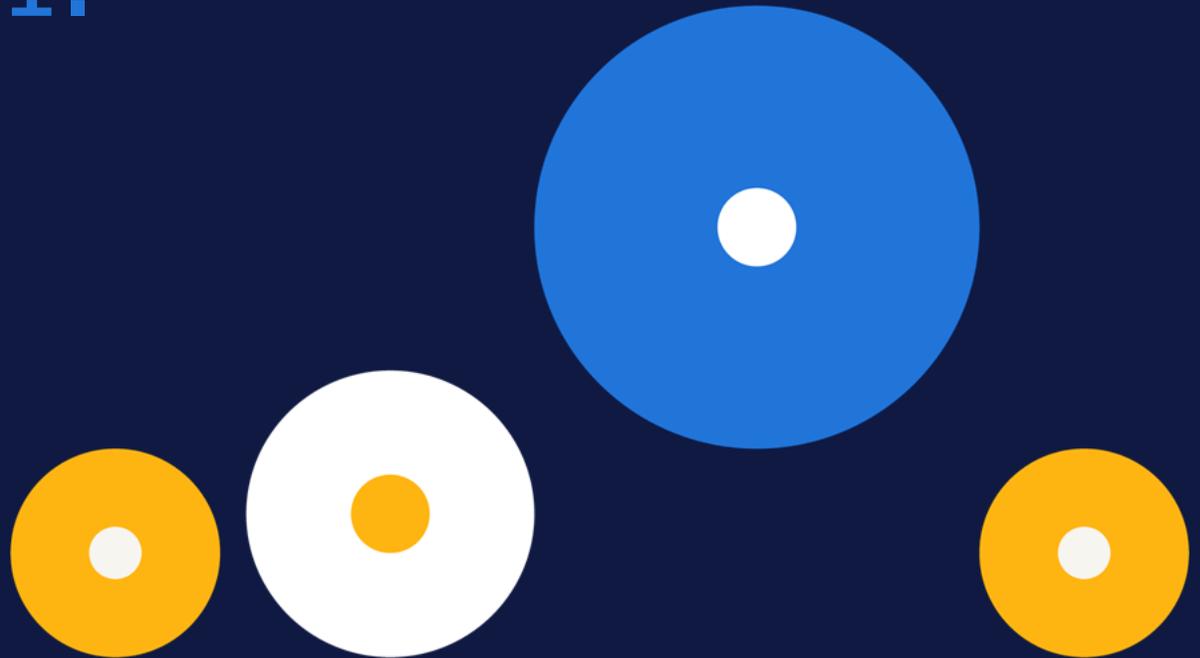


HR trends & salary research 2021.

randstad greece



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introduction.

- 2020 was a year of crisis, great changes and challenges. The crisis had a great impact on all levels, personal and economic. It changed communities, in terms of bringing in limitations on the people's social and personal life, economy, by limiting the consumption & investments as well as the employment by bringing in new ways of work.
- In order to be able to cope with the sanitary crisis, the world of work was pushed into taking fast decisions, to make sure that businesses can continue their activities without a great impact for their employees. There is no doubt that the changes that happened in 2020 also will also have an impact on 2021 and the future.
- The 2021 Randstad HR trends is dedicated to delivering insights into how companies are affected by the COVID-19 pandemic, what measures are they taking to cope with the crisis, or what would be the long-term impact of the crisis from both a human resources, as well as a business perspective.
- Key topics covered in the report include human capital strategy, recruitment practices, talent retention, salary report and data regarding the pandemic impact and recovery.



foreword.

- 431 decision-makers and HR executives from a variety of industries in Greece completed the survey between October 2020 and January 2021.
- After the HR trends 2020 – COVID edition, the usual HR trends questions were re-included in the survey, while also keeping some of the main questions of the COVID survey.
- This way, a comparison of the companies' challenges & expectations before, during and after the 2020 sanitary crisis is possible and the impact that situation of the past 12 months had over the world of work is highlighted.



attracting

talent.

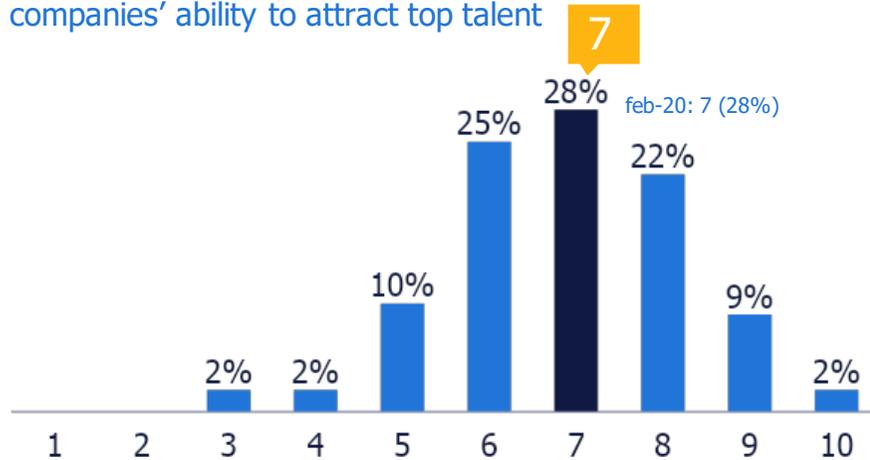


key elements for attracting top talent.

Although offering a competitive salary package was considered the most important element in attracting top talent at the beginning of 2020, it lost its importance during the covid crisis and it is now on the fourth position.

