hr trends and salary report 2019

randstad greece

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content

introduction.

- In today's agile workforce environment, understanding and embracing the latest trends in human resources is essential for successfully sourcing and retaining the best talent.

- Innovative technologies, an increasingly global and diverse workforce and emerging business models are reshaping employees' expectations and experiences.

- Moreover, these factors determine what companies look for in candidates and personnel in order to ensure coverage of skills gaps, business growth or employee engagement and productivity.

- This report offers insights into various trends and developments impacting the HR and recruitment practices in Greece, with a focus on human capital strategy, recruitment, talent retention and benefits package in order to provide an overview of the opportunities and challenges that lie ahead for HR professionals.

- 433 decision-makers and HR executives from a variety of industries in Greece completed the survey between December 2018 and March 2019.

executive summary.

- In 2019, the top three elements for attracting talent are a competitive salary package, strong employer branding and flexible work policies.

- 82% of participants plan to hire permanent personnel during 2019.

- New hiring is mainly expected in the sales and IT/technology departments.

- Employee referrals are considered the most efficient source for finding the right talent.

- Skill shortages and relevant industry work experience continue to be a problem. The majority of respondents address this through education and training programs.

- Almost 60% of the survey participants expect no change in employee turnover compared to 2018 and believe they will spend the same amount of time to fill a permanent position as in the previous year.

attracting

talent.

key elements for attracting top talent.

- Most of the surveyed companies are optimistic about their ability to attract talent, ranking themselves '7' on a scale of 1 to 10. The key elements for attracting talent are a competitive salary package, strong employer branding and flexible work policies.

- Compared to 2018, flexible work policies, that help at sustaining a good work-life balance, have grown in importance for companies looking to attract top talent.

## companies' ability to attract top talent

2018: 7 (24,8%)
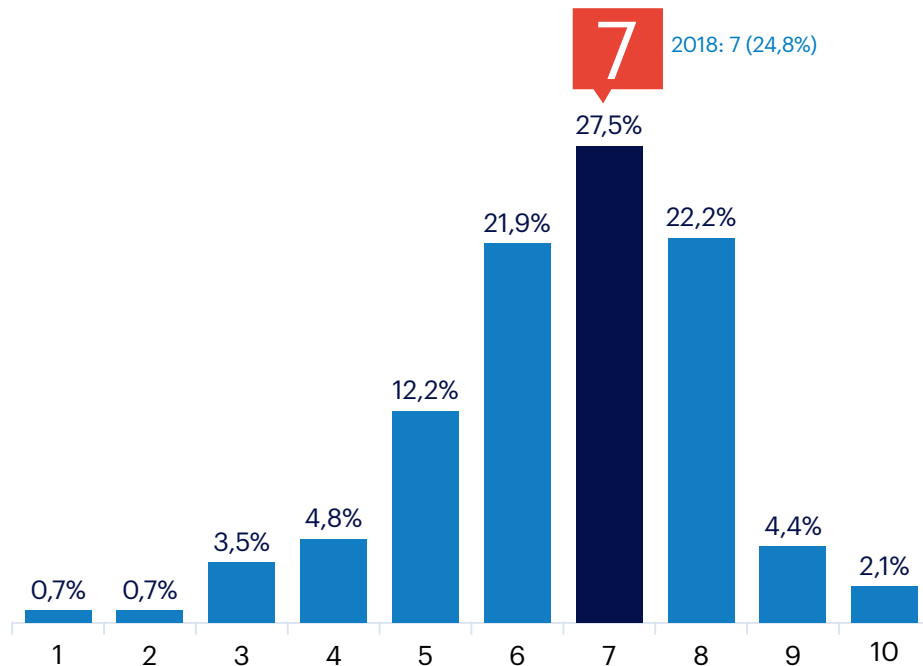
on a scale from 1 to 10, where 1 signifies "poor" and 10 signifies "excellent"

key elements to attract top talent

	2018	2019
a very competitive salary package	65,6%	66,7%
strong employer branding	60,8%	59,1%
flexible work policies/good work-life balance	36,5%	43,0%
a very attractive employee value proposition	46,6%	40,0%
high job security	48,2%	39,7%
a clear and purposeful mission	30,9%	32,8%
good international opportunities	18,8%	20,1%
other	1,9%	0,5%

the total is more than 100% because more than one answer is possible.
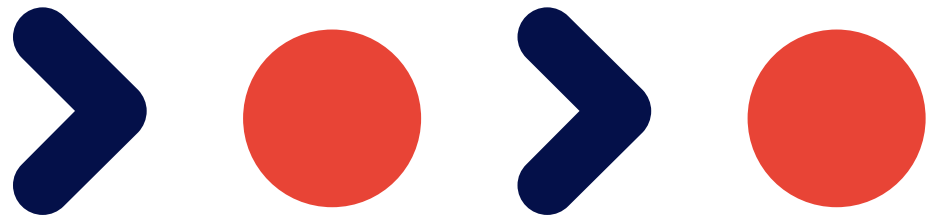
reasons for failing to attract the right talent.

	2018	2019
uncompetitive salary and/or benefits	53,7%	55,0%
poor reputation of organisation/weak employer brand	42,4%	45,5%
lack of internal career opportunities	40,5%	40,2%
ineffective recruitment strategies	27,3%	24,9%
ongoing talent shortages	21,3%	24,2%
unappealing work environment	30,3%	23,1%
industry is less appealing	30,7%	21,2%
lack of opportunities for creativity	15,9%	15,5%
poor leadership	19,6%	15,2%
lack of corporate direction, vision or purpose	18,4%	13,6%
lack of flexible work options	10,2%	11,5%
lack of corporate social responsibility	3,3%	3,2%
other	3,3%	3,5%

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

- The surveyed companies identified uncompetitive wages/ benefits, poor organizational reputation and lack of internal career opportunities as the main obstacles to attracting the right talent.

