

BUSINESS SERVICES SECTOR IN ROMANIA 2018

- EXECUTIVE SUMMARY -



Attention!

We would like to inform you that this is an executive summary of the report.
To have access to the complete version you must be an ABSL' member or a participant company in the ABSL and KPMG industry and salary surveys.
For more details, please contact ABSL.



Report prepared by the Association of Business Service Leaders (ABSL)

in cooperation with:



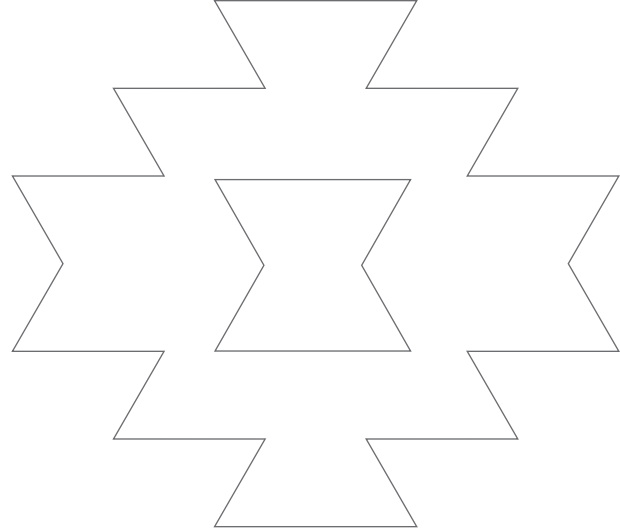
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FOREWORD



Throughout 2018 the Business Services industry has continued to grow and has reached its maturity stage. Companies have begun to digitally transform their business models, in their endeavour to remain relevant on the market and agile in the way they operate.

Currently, we talk about roughly 125.000 employees in the industry across Romania, working in more than 265 companies and start-ups. This industry builds valuable solutions, delivers innovation and generates high quality employment.

The role of ABSL is to support the development of the Business Services industry in Romania, by providing consistent data (such as this report), by organising relevant conferences, knowledge-sharing events and hosting meetings with investors.

I would like to thank everyone for their involvement and efforts in elaborating this report and their support in achieving the Association's mission to expand the Romanian Business Services industry.

BOGDAN PELINESCU
PRESIDENT OF THE BOARD



1 OVERVIEW OF ROMANIA

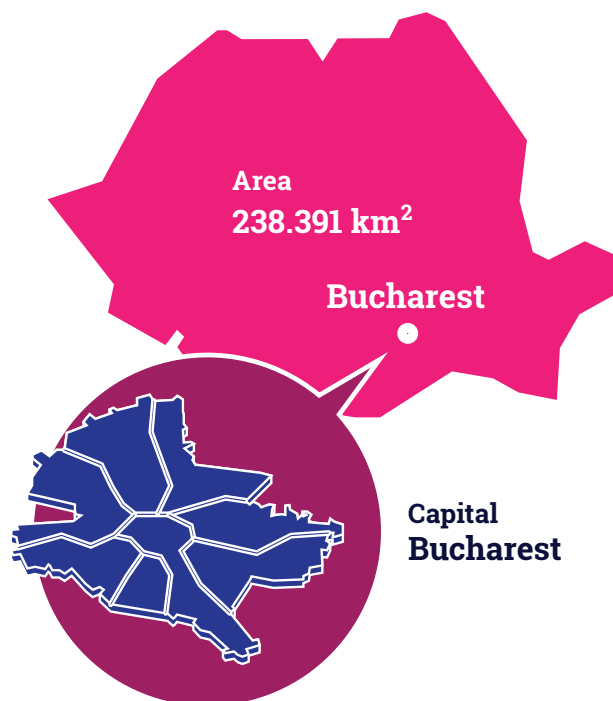
Romania, a key member of the European Union, is located at the intersection of Central and Southeastern Europe.

Romania shares a border with Hungary and Serbia to the west, Ukraine and Moldova to the northeast and east, and Bulgaria to the south. Romania's natural landscape is almost entirely divided among mountains (31%), plains (33%), and hills (36%). The landform varies from the Carpathian Mountains, which reach elevations of more than 2,544 meters (top Moldoveanu), to the Danube Delta and the Black Sea. In the centre of the country, surrounded

by mountains, is the Transylvanian Plateau with an altitude of 400 - 600 m.

Romania is a semi-presidential republic with a head of government - the prime minister - and a head of state - the president.

The country is divided into 41 counties and the municipality of Bucharest. Each county is administered by a county council, responsible for local affairs, and a prefect responsible for managing national affairs at county level.



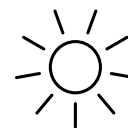
Climate

Temperate-continental
Four distinct seasons

Daytime temperatures

winter
between 3°C and -20°C*
(*a few days / year in different areas of the country)

summer
between 25°C and 35°C*
(*a few days / year in different areas of the country)



FACTS & FIGURES 1

ROMANIA OVERVIEW



GMT +2

Time zone: Eastern European Standard Time



Romanian

Latin language having much in common with French, Italian, Spanish and Portuguese



75,2 years

Life expectancy at birth
Source: World Health Rankings, 2018



Romanian Leu (RON)

1 EUR = 4.66 RON* / 1 USD = 3.98 RON* / 1 GBP = 5.22 RON*

* September 2018 BNR



over 519.000

students learn in universities in Romania (according to National Institute of Statistics, 2017)



