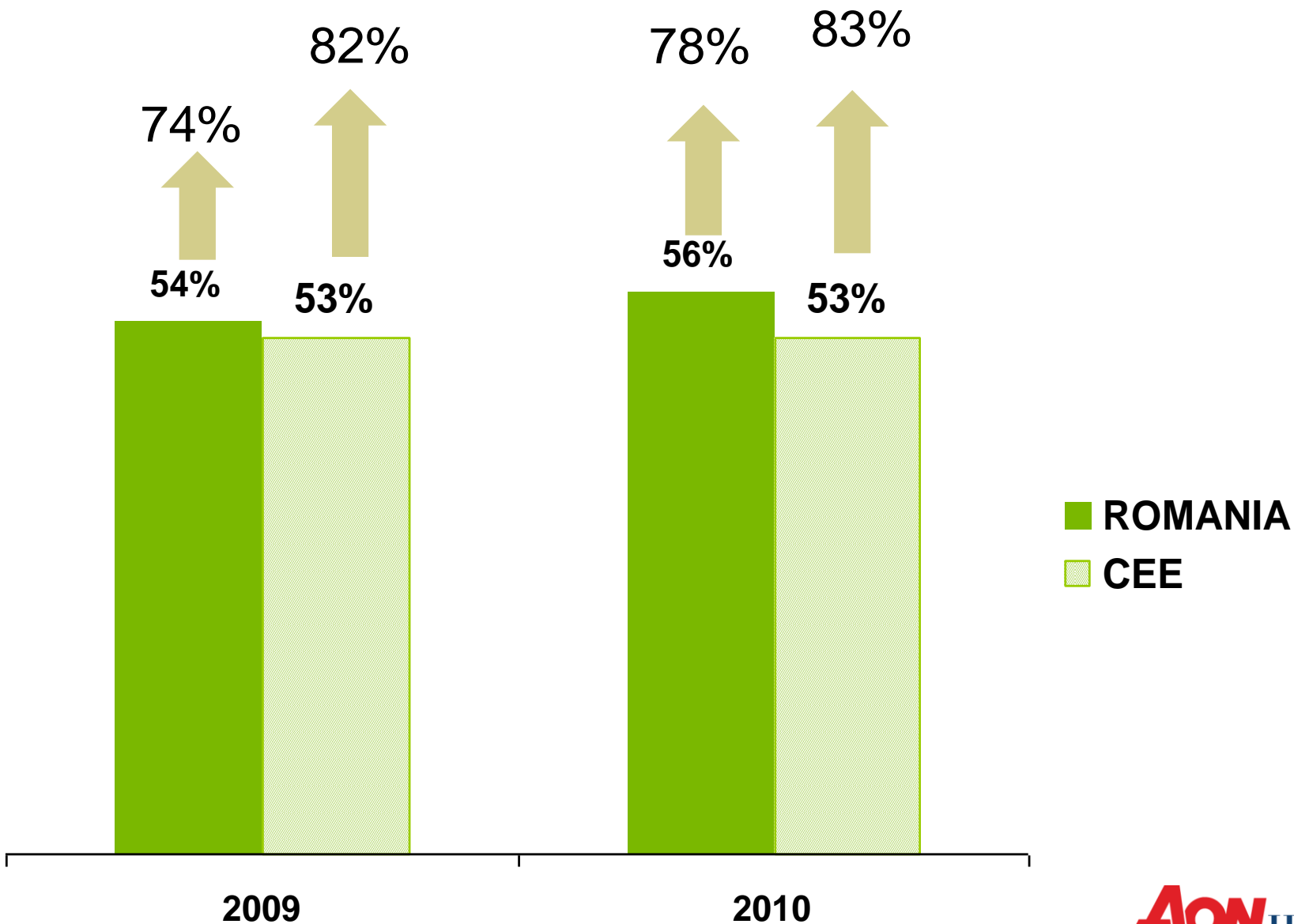
- ▣ Policies & Practices
- ▣ Performance Management
- ▣ Company Reputation
- ▣ Brand Alignment

Quality of Life

- ▣ Work/Life Balance
- ▣ Physical Work Environment



Engagement in years



Engagement Questions Results



Given the opportunity, I tell others great things about working here.

I would not hesitate to recommend this company to a friend seeking employment.



It would take a lot to get me to leave this organization.

I rarely think about leaving this company to work somewhere else.



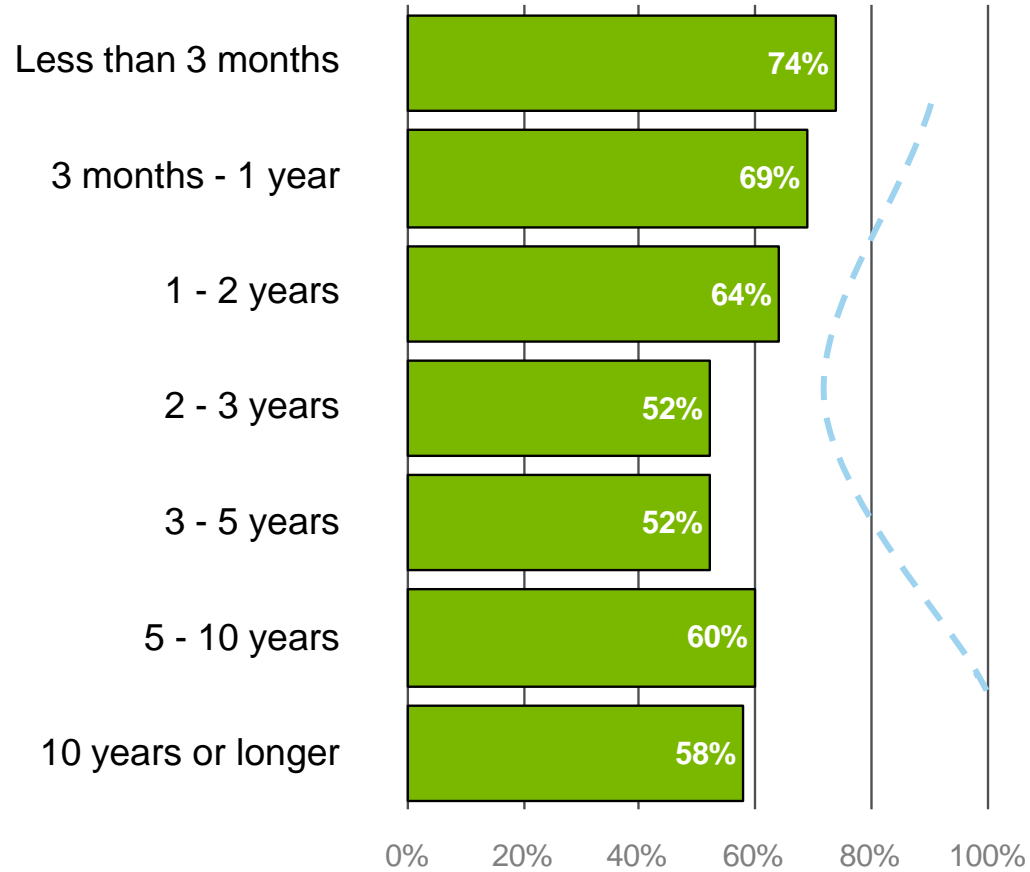
This company inspires me to do my best work every day.

This company motivates me to achieve more than is normally expected.

