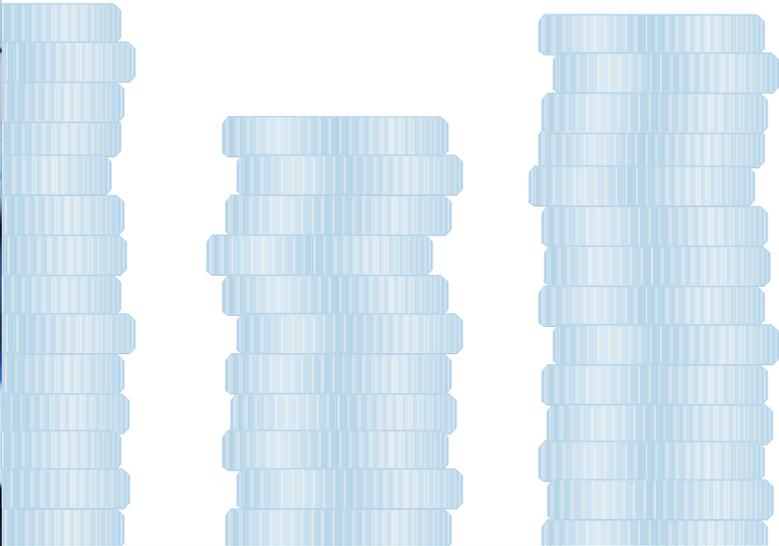




Randstad 2016 HR trends and salary report



2016

Greece





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Dear Customer,

Welcome to Randstad 2016 HR Trends and Salary report. As CEO of Randstad Greece, I am pleased to present the 2015-2016 edition.

This report provides insights into various trends and developments in Human Resources and recruitment processes in Greece. Furthermore, statistics on monthly starting wages for different job positions within a variety of industries and geographical regions are presented in this report.

From November 2015 to February 2016, 340 decision makers from a variety of industries in Greece completed the survey.

The report explores topics related to human capital strategies, talent attraction, effective recruitment sources, relevant recruitment practices and compensation and benefits, among other topics. The labor market is constantly changing, not only by the constant ups and downs of the economy. While companies have focused on developing strategies to meet immediate challenges, they are also planning for the medium- and long term in order to stay competitive and efficient and capture current opportunities for growth.

The study analyzes these topics and many more. If you would like to discuss the results in more depth, please contact your consultant at Randstad.

At Randstad Greece, we focus on finding the top talent your teams need to help your organization succeed and reach its goals for the future.

I would like to thank everyone who participated in the study this year. We value your contribution and look forward to working with you in 2016.

Best regards,

Leigh Ostergard
Managing Director of Greece & Turkey

management summary

This Randstad 2016 HR Trends and Salary report covers data gathered from Greek organizations in a variety of industries. Computer/Software Services/Internet, Manufacturing/ Industry and Healthcare/Medical/ Pharmaceutical are most represented. More than half of the participating companies were impacted greatly in 2015 by the economic situation in Greece or by cost management. Indeed, despite some ups and downs, the Greek economic crisis is far from over.

more recruitment intentions in 2016

A possible sign of economic recovery is that clearly more of the surveyed organizations than last year are planning to recruit in 2016. Indeed, we identify an increase of almost 10% and 15% of hiring intentions for temporary and permanent employees respectively. Most new hires will be deployed in sales departments (another sign of recovery). The main reasons for the new hires include the organizations' need for new skills, the launch of new products or departments or (inter)national growth of the companies.

The main HR challenges the participating companies will face in 2016 relate to increasing performance & productivity, attracting talent for the next phase of growth or creating/ maintaining good working environments. While salary, reputation or internal career opportunities are often impediments when attracting the right talent, strong employer branding and a very attractive employee value proposition (EVP) are more likely to be key to successful recruitment.

strong vision of recruitment capabilities

The participating companies in Greece have a strong perception of their recruitment capabilities. This is illustrated by the extent to which they rate the most effective retention benefits versus the benefits they currently offer as a company. Here, there are many similarities: most organizations offer training, medical insurance, career development and bonuses as benefits to their people. All of these are also considered effective retention benefits by the participants.

For effective recruitment and retention, it remains crucial to define a strong and valid EVP and work towards a truthful corporate image to attract the best people. This will assist in finding the right people for the right position, with a strong connection to the company culture and values.

tackling skill shortages

Finding the right talent is not made any easier when we identify that 85% of surveyed organizations will be impacted by skill shortages. Examples of the main impediments on the candidate side are lacking working experience in the industry, lacking skills (i.e. communication, cooperation, leadership or other more specific skills) or insufficient years of working experience. To counter the effects of skill shortage, most surveyed organizations intend to offer training programs or to outsource business functions.

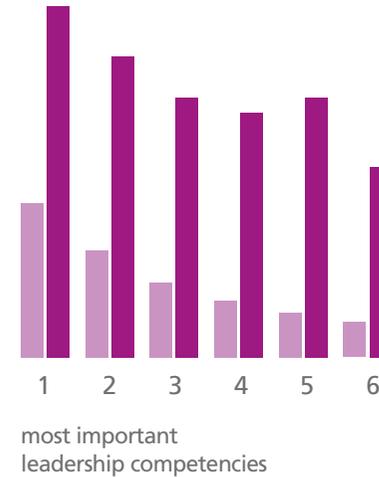


human capital strategy

According to participants, the main HR challenges in 2016 will relate to increased performance & productivity, attracting talent for the next phase of growth, creating a good working environments or retaining top performers. There has been some shift in importance of these challenges, i.e. organizations seem far less concerned about dealing with talent loss to competitors. Indeed, staff turnover is not higher than last year in most surveyed organizations. A key requisite of good management is that they have to play a motivating and inspirational role in the organization

most important leadership competencies for managers

	most important ¹	most important top 3 ²
1. having the ability to motivate and inspire others	32,6%	65,6%
2. being able to adapt to changing business demands	22,6%	56,2%
3. having a vision for the future	15,9%	48,5%
4. having strong analytical and problem solving skills	12,1%	45,6%
5. being able to build trusted relationships	9,4%	48,5%
6. being able to innovate and drive creativity	7,4%	35,6%