- "Soft" factors, such as CSR activities, flexible work options, and opportunities to apply creativity, are considered barriers by a relatively small share of the respondents.
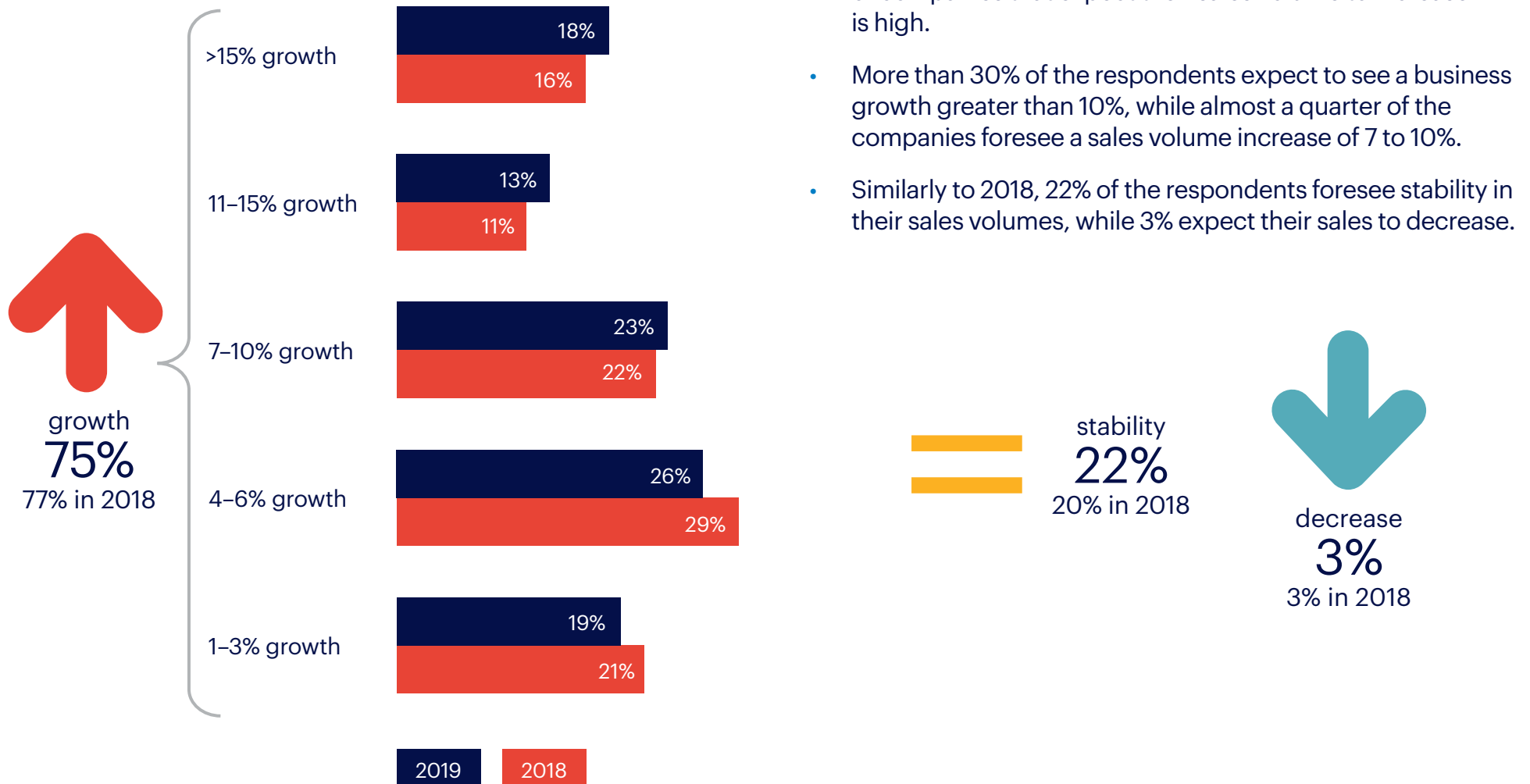
human capital

strategy.

expected sales volume in 2019

three quarters of respondents expect their company's sales volume to increase.

sales volume expectations

>15% growth
18%
16%

11–15% growth
13%
11%

7–10% growth
23%
22%

4–6% growth
26%
29%

1–3% growth
19%
21%

2019 2018

growth
75%
77% in 2018

stability
22%
20% in 2018

decrease
3%
3% in 2018

- Following the positive trend of previous years, the number of companies that expect their sales volume to increase is high.

- More than 30% of the respondents expect to see a business growth greater than 10%, while almost a quarter of the companies foresee a sales volume increase of 7 to 10%.

- Similarly to 2018, 22% of the respondents foresee stability in their sales volumes, while 3% expect their sales to decrease.

main hr challenges for participating companies.

- The main HR challenges remain unchanged compared to 2018. Increasing productivity, attracting talent to sustain business growth and retaining top performers are still the top three challenges for HR professionals.

- Additionally, the number of respondents who indicated creating an open and flexible environment as a challenge decreased from more than one third in 2018 to about 25% this year.

major human resources challenges

	2018	2019
increasing performance and productivity	43,8%	40,4%
attracting talent for the next phase of growth	36,5%	35,8%
retaining top performers	36,5%	35,1%
managing expectations on compensations package	30,1%	29,8%
avoid losing top talent to competitors	21,1%	29,6%
shortage of local talent	24,0%	26,8%
creating an open and flexible environment	35,3%	26,6%
developing talented leaders	22,8%	24,9%
employer branding	23,2%	24,0%
managing skill shortage	21,7%	21,7%
managing internal change programs	18,8%	18,0%
keeping employees well informed	19,0%	17,1%
internal/external mobility	9,2%	12,0%
workplace inclusivity (e.g. diversity, transparency)	6,7%	4,6%
other	1,5%	0,9%
none of the above	0,6%	0,7%

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

addressing skill shortages

almost 65% of companies are investing in training programs to overcome skills shortages.

main impediments during recruitment process

	2018	2019
industry working experience	62,0%	61,0%
lack of soft skills	49,5%	52,9%
ethical issues (values, attitude, culture)	33,4%	30,9%
required years of working experience	33,4%	28,2%
management tools experience	12,9%	13,4%
specific educational skills	17,7%	10,9%
international experience	9,6%	10,6%
lack of foreign languages skills	12,5%	6,9%

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

actions to address skill shortages

	2018	2019
education and training programs	64,3%	66,7%
improve salary/benefits pack	31,5%	44,6%
outsource business functions	15,9%	19,4%
offer more flexible work options to employees	12,3%	15,2%
hire talent from other countries	9,6%	9,0%
increase use of externally hired contractors	13,6%	8,8%
hire more part-time workers	6,9%	5,8%
other	2,1%	2,5%
my organisation is not impacted by skill shortages	12,1%	7,2%

the total is more than 100% because more than one answer is possible.
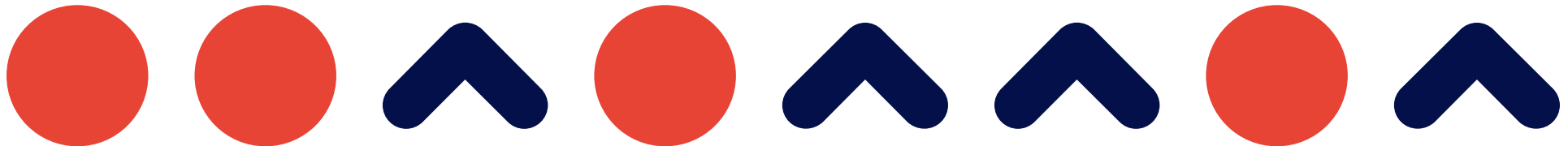
recruitment intentions of participating companies

82% of the respondents plan to hire permanent personnel during 2019.

interim

2019	yes, 39%	no, 61%
2018	yes, 32%	no, 68%

permanent

2019	yes, 82%	no, 18%
2018	yes, 81%	no, 19%
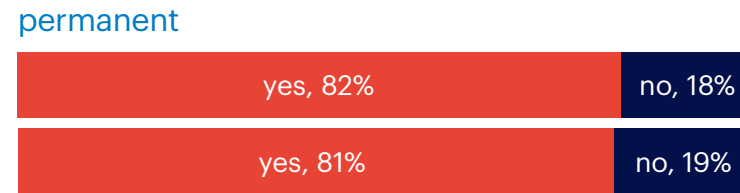
main reasons for making new hires