19,5 milions

Population



Eastern Orthodox

Main religion



Top minority groups

Hungarians **1 227 623** people / Roma **621 573** people / Ukrainians **50 920** people / Germans **36 042** people / Turkish **27 698** people / Russian **23 487** people / Tatars **20 282** people / Source: National Institute of Statistics, 2011 Census



Top 10 cities

Bucharest **1 883 425** people / Cluj **324 576** people / Timisoara **319 279** people / Iasi **290 442** people / Constanta **283 872** people / Craiova **269 506** people / Brasov **253 200** people / Galati **249 432** people / Ploiesti **209 945** people / Oradea **196 367** people / Source: National Institute of Statistics, 2011 Census

**4,1%**

GDP Growth Forecast (according to European Commission, June 2018)

**4,4%**

Inflation rate Forecast (according to European Commission, June 2018)

**2nd**

largest country in Central and Eastern Europe

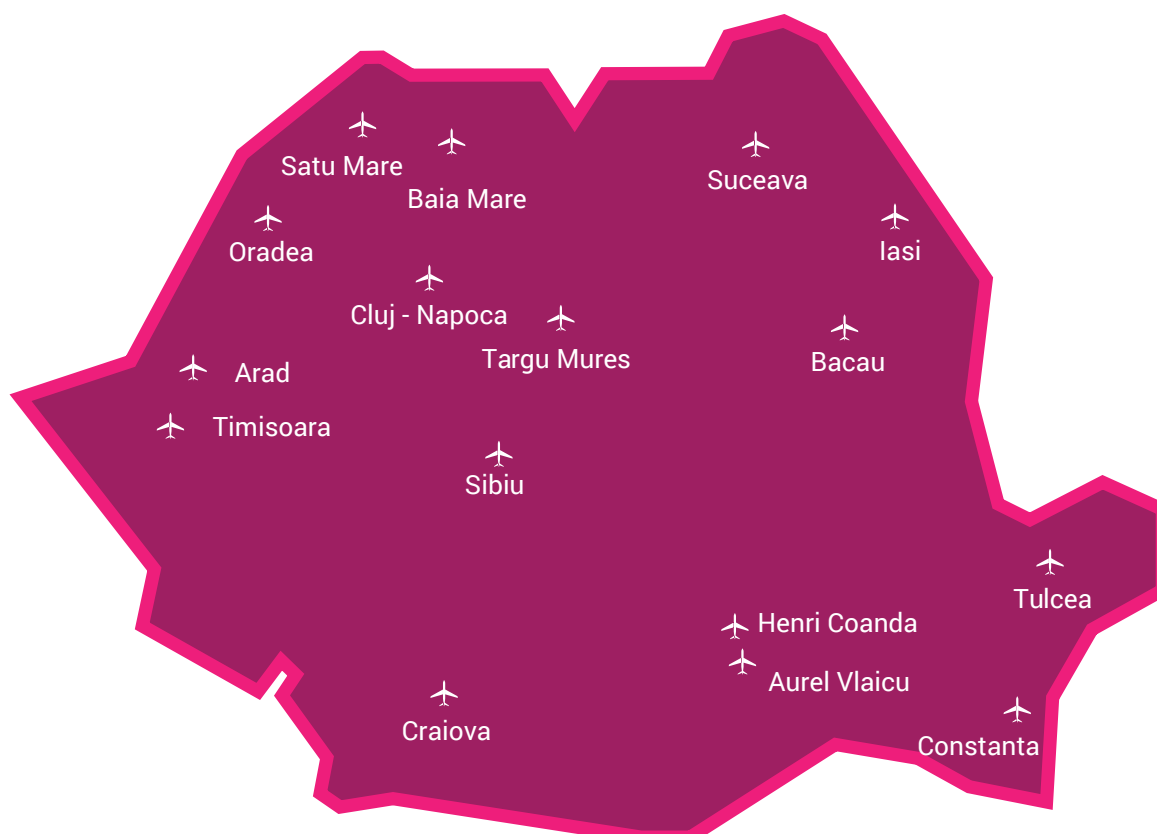
**1900 RON** (407 EUR)

Minimum Monthly Gross wage

**4th**

in EU for average broadband speed (www.cable.co.uk)

Airports





2 OVERVIEW OF BUSINESS SERVICES IN ROMANIA

Romania is a popular nearshoring location due to an appropriate working mindset and attitude of employees, strong IT, finance and accounting skills, as well as a wide range of foreign languages spoken, good labor arbitrage and lower costs compared to Western Europe. In 2016, BPO index calculated by Cushman & Wakefield placed Romania on the first place for mature outsourcing markets.