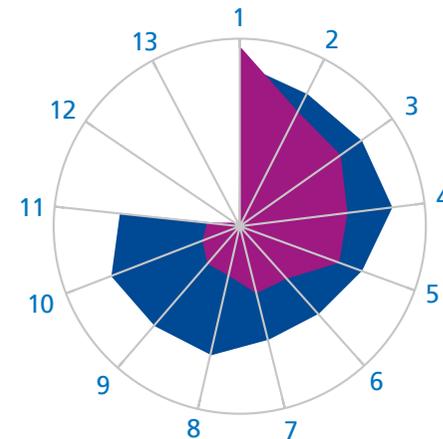
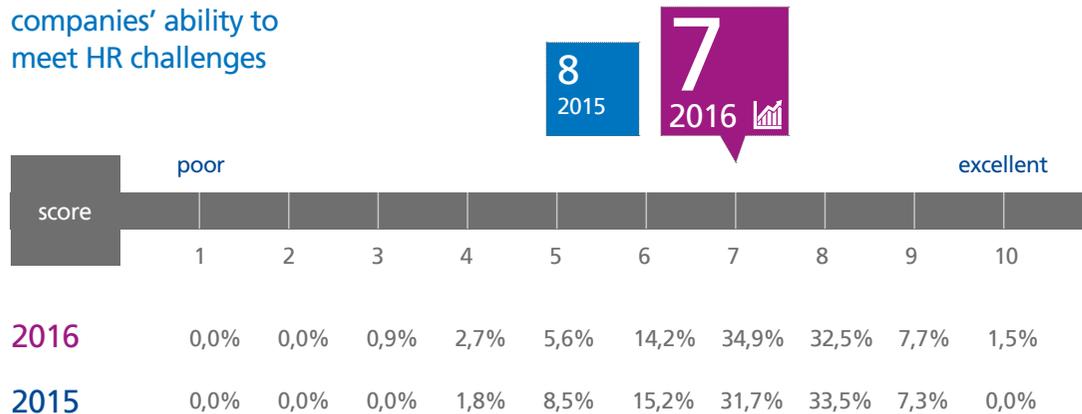


1. (% = proportion of respondents who indicated this aspect on first place (most important))
 2. (% = proportion of respondents who indicated this aspect within their top 3 (most important))

main HR challenges for participating companies 2016 2015

1. increasing performance and productivity	57,6%	86,8%
2. attracting talent for the next phase of growth	41,2%	79,0%
3. creating/maintaining a good working environment	39,7%	79,4%
4. retaining top performers	35,0%	82,0%
5. managing skill shortage / talent	34,1%	69,3%
6. developing talented leaders	22,6%	62,7%
7. managing internal change programs	22,1%	62,3%
8. keeping employees well informed	16,2%	70,6%
9. avoid losing top talent to competitors	15,9%	70,6%
10. managing salary expectations	12,9%	74,6%
11. internal/external mobility	10,6%	65,4%
12. other	2,1%	0,9%
13. none of the above	0,6%	0,4%

companies' ability to meet HR challenges

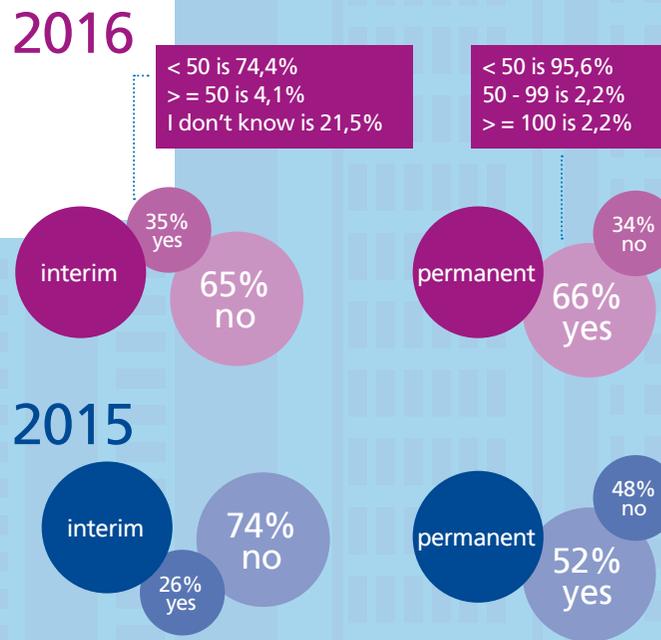


HR challenges that organizations face in 2016

talent attraction

On average, participating companies rate their ability to attract top talent as similar compared to last year. Recruitment intentions for 2016 are clearly higher than last year: we identify an increase of almost 10% and 15% of hiring intentions for temporary and permanent employees respectively. Aspects most often viewed as impediments when recruiting include salary or weak employer brand/reputation. Indeed, both these aspects are considered key elements to successful recruitment according to a great proportion of participants.