In 2021, the key elements for attracting talent are a strong employer branding, high job security, an attractive employee value proposition and a competitive salary.

companies' ability to attract top talent



on a scale from 1 to 10, where 1 signifies "poor" and 10 signifies "excellent"

key elements to attract top talent

	Feb-20	Feb-21
strong employer branding	61%	55%
high job security	44%	45%
a very attractive EVP*	42%	44%
a very competitive salary package	64%	43%
a clear and purposeful mission	35%	39%
flexible work policies/good work-life balance	43%	37%
good international opportunities	18%	17%
other	4%	6%

the total is more than 100% because more than one answer is possible.

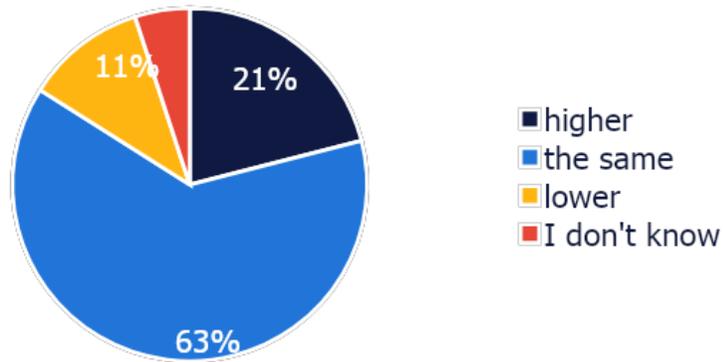
*employee value proposition



salaries & benefits.

most respondents believe that their salaries match the ones offered by competitors.

salaries compared to competitors



The pandemic changed the type of benefits offered by companies. There is a growing number on respondents that offer medical insurance or health and wellness programs while the number of companies that offer competitive salaries or life insurance is decreasing.

Although trainings and career development programs are two of the most offered benefits, the number of companies that offer these benefits decreased compared to the situation at the beginning of 2020.

benefits

	feb-20	feb-21
training	81%	77%
bonuses/individual performance bonuses	72%	69%
career development	77%	69% ↓
mobile phone	-	67%
medical insurance/disability insurance	58%	61%
company car	-	55%
competitive salary	66%	52% ↓
ticket restaurant coupons	30%	52% ↓
flexible working options	41%	44%
non-financial rewards/recognition	55%	41% ↓
deductible expenses	-	38%
life insurance	41%	35% ↓
health and wellness programs	18%	23% ↓
paid parental leave/childcare benefits	30%	23% ↓
pension plan	21%	21%
additional leave days	23%	20%
profit sharing	9%	9%

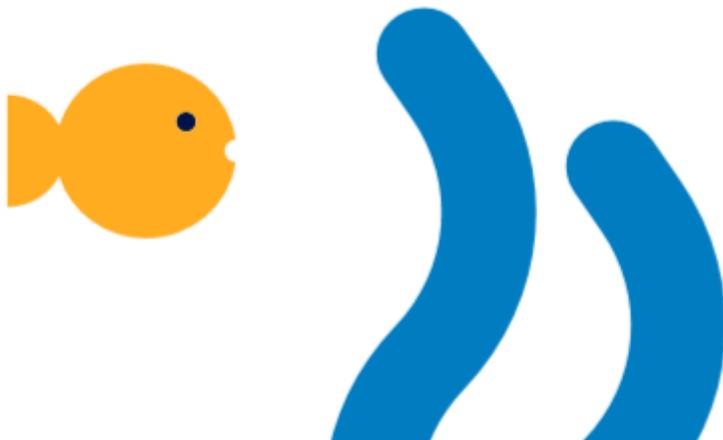
the total is more than 100% because more than one answer is possible.



main HR challenges expected in 2021.

During the crisis, when companies were struggling to find ways to keep their business going, increasing productivity and keeping employees informed were some of the greatest HR challenges the respondents were facing.

One year later, after the companies are already experienced in facing crisis situations and the economic environment is getting back pre-crisis situation, the main challenges are switching towards employee attraction and retention, with 42% of respondents selecting attracting talent as the most challenging human resources challenge (compared to 16% in the crisis period).



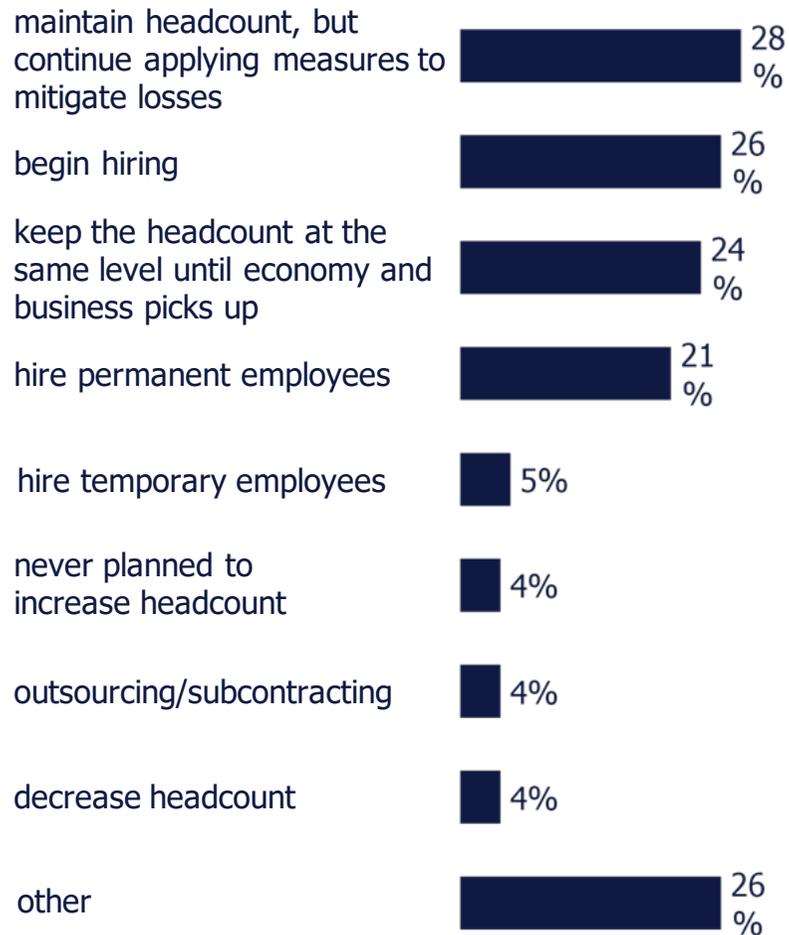
main human resources challenges expected in 2021

