

# randstad HR trends research

greece 2018

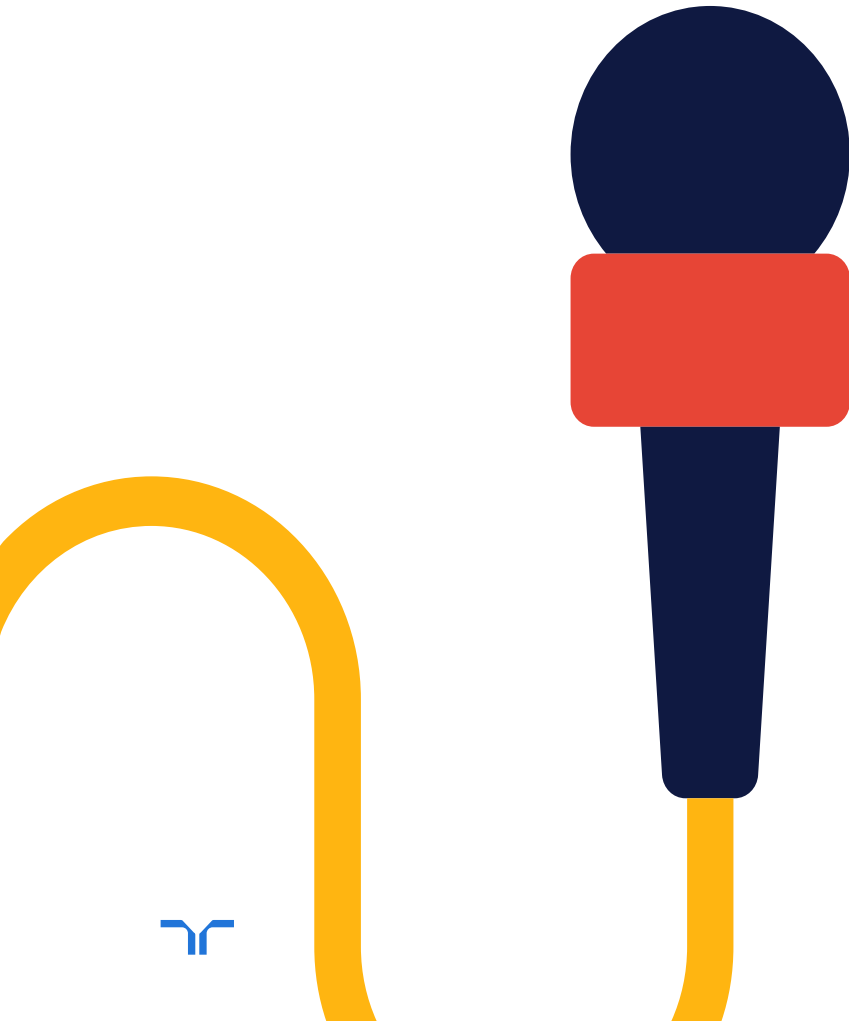


# content

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# introduction



- This report offers insights into various trends and developments impacting the human resources and recruitment practices in Greece.
- Key themes of the report include attracting talent, human capital strategy, hiring practices and talent retention.
- 479 decision-makers and HR executives from a variety of industries in Greece completed the survey between February 2018 and May 2018.

executive

summary.



# executive summary

- Stable economic conditions (GDP growth of more than 1% in 2017) create a favourable environment for employers. Nearly 81% of the surveyed companies plan permanent hiring in 2018
- 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 shortage affects the majority of the respondents (88%). Lack of industry experience is the most common impediment to hiring.
- According to the majority of surveyed companies, employee turnover and time to fill remained unchanged compared with the past year.



attracting

talent.



# attracting talent

## main findings.

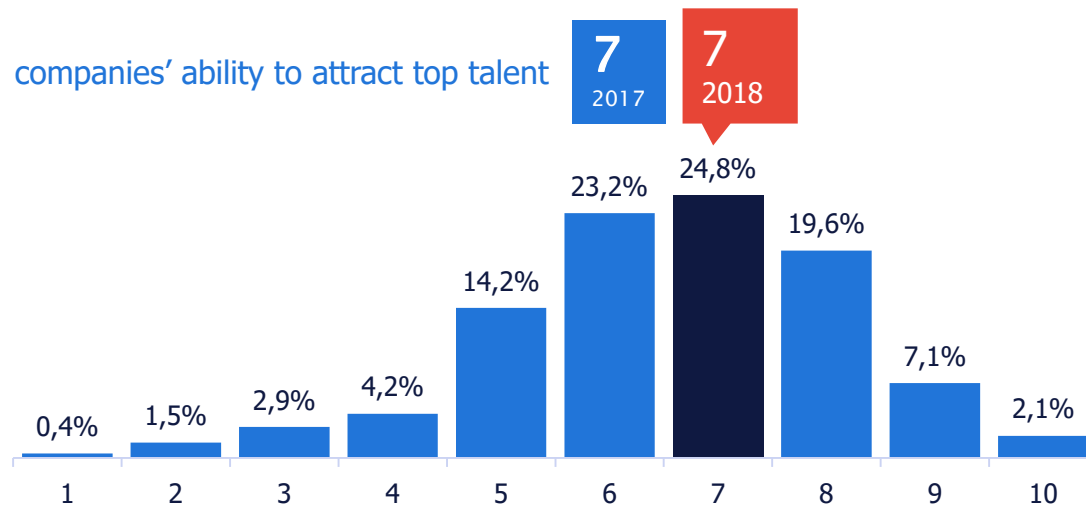
- Compared with the past year, when strong employer branding was the main element for attracting top talent, a competitive salary package is the most important component this year. It is closely followed by a strong employer branding and a high job security.
- “Soft” elements of employers’ positioning that include an attractive value proposition, a work-life balance, or a clear and purposeful mission, are also ranked high and considered important by more than 30% respondents.
- Offering an uncompetitive salary package is considered the main reason for failing to attract the right talent, followed by a poor reputation of the organisation.



# attracting top talent

## key elements for attracting top talent.

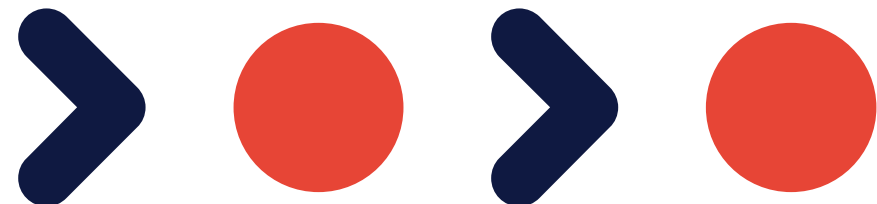
- A majority of surveyed companies are optimistic about their ability to attract talent, ranking themselves '7' on a scale of 1 to 10. Companies are attracting top talent this year as well.



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

	2018	2017
a very competitive salary package	65,6%	60,5%
strong employer branding	60,8%	78,8%
high job security	48,2%	43,4%
a very attractive employee value proposition	46,6%	57,9%
flexible work policies/good work-life balance	36,5%	27,7%
a clear and purposeful mission	30,9%	-
good international opportunities	18,8%	22,9%
other	1,9%	2,0%

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





# attracting top talent

## reasons for failing to attract the right talent.

	2018	2017
uncompetitive salary and/or benefits	53,7%	56,8%
poor reputation of organisation/weak employer brand	42,4%	51,1%
lack of internal career opportunities	40,5%	48,9%
industry is less appealing	30,7%	26,6%
unappealing work environment	30,3%	-
ineffective recruitment strategies	27,3%	19,4%
ongoing talent shortages	21,3%	29,9%
poor leadership	19,6%	-
lack of corporate direction, vision or purpose	18,4%	-
lack of opportunities for creativity	15,9%	-
lack of flexible work options	10,2%	6,3%
lack of corporate social responsibility	3,3%	3,1%
other	3,3%	5,5%

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

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

- The surveyed companies are aware that poor reputation of their organisation and lack of career opportunities internally limit their ability to attract talent.



human capital

strategy.



# human capital strategy main findings.

- Almost all surveyed companies (88%) are impacted by skill shortage.
- The top barriers in the recruitment process are lack of industry experience, soft skills, required years of experience and ethical issues.
- Lack of international experience is considered the least impactful factor.
- Over 60% of the surveyed companies address the problem of skill shortage by providing education and training programs. About one-third respondents address the problem of skill shortage by improving salary/benefits packages to retain and attract talent.



# addressing skill shortages

nearly 90% companies are impacted by skill shortages.

## main barriers in the recruitment process

	2018	2017
industry experience	62,0%	64,0%
soft skills	49,5%	54,4%
required years of experience	33,4%	27,9%
ethical issues (values, attitude, culture)	33,4%	21,0%
leadership style	18,4%	22,7%
specific educational skills	17,7%	23,4%
management tools experience	12,9%	14,2%
languages	12,5%	16,2%
international experience	9,6%	10,7%

the total is more than 100% because one person can choose more than one option.