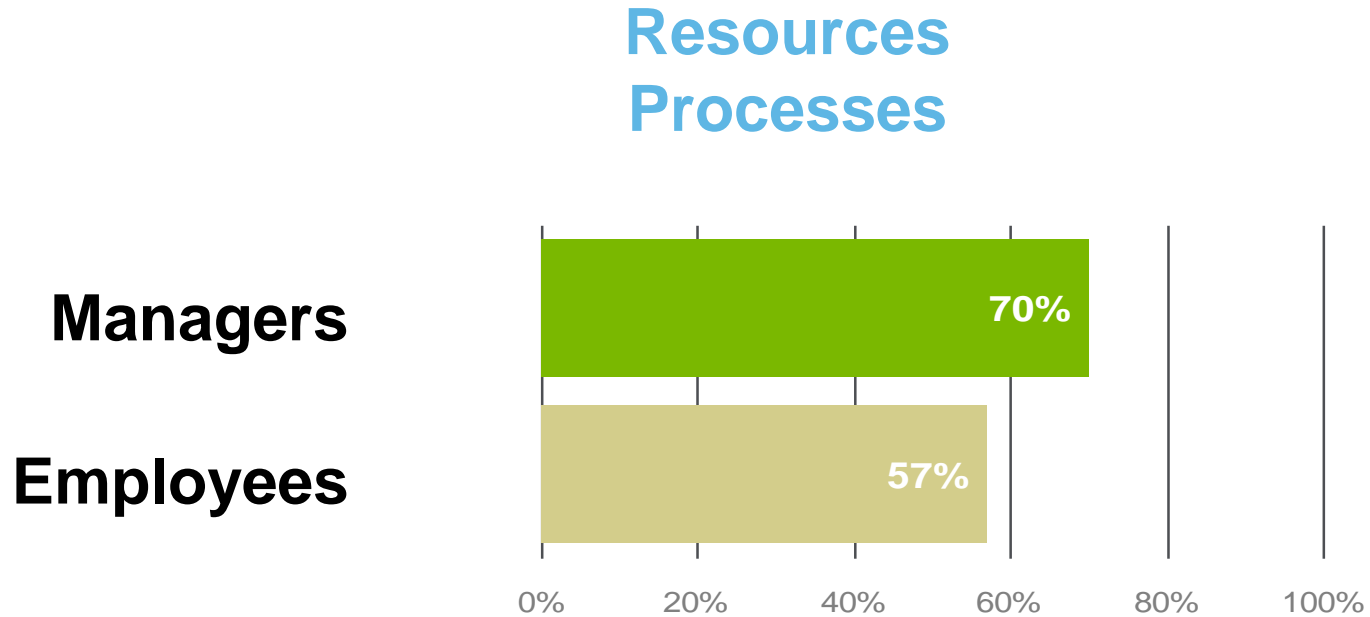
	Romania Average 2010	Romania Best Employers 2010	CEE Best Employers
Given the opportunity, I tell others great things about working here.	72%	85%	83%
I would not hesitate to recommend this company to a friend seeking employment.	67%	84%	83%
It would take a lot to get me to leave this organization.	48%	68%	81%
I rarely think about leaving this company to work somewhere else.	48%	65%	77%
This company inspires me to do my best work every day.	55%	72%	73%
This company motivates me to achieve more than is normally expected.	48%	70%	71%



Engagement – years of service



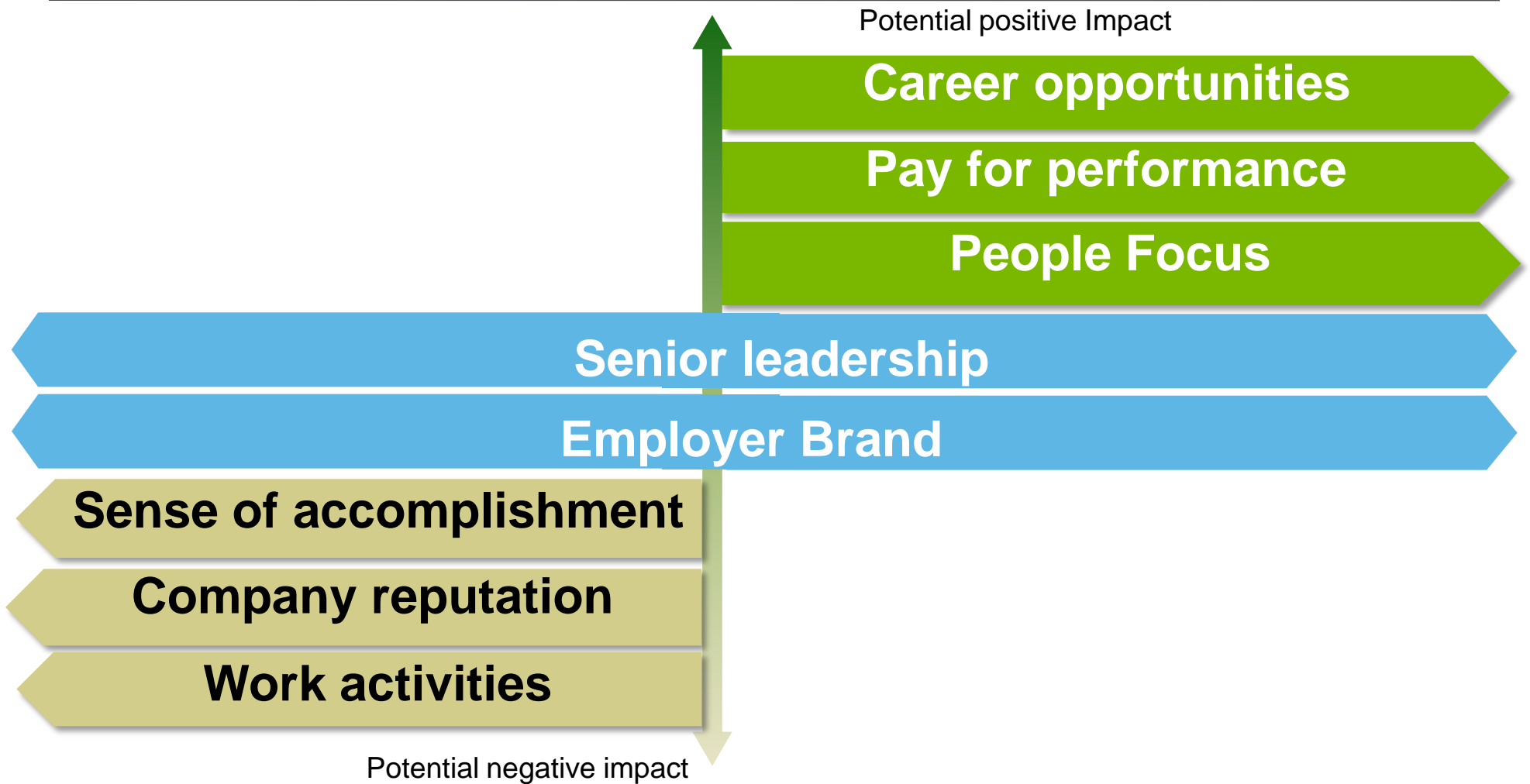
Engagement by level



Valued
Recognized
Sense of accomplishment
Career opportunities

Work life balance
Company reputation

What is impacting engagement



HOW DO WE MANAGE WITH THE ECONOMY

**The
Economist**

OCTOBER 9TH - 15TH 2010

Economist.com

California's great battle

The truth about electric cars

Pakistan in peril

How the music business survives

A life in stained glass

Grow, dammit, grow!

AN 18-PAGE SPECIAL REPORT ON THE WORLD ECONOMY



OCTOBER 9TH - 15TH 2010

Worldwide cover

AON Hewitt

How it will start growing again

Senior leadership ensures the long term stability of the organization, by making the least painful decisions possible.

60%

82%

Senior leadership is informing us honestly about the status of the company, the required steps and the background of the decisions.

51%

75%

I know what I personally have to do to help our company successfully overcome the current situation.