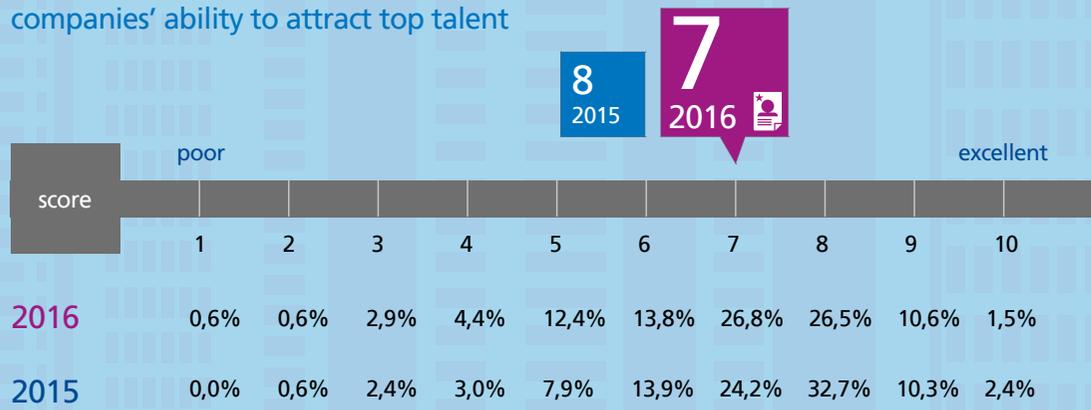
recruitment intentions of participating companies



key elements to success in attracting top talent 2016

strong employer branding	68,8%
a very competitive salary package	57,9%
a very attractive employee value proposition	55,9%
high job security	44,4%
good international opportunities	31,5%
flexible work policies / good work-life balance	30,3%
other	2,6%

companies' ability to attract top talent



reasons for failing to attract the right talent

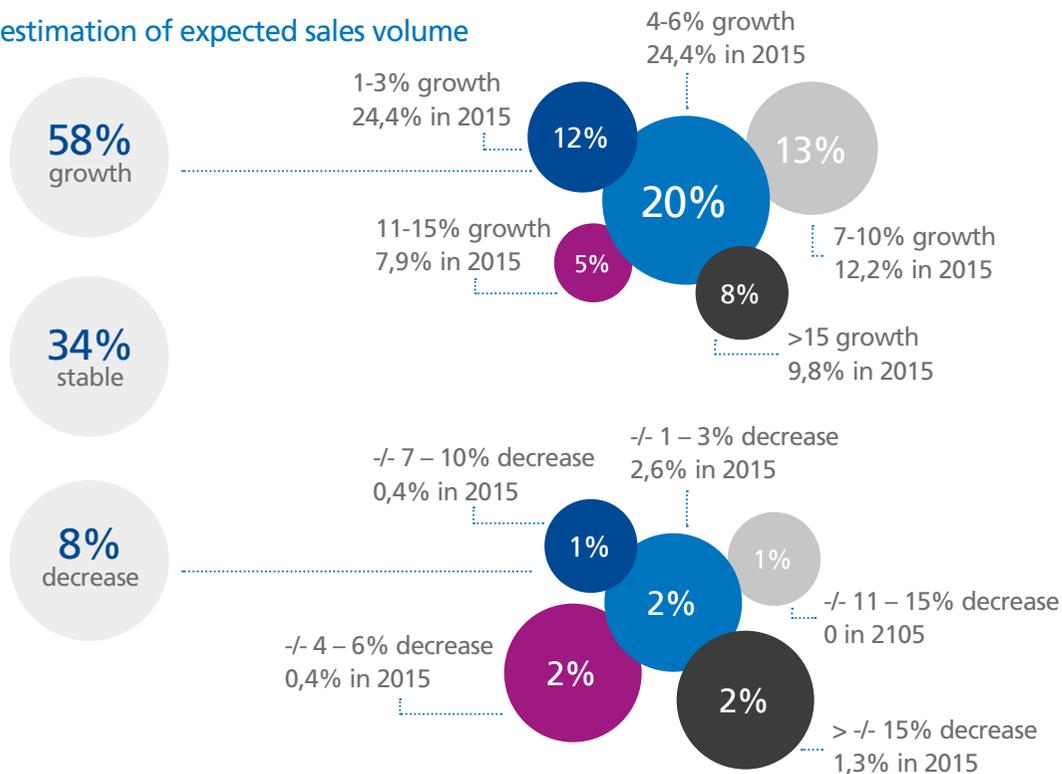
	2016	2015
uncompetitive salary and/or benefits	58,8%	24,8%
poor reputation of organization/weak employer brand	45,3%	22,9%
lack of internal career opportunities	37,9%	20,0%
industry is less appealing	26,8%	26,7%
ongoing talent shortages	25,3%	24,8%
ineffective recruitment strategies	21,2%	9,5%
lack of flexible work options	10,9%	4,8%
lack of corporate social responsibility	3,2%	1,0%
other	4,7%	4,8%

talent attraction

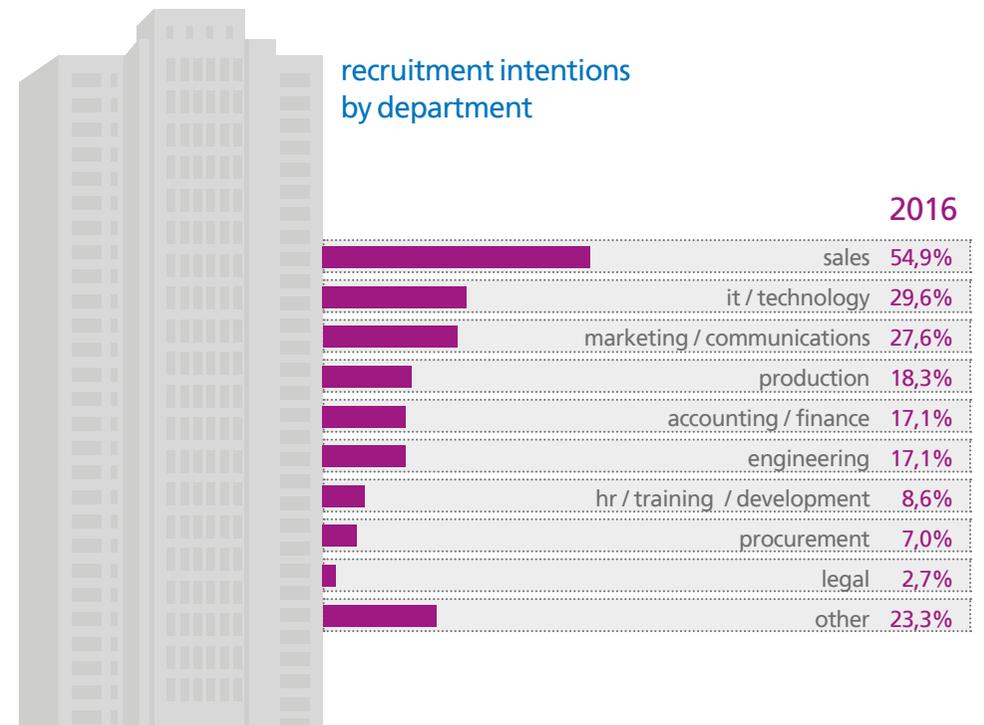
The main reasons for these new hires in 2016 relate to the need for new skills in the organizations, the launch of new departments and/or products (inter)national growth of the company. In 2016, headcount is most likely to increase in sales, IT/technology and marketing/communications departments. When it comes to the economic expectations of the surveyed organizations, the majority (57.9%) expect that their sales volume will grow in 2016 and only 7.9% foresees a (small) decrease. Out of the proportion that expects growth in sales volume, almost one out of five estimates a growth of 4 to 6%.