	Feb-20	Jun-20	Feb-21
attracting talent for the next phase of growth	41%	16%	42%
retaining top performers	35%	31%	36%
increasing performance and productivity	36%	35%	35%
avoid losing top talent to competitors	31%	18%	32%
creating an open and flexible environment	33%	-	29%
employer branding	28%	17%	28%
shortage of local talent	28%	14%	22%
developing talented leaders	30%	-	21%
managing salary expectations	31%	18%	20%
keeping employees well informed	17%	28%	19%
managing skill shortage	20%	11%	16%
managing internal change programs	25%	13%	12%
internal/external mobility	17%	10%	10%
other	7%	14%	11%

the total is more than 100% because more than one answer is possible.

*other include workplace inclusivity (5% in 2021) and the option 'none of the above' (3%)

HR measures to start the recovery in the next 6 months.



28% of the respondents will keep the headcount at the same level in the next 6 months but will continue to apply measures for diminishing the losses. On the other hand, a quarter of the participants are optimistic about their plans to start hiring again.

Almost quarter state that they will maintain the headcount until the economy picks up and only 4% of the participating companies plan to reduce headcount.

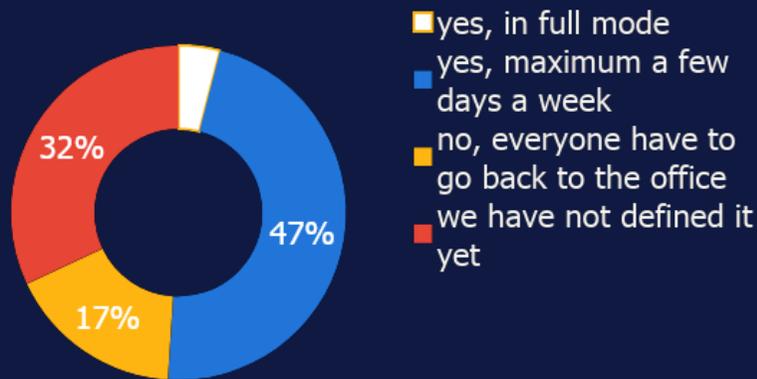


the total is more than 100% because more than one answer is possible.



work from home as a new mode of work.

companies' willingness to keep work from home as a mode of work after the pandemic



Quite a significant percent of the respondents is willing to allow their employees to work remotely for at least a few days per week while only 4% are thinking about switching to fully remote work.

main reasons for keeping work from home as a mode of work after the pandemic

this model works and physical presence is not needed to maintain the KPIs*	55%
to take care of the health of the staff, limiting the face-to-face interaction	51%
it will be a benefit highly valued by the employees, once the pandemic is over	46%
to enhance work/life balance and improve the employees' quality of life	43%
other	18

*key performance indicators



human capital

strategy.



addressing skill shortages.

training programs are the most used tool to overcome skill shortages.

impediments when recruiting

	feb-20	feb-21	
industry working experience	61%	47%	
lack of soft skills	56%	45%	
talent scarcity	-	31%	
ethical issues (values, attitude, culture)	30%	21%	
required years of working experience	28%	18%	
specific educational skills	13%	10%	
lack of foreign languages skills	8%	9%	
international experience	11%	6%	
management tools experience	13%	6%	
we don't encounter any challenges	-	5%	
other	-	6%	

the total is more than 100% because more than one answer is possible.

actions to address skill shortages

	feb-20	feb-21	
education and training programs	71%	74%	
improve salary & benefits pack	47%	49%	
offer flexible work options to employees	17%	25%	
hire talent from other countries	15%	15%	
outsource business functions	15%	14%	
increase use of externally hired contractors	12%	7%	
we're not impacted by skill shortages	5%	2%	
other	3%	3%	

the total is more than 100% because more than one answer is possible.



hiring plans for 2021.

42%

of respondents have plans for hiring new employees in 2021
(compared to 81% in 2020, pre-crisis period)

reasons for hiring

	Feb-20	Feb-21
business growth	-	72%
staff turnover	31%	32%
need for new skills in the organisation	36%	31% ↓↓
launch of new department/new product	34%	28% ↓↓
investment plans	29%	21% ↓↓
national/international company growth	50%	20% ↓↓
business diversification	6%	9%
employee retirement	7%	6%
other	4%	4%

hiring intentions by department.



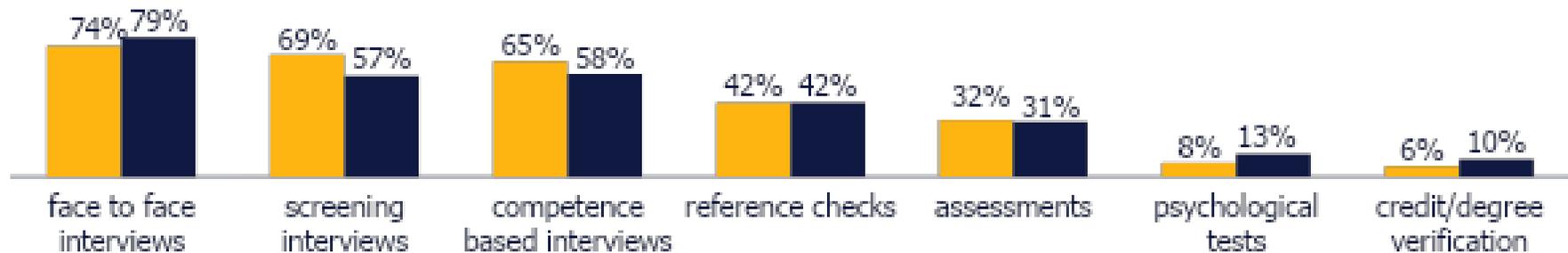
the total is more than 100% because more than one answer is possible.



sources and practices used to recruit talent.