60%

75%

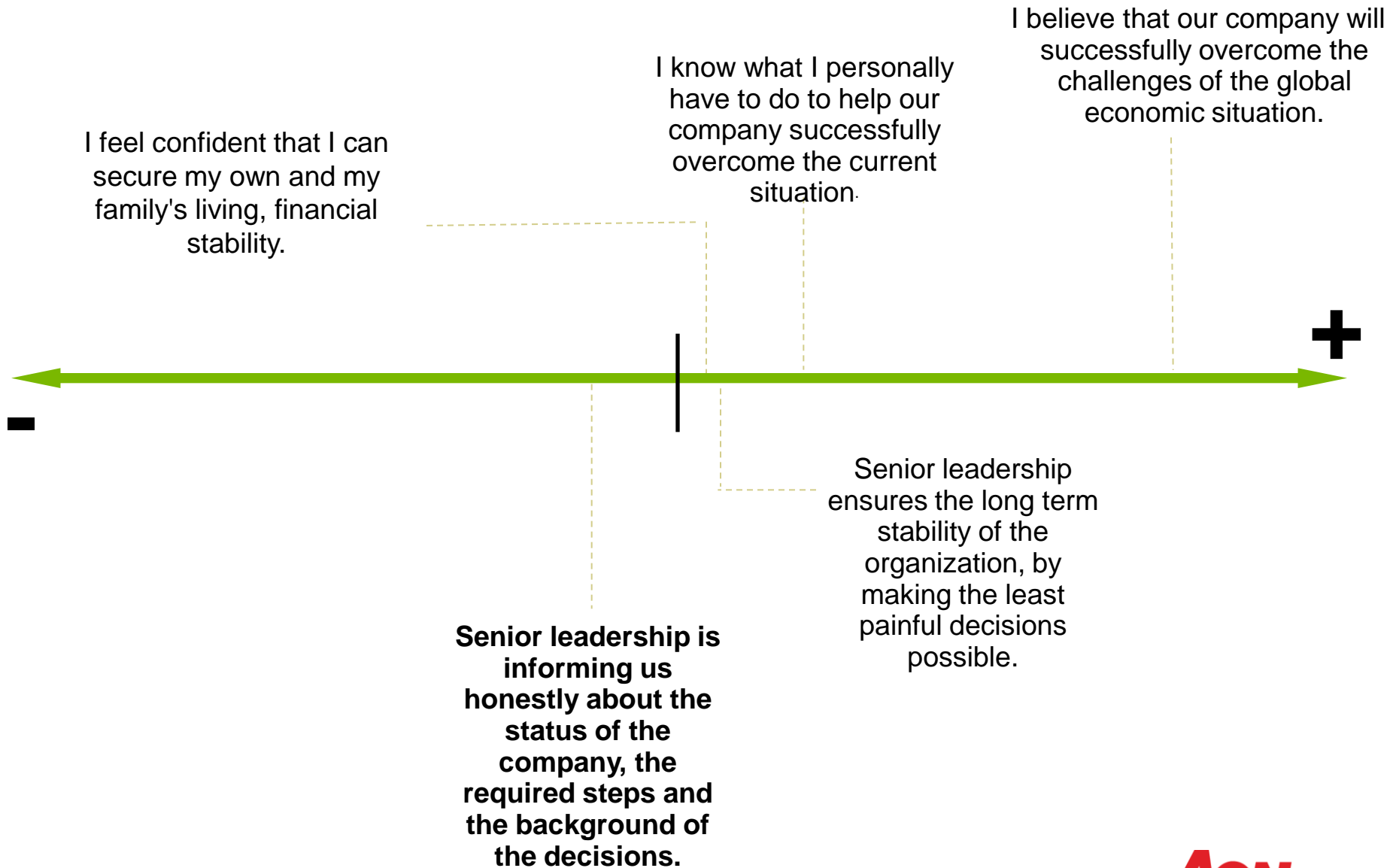
How it will start growing again

“I believe that our company will successfully overcome the challenges of the global economic situation.”