estimation of expected sales volume



recruitment intentions by department



talent attraction

15% of participants indicate that they will not be impacted by skill shortages in 2016. The other large proportion of organizations will mainly try to counter the effects of skill shortage by offering training programs, improving salary/benefits or by outsourcing business functions. Talent is most often found through employee referrals, recruitment/search firms or job boards. But recruiting top talent is hard: lacking working experience, lacking skills, insufficient years of working experience or ethical issues (values, attitude, culture) are the main impediments on the candidate-side. Indeed, a strong connection between candidate and company culture and values is crucial for most participants. Also often considered essential is a good match between candidate and working experience or working team.

actions to address skill shortages

	2016	2015
education and training programs	58,8%	68,8%
improve salary /benefits pack to retain and attract talent	21,8%	32,8%
outsource business functions	16,2%	18,8%
increase use of externally hired contractors	12,4%	18,8%
hire talent from other countries	10,3%	17,2%
offer more flexible work options to employees	10,0%	17,2%
hire more part-time workers	6,2%	6,3%
my organization is not impacted by skill shortages	15,0%	-
other	6,2%	12,5%

main impediments during recruitment process

	2016
industry working experience	63,8%
required years of working experience	24,1%
ethical issues (values, attitude, culture)	22,6%
specific educational skills	22,1%
leadership style	17,4%
languages	17,1%
management tools experience	12,9%
international experience	11,5%
encounter no shortages or impediments when recruiting	2,9%
other skills (communication, team working, team management)	45,9%

most effective sources used to recruit talent

most important¹

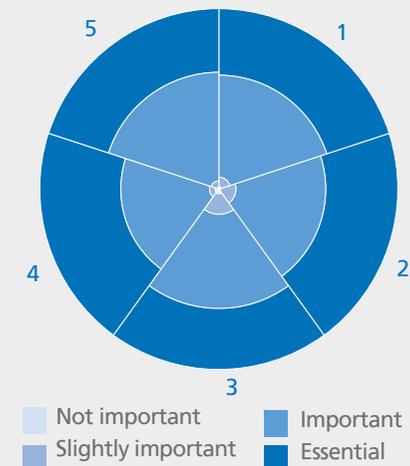
employee referrals	41,8%
recruitment/search firms	21,2%
job boards	14,4%
company website	7,6%
professionals digital networks	5,0%
campus recruitment	2,6%
social networks	2,4%
print advertising	1,5%
business schools	0,6%
career fairs	0,3%
public employment services	0,0%
other	2,6%

most important top 3²

employee referrals	73,8%
recruitment/search firms	52,6%
job boards	46,2%
company website	30,3%
professionals digital networks	27,4%
social networks	24,1%
campus recruitment	20,0%
business schools	7,6%
print advertising	5,3%
career fairs	5,0%
public employment services	4,1%
other	3,5%

importance of a match between candidate and

1. ... job (knowledge/educational background)	0,9%	5,6%	55,6%	37,9%
2. ... job (working experience)	0,0%	8,5%	41,8%	49,7%
3. ... manager	2,6%	11,2%	52,1%	34,1%
4. ... team	2,1%	3,2%	45,3%	49,4%
5. ... company (culture and values)	0,6%	3,5%	35,9%	60,0%