## actions to address skill shortages

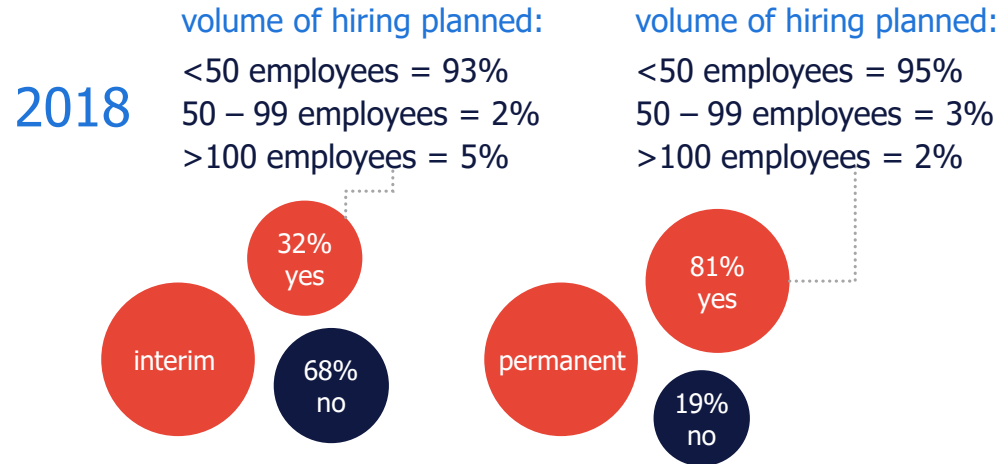
	2018	2017
education and training programmes	64,3%	61,1%
improve salary/benefits pack to retain and attract talent	31,5%	26,9%
outsource business functions	15,9%	19,0%
increase use of externally hired contractors	13,6%	7,0%
offer more flexible work options to employees	12,3%	5,5%
hire talent from other countries	9,6%	6,6%
hire more part-time workers	6,9%	5,7%
my organisation is not impacted by skill shortages	12,1%	17,9%
other	2,1%	7,4%

the total is more than 100% because one person can choose more than one option.

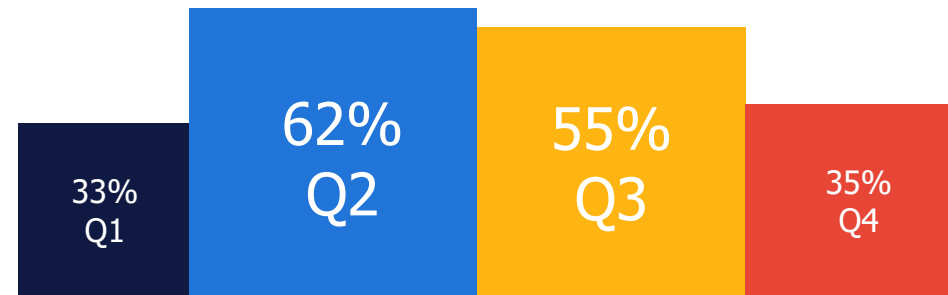


# recruitment plans of participating companies

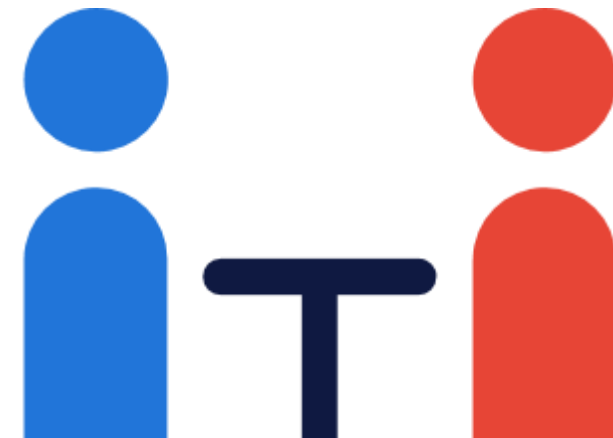
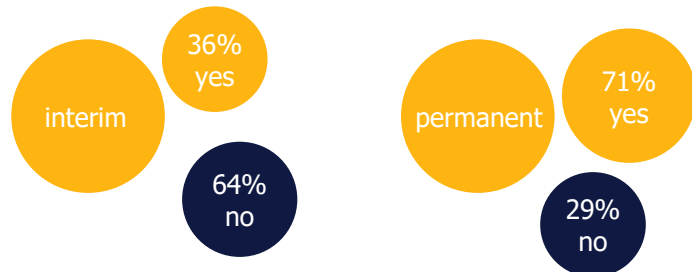
81% respondents plan to hire permanent personnel in 2018.



percentage of companies hiring in different quarters



**2017**



# main reasons for recruiting

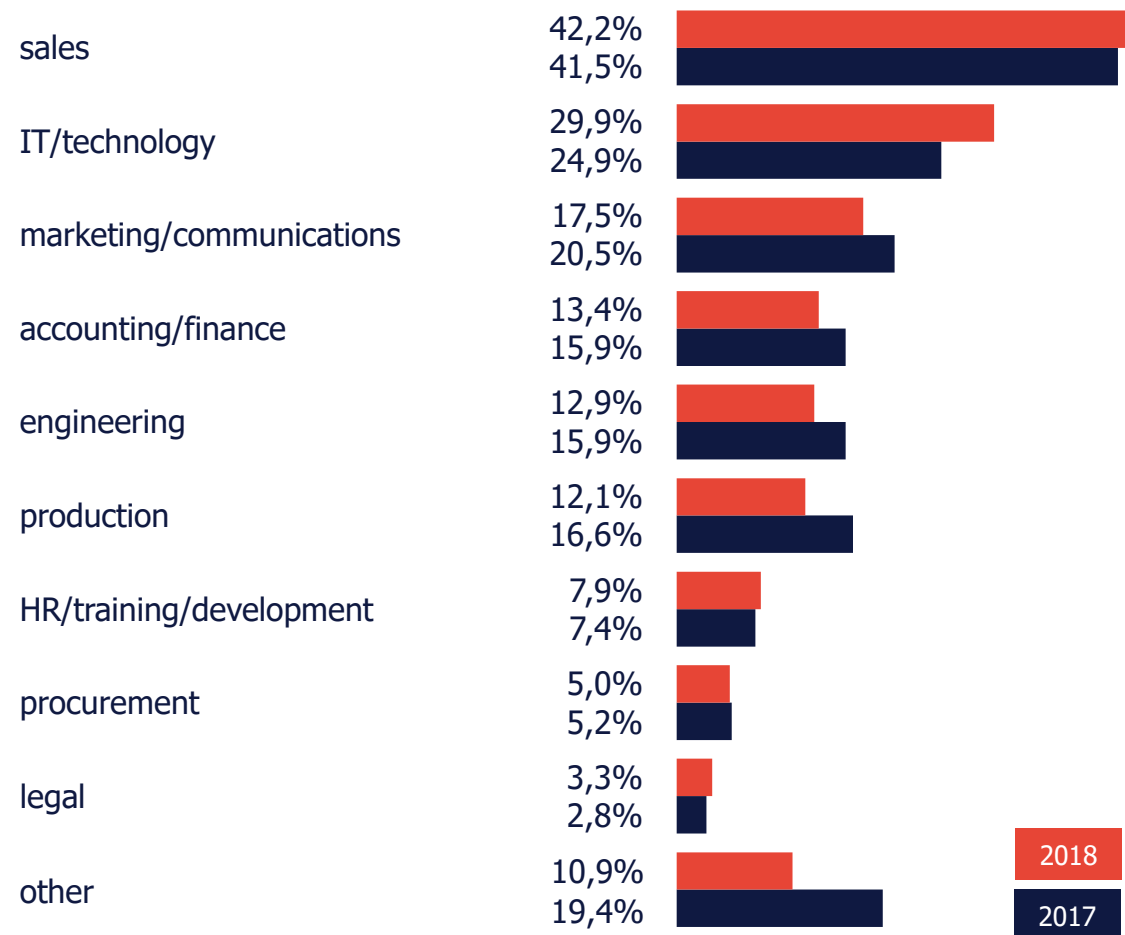
the main reason for hiring new employees in 2018 is to expand the company.

	2018	2017
national/international growth of your company	30,9%	26,6%
need for new skills in the organisation	28,2%	34,5%
launch of department/product	24,8%	21,8%
staff turnover	22,8%	17,2%
investment plans	21,5%	20,5%
market (economy) growth	15,2%	13,5%
business diversification	7,1%	11,1%
other	5,6%	8,1%
employee retirement	5,0%	5,2%

the total is more than 100% because one person can choose more than one option.