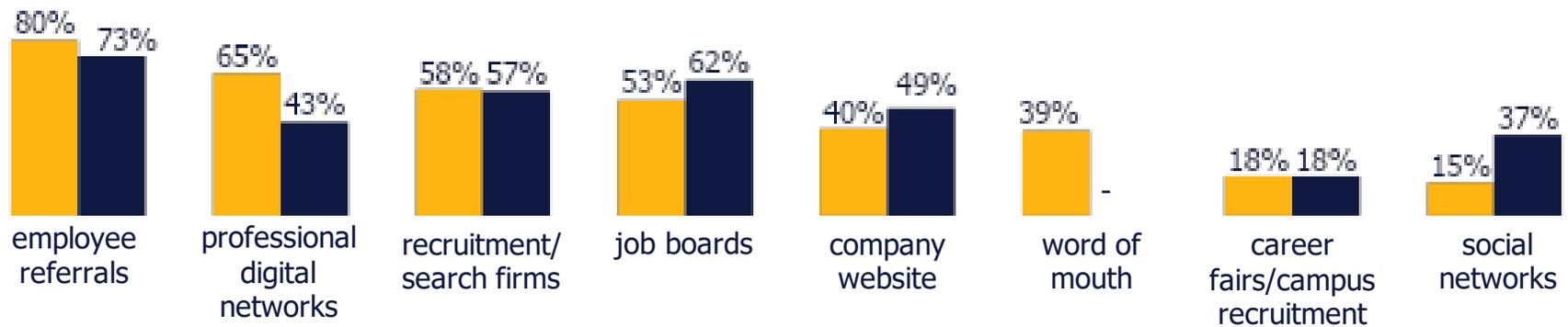
face-to-face interviews remain the most used recruitment processes.

most important practices during the hiring process.



the total is more than 100% because more than one answer is possible.

most effective sources when recruiting talent.



the total is more than 100% because more than one answer is possible.

note: professional digital networks refer to LinkedIn, Xing, etc. and social networks refer to Facebook, Instagram.

feb-21

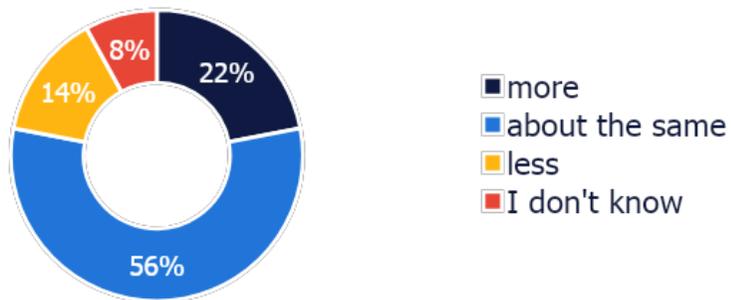
feb-20



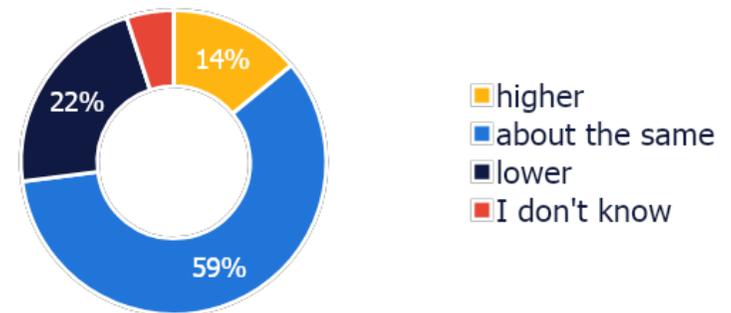
staff turnover and recruitment time.

both recruitment time and staff turnover are expected to be comparable to the ones in 2020.

time to find the right talent



2021 expected turnover



56% of the participants state that the recruitment process time is about the same with the one in 2020, while, given the new practices such as online interviews and screening interviews on the phone, 22% consider that in 2021, the recruitment will take more time.

Most respondents evaluate that in 2021 the staff turnover will not change drastically from the one in 2020, while a significant part of 22% evaluate the staff turnover to be lower than the year before.



business

challenges.



expected sales volume in 2021

almost half of respondents expect their company's sales volume to grow.



49%

of respondents expect their sales volume to increase, compared to the pre-crisis period (2020: 77% pre-crisis, 27% during crisis)



10%

of respondents expect their sales volume to decrease, compared to the pre-crisis period (2020: 2% pre-crisis, 68% during crisis)



25%

of respondents expect their sales volume to remain stable, compared to the pre-crisis period (2020: 16% pre-crisis, 5% during crisis)

Although not yet at pre-crisis levels, the number of companies that expect sales growth is increasing compared to the crisis figures (49% now vs 27% during crisis). 60% of respondents expect an increase of 4 to 10% and 17% forecasting a growth of over 15%.