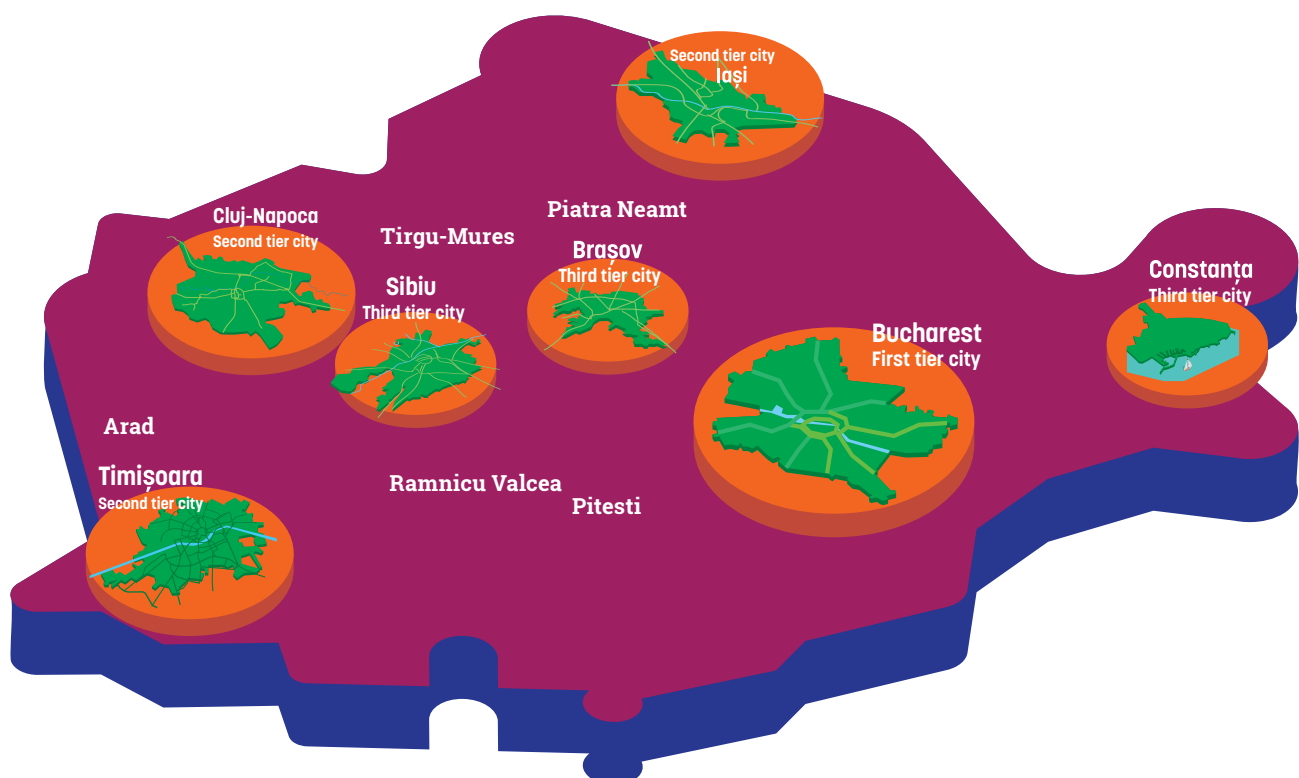
125,000 employees in present (estimated)

220,000 employees within the next 5 years

300,000 employees true industry potential

265 companies

Nearly **4 billions EUR turn over** in 2017 (estimated)



INVESTING IN ROMANIA

Romania has a long history of centralized services. Starting 2014, all significant changes and therefore, the evolution of the business services industry, have been comprised within the annual research ABSL and KPMG conduct together.

This year's report, presented briefly within the next chapter, revealed a mature outsourcing market in terms of: range of services provided, measured processes,

recurrently calculated and analysed KPIs, with a focus on continuous improvement. Although the business environment is frequently changing in terms of public policies, Romania is still very attractive compared to Western European countries due to the large number of highly qualified people, lower costs and language proficiency. Comparing to previous ABSL and KPMG study, the percentage of participants considering investing in Romania increased (from 92.5% to 96%).



"Because of the instability of the business environment, frequent and unpredictable changes of laws and poor quality infrastructure"

"Human resources shortage."



"Depends on the area - but in IT, infrastructure, education there is still a lot to be done."

"Strong talent pool (but limited for some expertise with a still good labor cost arbitrage compared with the Eastern European countries (but limited for IT sector)."

"Pool of talent, growth opportunities, appropriate working mindset, labor arbitrage."

"Despite instability due to political reasons, Romania is still a good place to invest in"

"Good opportunities and labor arbitrage, high talent pool"

"Romania has great unexploited potential"

"Romania is still a good place to invest. However, there is a great concern about the current instability (political and economic)."

"Good talent pool with a good mix of skills according to the business's requirements (technical and language skills), cost of living."

"Good technical expertise of the talent available in the market"

"Very good technical skills and language capabilities at a reasonable price for Western companies."

"Smart people with various skills: languages, IT, SAP, managerial."

"Accessibility, culture, skills, internet."

COMPETITION ASSESSMENT

The participating companies in the ABSL and KPMG survey were also asked to assess the competition in the location where they employ the majority of their staff (in terms of competitors, recruitment etc.). The ratings used ranged between 1 (very weak) and 10 (very strong).

The increasing number of service providers has led to a very strong competition on the Romanian market for several years and pushed companies to become more efficient. Almost 74.5% of the surveyed companies are highly mature.