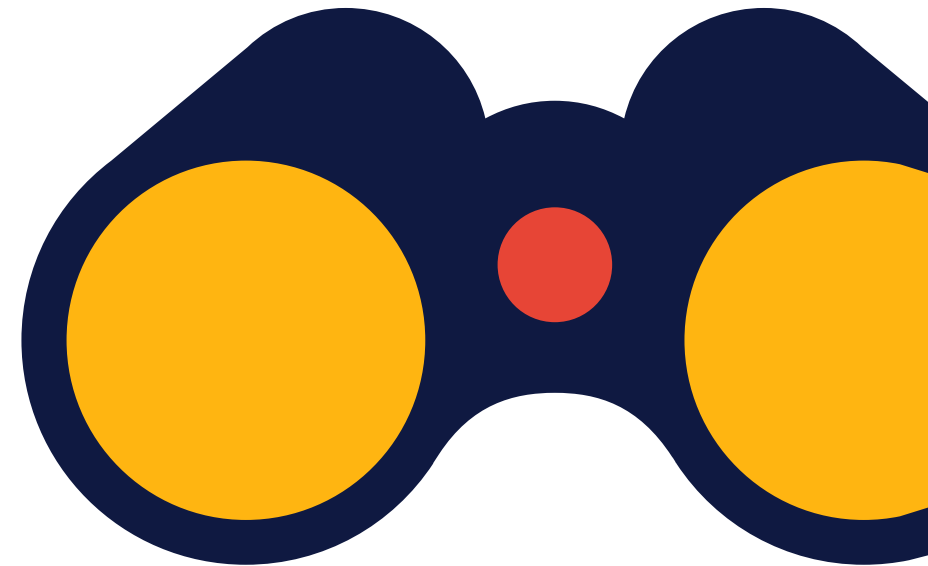


# hiring plans by department.



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

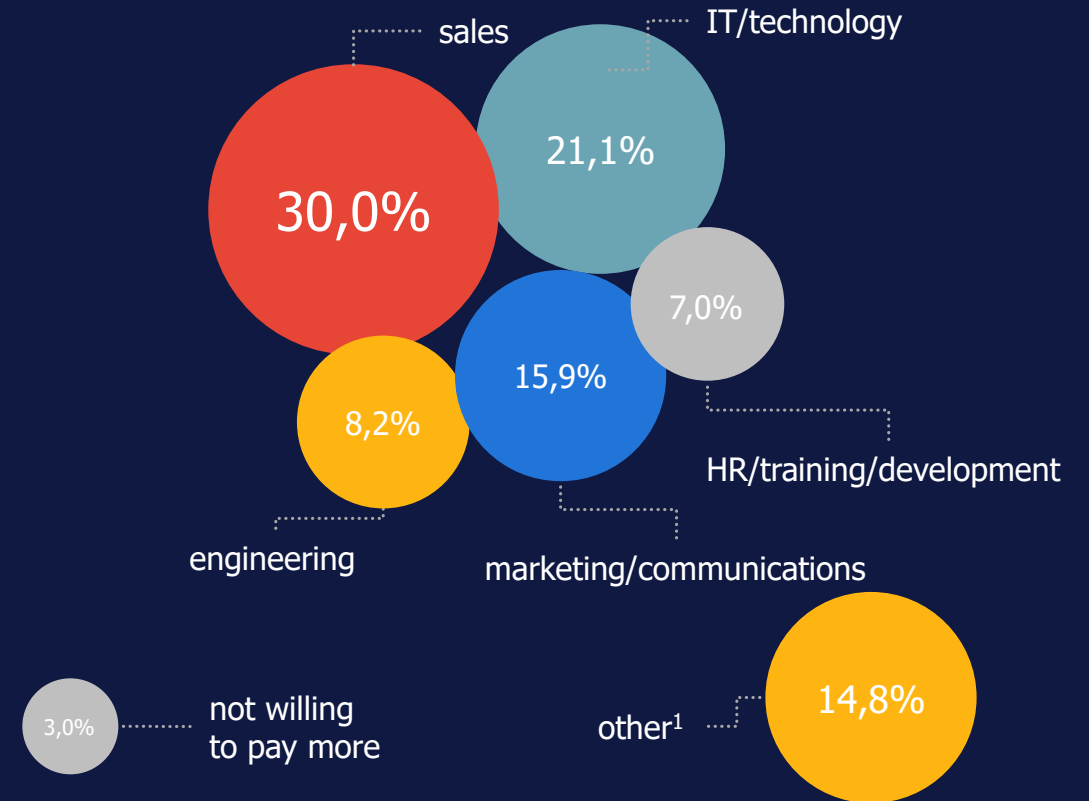
- There is a high probability of an increase in headcount in the sales and IT / technology departments.
- Hiring plans for most of the other departments decreased compared with 2017.



# human capital strategy deep dive.

- Nearly 30% on respondents say that managing expectations on compensations and benefits package is one of their company's main HR challenge during 2018.
- The top departments in which the respondents are willing to pay more to retain or attract talent are in line with the hiring plans.
- Employers are less likely to pay more for roles in the procurement and legal departments.
- Companies in the IT sector seem the most willing to improve the salaries they offer, followed by companies in financial services, FMCG and retail.

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



<sup>1</sup>other includes production, accounting/finance, procurement, legal.





# factors impacting the company's performance

the impact of economic situation in the country is strongly decreasing.

	2018	2017
economic situation in your country	44,9%	70,3%
cost management	43,0%	42,1%
process improvements	37,6%	32,8%
innovation and/or new technologies	33,8%	25,3%
growth management	33,6%	37,8%
talent attraction and retention	28,6%	20,5%
pressure on pricing	26,3%	29,5%
pressure from competitors	22,1%	22,7%
legal changes	10,4%	14,2%
other	3,1%	4,8%
i don't know	0,6%	-

the total is more than 100% because one person can choose more than one option.

- The impact of innovation and new technologies, and talent acquisition and retention on the company's performance is more significant than the past year.

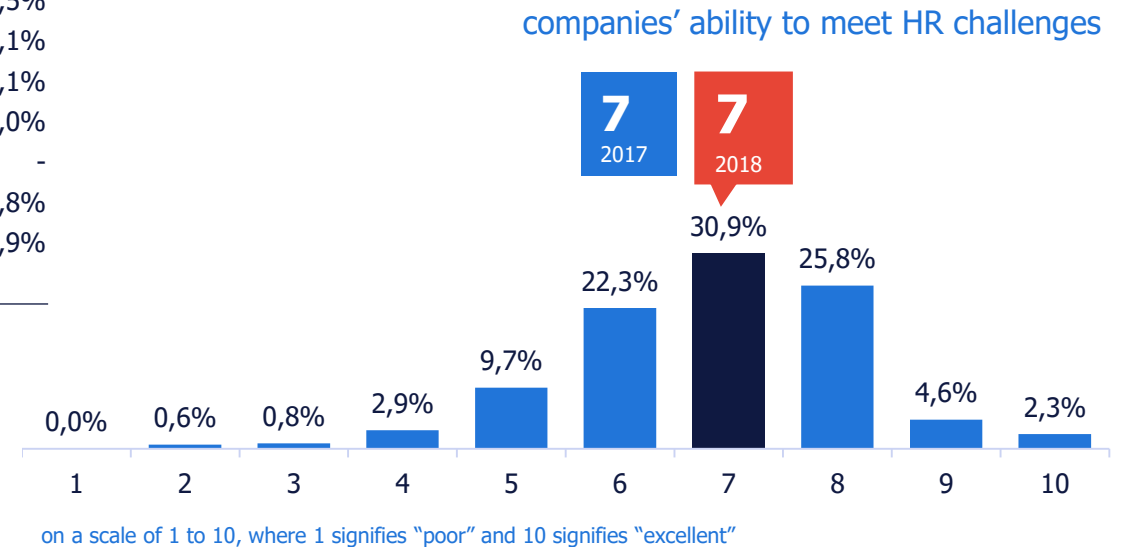


# main HR challenges faced by surveyed companies

	2018	2017
increasing performance and productivity	43,8%	51,1%
attracting talent for the next phase of growth	36,5%	45,9%
retaining top performers	36,5%	40,4%
creating/maintaining a good work environment	35,3%	42,8%
managing expectations on compensations and benefits package	30,1%	24,7%
shortage of local talent	24,0%	-
employer branding	23,2%	-
developing talented leaders	22,8%	23,1%
managing skill shortage	21,7%	14,8%
avoid losing top talent to competitors	21,1%	24,5%
keeping employees well informed	19,0%	15,1%
managing internal change programmes	18,8%	18,1%
internal/external mobility	9,2%	7,0%
workplace inclusivity (e.g. diversity and transparency)	6,7%	-
other	1,5%	2,8%
none of the above	0,6%	0,9%