79%

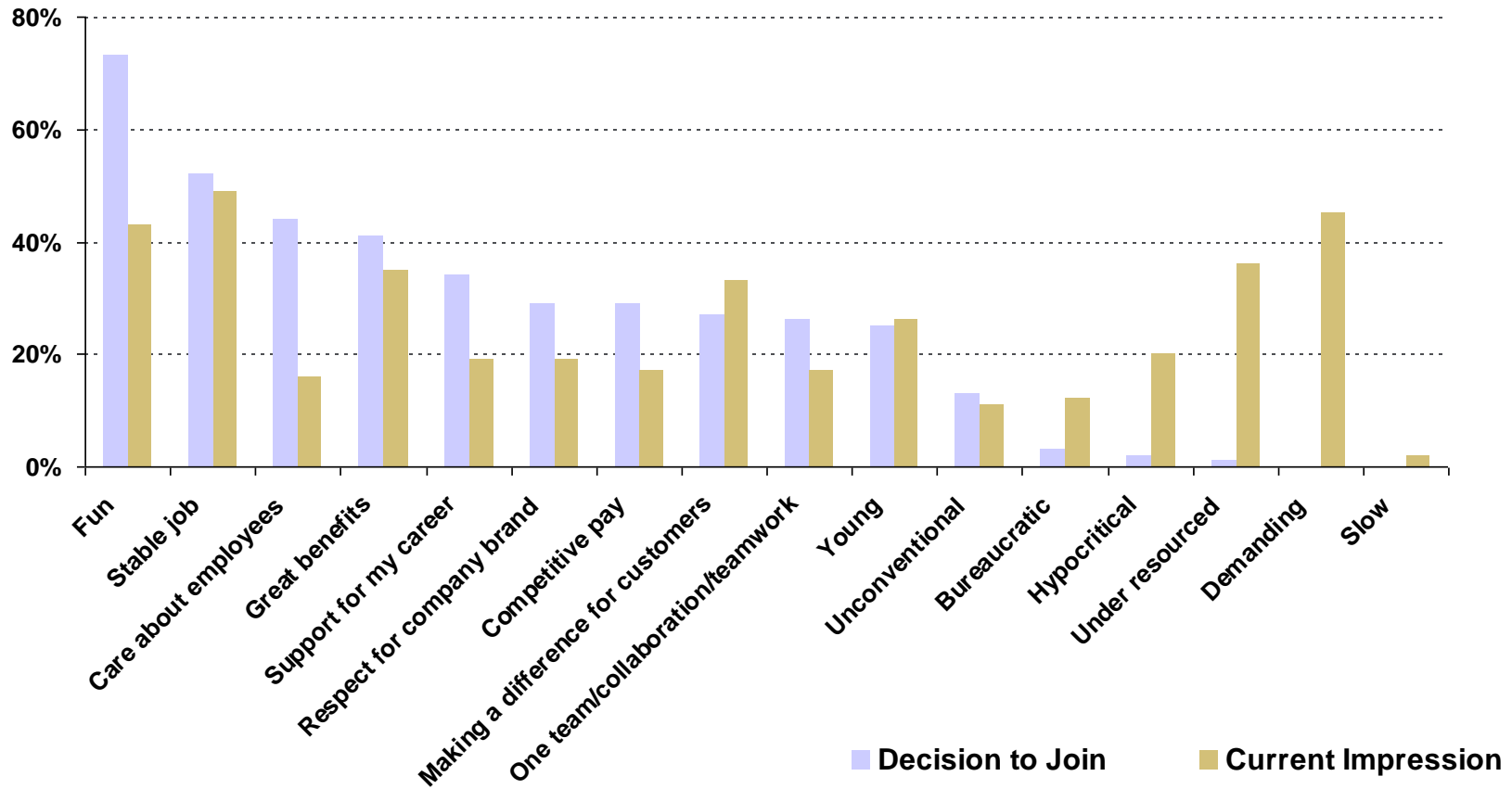
93%

Are we positive we will make it



KEEPING THE PROMISE

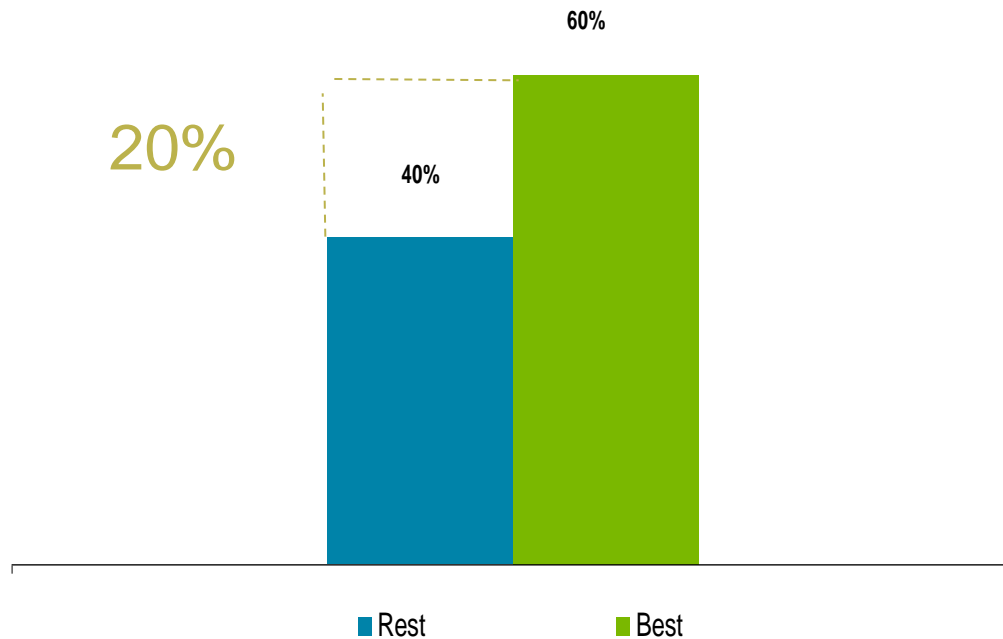
What's in a name



**WHERE DOES SUCCESS COME
FROM**

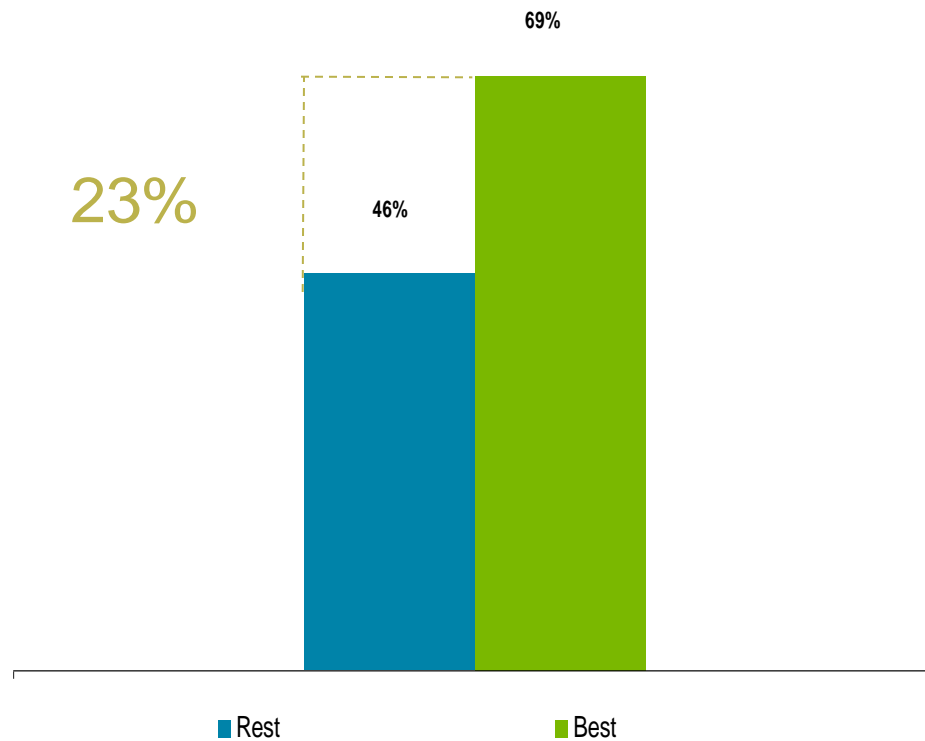
Where does success come from

“Employee opinions and suggestions are given appropriate consideration in the organization’s decision-making process.”



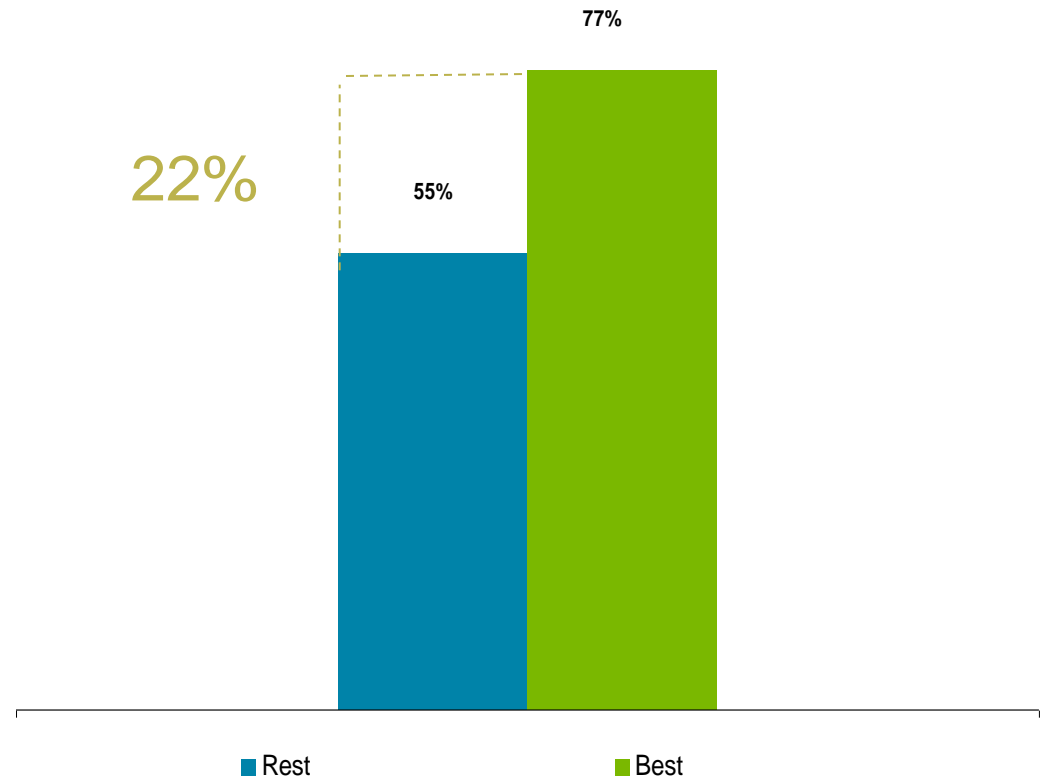
Where does success come from

“Senior leaders treat employees as this organization’s most valued asset”



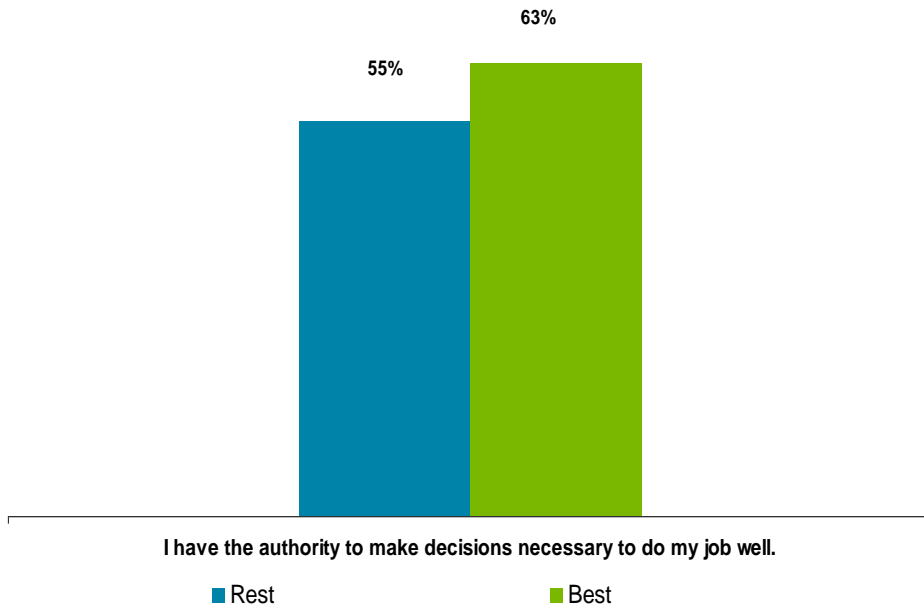
Where does success come from

“The organization I work for is fair to its employees”