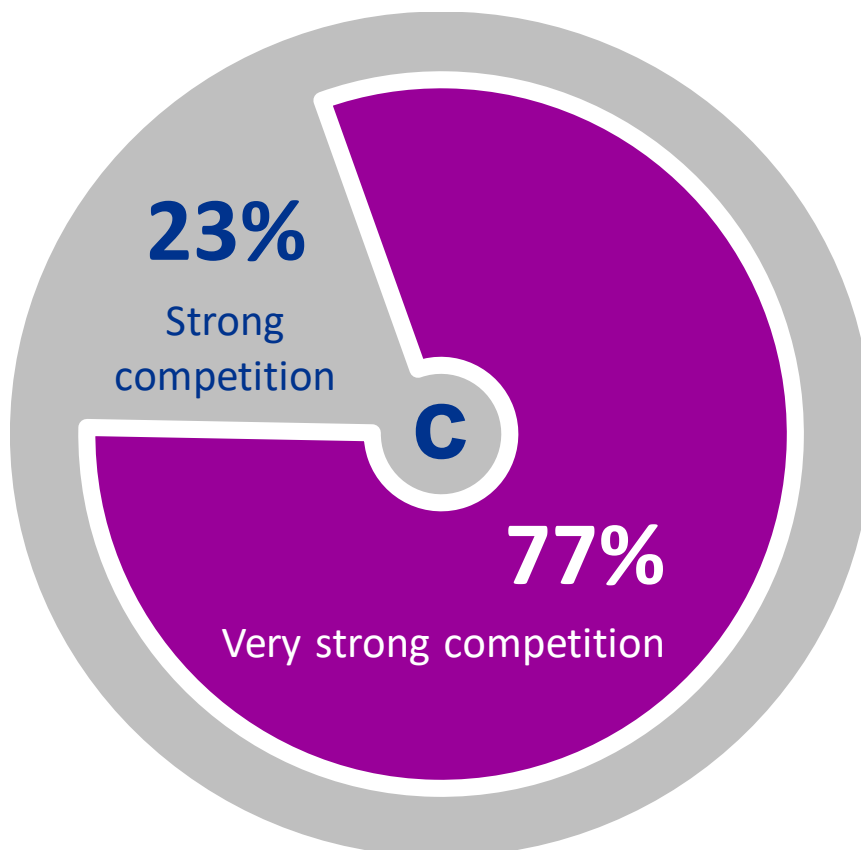
Out of the total of forty eight companies rating the competition in the ABSL and KPMG survey,

eleven perceive it as strong (i.e. approximately 23% of respondents), while thirty seven perceive it as very strong (i.e. approximately 77%).

The average rating for competition as perceived by the respondents is 9.1.

The results of the competition assessment are heavily focused on Bucharest.

Most of the companies which employ the majority of their staff in Cluj Napoca and Iași also perceived competition as very strong.





3 CHARACTERISTICS OF BUSINESS SERVICES IN ROMANIA

The Romanian business services and outsourcing market has seen significant growth and maturity in recent years. We are witnessing an increase in diversification of services, intelligent automation adoption, focus on data analytics, digital incorporation into the business model and so on.

To get an overview of the local outsourcing market, every year, ABSL and KPMG are joining forces to

prepare and conduct a survey among Romanian outsourcing companies.

This chapter is the executive summary of the survey, which covers general and some specific data about the industry. Only member companies and non-member companies that have participated in the study have access to the full report. For more details, please contact ABSL or KPMG.

PARTICIPANTS IN THE INDUSTRY SURVEY

Fifty companies contributed to this year's survey.

They are both commercial providers and internal units, as well as companies operating under the hybrid model (serving both internal and external clients), employing in total approximately **36.9 thousand full time employees**, which represents approximately **30% of the total estimated workforce** of the business sector in Romania.

The main locations where the companies have operations are **Bucharest, Cluj Napoca, Iași**, as well as other cities such as **Timișoara, Sibiu, Brașov** etc. However, most of the companies are primarily based in Bucharest.

The turnover generated in the financial year 2017 by twenty seven of the participants in the survey (who provided this information) is **EUR 486 million**.

Parent companies are mainly based in Europe (most commonly in **France, Romania and Germany**) and the **USA**.

The top four sectors serviced are **Banking, Insurance, Financial Services, Technology & Telecoms, Business & Professional Services and Industrial & Consumer Goods**.

Most of the participants in the survey have expansion plans for the next one to two years, in some cases combined with stabilization and optimization of their current activities. Only three companies have plans to reduce their activities.

Three quarters of the respondents are highly mature organizations, with processes measured, KPIs calculated and analyzed and with a focus on continuous improvement.

SERVICES PROVIDED BY THE PARTICIPANTS

The most frequently encountered services provided are **Finance & Accounting, IT Services, Customer Operations, HR and Procurement**.

Clients are mainly located in Western Europe and CEE, including Romania. Fourteen companies provide services only to Romanian clients, while six companies provide services worldwide.

The scope of services was expanded in the last three years for **82% of the companies** who provided this information.

The advancement of services significantly increased in the last three years for **63% of the companies surveyed**.

Strong language capabilities are encountered for the main European languages (such as French, German, Italian, Spanish etc.). The maximum number of languages spoken within one business services company is twenty three. More than ten languages are used during service delivery by twenty one companies.

MAIN CHARACTERISTICS OF THE WORKFORCE

Most of the personnel employed by the participants in the survey are located in Bucharest (68%).

In addition, 9% are located in Iași, 6% are located in Cluj-Napoca and another 5% in Timișoara.

33% of the total headcount provide Customer Operations, 25% IT Services and 23% Finance & Accounting.

The total pool of human resources is expected to record an increase of 7% by the end of 2018, 5% by the end of 2019 and another 6% by the end of 2020. The key drivers for employment growth are the implementation of new business areas, the estimated increase in external demand and global restructuring plans.

Thirty seven of the surveyed companies employ, in total, 1,25 thousand foreign employees. The most mentioned reasons for employing foreign personnel are proficiency in rare languages, implementation of new processes and the shortage of talent in Romania.