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

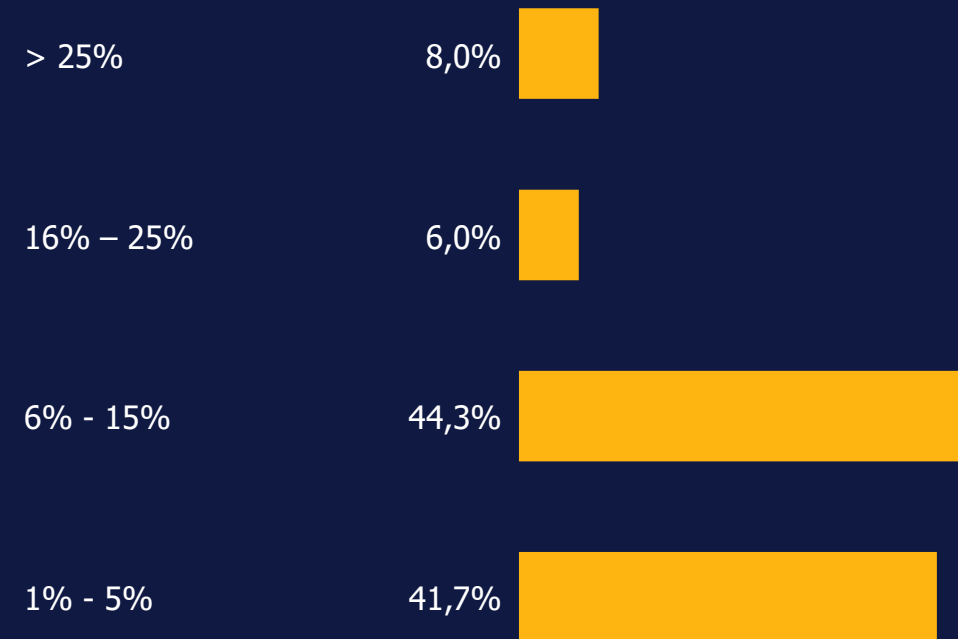
- A majority of the surveyed companies are optimistic about their ability to attract talent, ranking themselves "7" on a scale of 1 to 10.
- The main HR challenge that companies will face in 2018 is how to increase performance and productivity (selected by almost half of the respondents).



# addressing skill shortage deep dive.

- More than 30% of the respondents plan to improve the salaries and benefits package in order to attract and retain talent.
- About 85% companies are ready to offer up to 15% higher salary, to attract and retain talent.
- A salary increase of more than 16% is expected by 14% of the responding companies.
- Most of the companies willing to offer a higher salary are in the IT sector, almost half of the being ready to add 6%-15% to their salaries.
- They are followed by companies in manufacturing/industry, most of them being prepared to offer up to 5% more.

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



# recruiting

# practices.



# recruiting practices

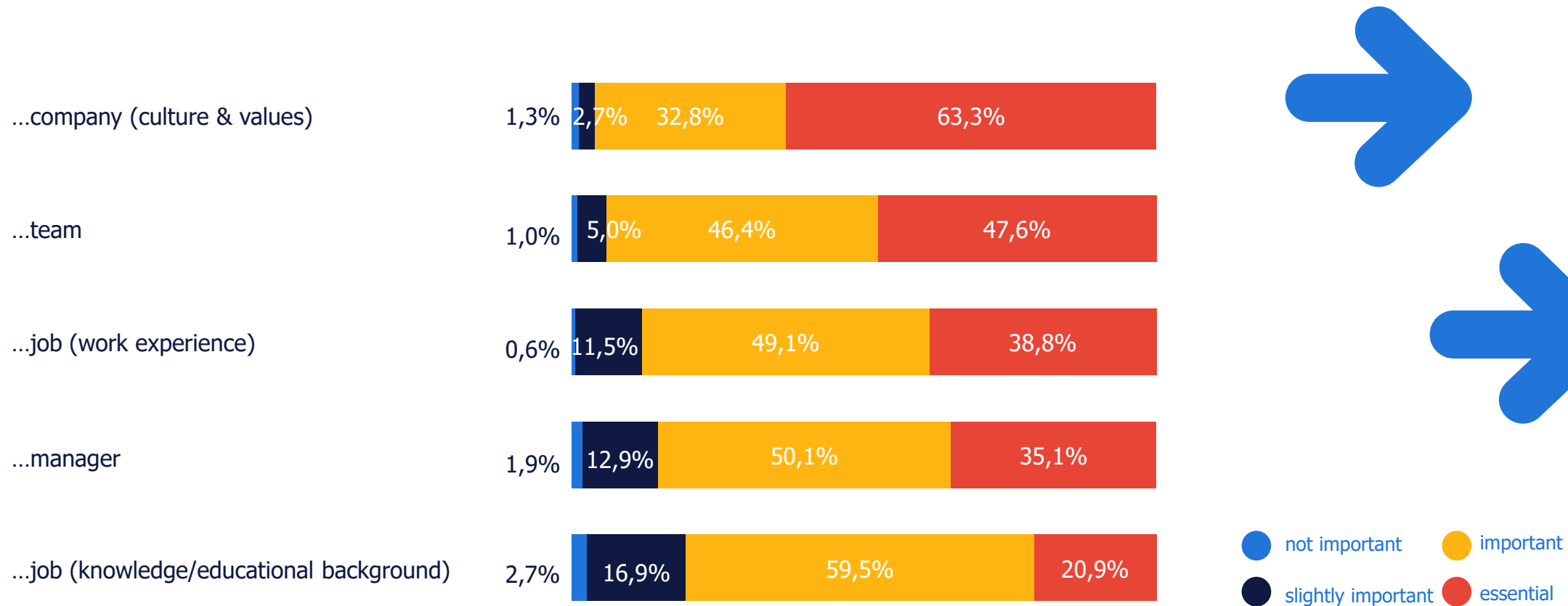
## main findings.

- When looking for candidates, alignment with a company's culture and values is considered essential by employers.
- About 60% respondents consider that matching the candidate and the job is important.
- The main skills sought after in a manager are soft skills (being able to motivate and inspire team members) and adaptability to changing business demands.
- Employee referrals and face-to-face interviews remain the most used practices when it comes to enrolling new personnel.



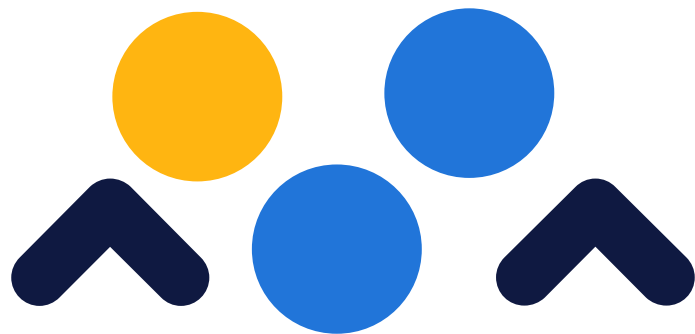
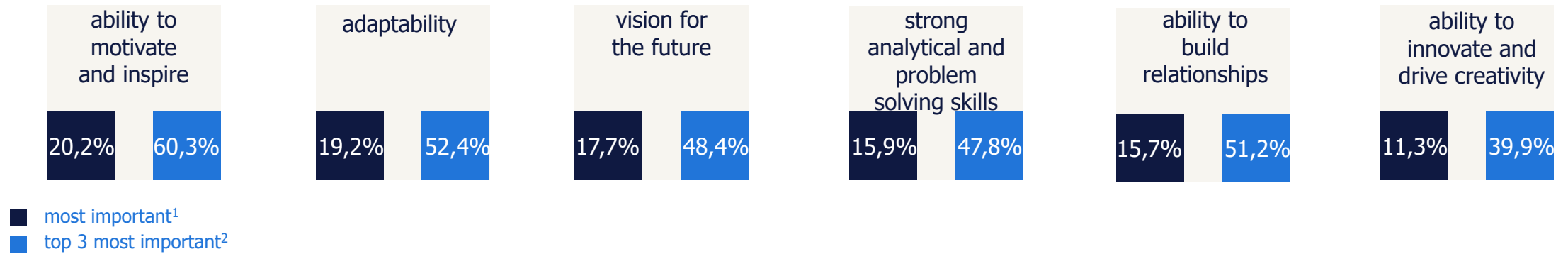
# importance of finding right candidates

over 63% respondents consider the match between the candidate and the company is essential.



# most important leadership competencies for managers

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



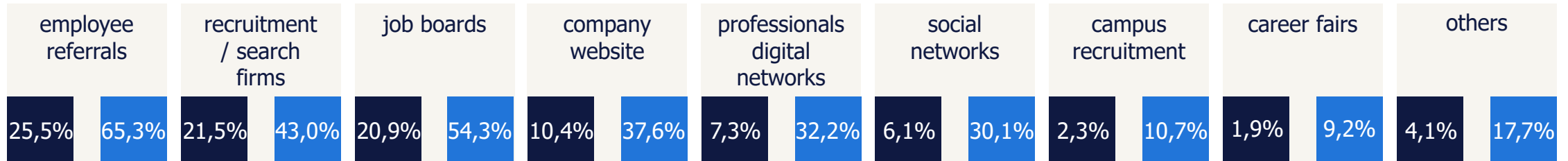
- In 2018, the most important leadership skill is considered to be the ability to motivate and inspire team members.