	2018	2019
national/international growth of the company	30,9%	48,1%
need for new skills in the organisation	28,2%	43,3%
launch of new department/new product	24,8%	33,0%
staff turnover	22,8%	29,2%
investment plans	21,5%	27,8%
market (economy) growth	15,2%	22,9%
business diversification	7,1%	7,7%
employee retirement	5,0%	6,3%
other	5,6%	2,6%

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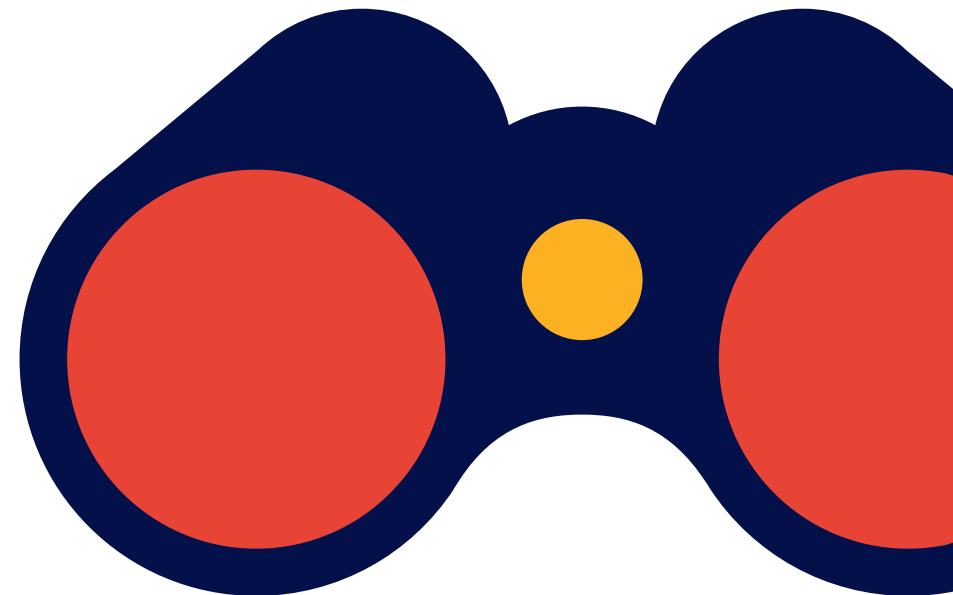
hiring plans

by department.

department	2019	2018
sales	53,0%	42,2%
IT/technology	43,6%	29,9%
marketing/communications	23,5%	17,5%
accounting/finance	18,3%	13,4%
production	16,6%	12,1%
engineering	15,5%	12,9%
HR/training/development	8,6%	7,9%
procurement	5,4%	5,0%
legal	3,4%	3,3%
other	9,5%	10,9%
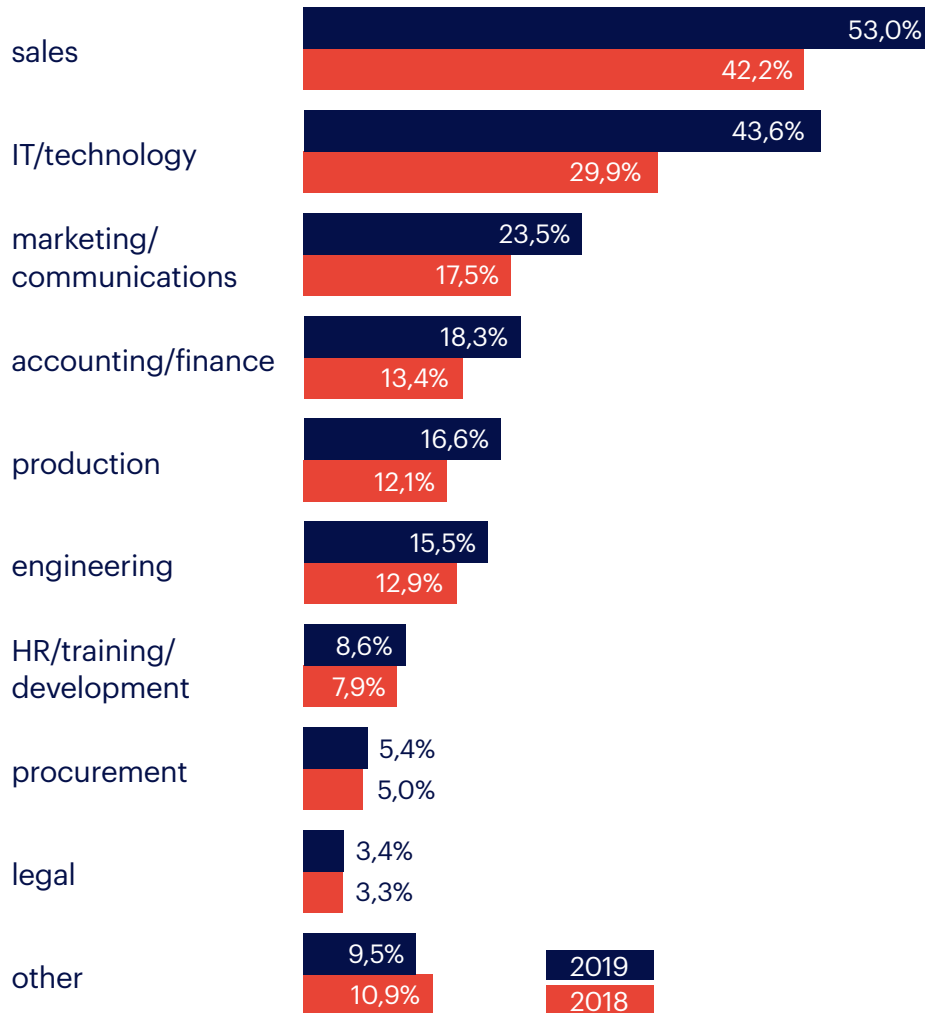
the total is more than 100% because more than one answer is possible.

by quarter of hiring.

57% Q1

65% Q2

46% Q3

30% Q4
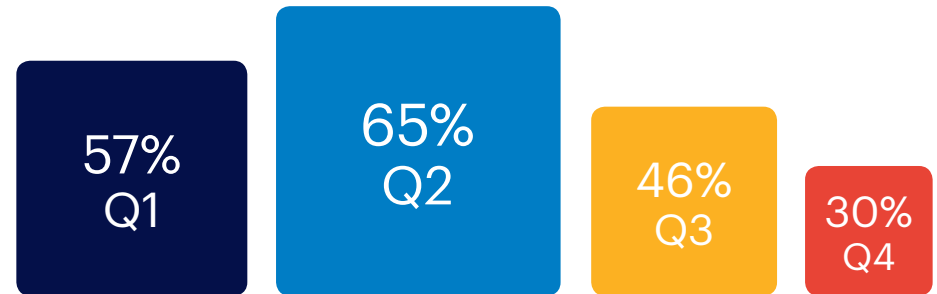
- The top three reasons for hiring new people remain the same as last year, with almost half of the respondents selecting market growth as the main reason for recruiting personnel, followed by the need of new skills and the launch of new products.