The average attrition rate is 25%.

Female employees are in a clear majority (61%).

Most of the companies reported that the average age of the workforce is between 26 and 35.

71% of the companies providing information about the average level of seniority of their employees reported it as being between 1 and 5 years.

The majority of the employees have at least a Bachelor's degree. In addition, 24% of the total headcount also has a Master's or a PhD degree.

Training courses offered to employees by the companies addresses **both technical skills, language competencies and soft skills.**

Language skills, especially German, is the most needed skill as mentioned by the participants in the survey, **followed by IT skills** and a **combination between language and IT skills.**

LEVEL OF AUTOMATION

Intelligent automation is a hot topic for most of the companies participating in the survey. **Half of the surveyed companies have already implemented one or more intelligent automation solutions**, while 15% of the companies do not consider intelligent automation a priority.

Robotic Process Automation and Basic Process Automation are the most frequently mentioned as intelligent solutions implemented, followed by

autonomic process automation and cognitive RPA.

Most of the companies use both server-based and desktop-based solutions. The level of attended automation varies between 5% and 75%.

Sourcing staff to develop intelligent automation competencies is in most cases achieved by using internal employees, while other companies leverage on the knowledge of third party solutions providers.

BUSINESS ENVIRONMENT

The overall assessment of the location where the companies employ the majority of their staff is **mostly positive**, with the highest ratings being given for the availability of modern space, image of the city and city accessibility. The lowest ratings are given for cooperation with local authorities.

Competition on the market is rated as strong or very strong by all the participants. **The average rating for competition was 9.1** (on a scale from 1 to 10, with 10 being the strongest).

A **limited number of companies have benefited from public support**, the most commonly encountered forms of such support being government grants and local tax exemptions.

70% of respondents consider that **public policy changes take place too often and are difficult to cope with**.

96% of the participants in the survey considers **Romania a good place for investing and would recommend Romania to potential investors**.



4 LABOUR MARKET AND SALARIES

The quality of human capital, respectively the financial, technical and linguistic skills demonstrated by Romanians, the right attitude towards work, continuous learning and professional development, flexibility and adaptation to the new, attracts more and more investors.

At the same time, companies operating in Romania expand the scope and complexity of their processes and

activities delivered at regional or global level, leading to a high demand for a ready-to-work workforce in this industry and a necessity to retain current employees.

This chapter is a snapshot of the current labour market, Romanian educational system and talent pool.

FACTS & FIGURES 2

ROMANIA LABOUR MARKET IN NUMBERS

4,7%

Unemployment rate in Romania, according to IMF, 1Q 2018

8.71 mln

Working age population in Romania, according to National Institute of Statistics, 1Q, 2018

23,4%

Employment rate of the young population (15-24 years), according to National Institute of Statistics, 2018

Skilled labor force

Over **95%** of Romanian secondary school students study at least two foreign languages. The most common languages among Romanian pupils are English (99.5% of them studying this language), followed by French (83.6%), German and Spanish.

8 hours / day

And an average of 40 hours per week is the basic working time. The maximum working time for a week cannot surpass 48 hours per week, including overtime.

3,8%

Is **part-time** employment rate in Romania, along with other Eastern European countries – Bulgaria, Hungary, Poland, Latvia – while the western countries – Austria, Germany, Netherlands - have the highest rate: between 18,5 and 37,4 (Netherlands)

Remuneration for overtime work

According to the Romanian Labour Code, the overtime is paid to the employee by adding a bonus to the salary. The bonus is established beforehand, through negotiation, for every type of contract, and can't be lower than 75% of the basic salary

Remuneration for a period of inability to work due to illness

On medical leave, the employee is paid either 75% or 100% of this regular remuneration, depending on the cause of the incapacity. The employer is obliged to pay the remuneration for the first 5 days of incapacity from the medical leave period. The rest of the period is paid by the Romanian state; however, the employer shall credit the state with the amount paid to the employee. In maximum 90 calendar days, the employer should file a compensation request for above amounts to Romanian Health Insurance House.

Paid time off

Employees are entitled, according to provisions of the Labour Law, to a minimum of 20 vacation days per year

Types of employment contracts

Employment agreement for indefinite period: the probation period is maximum 90 calendar days for execution position and maximum 120 calendar days for management position. Employment agreement for definite period: the probation period is 5 calendar days for a contract < 3 months, 15 days for a contract between 3 and 6 months, 30 days for a contract > 6 months, 45 days for management position for a contract > 6 months

Notice period

The employment contract can be terminated by notice given by each party: 20 working days for execution position and 45 working days for management position.

Maternity leave

A leave of two years, as well as a monthly compensation equivalent to 85% of the average net income over the last 12 months. The compensation may not exceed 8.500 RON/month (about 1830 EUR). People returning to work early receive a bonus of 650 RON / month for the next 6 months.

REMUNERATION AND EMPLOYEE BENEFITS

Please be advised that in this summary version of the ABSL 2018 Business Services Sector in Romania the results of the ABSL and KPMG salary survey will not be disclosed. Only member companies and non-member companies that have participated in the study have access to the results and salaries. For more details, please contact ABSL or KPMG.

The following is only an overview.
Twenty eight companies participated in the salary survey, but only answers from nineteen companies located in Bucharest have been validated and considered in the survey.

Gross monthly salary depends on the position, level of seniority, as well as the company which is offering the salary.