1. % = proportion of respondents who indicated this aspect as most important

2. % = proportion of respondents who indicated this aspect within their top 3 (most important). It does not add to 100% because more than one answer is possible.

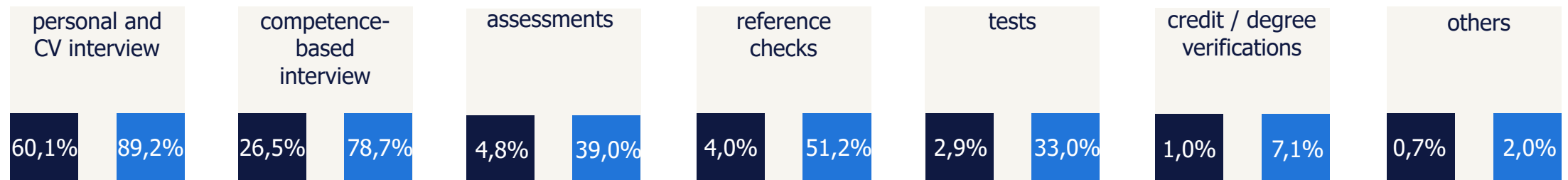
# most effective sources and practices used to recruit people

## most effective sources used to recruit people



- most important<sup>1</sup>
- top 3 most important<sup>2</sup>

## most important practices in the hiring process



- most important<sup>1</sup>
- top 3 most important<sup>2</sup>

1. % = proportion of respondents who indicated this aspect as most important  
 2. % = proportion of respondents who indicated this aspect within their top three most important. The numbers do not add to 100% because more than one answer is possible.



talent

retention.

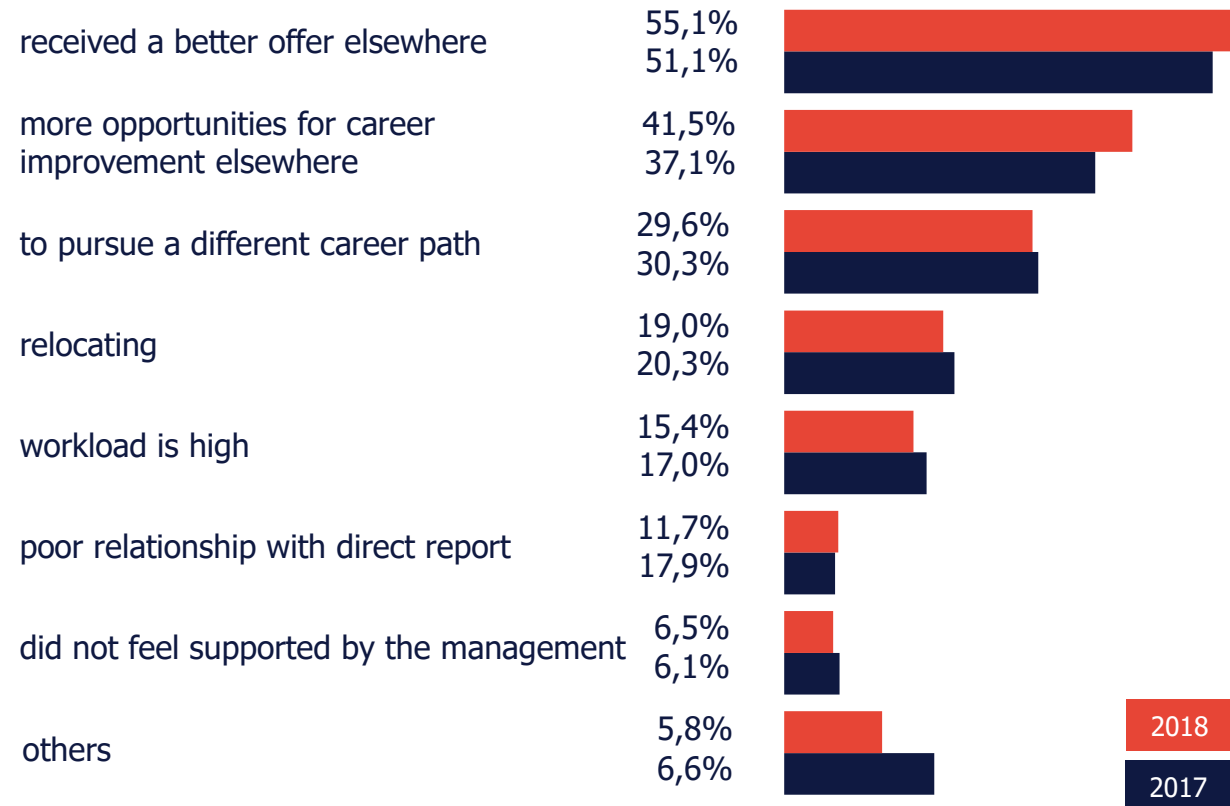


# talent retention main findings.

- About 60% respondents reported no change in employee turnover, while about 20% reported an increase compared with the previous year.
- Over 70% respondents think that it takes the same amount of time to find people for permanent positions compared with the past year. More than 20% respondents reported that it takes longer to find the right people.
- Nearly two-thirds of the respondents said they take 1–3 months to fill in permanent positions.



# reasons why employees leave



the total is more than 100% because one person can choose more than one option.

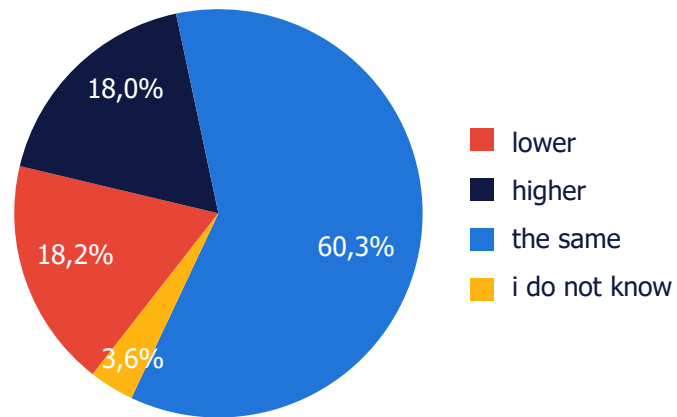


- The most common reasons for switching/leaving jobs are better offers, more career development opportunities elsewhere and a change in career path of employees.
- Other reasons are high workload and poor relationship with direct report and management.

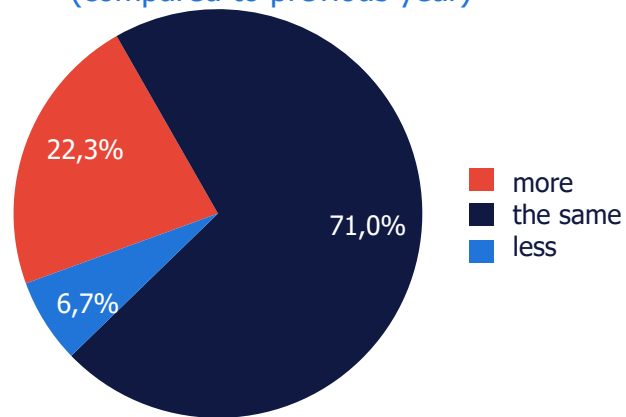
# employee turnover

a company takes between one to three months to fill a permanent position.

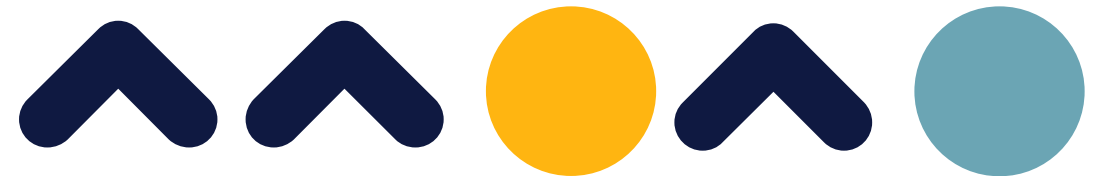
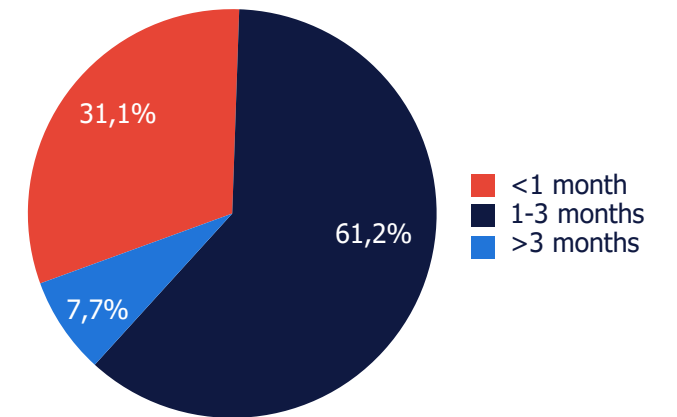
current turnover  
(compared to previous year)



time to find talent for  
permanent positions  
(compared to previous year)



time to fill a permanent position



# talent retention benefits.

## most effective benefits to retain talent

2017	2018	
83,6%	76,0%	competitive salary
89,1%	71,4%	career development
61,8%	62,2%	training
51,5%	61,0%	bonuses/individual performance bonuses
-	40,1%	medical insurance/disability insurance
47,1%	39,7%	non-financial rewards/recognition
17,0%	33,8%	flexible working options
20,3%	24,2%	life insurance
16,6%	24,0%	pension plan
-	16,5%	health and wellness programmes
8,1%	12,1%	profit sharing
6,6%	11,3%	lunch subsidies
-	10,9%	paid parental leave/childcare benefits
-	8,1%	additional leave days
1,3%	1,9%	no answer