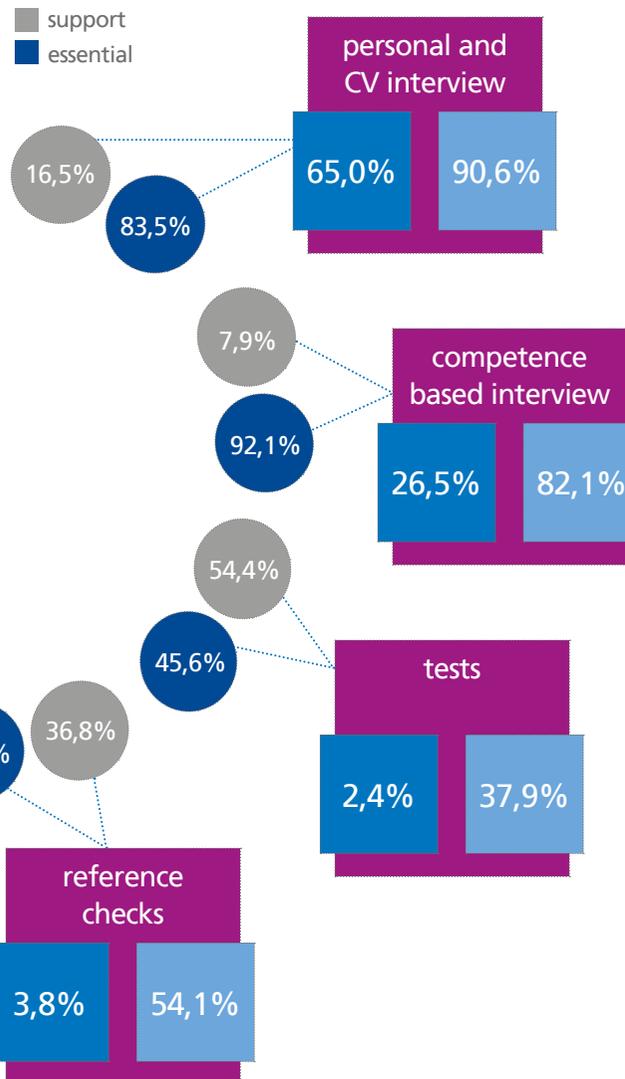


1. (% = proportion of respondents who indicated this aspect on first place (most important))
 2. (% = proportion of respondents who indicated this aspect within their top 3 (most important))

talent attraction

Personal interviews and CV's are by far the most important practices when recruiting. Tests and degree verifications are more often considered as good support and far not as essential to recruiting as personal or competence based interviews. Reference checks also occur in more than half of the interviewed companies and are considered as essential in most of them. On average, it takes between 1 and 3 months to fill a permanent position for most companies, even though 25% succeeds in filling a vacancy in 1 month or less as well.

which ones do you consider as essential and support?

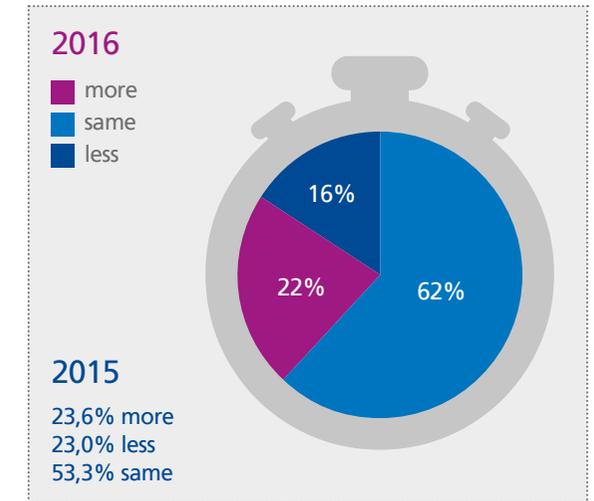


most important practices during hiring process

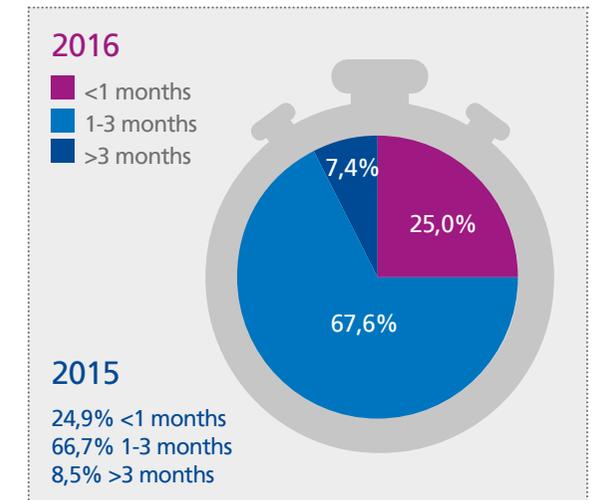
■ most important¹
■ most important top 3²



time needed to find talent for permanent positions compared to last year



time needed to fill a permanent position



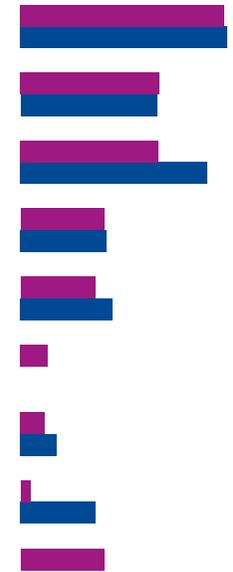
1. (% = proportion of respondents who indicated this aspect on first place (most important))
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talent retention

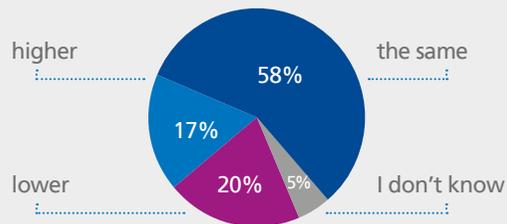
Attracting the right talent is crucial, but so is retaining top talent. The most efficient benefits to retain top talent (as mentioned by participants) include career development, training, salary, bonuses, medical insurance and non-financial rewards (i.e. recognition). When comparing this ranking of benefits to the benefits that are currently offered in the companies, we observe some similarities: training, career development, medical insurance and bonuses are also most frequently offered in the organizations (albeit in slightly other proportions). Reasons employees tend to give when leaving their employer mostly relate to a better offer, their desire to pursue a different career path or better internal career opportunities.

reasons why employees leave 2016 2015

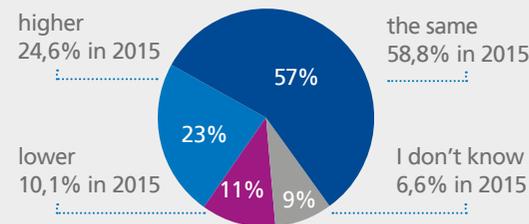
received a better offer elsewhere (better pay, conditions, etc)	44,4%	44,9%
to pursue a different career path	30,3%	29,7%
more opportunities for career improvement elsewhere	30,0%	40,6%
relocating	18,2%	18,8%
workload is too heavy	16,2%	20,0%
did not feel supported by management	5,9%	7,9%
poor relationship with direct report	5,3%	5,5%
don't know/no opinion	2,1%	16,4%
other	18,2%	-