- As in previous years, an increase in headcount is likely to happen in sales, IT/technology and marketing departments.

- Hiring plans for most other departments are expected to slightly increase compared to 2018.

willingness to improve salaries

85% of respondents are willing to increase salaries by up to 15% in order to attract & retain talent.

how much more will you be willing to pay in order to retain or attract talent?

- Almost half of the surveyed companies are prepared to increase the salaries offered in their company by maximum 15% in order to attract and retain talent, while more than a third are considering an increase of less than 5%.

4,8%

10,2%

36,8%

■ <5%

■ 6% – 15%

■ 16% – 25%

■ >25%

48,2%
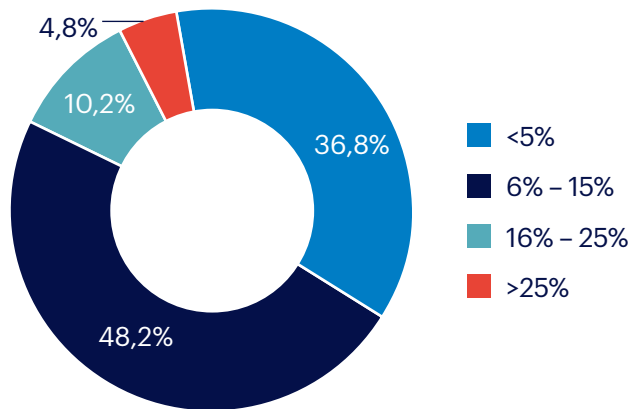
- Top departments in which respondents are willing to pay more to retain or attract talent are sales, IT/technology and marketing/communications, in line with reported hiring plans.

departments in which respondents are willing to pay more in order to retain talent

department	percentage
sales	52,1%
IT/technology	44,9%
marketing/communications	21,6%
engineering	17,4%
HR/training/development	15,0%
production	12,6%
accounting/finance	9,6%
procurement	3,6%
other*	7,5%
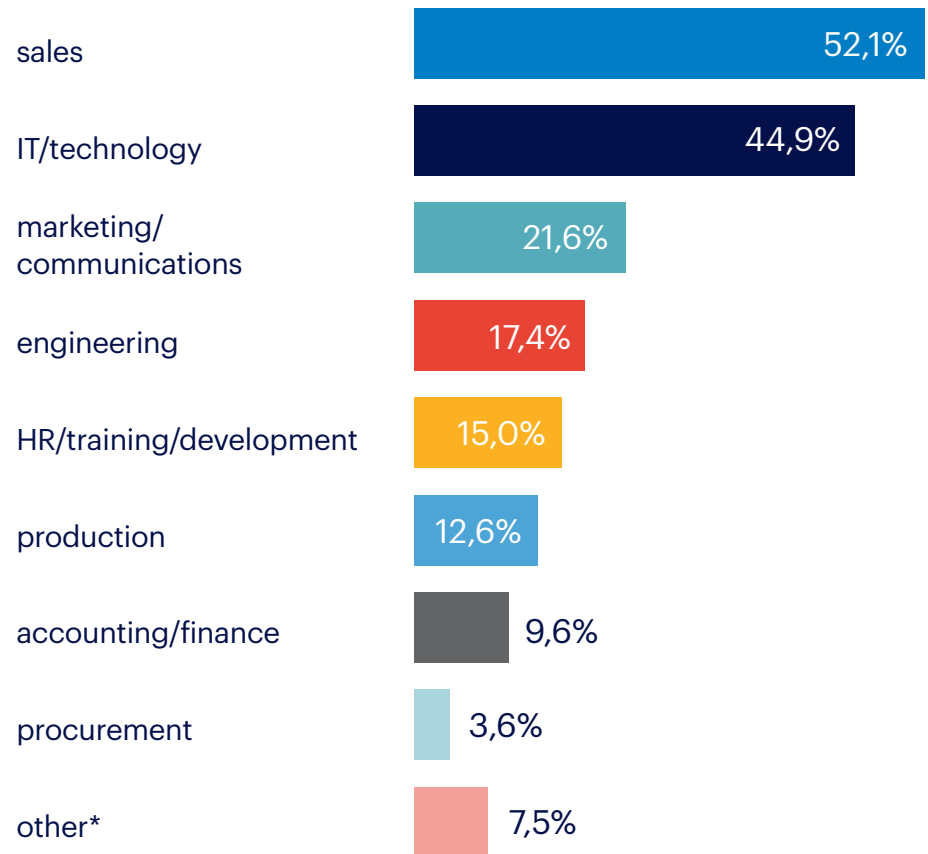
*other includes legal department.
the total is more than 100% because more than one answer is possible.

recruiting

practices.

leadership competencies for managers

being able to motivate and inspire the team is the most desired leadership skill for a manager.

ability to motivate and inspire others
- 60,5% (2019)
- 60,3% (2018)

ability to adapt to changing business demands
- 49,9% (2019)
- 52,4% (2018)

strong analytical and problem solving skills
- 49,7% (2019)
- 47,8% (2018)

ability to build trusted relationships
- 44,8% (2019)
- 51,2% (2018)

ability to innovate and drive creativity
- 39,3% (2019)
- 39,9% (2018)

vision for the future
- 37,4% (2019)
- 48,4% (2018)

2019   2018

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

- As in 2018, the ability to motivate and inspire others remains the most desired leadership skill for a manager. Adapting to changing business demands ranks second, with half of the respondents considering it a very important skill.

- The ability to build trusted relationships and to have a vision for the future are perceived as slightly less essential compared to the previous year, registering a decrease of 6%, respectively of 11%.

sources used to recruit talent

recommendations from current employees remain the leading recruitment source.