Six companies out of nineteen participating in the survey, are offering language bonuses. Monthly language bonuses are offered by the companies as a monthly lump sum and vary depending on the language competency and the company who is offering the bonus.

Annual bonuses are offered based on the performance of the employees, paid monthly, quarterly, biannually or annually. Most of the companies offer to their employees extra days in addition to the legal required number of holidays. More than half of the companies offer 1-3 extra days.

Non-financial benefits are offered to employees, both in operational roles and managerial roles. The most encountered non financial benefits are meal tickets, private healthcare and the possibility to work flexible hours.

CEE AND ROMANIA LABOUR MARKET OVERVIEW

The Central Eastern European labour market is going through massive changes with each country showing strong economic results both in terms of strong GDP growth and record low unemployment rates. A significant number of the investment projects from the region are related to Shared Service Center sector.

One considerable challenge which companies need to face is related to skills shortage increase. In this

context, the salaries are catching up with the trend and call out for continuous yearly reviews. The CEE region is not necessarily a low cost solution any longer, however in terms of labour cost efficiency it is continuously a preferred destination for foreign direct investment as the quality of the workforce seem to satisfy employers' expectations.

ROMANIA OVERVIEW — 2018 SALARIES COMPARISON WITH PREVIOUS YEAR DATA AND CANDIDATES' EXPECTATIONS

The Business Service Centers industry continued to grow in Romania, particularly in Bucharest, in the past year with new investments coming from either companies as they mark their footprint in the region or organizations which had expanded their current operations further.

In order to attract and retain talent, the employers are becoming more and more innovative when developing their salaries and benefits packages. Although the salary level is still representing one top criteria in candidates' decision process when choosing a new employer, the benefits plan is becoming as important as the pay check.

When reviewing the difference between salary levels indicated in 2017 by the employers from the Business Service Centers industry and the ones shared this year, in 2018, one can observe an increase for certain job functions. For finance related roles, for example, the increase represented 10% - 15% in terms of base salary.

On the other hand, salaries from supply chain functions or customer support do not record a significant increase. Nevertheless, in many situations these categories of positions require foreign languages skills which usually are being rewarded with a language premium. It is the value of this premium that had been increased since last year, in some instances doubled and even tripled.

Candidates' salary expectations gathered during recruitment processes indicate a difference between what companies are offering and what candidates are waiting to receive as financial package from a potential new employer. The highest discrepancy, between 20% - 22%, had been recorded in case of finance related roles and for the positions present in the Procurement to Pay process. The lowest difference between the two values was registered for Customer Support roles, average of 6% for all levels of seniority.





5 OFFICE MARKET

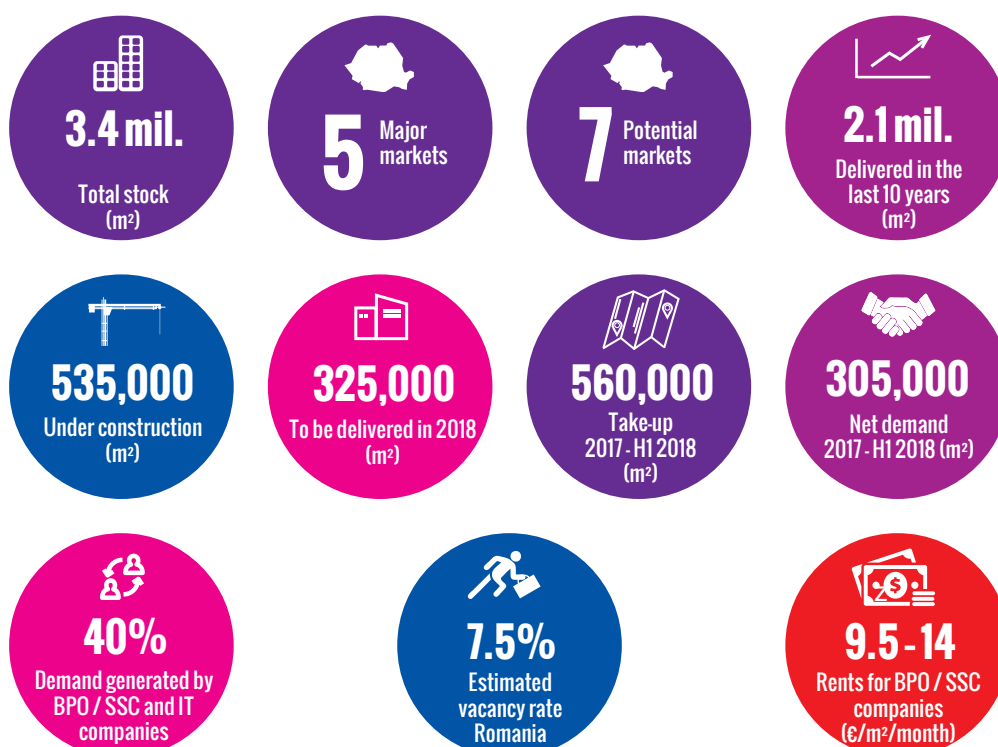
ROMANIAN OFFICE MARKET

The Romanian economy is slowly shifting into a service oriented one, with IT services, including all outsourcing businesses, registering one of the highest growths from all components of the GDP starting with the first half of 2016. This raised the need for quality office accommodation that can support a newer generation of white-collar workers.