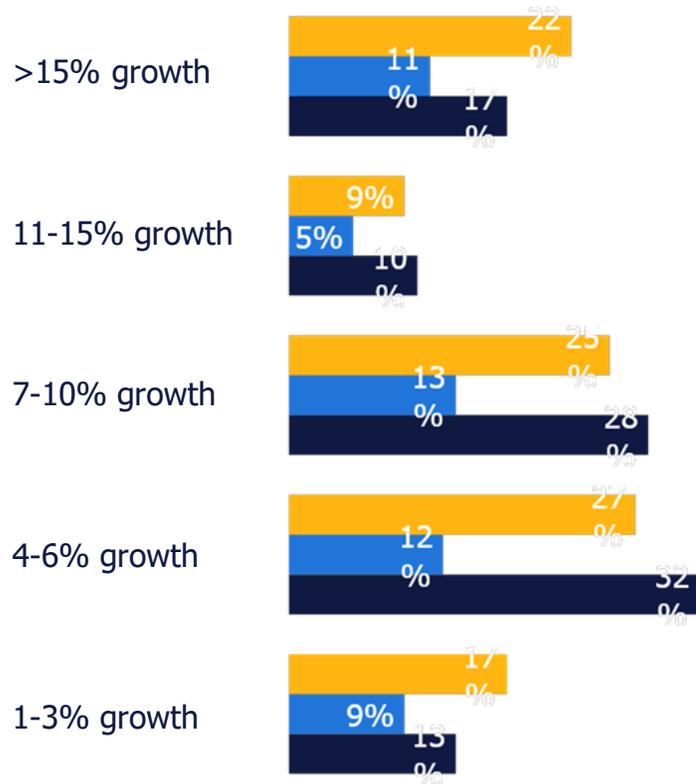
About 25% of the respondents expect stability in their sales volumes.

Even though the number of respondents that expect their business to decrease is lower than during the crisis period, their forecast is quite pessimistic, most of them expecting a sales volume decline higher than 15%.

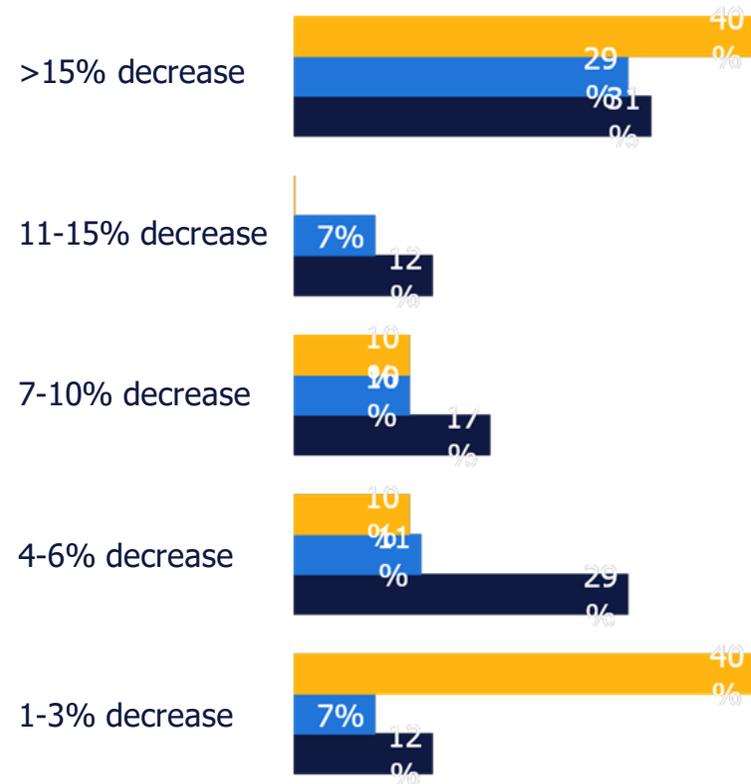
expected sales volume.

25% of respondents expect their company's sales volume to remain stable.

expected sales increase



expected sales decrease



Feb-21

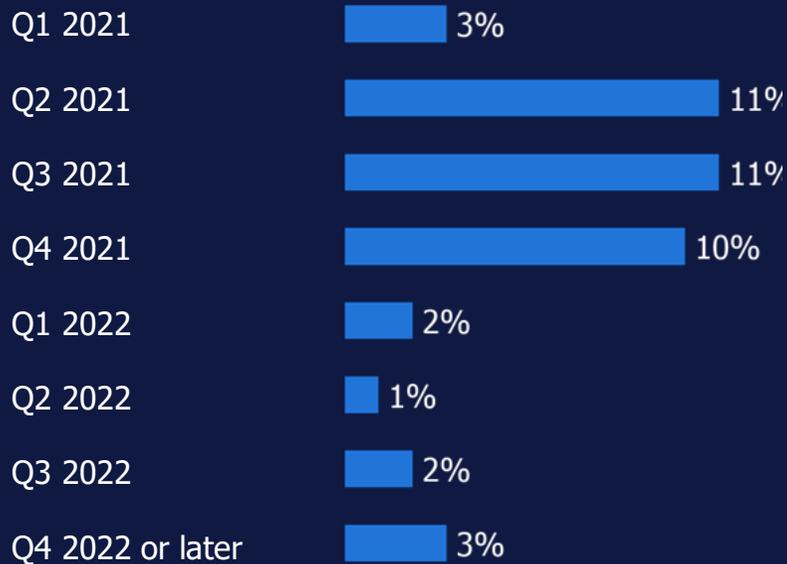
Jun-20

Feb-20

*the total is less than 100% in the during-crisis survey (Jun-2020), as 50% declared that it was not clear yet



estimated recovery time.



not going to recover the pre-crisis volume	1%
volume of sales has not decreased during the crisis	30%
already at pre-crisis levels	12%
not clear at the moment	14%

Most respondents expect their companies' volume of sales to recover by the second or third quarter of 2021 while 12% of the companies are already at pre-crisis business levels.

The crisis did not have any impact on the businesses of almost a third of respondents.

67%

of respondents say that they were either not impacted by the pandemic crisis or they have restarted the activities and already have 100% of their business.



main challenges for companies due to the coronavirus pandemic.