2019 2018

	employee referrals	job boards	recruitment/ search firms	company website	social networks	professional digital networks	campus recruitment	career fairs	other sources
2019	79,0%	61,7%	55,9%	52,2%	43,6%	40,2%	20,8%	14,8%	15,9%
2018	65,3%	54,3%	43,0%	37,6%	30,1%	32,2%	10,7%	9,2%	12,2%
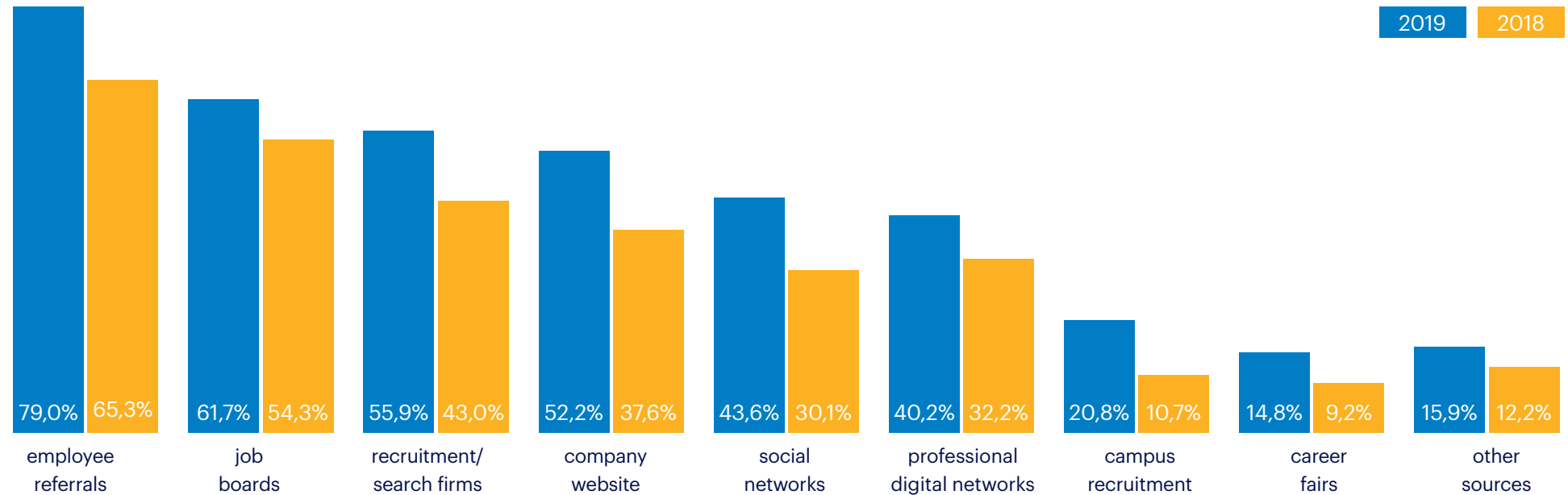
the total is more than 100% because more than one answer is possible.
note: due to a change in methodology, the results for 2018 were recalculated, in order to be comparable with the 2019 data.
*other sources include print advertising and public employment services.

- Employee referrals, job boards and services provided by recruitment firms are the top three recruitment methods in 2019. Almost 80% of surveyed companies continue to rely on employee referral programs as their leading recruitment strategy.

- Company websites and social networks are gaining a more prominent role as recruitment sources. Compared to 2018, there is an increase of 15%, respectively 13% in terms of how effective respondents find them to be.

- Moreover, campus recruitment was selected by respondents twice as often as in the previous year, highlighting its growing importance as a recruitment method.

practices in the hiring process

face to face & competence based interviews remain leading hiring practices.

	top 1	top 3

Chart data:

Practice	top 1	top 3
face to face interviews	50,6%	84,5%
competence based interviews	20,3%	63,7%
screening	17,1%	52,2%
reference checks	5,3%	42,5%
assessments	5,3%	36,3%
psychological tests	0,9%	8,5%
credits/degree verification	0,5%	7,9%
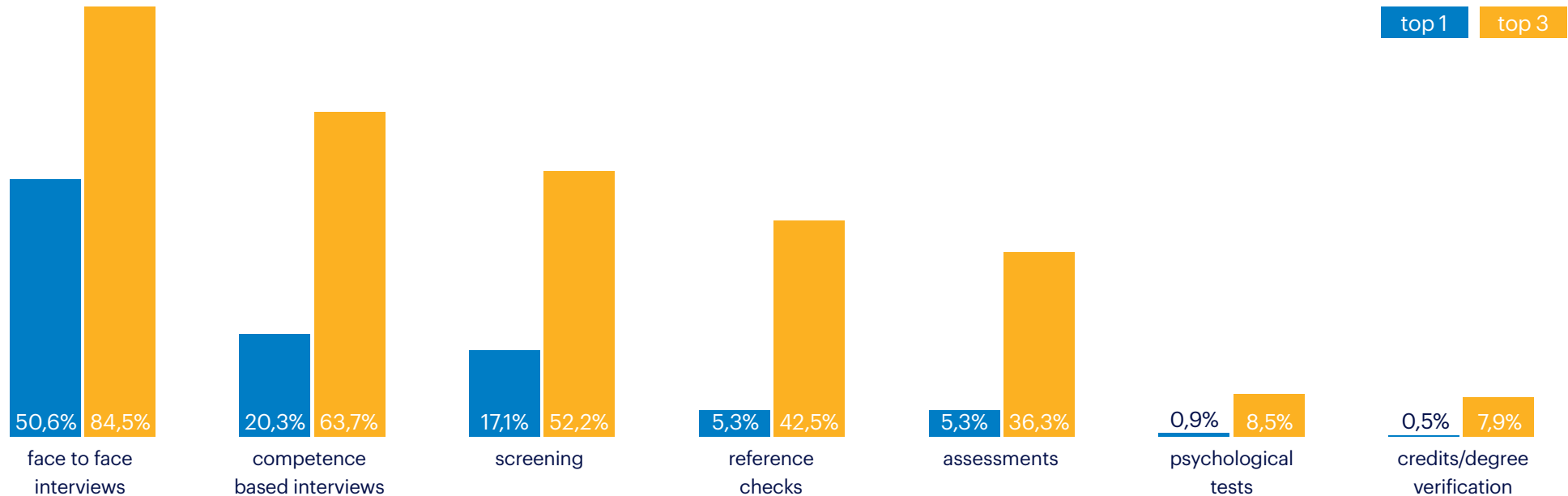
top 1 = proportion of respondents who indicated this aspect as most important
top 3 = proportion of respondents who indicated this aspect within their top three most important. It does not add up to 100% because more than one answer is possible.

- Half of the surveyed companies selected face to face interviews as the most important hiring practice for them, while over 80% of the respondents ranked it among their top three practices.

- Competence-based & screening interviews remain essential in selecting the right candidate, the great majority of the respondents selecting these two practices in their top three most important hiring practices.

- Although only 5,3% of respondents said that assessments and reference checks are most important for them, more than a third of the respondents placed these within their top 3 hiring practices.

talent

retention.

reasons why employees leave the company

receiving a better offer elsewhere is the main reason why employees leave.