## benefits offered by participating companies

2018	2017	
58,2%	58,7%	competitive salary
55,1%	73,1%	career development
71,6%	81,2%	training
69,9%	67,7%	bonuses/individual performance bonuses
50,9%	-	medical insurance/disability insurance
46,3%	46,3%	non-financial rewards/recognition
29,6%	23,4%	flexible working options
39,0%	46,3%	life insurance
19,4%	19,0%	pension plan
20,5%	-	health and wellness programmes
10,2%	10,5%	profit sharing
28,8%	26,6%	lunch subsidies
25,1%	-	paid parental leave/childcare benefits
20,0%	-	additional leave days
3,5%	2,4%	no answer

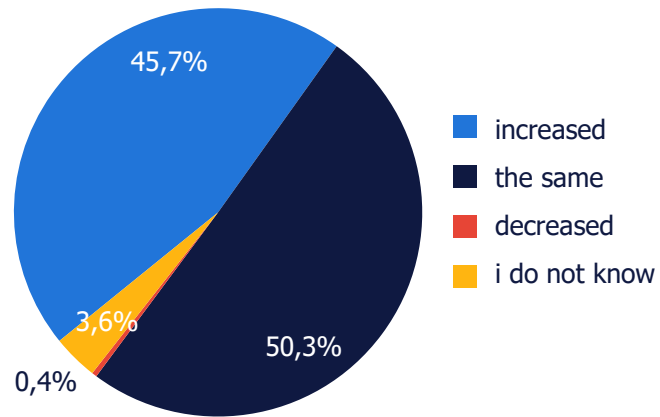
the total is more than 100% because more than one answer is possible.

- Talent retention is essential for businesses. According to those surveyed, competitive salary and career development opportunities are considered to be the most effective ways to retain talent.
- Benefits such as subsidised lunch, childcare benefits, and additional leave days are considered less important.
- The most offered benefits (by companies) are training and bonuses, followed by competitive salaries and career development opportunities.

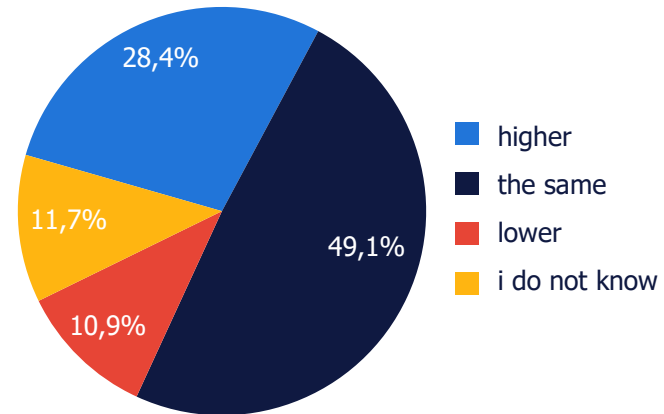


# talent retention salaries.

salary comparison from the previous year



salaries compared with competitors



- Almost half of the respondents consider that their salaries are at par with those offered by their competitors; over 45% respondents think they offer higher salaries than their competitors.

about



the research.

# participant profile summary.

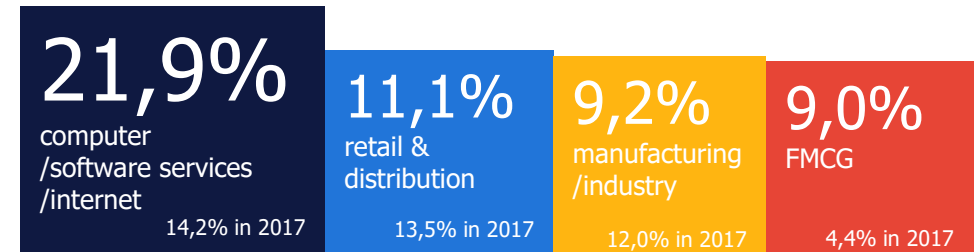
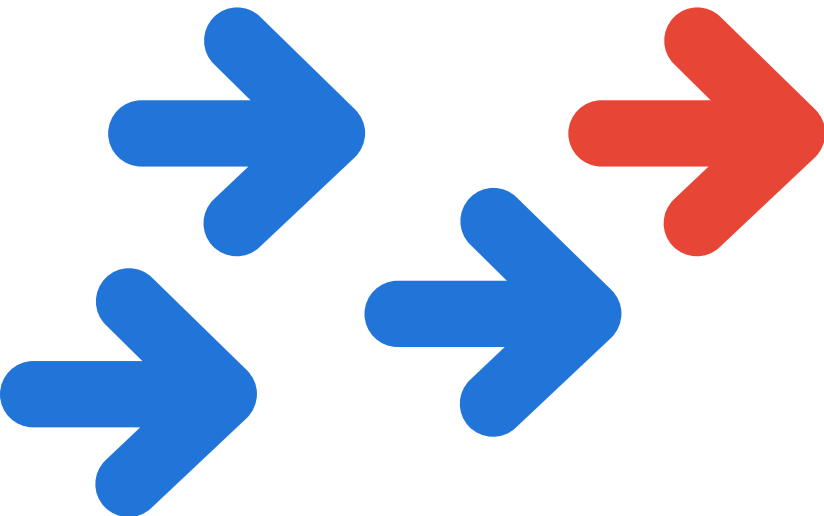
- The Randstad 2018 HR trends and salary report presents data gathered from Greek companies operating in a variety of industries.
- The computer/software services/internet, retail and distribution, manufacturing/industry and FMCG sectors together make up more than 51% of the sample.
- About 45% of the surveyed companies has fewer than 50 employees. Organisations with 51–100 employees represent 23% of the sample.
- About 41% respondents work in the HR department; most of them are managers/supervisors with a decisive or important role in recruitment.





# respondent profile by sector.

- The organisations that participated in the 2018 HR trends survey are active in a variety of industries.
- Similar to the past year, the most represented sector in the sample is computer/software services/internet, followed by retail and distribution, manufacturing/industry, and FMCG.