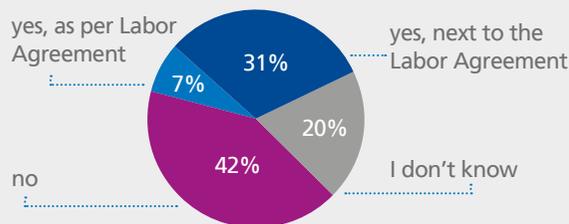
current turnover compared to last year



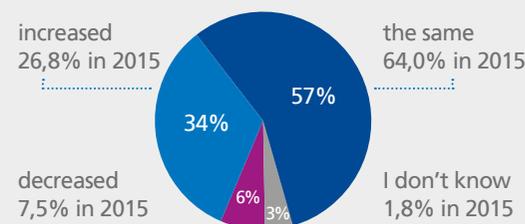
salaries compared to competitors



expected salary rise for 2016



evolution of salaries in the past year



most effective benefits to retain talent

2016	benefits	2016	2015
63,8%	career development	65,3%	67,3%
57,4%	training	72,9%	86,1%
51,2%	competitive salary	51,5%	52,7%
44,1%	bonuses	61,5%	71,5%
39,7%	medical insurance	65,3%	67,3%
39,4%	non-financial rewards / recognition	51,2%	-
24,4%	life insurance	46,2%	46,1%
18,8%	flexible working options	25,9%	27,9%
16,2%	pension plan	20,9%	18,8%
11,2%	lunch subsidiaries	23,5%	24,9%
9,4%	disability insurance	30,6%	31,5%
5,3%	profit sharing	8,8%	10,3%
2,6%	no answer	5,3%	5,5%

benefits currently offered in participating companies

company profile

Greek organizations that participated in this HR Trends survey operate in a variety of industries: computer/software services/internet, manufacturing/industry and healthcare/medical/pharmaceutical are most represented. When looking at the number of employees the participating organizations have in Greece, about one out of five companies are employing between 51 and 100 people or between 101 and 250 people. 66.8% of the surveyed organizations operate on an international level.

11,8%
manufacturing/
industry
12,7% in 2015

10,3%
healthcare/
medical/
pharmaceutical
8,3% in 2015

12,4%
computer/
software services/
internet
7,9% in 2015

7,1%
retail &
distribution
11,4% in 2015

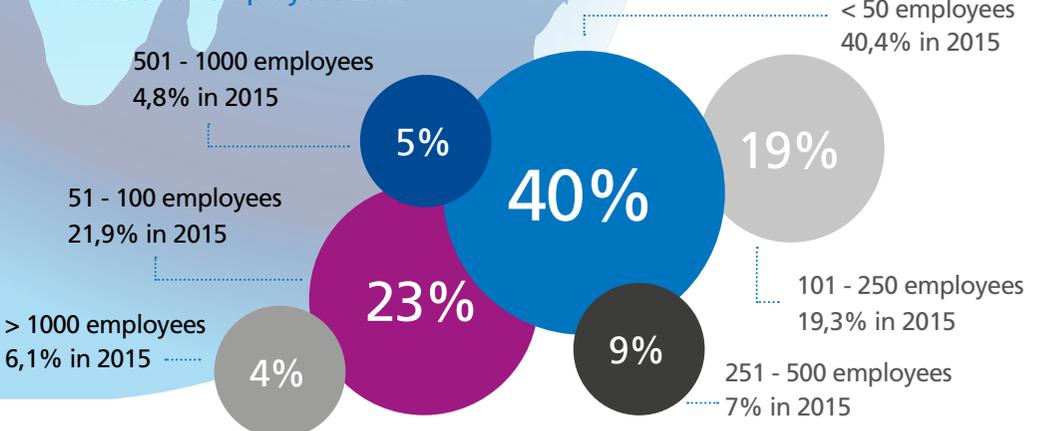
industry of participating companies

	2016	2015
financial services	5,9%	5,3%
FMCG	4,4%	1,8%
food services / food industry	4,1%	3,5%
transportation/logistics	3,8%	4,8%
engineering	3,5%	3,1%
services B2B	2,9%	4,4%
construction/retail estate/ property management	2,4%	2,2%
telecommunications	2,4%	3,1%
entertainment/hospitality	1,8%	3,5%
advertising, marketing, PR	1,5%	1,3%
energy	1,5%	5,7%
government/public/nonprofit	0,6%	0,4%
other	23,8%	11,4%

presence of participating companies

67% international
8% local
25% national

number of employees 2016



participant profile

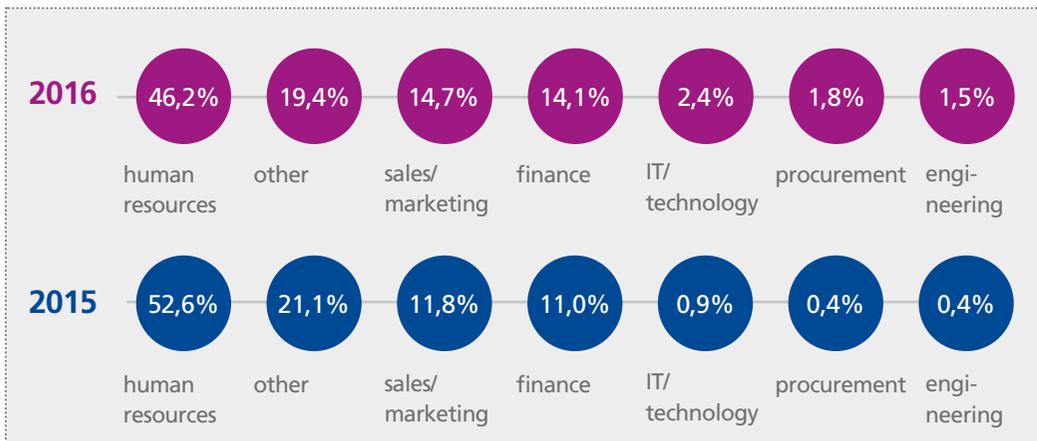
Most participants work in a HR or Sales/ Marketing department, most of them as (departmental) manager or director. Most act as the primary decision maker during recruitment processes or have a recommending role. Their organizations were impacted most by the economic situation in Greece or cost management.