received a better offer elsewhere
- 56,6%
- 55,1%

more opportunities for career improvement elsewhere
- 42,3%
- 41,5%

to pursue a different career path
- 34,6%
- 29,6%

workload is too heavy
- 17,8%
- 15,4%

relocating
- 17,1%
- 19,0%

poor relationship with direct report
- 7,9%
- 11,7%

did not feel supported by management
- 6,7%
- 6,5%

no work-life balance*
- 6,5%
- –

limited to no leadership or management direction or vision*
- 4,8%
- –

lack of corporate reputation and trust*
- 3,0%
- –

other
- 7,2%
- 5,8%

2019
2018

the total is more than 100% because more than one answer is possible.
*options not included in the 2018 survey.
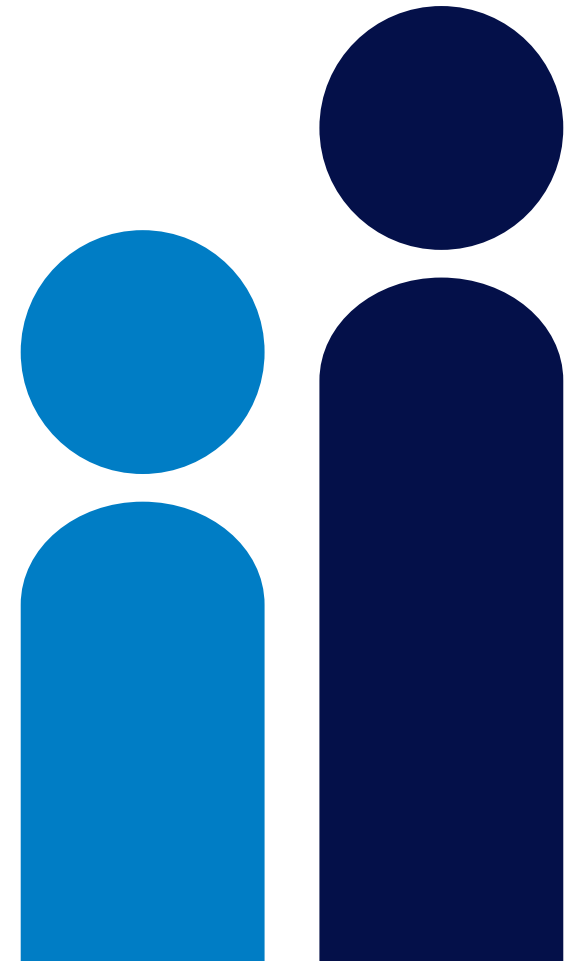
employee turnover

60% of respondents expect no increase in employee turnover compared to 2018.

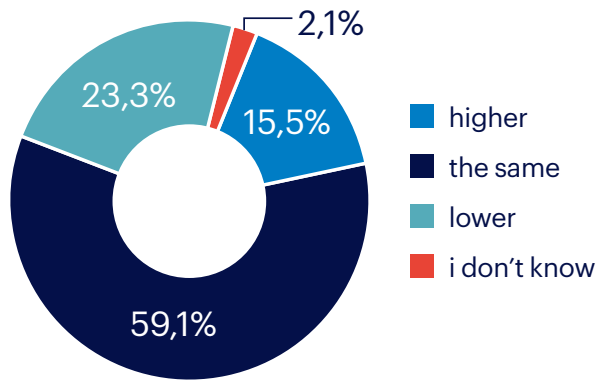**2019 expected turnover (compared to last year)**

- 2,1%
- 23,3%
- 15,5%
- 59,1%

Legend:
- higher
- the same
- lower
- i don't know

time to fill a permanent position

- 7,4%
- 5,1%
- 26,3%
- 61,2%

Legend:
- more
- the same
- less
- i don't know

- Almost 60% of the survey participants expect no changes in employee turnover compared to 2018 figures, while 15,5% are expecting a higher turnover.

- The majority of respondents believe that they will spend the same amount of time to fill a permanent position as they did in the previous year. More than a quarter consider that in 2019 they will need to invest more time in order to cover a permanent position.

salaries.

benefits.

evolution of salaries in the past year

- 0,7%
- 0,9%
- 42,5%
- 55,9%

Legend:
- increased
- the same
- decreased
- i don't know

salaries compared to competitors

- 5,3%
- 11,8%
- 25,2%
- 57,7%

Legend:
- higher
- the same
- lower
- i don't know

most effective benefits to retain talent			benefits offered by participating companies	
2019	2018		2018	2019
92,4%	71,4%	career development	55,1%	77,8%
85,0%	76,0%	competitive salary	58,2%	65,4%
79,0%	62,2%	training	71,6%	75,8%
72,7%	61,0%	bonuses*	69,9%	63,5%
61,2%	39,7%	non-financial rewards/recognition	46,3%	58,2%
60,7%	40,1%	medical insurance/disability insurance	50,9%	50,8%
45,0%	33,8%	flexible working options	29,6%	32,8%
44,8%	24,2%	life insurance	39,0%	37,2%
25,6%	10,9%	paid parental leave/childcare benefits	25,1%	25,9%
24,0%	24,0%	pension plan	19,4%	15,9%
24,0%	11,3%	lunch subsidies	28,8%	27,3%
22,4%	8,1%	additional leave days	20,0%	18,9%
16,6%	16,5%	health and wellness programs	20,5%	12,9%
13,6%	12,1%	profit sharing	10,2%	8,3%

the total is more than 100% because more than one answer is possible.
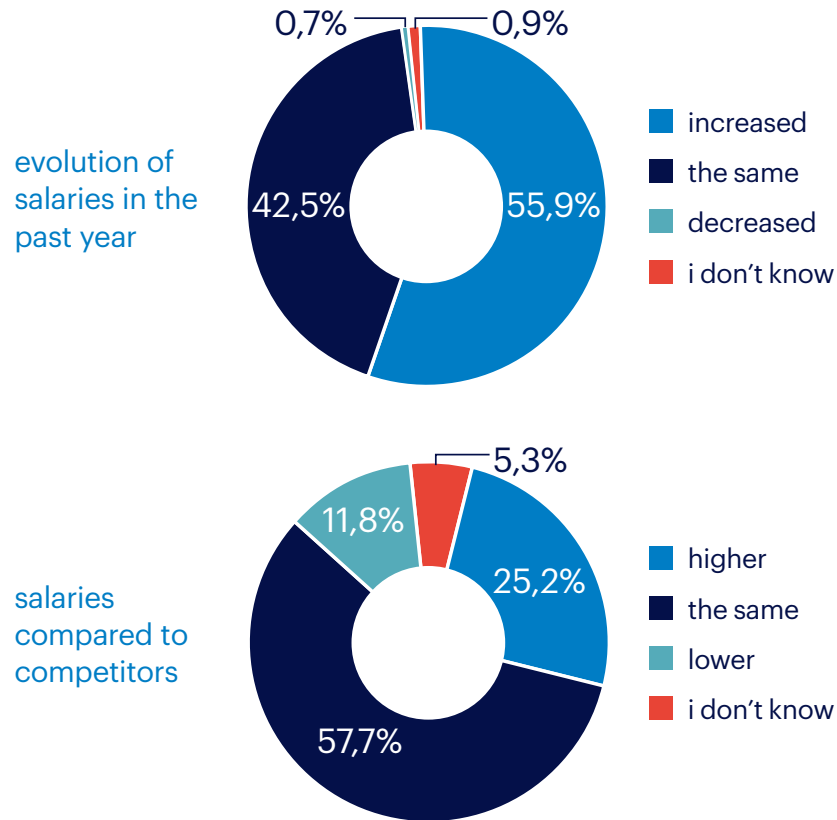*bonuses include individual performance bonuses.

- More than half of the responding companies reported that their salaries increased compared to 2018. Less than 1% of participants reported salary reductions over the past year.

- The majority of respondents believe that their salaries match the ones offered by competitors, while a quarter estimate that they offer higher salaries.

- In 2019, over three-quarters of those surveyed provided career development opportunities and training benefits.

- More than 75% of the responding companies offer trainings as a benefit for their employees.

about

the research.

respondent profile

summary.

- The Randstad 2019 HR trends and salary report presents data gathered from Greek companies operating in a variety of industries.

- The most represented sectors are IT/technology, industry/manufacturing and financial services, together covering 41,6% of the sample.

- Out of the total companies surveyed, 21% have an international presence, while 46% are active at a national level.