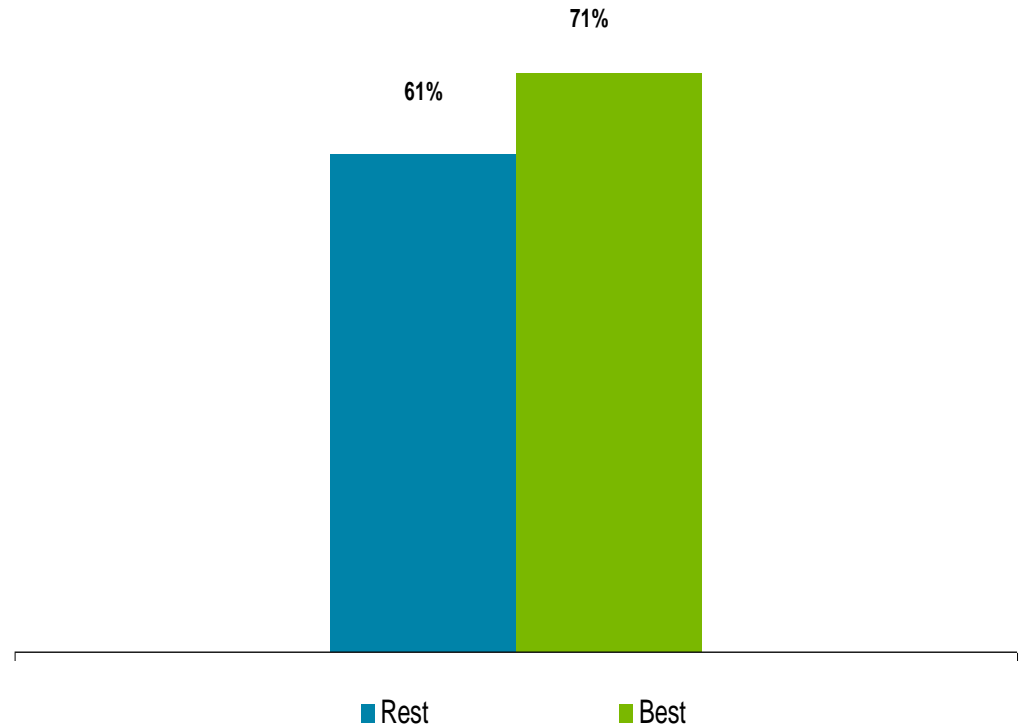
The common denominator

“I have the authority to make decisions necessary to do my job well”



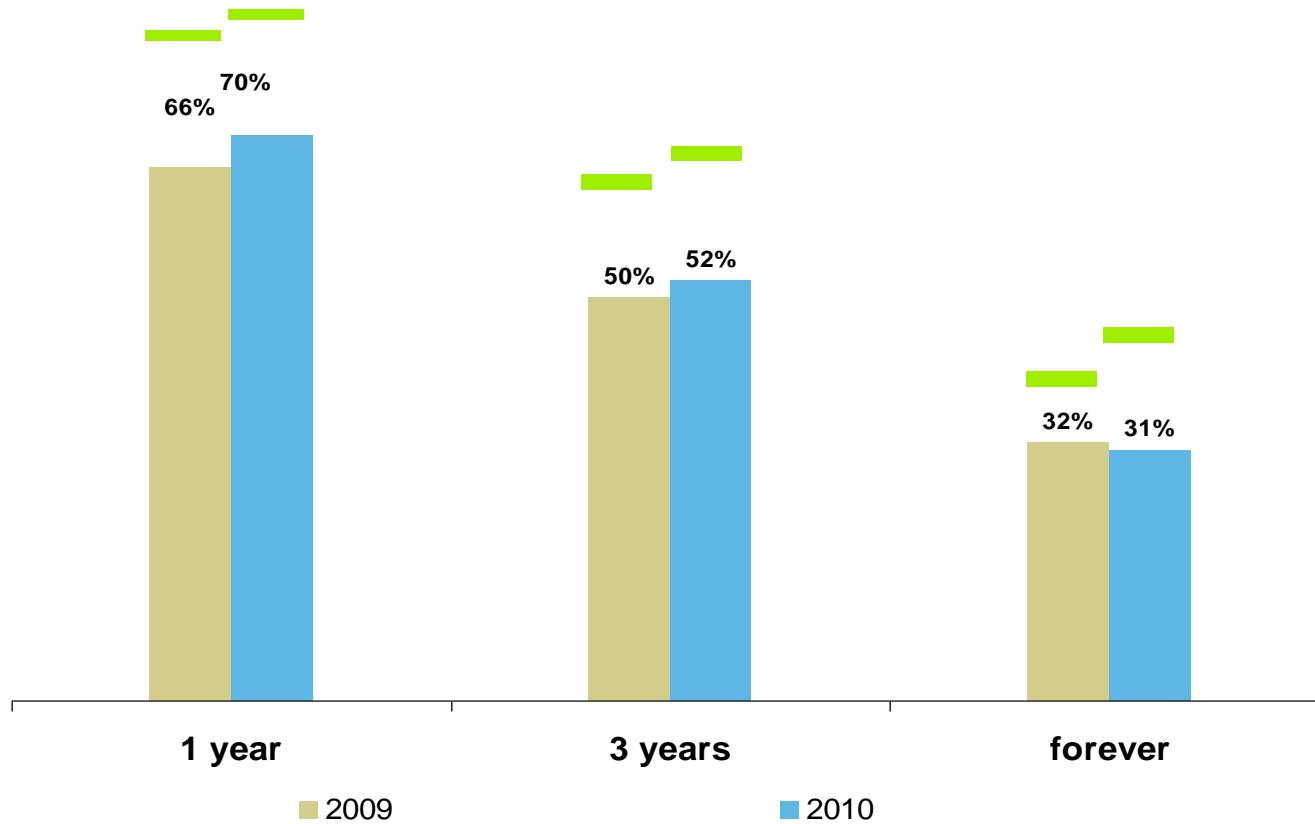
The common denominator

“I know what career opportunities are available to me”



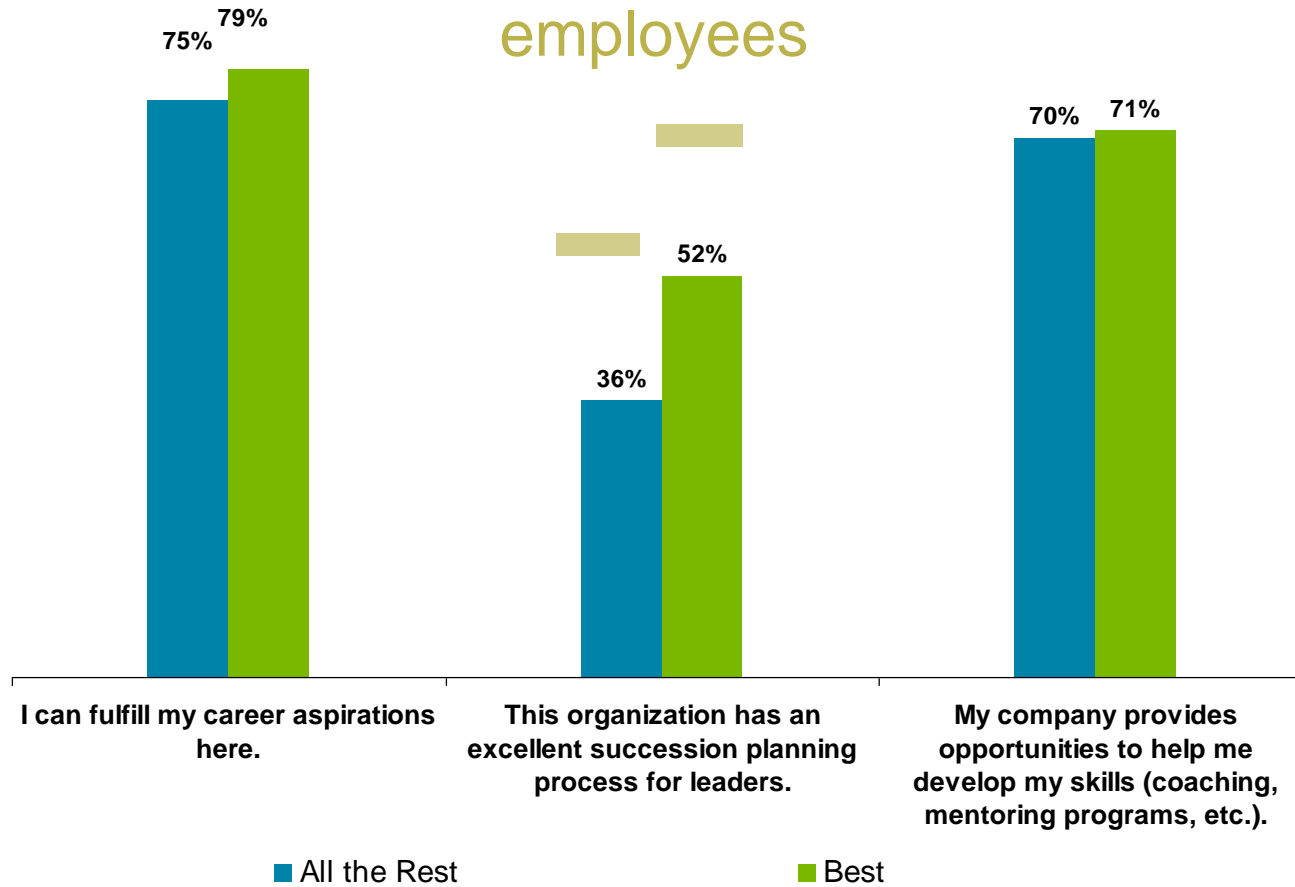
Difference in perceptions?