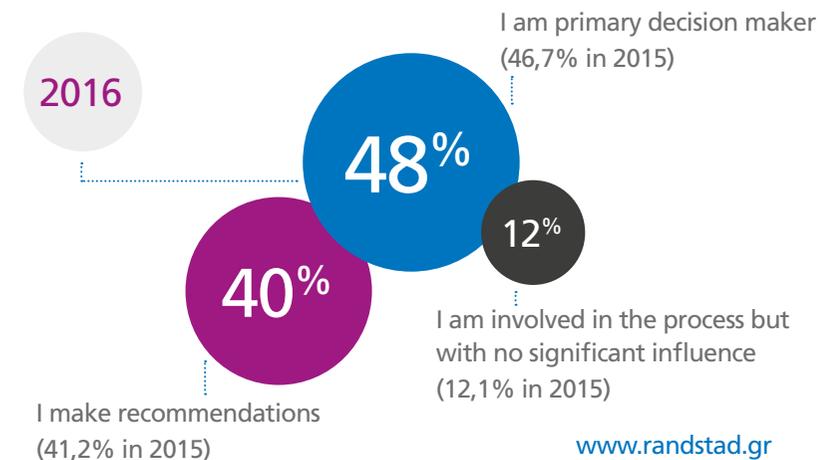
participants' job level	2016	2015
director level	37,6%	19,7%
management level	36,5%	33,8%
supervisor level	7,6%	16,7%
technical level	0,0%	-
other:	18,2%	2,6%

aspects with highest impact on participating companies	2016
economical situation in your country	84,1%
cost management	51,2%
growth management	27,9%
pressure on pricing	27,9%
process improvements	23,5%
talent attraction and retention	18,2%
pressure from competitors	17,9%
innovation and/or new technologies	16,5%
legal changes	13,8%
other	18,8%

departments participants work in



participants' role in the hiring process



salaries of employees

sales & marketing

jobtitle	band bottom	band top
brand manager	1300	2000
business development manager	2000	3500
franchising director	3000	4000
B2B sales representative	1300	2000
key account manager (including commercial, sales representative)	2000	2800
marketing & communications manager	2500	3000
marketing manager	3000	4000
media manager	2000	2500
merchandiser	1000	1200
online marketing manager	2000	2500
product manager	1800	2000
regional sales manager	2500	3000
country sales manager	4000	5500
retail sales manager	2500	3000
sales analyst	1500	1800
sales director	4500	6000
store manager	1000	1500
trade marketing manager	2000	2500
digital marketing manager	2500	3000

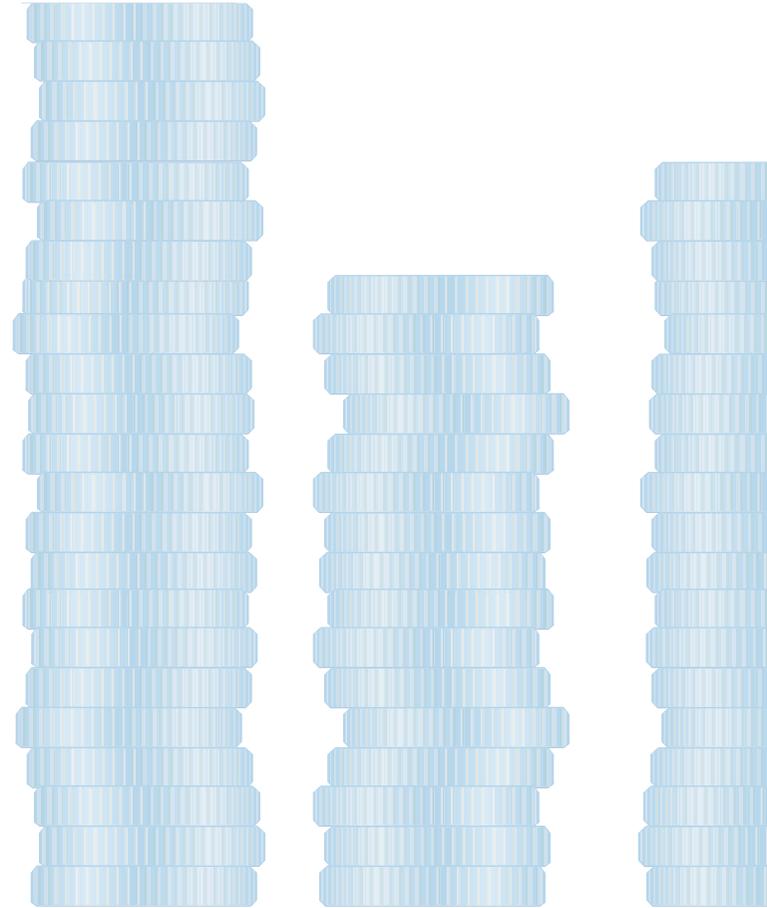
base salary in Euro (14 salaries per year)

salaries of employees

finance & accounting

jobtitle

	band bottom	band top
finance clerk (including invoicing, accounting, collecting, bookkeeping, etc.)	1500	5000
chief accountant	2000	5000
accountant	1500	2500
budget & reporting manager	2500	4500
cost accountant	1500	3500
credit analyst	850	1500
credit/collections manager	2000	4000
finance analyst	1300	2500
finance clerk (including invoicing, accounting, collecting, bookkeeping, etc.)	800	1500
finance controller	2500	4000
finance manager or director, for example: CFO, vice president of finance, director of finance, director of audit, etc.	4000	7000
internal audit officer	2000	3500
treasurer	1700	2500
assistant accountant	900	1600
internal audit manager	2500	4500