- Organizations employing up to 50 people represent 51,7% of the sample, while companies with more than 1.000 people make up 3,3% of the sample. About 23% of surveyed companies have 51-100 employees.

- Most of the respondents are managers/supervisors with decisional or recommending role in recruitment. HR professionals represent about 38% of respondents.

by sector.

28,2% IT/technology	7,6% industry/ manufacturing	5,8% financial services
21,9% in 2018	9,2% in 2018	8,4% in 2018
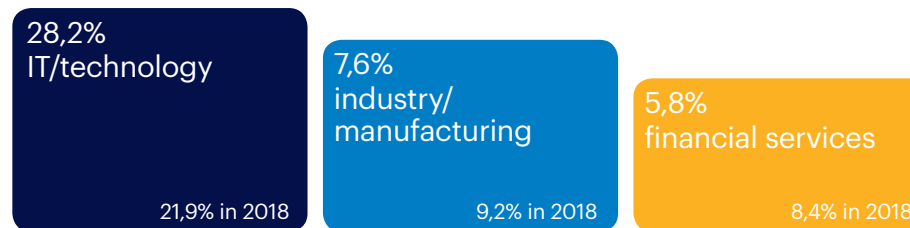
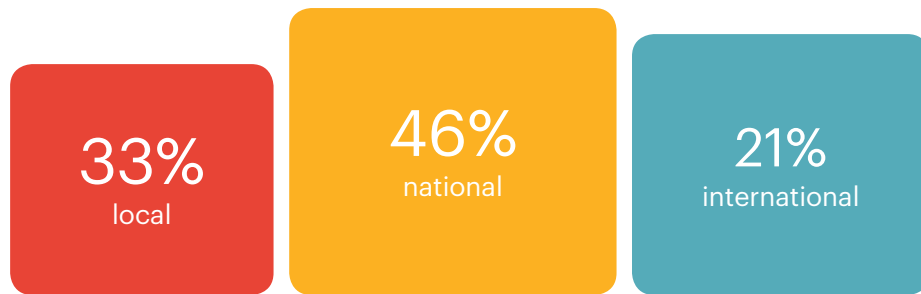|	2018	2019
FMCG	9,0%	5,3%
retail & distribution	11,1%	5,3%
consumer product	—	4,6%
construction	2,7%	4,2%
tourism & hospitality	3,8%	4,2%
healthcare/medical	3,8%	3,9%
advertising/marketing/PR	1,9%	3,5%
food & beverage	3,6%	3,0%
shipping	—	2,8%
transportation, cargo & logistics	5,0%	2,8%
energy, oil & gas	1,7%	2,3%
pharmaceutical/chemical	4,2%	2,3%
engineering	5,0%	1,9%
telecom	2,9%	1,6%
automotive	—	1,4%
other	6,0%[1]	9,3%[2]

[1] includes data for 'business services' (3,3%) and 'government/public/nonprofit' (2,1% - not included in 2019)
[2] includes data for 'business services' (0,5%), 'security services' (0,5%), 'gambling' (0,2%), 'TV/radio' (0,2%)
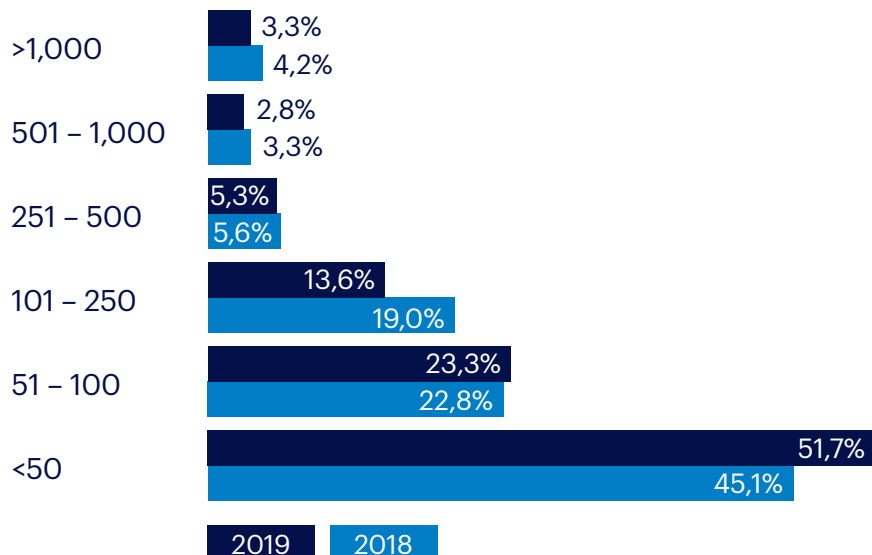
respondent profile

by the size of the company.

geographical presence of the company

33% local	**46%** national	**21%** international

number of employees

	2019	2018
>1,000	3,3%	4,2%
501 – 1,000	2,8%	3,3%
251 – 500	5,3%	5,6%
101 – 250	13,6%	19,0%
51 – 100	23,3%	22,8%
<50	51,7%	45,1%

by participant's job level.

department

	2018	2019
general management	35,0%	39,0%
human resources	41,0%	37,6%
finance	10,0%	8,6%
sales/marketing	7,0%	7,2%
IT	4,0%	4,6%
other	3,0%	3,0%

*includes participants in engineering department (1% in 2018 and 2019).

participant's role in the hiring process

	2019	2018
I am the primary decision maker	46,4%	48,0%
I make recommendations	41,3%	42,2%
I am involved in the process but with no significant influence	10,9%	9,0%
I am not involved in the recruitment process	1,4%	0,8%
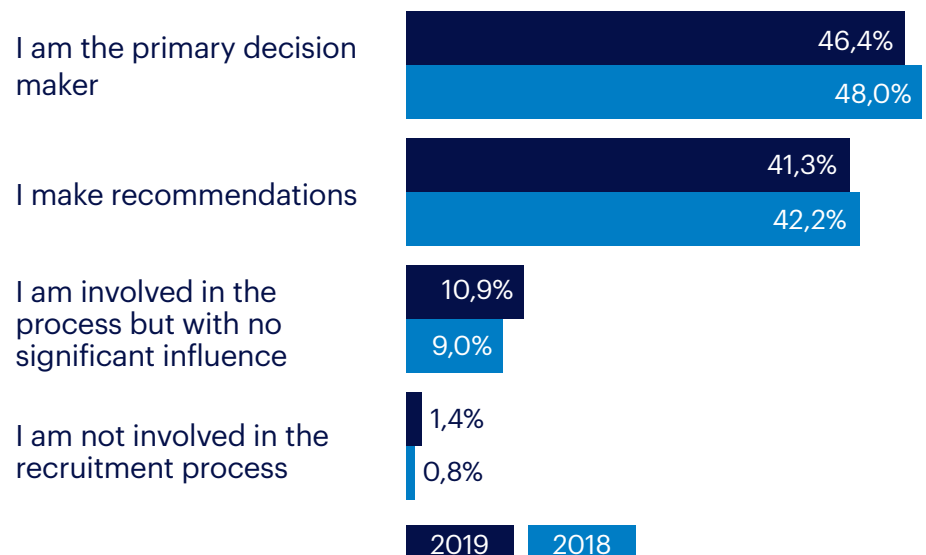
salary

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.