The main challenges companies encounter changed compared to the past years due to the coronavirus pandemic. Investing in safety and ensuring the health of employees, keeping the business operational and managing telecommuting are the new top three organizational challenges for the respondents.

Also, maintaining relationships with clients and suppliers, avoiding significant financial losses and ensuring processes and productivity represent serious challenges for more than a quarter of the participating companies.



investing in safety and ensuring the health of employees	77%
keeping the business operational	49%
managing telecommuting	43%
maintaining relationships with clients and/or suppliers	31%
avoiding significant financial losses	26%
ensuring processes and guaranteeing productivity	25%
dealing with an extraordinary increase in business	10%
maintaining trade margins	8%
managing with the temporary closure or cessation of business	8%
increasing digital security	7%
other	14%

the total is more than 100% because more than one answer is possible.

solutions companies implement in 2021 due to coronavirus pandemic.

	jun-20	feb-21
implementing more stringent health and safety measures	67%	71%
transitioning to work from home	60%	64%
suspending all business travel	57%	56%
implementing tools for working remotely	46%	46%
implementing new technologies	30%	36%
creating a risk management team	8%	22%
suspending of inhouse training	25%	16%
transitioning the face-to-face sales to online	12%	11%
suspending outsourcing and producing everything inhouse	7%	3%
no new ways of working are necessary	6%	2%
other	4%	3%

the total is more than 100% because more than one answer is possible.

One of the most adopted solutions since the beginning of the pandemic, the implementation of stringent health & safety measures, continues to be applied by a high proportion of companies, to keep those coming to the office safe. Also, 64% of respondents switched from on-site working to work from home to avoid physical contact.

As a solution to ensure productivity while maintaining their employees safe at home, 46% of respondents state that they have implemented tools for working remotely.



salary

report.



salary report highlights.



- The following slides present the band bottom and band top salaries for different job positions.
- The main positions listed are in the sales & marketing, business support, insurance, HR, pharma, legal, finance & accounting, technology, engineering, logistics and client services sectors.

technology.

position	band bottom	band top
CIO	6.000	12.000
IT project/program manager	2.500	4.600
digitalization specialist	2.700	4.500
IT manager/ IT director	2.000	4.400
software architect / systems architect	3.100	4.400
development lead	3.400	4.200
business intelligence professional	1.300	4.000
IT security professional	1.300	4.000
mobile developer	1.200	4.000
SAP professional	1.800	4.000
dev-ops engineer	2.400	3.800
scrum master/product owner	1.800	3.800
developer	1.300	3.700
big data engineer	1.500	3.500
ERP/CRM consultant	1.400	3.500
network engineer	1.500	3.500
IT pre-sales engineer	2.000	3.500
IT business analyst	1.800	3.400
software tester/QA engineer	1.600	3.400
data scientist/machine learning engineer	1.600	3.200
database administrator	1.400	3.200
database developer	1.400	3.200
IT service manager	2.200	3.200
UI/UX designer/product designer	1.600	3.200
computational linguist	1.800	3.000
IT systems engineer/administrator	1.500	2.800
application support engineer	1.300	2.500
graphic designer	1.200	2.500
telecommunications engineer	1.300	2.500
IT support/helpdesk	900	1.800

energy.

position	band bottom	band top
site manager	3.000	4.000
construction manager	3.000	4.000
technical manager	2.500	3.500
project manager	2.200	3.200
energy development consultant	1.500	2.500
energy trader	1.500	2.000
electrical engineer	1.200	1.800
environmental engineer	1.200	1.800
mechanical engineer	1.200	1.800
o & m electrical engineer	1.300	1.800
field engineer	900	1.200

base salary in EUR (14 base salaries per year)



construction

position	band bottom	band top
project manager	3.500	5.000
senior architect	3.000	4.000
construction manager	3.000	4.000
facilities manager	2.500	3.500
architect	2.000	3.000
site civil engineer	2.000	3.000
cost engineer	2.000	3.000
property management engineer	2.000	2.500

production.

position	band bottom	band top
engineering director	4.000	5.000
environmental, health & safety manager	2.500	3.500
production manager	2.500	3.500
controls engineer	2.000	3.000
maintenance engineer (electrical & mechanical)	1.500	3.000
project engineer	2.500	3.000
r&d manager	2.500	3.000
automation engineer	1.500	2.500
chemical engineer	1.800	2.500
mechanical design engineer	1.500	2.500
process engineer	2.000	2.500
r&d engineer	2.000	2.500
mechanical engineer	1.800	2.300
electrical engineer	1.500	2.000
quality engineer	1.500	2.000
quality control analyst	1.200	1.600

engineering.

position	band bottom	band top
sales technical director	3.500	4.500
facilities manager (inhouse)	2.500	3.500
operations manager	3.000	3.500
project manager	3.000	3.500
development engineer	2.500	3.000
planning manager	2.500	3.000
sales engineer	1.500	2.500
cathodic engineer	2.000	2.500
industrial engineer	1.500	2.000

base salary in EUR (14 base salaries per year)



logistics.

position	band bottom	band top
logistics manager	2.500	3.500
warehouse manager	2.000	3.000
imports / exports specialist	2.000	2.500
buyer	1.500	2.000
import / exports assistant	1.500	2.000
logistics assistant	1.300	1.800
warehouse assistant	1.300	1.500
driver	1.000	1.300
clark driver	1.000	1.300

shipping.

position	band bottom	band top
technical manager	6.000	8.000
fleet manager	5.000	7.000
operation manager	5.000	7.000
crew manager	4.500	6.500
superintendent engineer	4.000	5.500
operator	2.500	4.000

supply chain.

position	band bottom	band top
procurement manager	2.800	3.500
supply chain executive	2.000	3.000
tendering manager	2.300	3.000
demand planner	1.800	2.300
procurement specialist	1.800	2.200
order desk specialist	1.300	1.800
procurement assistant	1.300	1.800
tenders assistant	1.300	1.500

base salary in EUR (14 base salaries per year)

pharma.