How long do you envisage working for this company?

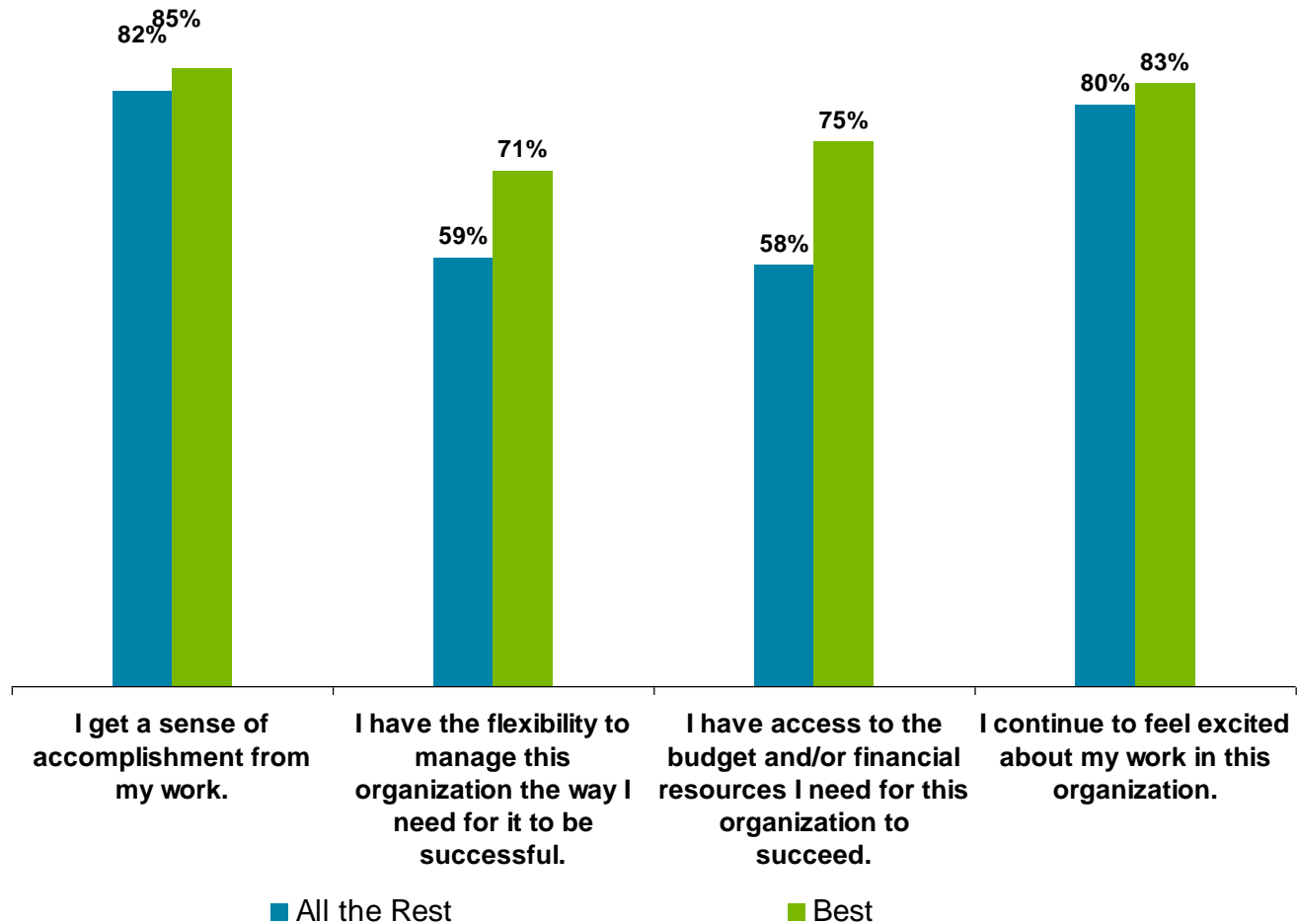


AT THE TOP

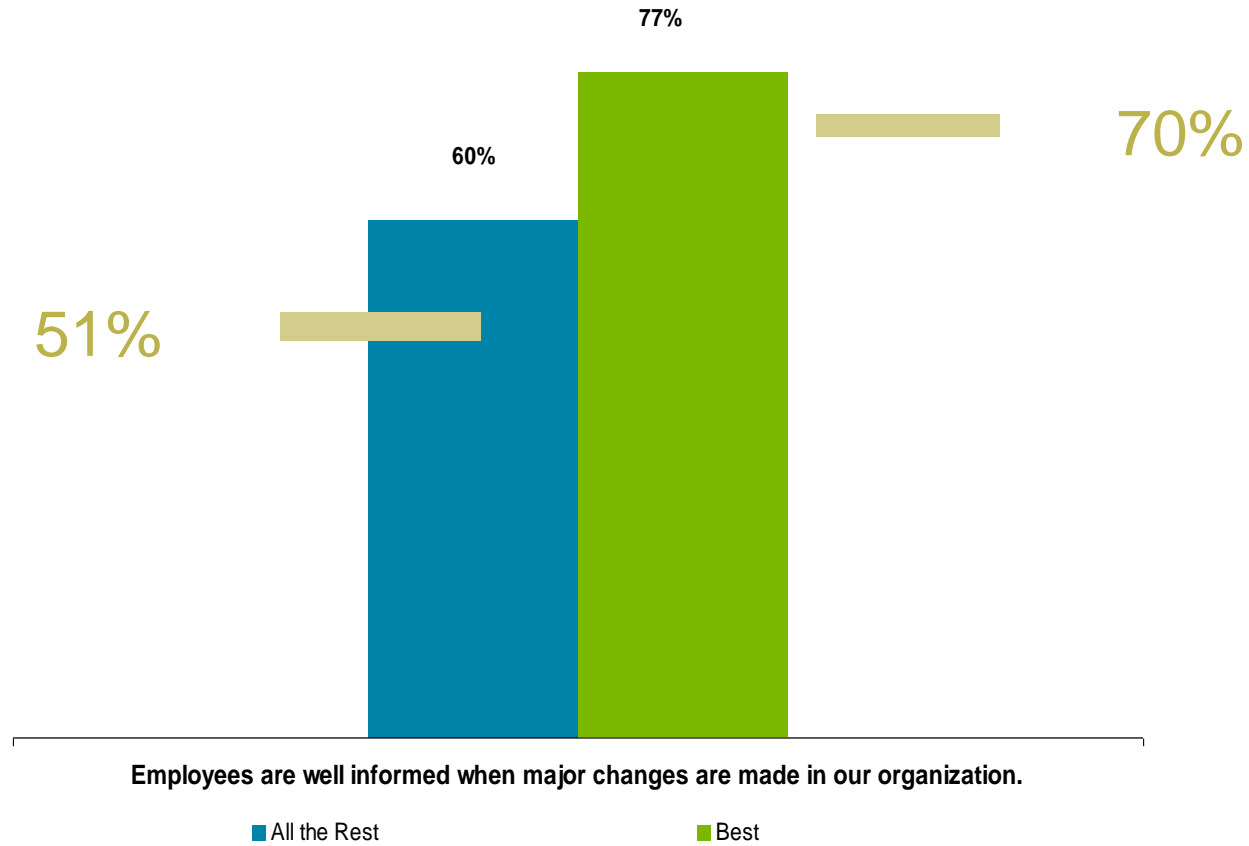
At the top



Making leaders responsible

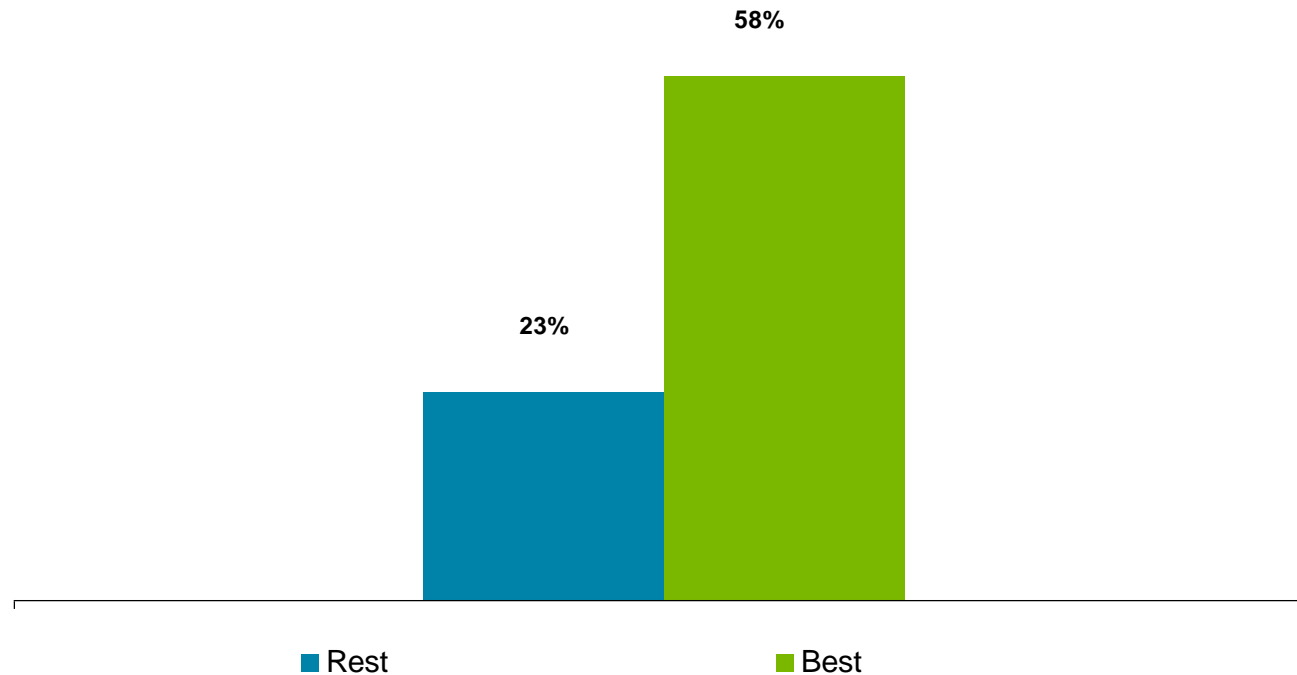


Leadership can be engaging

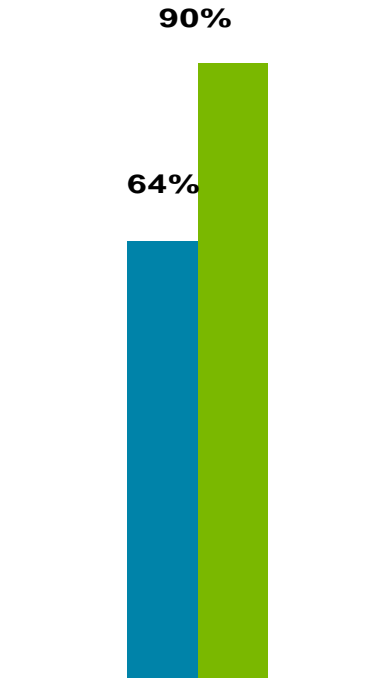


And they work a lot

“More free time would be more pleasant to me than salary increase”



Future of HR