Romania is the 9th largest country by surface in the European Union, making distances between cities to be as long as 500 – 600 kilometers. This combined with the fact that the infrastructure still needs improvement, in the sense that a highway that will connect the largest cities in each cardinal point of the country is still under planning status and the rail road is going through improvements, means that some people are living at distance of more than 10 hours drive from Bucharest. This has led to the existence of large regional centers, the same as in Poland. Out of them, 4 big cities emerged, each representing a historic region of Romania: Cluj-Napoca, Timisoara, Iasi and Brasov.

Starting to develop in the late 1990's in Bucharest and becoming more significant by mid 2000's and after 2010 outside the Capital City, the Romanian office market had as of mid-2018, over 3.4 million m². More than 75% of the entire stock is located in Bucharest, followed by the Big 4 cities, Cluj-Napoca, Timisoara, Iasi and Brasov. More recently, the third tier cities, the rising stars, started to emerge. Cities such as Oradea, Constanta, Galati, Sibiu, Craiova, Bacau or Targu Mures are witnessing the start of modern development, however, still relatively moderate.

Romania (Bucharest, Cluj and Timisoara especially) has a large educated labour force with a good technical background, which combined with the excellent internet infrastructure made it a wise destination for IT companies. Names such as Microsoft, IBM, Oracle, Amazon, EA Games or Ubisoft chose the country for their offices. IT occupiers were the main demand generators in the last 5 years followed by BPO/SSCs, professional services companies, banking and financial institutions and retailers.



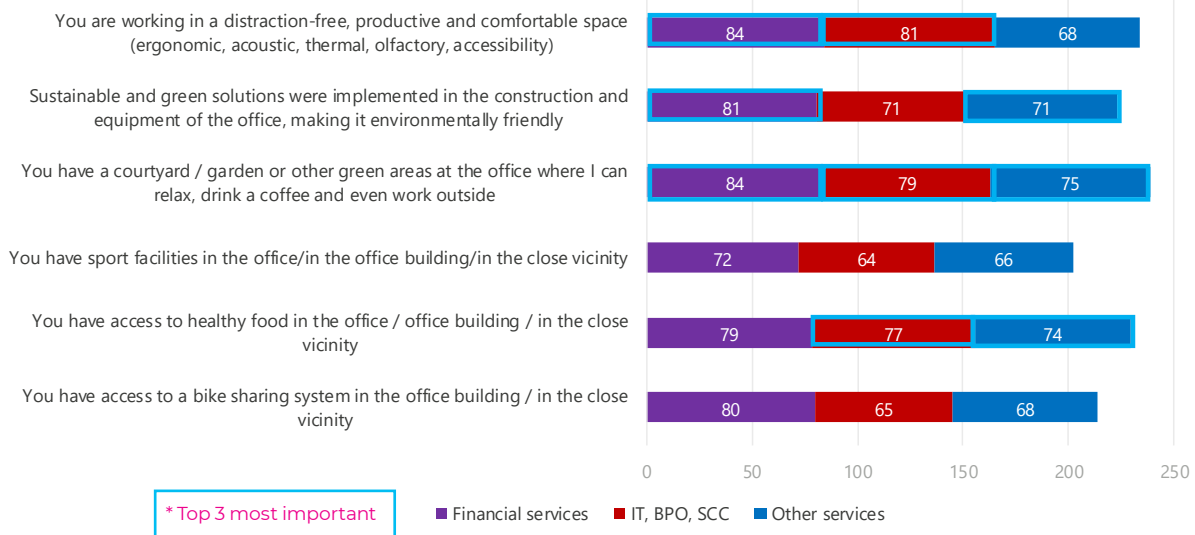
WELLBEING IN THE OFFICE

“Going to work” has evolved a lot over the last decade. Hundreds of Romanian or multinational companies, from start-ups with several employees to corporations with dozens of departments, are occupying new office buildings that redesign the Bucharest skyline (and beyond). Built to integrate the latest technologies, Class A office buildings (the top-class rating) redefine the comfort and productivity of the modern workspace - but how does this reflect employee satisfaction? A study ordered by Skanska Romania at the end of

2017 brings new information about the employee profile of this modern companies - and about what he or she considers important in the daily office experience.

For employees, it is very important having a courtyard/ garden or other green areas at the office where people can relax, drink a coffee and even work outside, 13% of the interviewees considered this criteria to be important when they choose an office space.

Important attributes to have by domain of activity



If we look at age, we can conclude that employees older than 36 years feel it is not important to have access to a gym in the office building or in the vicinity. For this age group the most important criteria is the access to healthy food in the office / office building. People up to 36 years consider that the most important attributes are related to: Distraction-free, productive and comfortable space and Have a courtyard / garden or other green areas (79%).

If we analyse from the employer's point of view, the most important criteria for choosing the office building, relate to rent and flexibility in the building.

What aspects have been considered when choosing the office you are settled in?

- Price, financial conditions, renting conditions (e.g. length of contract) – 23%
- Public transportation or a bike sharing system available near the office – 23%
- Level of flexibility & efficiency of the workspace (e.g. how many walls can be moved, density) – 16%
- Having a courtyard / garden or other green areas at the office where people can relax, drink a coffee and even work outside – 13%
- Parking facilities near or inside the building – 13%

320 people were interviewed for the study. 54% of them were under aged 35, working in areas such as IT, BPO, SSC, Financial and other services. 80% are working in a position where no other employees are subordinated.