position	band bottom	band top
regulatory affairs officer	1.500	3.000
quality assurance officer (pharma industry)	1.500	2.500
clinical research associate	1.600	2.200
r&d analyst	1.500	2.000
quality control analyst	1.300	1.800



finance & accounting.

position	band bottom	band top
finance manager or director	5.000	10.000
head of relationship manager	5.000	8.000
risk manager	3.000	7.000
internal audit manager	3.000	6.000
chief accountant	2.500	5.000
finance controller	2.800	5.000
budget & reporting manager	2.700	4.500
credit manager	2.500	4.000
finance project manager	3.000	4.000
payroll manager	2.700	4.000
cost accountant	2.100	3.500
relationship manager (banking/npl)	2.200	3.500
treasurer	1.500	3.000
actuary	2.000	3.000
risk officer	2.000	2.800
payroll specialist	1.700	2.700
accountant	1.500	2.500
commercial/sales analyst	1.500	2.500
finance analyst	1.500	2.500
internal audit officer	1.600	2.500
restructuring officer/financial advisor (npl)	1.500	2.500
credit analyst	1.200	1.800
assistant accountant	900	1.500
finance clerk (invoicing, accounting, collecting, etc.)	900	1.500

base salary in EUR (14 base salaries per year)

legal.

position	band bottom	band top
corporate & legal affairs manager	4.000	8.000
head of legal department	4.000	8.000
senior legal counsel	3.000	5.000
compliance manager	2.000	4.000
data protection officer	2.000	3.000
legal associate	1.500	3.000

insurance

position	band bottom	band top
claims supervisor	2.200	2.500
senior actuary	1.600	2.500
actuary	1.300	1.600
insurance underwriters	1.100	1.400
claims administrator	1.000	1.300



sales.

position	band bottom	band top
commercial director	4.000	6.000
sales director	4.000	6.000
commercial manager	3.000	5.000
key account manager (national)	3.000	5.000
sales export manager	3.500	4.500
sales manager	3.500	4.500
sales engineer (marine)	1.800	4.000
business development manager	2.500	3.500
regional sales manager	2.500	3.500
sales export executive	1.800	3.500
public sector account manager	2.500	3.500
retail sales manager	2.800	3.200
sales engineer (electrical)	1.800	3.200
field sales engineer	1.800	3.000
key account manager (senior)	1.800	3.000
retail area manager	2.000	3.000
sales engineer (mechanical)	1.500	3.000
store manager	1.800	2.500
area sales manager	1.800	2.200
b2b sales representative	1.300	2.000
sales analyst	1.500	2.000
wholesales sales representative	1.400	2.000
medical sales representative	1.600	2.000
key account manager (junior)	1.400	1.800
otc sales representative	1.300	1.600
d2d sales representative	1.000	1.500
store assistant	1.100	1.500
merchandiser	1.000	1.200
store sales advisor	800	1.000

marketing.

position	band bottom	band top
marketing director	3.700	5.000
marketing manager	3.000	4.500
e-commerce marketing manager	2.800	3.800
digital marketing manager	2.500	3.500
trade marketing manager	2.800	3.500
marketing & communications manager	2.300	3.000
product manager	2.300	3.000
senior brand manager	2.500	3.000
brand manager	2.000	2.500
digital marketing specialist	1.600	2.200
marketing executive	1.800	2.200
trade marketing assistant	1.500	1.900
junior product manager	1.300	1.800
junior brand manager	1.300	1.700
digital marketing assistant	1.300	1.500
e-commerce marketing assistant	1.300	1.500
marketing & communication assistant	1.100	1.400
marketing assistant	1.100	1.400

base salary in EUR (14 base salaries per year)



client services.

position	band bottom	band top
head of customer service	3.000	3.500
collections manager	2.000	3.000
customer care manager	2.200	3.000
customer experience manager	2.200	3.000
call center manager	2.000	2.600
contact center manager	2.200	2.600
customer care supervisor	1.500	2.200
call center supervisor	1.500	2.000
collections supervisor	1.500	2.000
customer service coordinator	1.300	1.800
call center team leader	1.300	1.500
collections team leader	1.300	1.500
restructuring team leader	1.300	1.500
inside sales specialist	1.000	1.300
restructuring agents	900	1.300
collection agents	750	1.100
customer service agents	650	1.100
technical support agent	750	900
contact center specialist	1.000	800

business support.

position	band bottom	band top
executive / personal assistant	1.800	3.500
compliance officer	1.700	2.500
office manager	1.300	2.000
administration assistant	900	1.500
company secretary	1.000	1.500
guest relations officer	1.100	1.500
sales administrator	1.300	1.500
secretary	800	1.500
data processing administrator	900	1.200
receptionist	800	1.100
front desk customer service	750	1.000

base salary in EUR (14 base salaries per year)



HR.

position	band bottom	band top
hr director	5.000	7.000
hr manager	3.000	5.000
talent acquisition manager	3.000	4.500
compensation & benefits manager	3.000	4.000
training & development manager	3.000	4.000
hr business partner	2.500	3.500
payroll manager	2.500	3.500
hr generalist	1.500	2.500
multilingual recruiter	1.800	2.300
compensation & benefits specialist	1.500	2.000
payroll officer	1.500	2.000
training & development specialist	1.500	1.800
talent acquisition specialist	1.250	1.750
HR assistant	1.000	1.500

multilingual.

position	band bottom	band top
multilingual recruiter	1.500	2.300
multilingual technical support agent	1.400	1.700
multilingual team leader	1.300	1.700
multilingual customer service agent	1.200	1.600
multilingual inside sales agent	1.300	1.600
multilingual vendor/order desk agent	1.100	1.600
multilingual collection agent	1.100	1.600
multilingual back office agent	1.000	1.300
multilingual social media content moderators	1.100	1.300

base salary in EUR (14 base salaries per year)



respondent

profile.

summary.