- Similarly to the previous years, the highest salaries are paid in the finance & accounting and technology sectors while the lowest-paid positions are in the in business support and insurance sectors.

technology.

position	band bottom	band top
chief information officer	6.000	10.000
IT architect	3.100	4.300
IT project/program manager	2.800	4.000
digitalization specialist	2.700	4.500
devops engineer	2.400	3.800
IT service manager	2.200	3.200
IT manager/IT director	2.000	4.000
IT business analyst	2.000	3.200
scrum master/product owner	1.800	3.500
database administrator	1.800	3.000
pre-sales Consultant	1.800	3.500
big data engineer	1.700	3.200
database developer	1.600	3.200
business intelligence professional	1.500	3.600
computational linguist	1.500	3.500
SAP professional	1.500	3.500
software tester/QA engineer	1.500	3.000
data scientist/machine learning engineer	1.500	2.800
network engineer	1.500	3.000
mobile developer	1.400	2.600
IT systems engineer/administrator	1.300	2.800
application support engineer	1.300	2.000
UI/UX designer	1.300	2.800
telecommunications engineer	1.300	2.200
developer	1.200	3.700
information security professional	1.200	3.200
ERP/CRM consultant	1.200	2.600
IT support/helpdesk	800	1.400

engineering.

position	band bottom	band top
engineering director	4.000	5.000
purchasing director	4.000	5.000
sales technical director	3.500	4.500
construction manager	3.000	4.000
operations manager	3.000	3.500
project manager	3.000	3.500
environmental, health & safety manager	2.500	3.500
facilities manager	2.500	3.500
production manager	2.500	3.500
development engineer	2.500	3.000
planning manager	2.500	3.000
project engineer	2.500	3.000
controls engineer	2.000	3.000
cost engineer	2.000	3.000
civil engineer	2.000	3.000
process engineer	2.000	2.500
chemical engineer	1.800	2.500
demand planner	1.800	2.300
mechanical engineer	1.800	2.300
maintenance engineer	1.500	3.000
sales technical engineer	1.500	2.500
mechanical design engineer	1.500	2.500
automation engineer	1.500	2.500
electrical engineer	1.500	2.000
industrial engineer	1.500	2.000
quality engineer	1.500	2.000

base salary in EUR (14 base salaries per year)

sales.

position	band bottom	band top
commercial director	4.000	6.000
sales director	4.000	6.000
sales export manager	3.700	5.000
sales manager	3.500	4.500
commercial manager	3.500	4.500
key account manager (national)	3.000	5.000
retail sales manager	3.000	5.000
business development manager	2.800	3.800
regional sales manager	2.800	3.500
retail area manager	2.800	3.200
sales engineer (marine)	2.500	3.500
sales export executive	2.500	3.500
sales engineer (electrical)	2.500	3.500
field sales engineer	2.300	3.000
key account manager (senior)	2.300	3.000
store manager	2.200	3.000
area sales manager	2.000	3.000
sales engineer (mechanical)	2.000	2.600
sales analyst	1.800	4.000
wholesales sales representative	1.800	3.500
b2b sales representative	1.800	3.200
key account manager (junior)	1.500	1.900
d2d sales representative	1.400	2.000
merchandiser	1.000	1.200
store assistant	700	1.000

marketing.

position	band bottom	band top
marketing manager	3.700	5.000
e-commerce marketing manager	2.800	3.800
trade marketing manager	2.800	3.500
digital marketing manager	2.500	3.500
marketing & communications manager	2.300	3.000
product manager	2.300	3.000
PR & communication manager	2.200	3.000
brand manager	2.000	2.600
trade marketing assistant	1.500	1.900
marketing assistant	1.100	1.400

business support.

position	band bottom	band top
compliance officer	1.700	2.500
executive/personal assistant	1.500	3.000
office manager	1.300	2.000
sales administrator	1.300	1.500
company secretary	1.000	1.700
administration assistant	800	1.600
receptionist	800	1.100
secretary	700	1.700
data processing administrator	700	1.000

base salary in EUR (14 base salaries per year)

finance & accounting.

position	band bottom	band top
finance manager or director (CFO, vice president of finance, director of finance)	5.000	8.500
chief accountant	3.000	5.000
finance controller	3.000	4.500
budget & reporting manager	2.700	4.500
internal audit manager	2.500	6.000
relationship manager (banking)	2.200	3.500
credit/collections manager	2.000	4.000
cost accountant	1.700	3.500
treasurer	1.700	2.500
internal audit officer	1.600	2.500
accountant	1.500	2.500
finance analyst	1.300	2.500
commercial/sales analyst	1.300	2.300
credit analyst	900	1.600
assistant accountant	900	1.500
finance clerk (including invoicing, accounting, collecting, bookkeeping, etc.)	900	1.500

insurance & legal.

position	band bottom	band top
claims supervisor	2.300	2.700
claims administrator	1.000	1.300
insurance underwriters	1.000	1.200
lawyer	1.500	2.500
legal administrator	1.300	2.000

HR.

position	band bottom	band top
HR director	4.000	7.000
HR manager	2.500	5.000
compensation & benefits manager	2.500	4.000
training & development manager	2.500	4.000
HR business partner	2.000	3.500
payroll manager	2.000	3.500
compensation & benefits specialist	1.500	2.500
training & development specialist	1.500	2.300
HR generalist	1.500	2.250
payroll officer	1.300	1.800
recruiter	1.000	1.500
HR assistant	1.000	1.300

base salary in EUR (14 base salaries per year)

pharma.

position	band bottom	band top
regulatory affairs officer	1.900	2.500
quality assurance officer (pharma industry)	1.700	2.500
clinical research associate	1.600	2.200
r&d analyst	1.500	2.500
quality control analyst	1.400	2.300

logistics & shipping.

position	band bottom	band top
procurement manager	2.800	2.200
logistics manager	2.500	3.000
supply chain executive	2.000	2.500
warehouse manager	2.000	2.500
imports/exports specialist	2.000	2.500
procurement specialist	1.800	2.000
buyer	1.500	2.000
import/exports coordinator	1.500	2.000
logistics assistant	1.300	2.000
procurement assistant	1.300	1.800
order desk specialist	2.500	1.800
operation manager	5.000	7.000
fleet manager	5.000	7.000
superintendent engineer	3.500	4.500
operator	2.500	4.000

base salary in EUR (14 base salaries per year)

client services.

position	band bottom	band top
head of customer service	3.200	3.500
customer care manager	2.500	3.000
customer experience manager	2.500	3.000
indirect call center manager	2.400	2.800
call center manager	2.200	2.600
contact center manager	2.200	2.600
collections manager	1.800	2.800
collections supervisor	1.400	1.700
multilingual inside b2b agents	1.200	1.400
guest relations officer	1.100	1.500
multilingual call center agents	1.100	1.400
collections team leader	1.100	1.400
customer service coordinator	1.000	1.200
inside sales specialist	1.000	1.300
multilingual social media content moderators	1.000	1.300
front desk customer service	750	1.000
customer service agents	650	1.000
collection agents	650	1.000

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human forward.