**Human Resources,
in our organization
understands
business aspects
well, and works as
a partner of the
Leadership team.**

■ All the Rest

■ Best

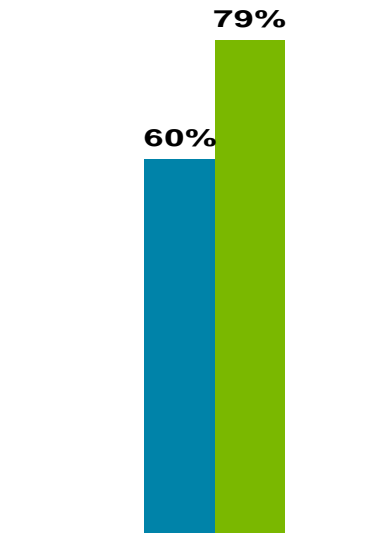
Business understanding

Future of HR



Strategic thinking

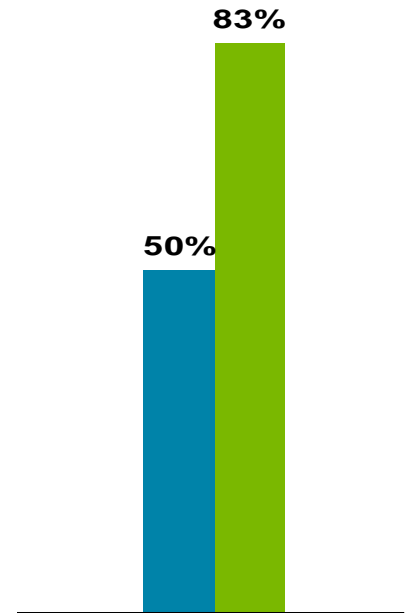
Finance and business



Human Resources, in our organization evaluates the impact that Human Resources programs have on the organization's bottom line.