base salary in Euro (14 salaries per year)

salaries of employees

technology

jobtitle	band bottom	band top
administrator (database, security, etc.)	1000	1600
analyst programmer	1600	3200
analyst, including: functional analyst, test analyst, system analyst, business analyst, database analyst, etc.	1800	2700
architect (solutions, enterprise, etc.), including: architect, applications architect, enterprise architect, etc.	2700	3500
developer, including: .NET, software, Java, PHP, C, C++, etc.	1000	2600
IT consultant including: business intell, ERP, SAP, Siebel, Linux, Java, etc.	1800	3000
it director (including CIO, development director)	3500	5000
it support (helpdesk)	800	1500
pre- sales consultant	1700	3000
project manager	2200	3200
security engineer	1100	2800
system tester	1300	2200
web developer	1000	3200
devops engineer	1800	2800
SAP professional	1500	3000
mobile developer	1400	2500
system engineer	1600	2400

base salary in Euro (14 salaries per year)

salaries of employees

engineering

jobtitle	band bottom	band top
construction manager	3000	4000
construction manager	3000	4000
buyer	1500	2500
controls engineer	2000	3000
cost engineer	2000	3000
development engineer	2000	3000
electrical engineer	2000	3000
engineering director	3000	5000
facilities manager	2000	3000
industrial engineer	2000	3000
maintenance engineer	1000	1500
mechanical engineer	2000	3000
operations manager	2500	3500
planning manager	2000	3000
process engineer	2000	2500
production manager	2200	3000
project engineer	2000	2500
project manager	2500	3500
purchasing director	2500	3500
quality engineer	2000	2500
sales technical director	3000	4000
sales technical engineer	1500	2000
logistics manager	2500	3000

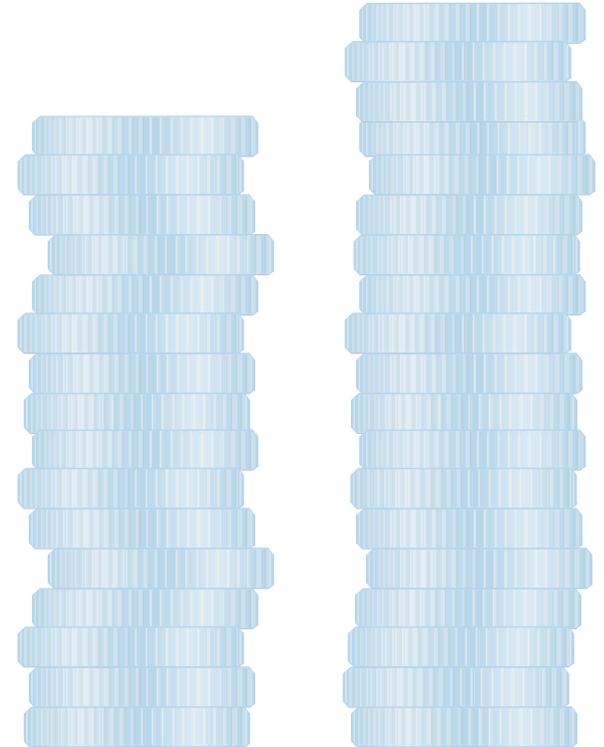
base salary in Euro (14 salaries per year)

salaries of employees

business support

jobtitle	band bottom	band top
office manager	2000	5500
call center manager	2300	2600
compliance officer	1800	2500
customer services administrator	1100	1350
data processing administrator	900	1500
executive / personal assistant	1400	2600
company secretary	900	1600
office manager	1200	2000
receptionist	800	1400
exports coordinator	1200	1600

base salary in Euro (14 salaries per year)



hr

jobtitle	band bottom	band top
HR assistant	1150	1600
HR director	2500	5000
HR generalist	1200	2200
HR manager	1600	4000
recruiter	1000	1350

base salary in Euro (14 salaries per year)

salaries of employees

pharma

jobtitle

	band bottom	band top
clinical research associate	1650	2200
quality assurance officer (pharma industry)	1700	2200
regulatory affairs	2000	2500
R&D analyst	1500	2500

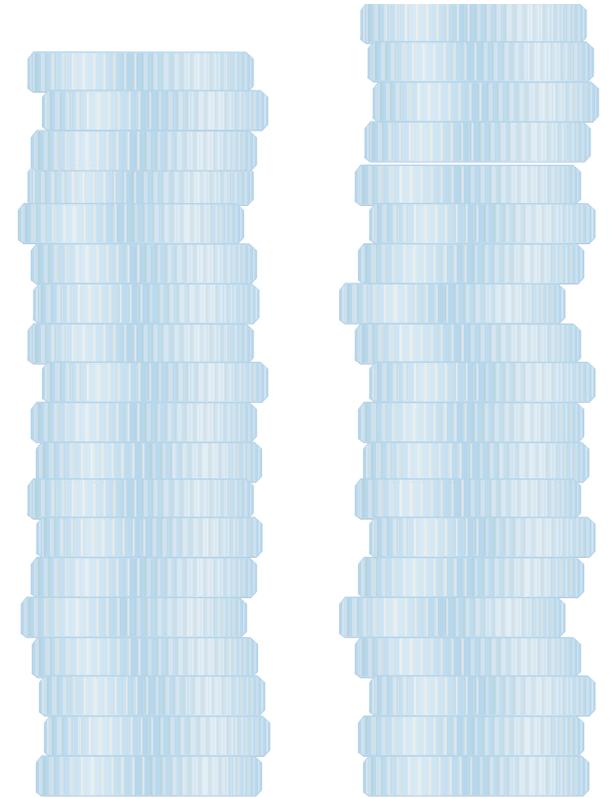
base salary in Euro (14 salaries per year)

legal

jobtitle

	band bottom	band top
lawyer	1500	2500
legal administrator	900	2200
legal assistant	900	2200

base salary in Euro (14 salaries per year)



Contact us for more information
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