6

TAXATION AND INVESTMENT INCENTIVES

SUMMARY OF MAIN TAXES

Standard Corporate Tax: fixed rate of **16%**.

Alternative tax on turnover, for micro-enterprises (turnover < EUR 1,000,000 by 31 December of the previous year):

- » • **1%** for companies that have at least 1 employee.
- » • **3%** for companies with no employees.

Standard Individual Tax: flat rate of **10%**.

SOCIAL SECURITY CONTRIBUTIONS:

Contribution Type	Employee	Employer
Social security (CAS)	25% (applied to gross salary)	-
Social health insurance (CASS)	10%	-
Insurance contribution for work	-	2.25% (applied to gross salary). Increases to 4% for unusual work conditions and 8% for special work conditions

Standard Withholding Tax: **16%**.

Reduced rates apply to dividends, interest and royalties paid to Romanian resident companies.

The withholding tax rates may be reduced by double taxation treaties or EU Directives.

TAX YEAR AND ACCOUNTING PERIOD

The accounting and the fiscal year generally follow the calendar year. Taxpayers which have opted for a financial year that is different from the calendar year, according to accounting legislation, may also choose to have a tax year which corresponds to the financial year.

Tax losses can be carried forward and deducted from taxable profits to be recorded in the following 7-year period on a first-in-first-out basis. No carry back of tax losses is available.

Corporate tax is payable on a quarterly basis (for quarters I-III), by the 25th of the month following

the relevant quarter. An annual corporate tax return must be filed by 25 March of the following year (or 25th of the third month after the end of the tax year, if different from the calendar year).

TRANSFER PRICING

Transactions between related parties must respect the arm's length principle. The criterion for companies to be considered related parties under Romanian legislation is a minimum 25% direct or indirect shareholding and/or economic control.



7 ABOUT ABSL

ABSL — ONE VOICE FOR THE BUSINESS SERVICES SECTOR

With more than 125.000 employees, the Business Services Sector is transforming into an important vector of Romania's economic growth. The Association of Business Service Leaders in Romania (ABSL) is the most important organization representing this sector, bringing together the major players operating in areas such as Shared Services Center (SSC), Business

Process Outsourcing (BPO), Information Technology Outsourcing (ITO), Research and Development (R&D).

In 2018, ABSL has expanded and now represents 31 Core Members, 20 Associate Members, 2 Supporting Members and 9 Strategic Partners.

Board members

Bogdan Pelinescu – President of the Board
Managing Director in Luxoft for Central Europe

Ecaterina Ion - Vice-President
General Manager Hewlett Packard Enterprise Bucharest Centre

Cătălin Iorgulescu - Vice-President
General Manager for Samsung SSCE

Cristian Cilibiu - Vice-President
Operations Capacity Management UniCredit Services

Ciprian Dan - Vice-President
Location Head Wipro BPS

Dragoș Ștefan - Vice-President
Head of Transition Stefanini EMEA



ABSL WORKSTREAMS AND PROJECTS

Knowledge Sharing

Enhance Industry dialogue and collaboration

- Business Mixer - local events
- Professional Corner - expertise sharing events of small/medium size, hosted by member companies.

Public Relations & Government Relationship

Strengthen relationship with Government institution

Develop and deepen cooperation with authorities

and other stakeholders (ex. students, teachers, NGOs), including in 2nd tier cities

- Central Government Connect - through consultation meetings
- Annual Conference – national event with more than 500 participants
- Press releases with information on industry, ABSL members and ABSL with key messages for the state administration, universities, and investors

Educational Programs

Contribute to the transformation of the

Educational system in Romania

Improve the Quality of labor force for the Business Services Industry

- Business Services Master - degree with University of Economic Studies
- Open Doors for Professors - presenting the challenges envisioned by HR managers in finding the right employees and skills in the next 1-3 years

Investors Relationship

Promoting Romania as a Business Services destination

- Data Bank with collected studies, reports, articles on the business services industry in Romania and on regional/WW trends.
- Facilitating Investors' meeting with our members and Partners

Data & Market Intelligence

Enhance Industry dialogue and collaboration

Provide strong and reliable information to ABSL members and business community

- Outsourcing Industry Survey and ABSL - KPMG report
- Insights on Compensation and Benefits in Business Service centers

Human Resource and Labor Law

Improving the Labor legislative framework in Romania

– introducing CAEN/COR codes for the industry

Transforming Business environment in Romania by improving knowledge sharing in the HR area in the industry

- Open Doors for Students - to present the industry, career success stories and advice for getting the right job



WHY SHOULD YOU BECOME AN ABSL MEMBER?

Having a strong voice as ABSL business community, when advancing a point of view and negotiating with authorities; making our position heard and counted in

Being part of the largest community in Outsourcing industry – working along with the main players; being in the right place for generating the movement

Benchmarking – see how you stand against the standards in the industry; learn about your competition

Raising your company profile in the Industry, making yourself seen & heard

Strategic positioning - learn the trends and direction the industry is heading to

Educating the workforce – through ABSL educational programs – Business Services Master Program in collaboration with The Bucharest University of Economic Studies

Staying informed - access the valuable expertise of Strategic Partners and members on business specific topics through knowledge sharing events (Best Practices, Case Studies, and Networking)

Developing your Network and create more business opportunities

Getting to know Investors at an early stage and establish common grounds

Staying ahead for the changes to come; able to re-think strategies and plans in real time



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