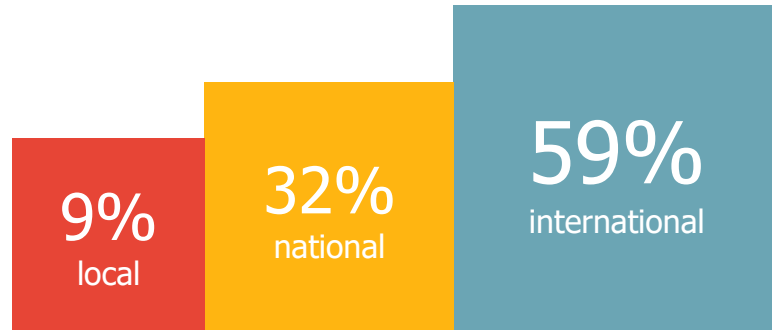


respondents distribution by sector

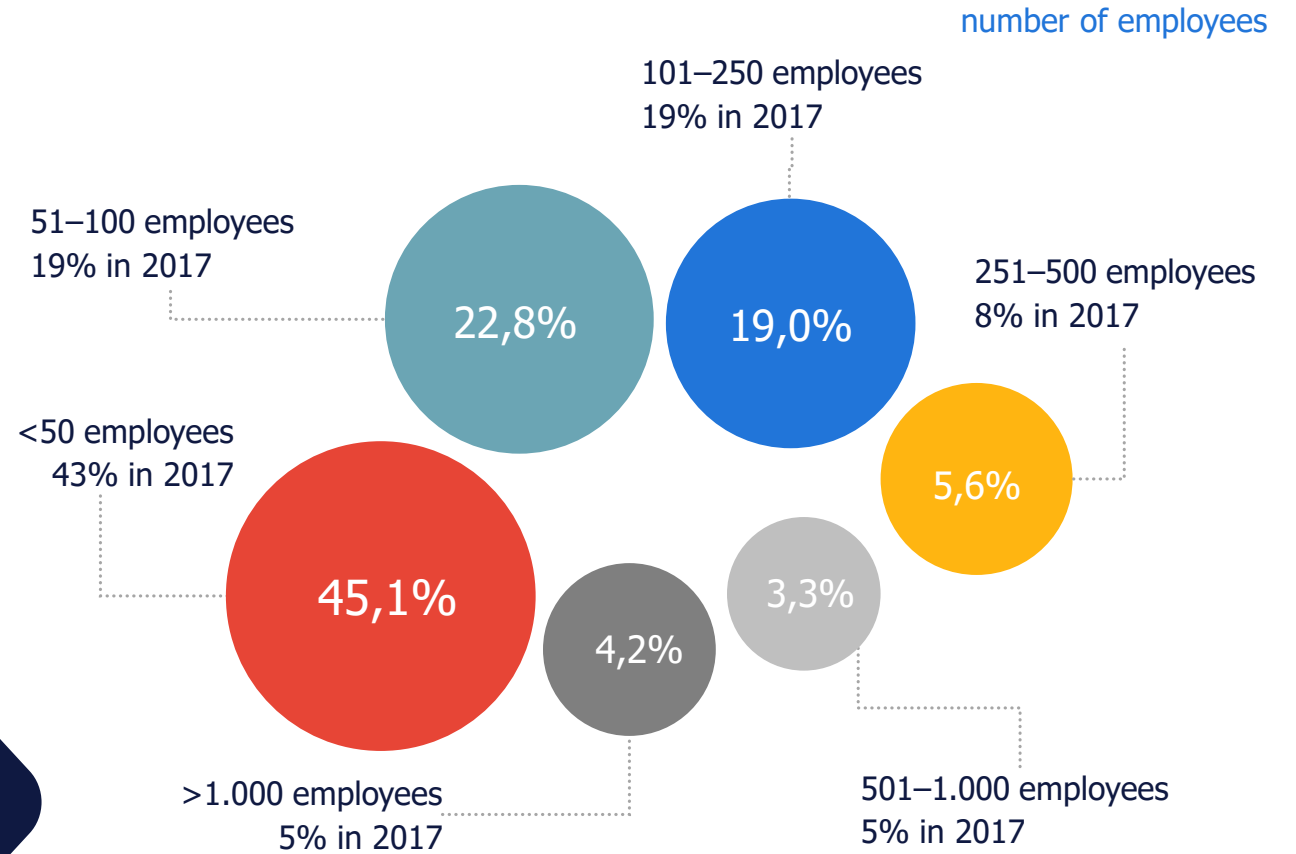
	2018	2017
financial services/banking & insurance	8,4%	10,0%
transportation/logistics	5,0%	7,9%
engineering	5,0%	3,5%
pharmaceutical/chemicals	4,2%	7,6%*
entertainment/hospitality/tourism	3,8%	3,5%
healthcare/medical	3,8%	-
food services/food industry	3,6%	3,3%
services b2b	3,3%	6,6%
telecommunications	2,9%	3,3%
construction/real estate/property management	2,7%	3,1%
government/public/nonprofit	2,1%	1,1%
advertising, marketing, PR	1,9%	2,4%
energy	1,7%	2,0%
other	0,6%	1,7%

\*last year the pharma, healthcare, and medical sectors were grouped in the same category.

# respondent profile by company size.



level of the participant companies



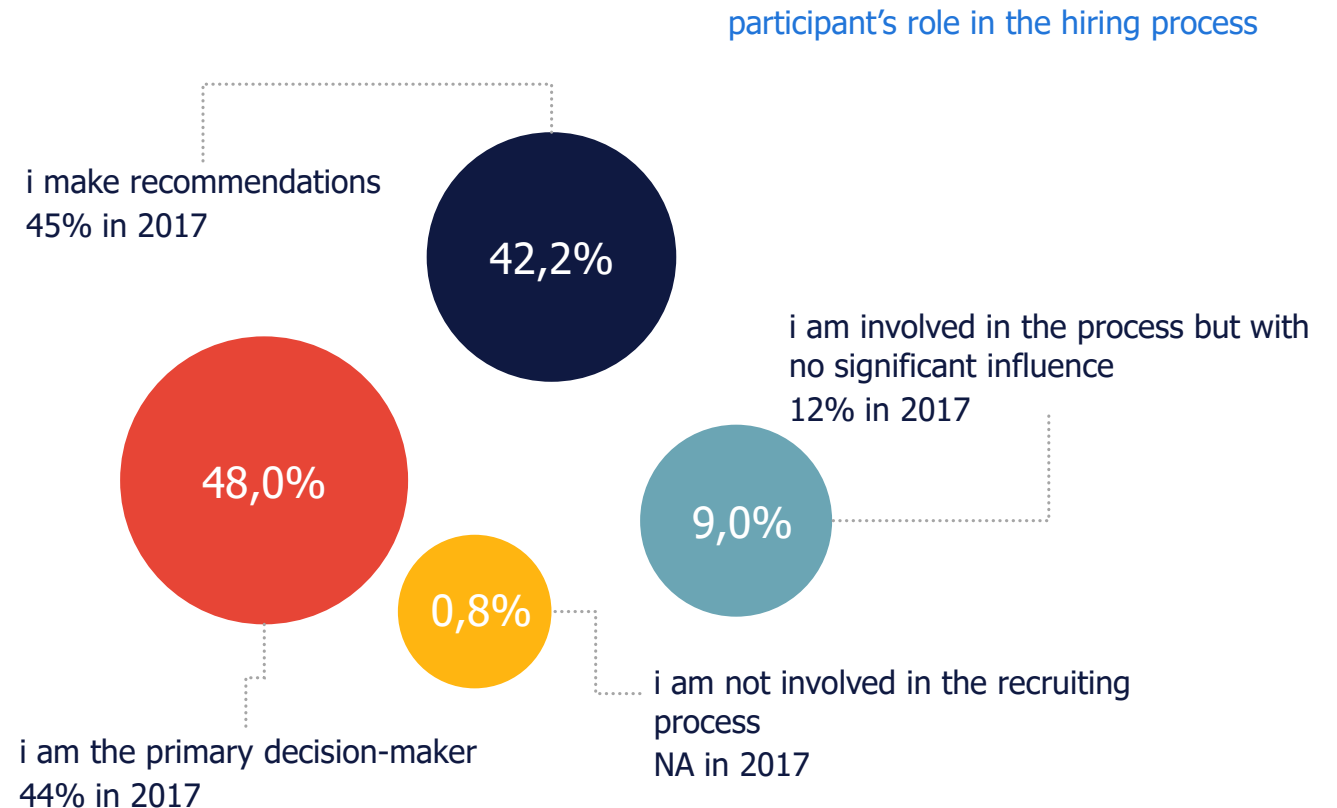
# respondent profile by the participant's job level.