■ Best

Fairness and honesty

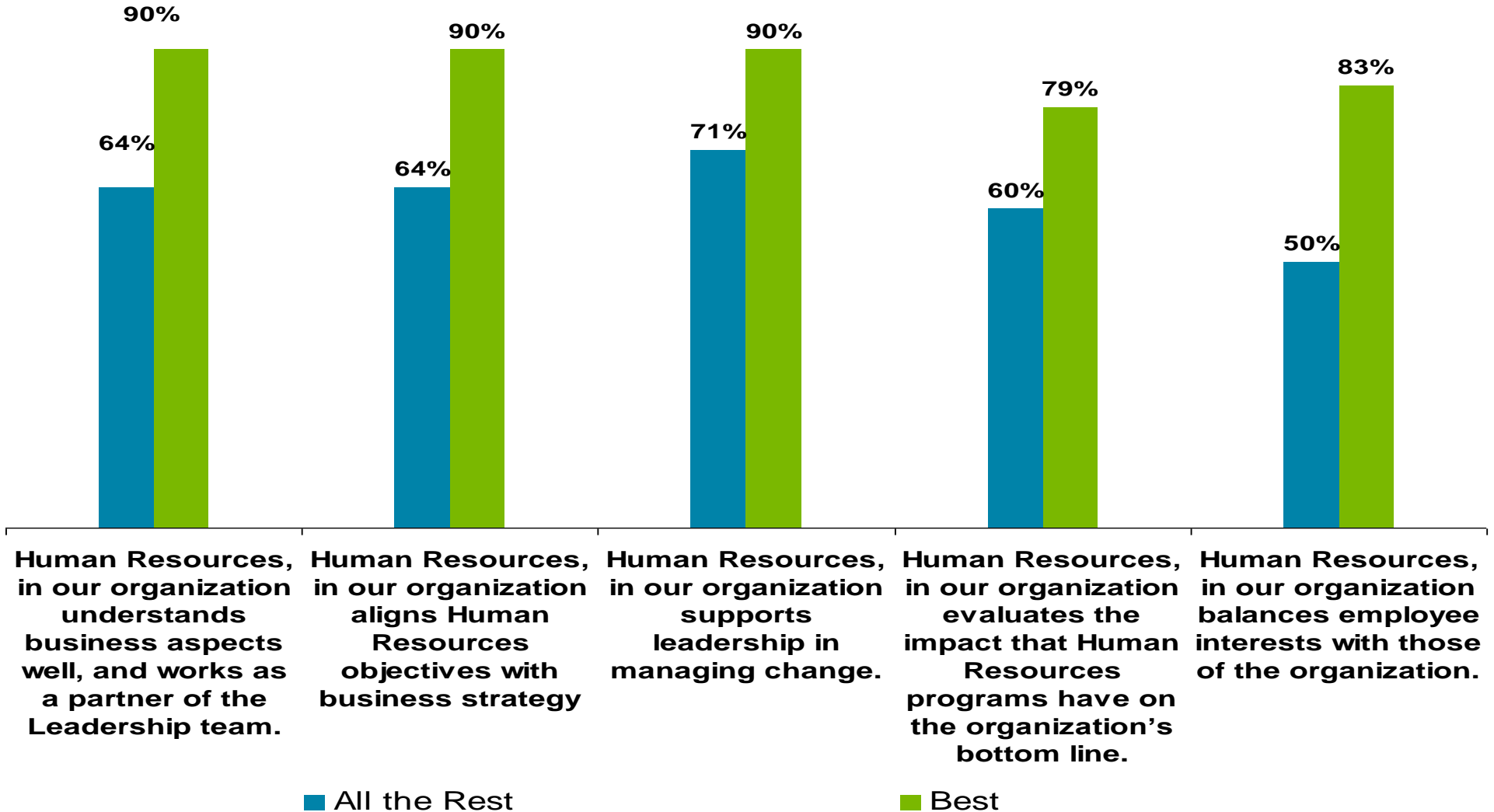


Human Resources, in our organization balances employee interests with those of the organization.

■ All the Rest

■ Best

Future of HR

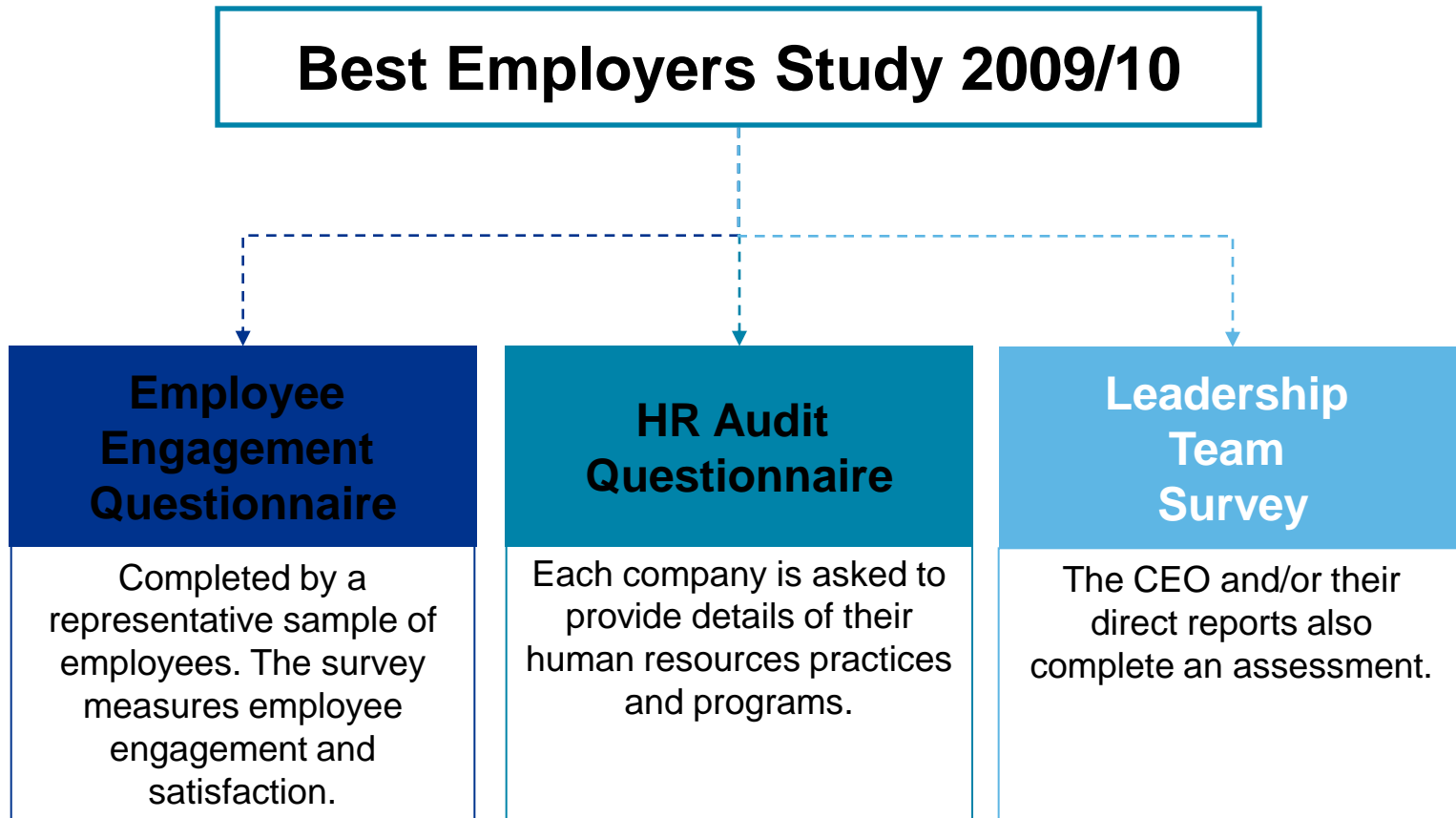




Best Employers Romania 2010

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Methodology – Base of Ranking

- The scoring is objective; it's not based in any way on Hewitt's judgment.
- The employees are the ones able to tell if a company is a Best Employer. Employees' engagement is a key factor that has an impact on business results, this has a major role in scoring (60%).
- There is no ultimate Best Employer, each company has to find the match/alignment between several factors: employee needs, business strategy, leadership style, human practices etc. Alignment is the other key factor (40%)



5

Categoria Companiilor Mici si Mijlocii



Hilti Romania

4

Categoria Companiilor Mici si Mijlocii

avangate ⁵ YEARS
generate e-sales ■

Avangate, Gecad Group

3

Categoria Companiilor Mici si Mijlocii



Adobe

Adobe Systems

2

Categoria Companiilor Mici si Mijlocii

The Syngenta logo features the word "syngenta" in a dark blue, lowercase sans-serif font. A small green leaf icon is positioned above the letter 'n'.

Syngenta Agro

1

Categoria Companiilor Mici si Mijlocii

TUCA ZBARCEA
/ASOCIATII

Țuca Zbârcea & Asociații

Categoria Companiilor Mici si Mijlocii

1

Țuca Zbârcea & Asociații

2

Syngenta Agro

3

Adobe Systems

4

Avangate, Gecad Group

5

Hilti România



Categoria Comaniilor Mari

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5

Categoria Companiilor Mari



A Brand like a friend

Henkel Romania

4

Categoria Companiilor Mari

CARPATCEMENT
HEIDELBERGCEMENT Group

Carpatcement Holding

3

Categoria Companiilor Mari

AstraZeneca 

AstraZeneca Romania

2

Categoria Companiilor Mari



McDonald's Romania

1

Categoria Companiilor Mari



GlaxoSmithKline Romania

Categoria Companiilor Mari

1

GlaxoSmithKline Romania

2

McDonald's Romania

3

AstraZeneca Romania

4

Carpatcement Holding

5

Henkel Romania