The Randstad 2021 HR Trends report presents data gathered from Greek companies operating in a variety of industries.

The most represented sectors are IT/technology and industrial/manufacturing, together covering about 40% of the sample.

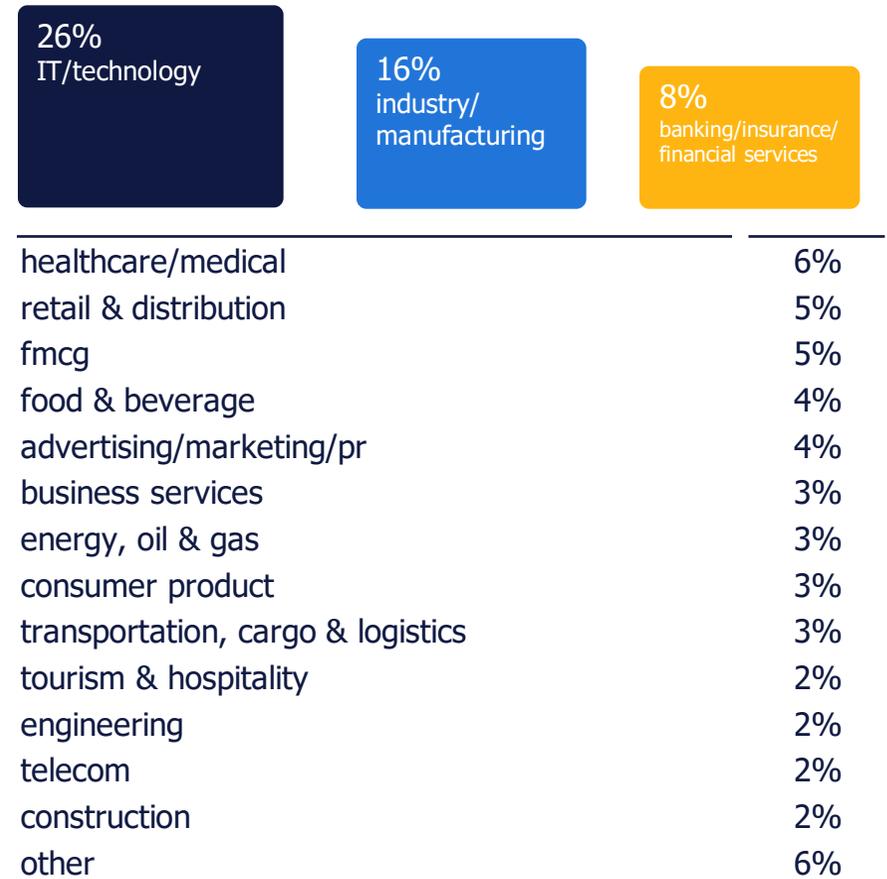
Organizations employing more than 500 people represent 8% of the sample.

Half of the respondents work in the HR department and 30% in the general management. Also, 90% of the respondents have a decisional or recommending role in the recruitment process.

For the research, analysis and design of this report, Randstad partners with Evalueserve, a global market research and analytics firm (www.evalueserve.com).

respondent profile.

by sector.



*other include pharmaceutical/chemical, shipping and automotive industries



respondent profile.

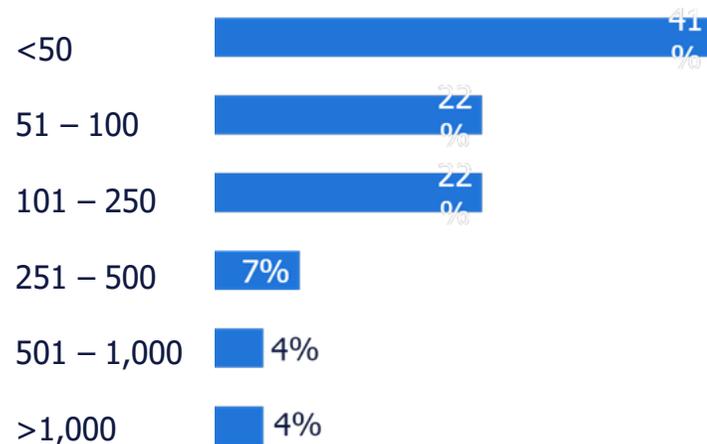
by the size of the company.



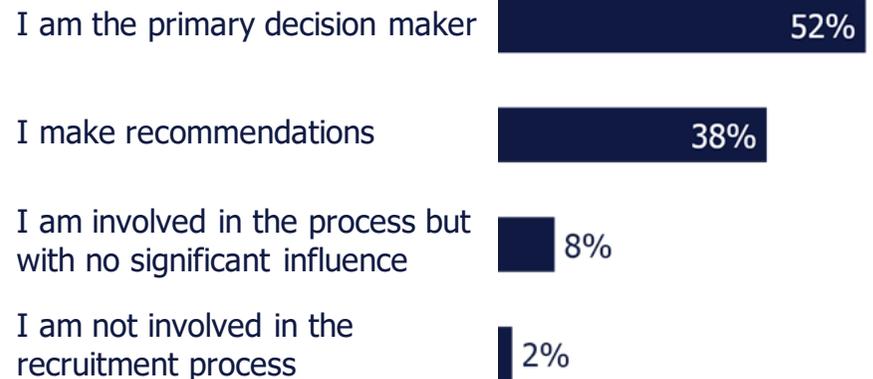
by department.

human resources	50%
general management	30%
finance	10%
sales/marketing	4%
IT/technology	3%
other	3%

by the number of employees of respondent's companies



by participant's role in the hiring process.



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