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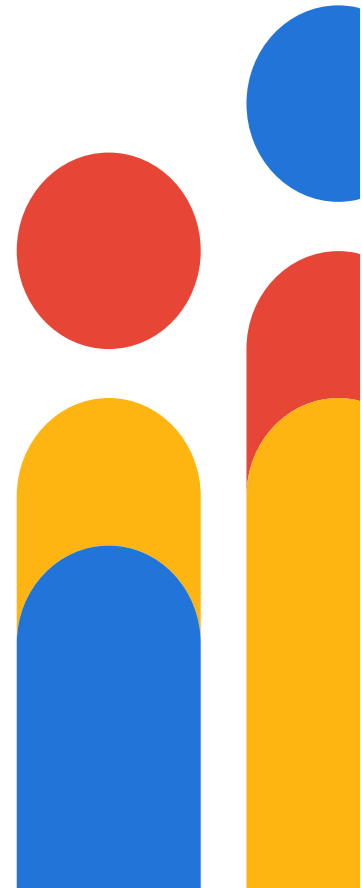
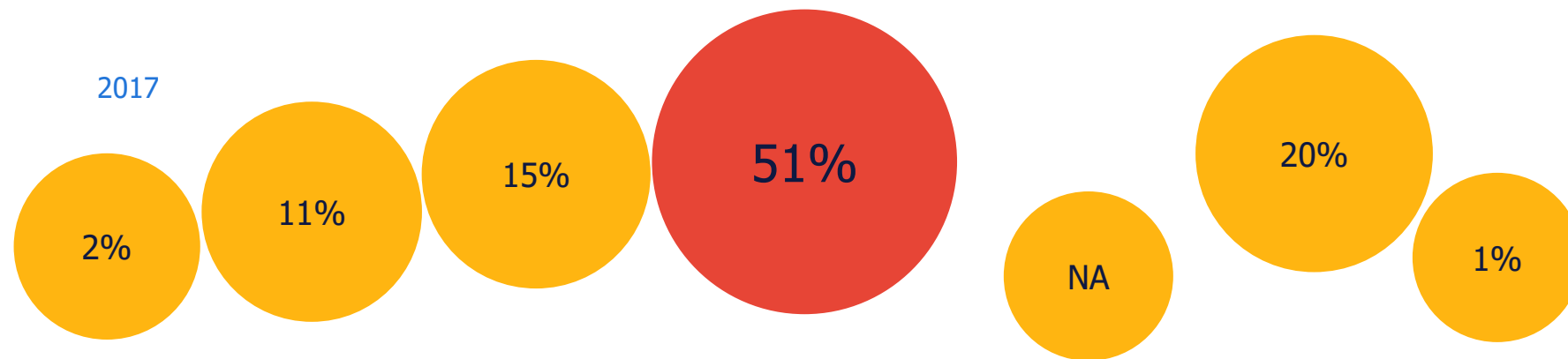
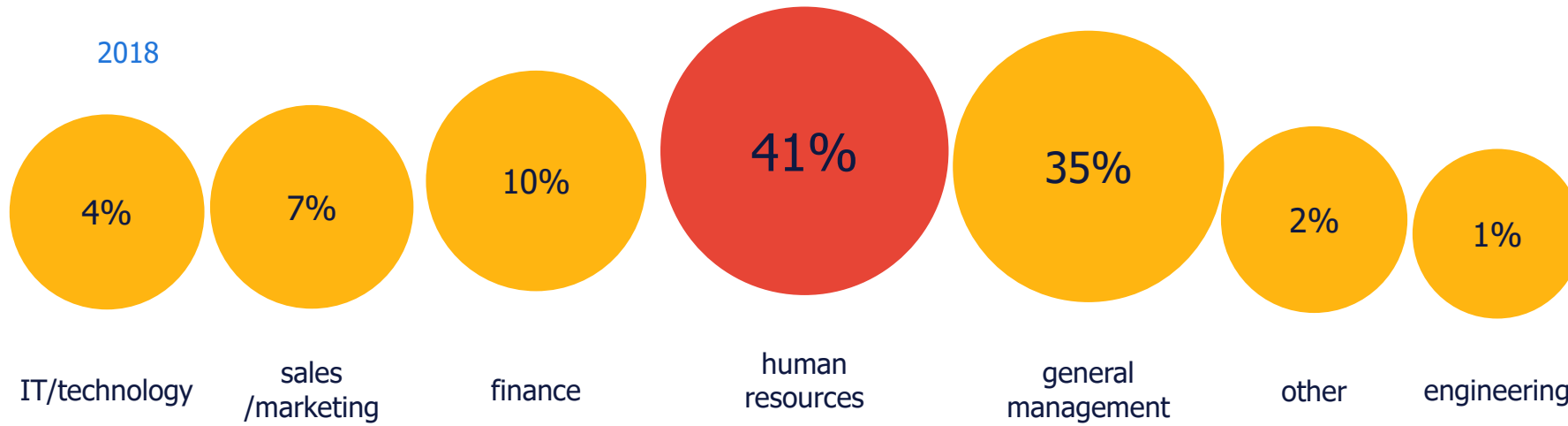
	2018
supervisor/management level	37,8%
director level	30,9%
c-level executive	21,7%
technical level	0,8%
other	8,8%

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- About 40% respondents work as department supervisors/managers.
- The majority of the respondents have a decisive or important role in the recruitment process.



# respondent profile by department.



# deep dive

## expected sales volume in 2018.

- The proportion of companies that anticipate a sales growth increased from 65% in 2017 to 77% in 2018.
- About 27% companies expect their sales to increase by more than 10.
- About 20% of the surveyed companies foresee stability in their sales, while 3% believe that their sales will decrease.



77%

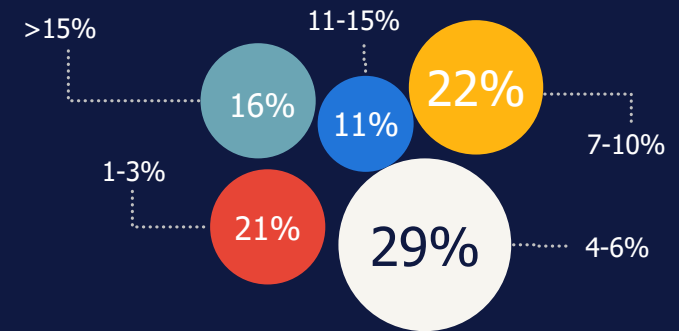


20%



3%

estimate of sales volume growth



salary

report.

# salary report

- 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.



# sales & marketing

position	band bottom	band top
b2b sales representative	1.300	2.000
brand manager	1.800	2.500
business development manager	2.500	3.500
country sales manager	3.500	6.000
digital marketing manager	2.000	3.000
e-commerce marketing manager	2.200	2.500
key account manager (including commercial, sales representative)	1.800	3.000
marketing & communications manager	2.700	3.200
marketing assistant	1.100	1.300
marketing manager	3.200	5.000
merchandiser	800	1.200
PR & communication manager	2.000	2.500
product manager	1.900	2.300
regional sales manager	2.500	3.500
retail sales manager	2.800	3.200
sales analyst	1.500	2.000
sales director	4.000	6.000
sales engineer	1.700	3.000
store manager	1.200	3.000
trade marketing assistant	1.500	1.800
trade marketing manager	2.300	3.500

base salary in EUR (14 base salaries per year)





# business support, insurance & HR

position	band bottom	band top
administration assistant	800	1.500
company secretary	900	1.500
compliance officer	1.700	2.500
data processing administrator	900	1.500
executive / personal assistant	1.300	2.500
office manager	1.200	2.250
receptionist	700	1.100
sales administrator	1.350	1.500
secretary	600	2.000
claims administrator	1.000	1.300
claims supervisor	2.300	2.700
insurance underwriters	800	1.100
compensation & benefits manager	3.000	4.000
compensation & benefits specialist	1.400	2.400
HR assistant	800	1.200
HR business partner	2.000	3.500
HR director	4.000	7.000
HR generalist	1.300	2.100
HR manager	2.500	4.500
payroll manager	2.000	3.500
payroll officer	1.300	1.800
recruiter	900	1.500
training & development manager	2.500	4.000
training & development specialist	1.500	2.300

base salary in EUR (14 base salaries per year)



# pharma & legal

position	band bottom	band top
clinical research associate	1.600	2.200
quality assurance officer (pharma industry)	1.700	2.500
quality control analyst	1.400	2.300
r&d analyst	1.500	2.500
regulatory affairs officer	1.900	2.500
lawyer	1.400	2.500
legal administrator	1.200	2.000

base salary in EUR (14 base salaries per year)

# logistics

position	band bottom	band top
buyer	1.500	2.000
exports coordinator	1.500	2.000
imports / exports specialist	2.000	2.500
logistics assistant	1.300	1.800
logistics manager	2.500	3.500
procurement manager	2.500	3.500
supply chain executive	2.000	3.000

base salary in EUR (14 base salaries per year)



# finance & accounting

position	band bottom	band top
accountant	1.500	2.500
assistant accountant	900	1.500
budget & reporting manager	2.700	4.500
chief accountant	3.000	5.000
cost accountant	1.700	3.500
credit analyst	900	1.600
credit/collections manager	200	4.000
finance analyst	1.300	2.500
finance clerk (including invoicing, accounting, collecting, bookkeeping, etc.)	900	1.500
finance controller	3.000	4.000
finance manager or director (for ex: CFO, vice president of finance, etc.)	4.000	8.000
internal audit manager	2.500	6.000
internal audit officer	1.600	2.500
treasurer	1.700	2.500

base salary in EUR (14 base salaries per year)



# technology

## position

	band bottom	band top
application support engineer	1.200	2.000
architect	2.700	3.700
big data engineer	1.500	3.000
business analyst	2.000	3.200
business intelligence professional	1.500	3.500
CIO	6.000	10.000
computational linguist	1.500	3.500
data analyst - data scientist	1.500	2.500
database administrator	1.800	3.000
database developer	1.500	3.200
developer (back-end, front-end, full-stack, including .NET, Java, PHP, etc.)	1.200	3.500
devops engineer	1.800	3.500
ERP/CRM consultant	1.200	2.500
information security engineer	1.200	3.200
IT manager/ IT director	2.000	4.000
mobile developer	1.400	2.500
pre-sales consultant	1.800	3.000
project manager	2.800	4.000
SAP professional	1.500	3.500
scrum master/product owner	1.800	3.500
software tester/QA engineer	1.500	3.000
support/helpdesk	800	1.400
system engineer/administrator	1.300	2.500
UI/UX designer	1.000	2.000

base salary in EUR (14 base salaries per year)



# engineering

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

base salary in EUR (14 base salaries per year)



# client services

position	band bottom	band top
call center manager	2.200	2.600
collection agents (entry level)	600	700
collection agents (senior)	800	1.000
collections team leader	1.300	1.500
customer service administrator	900	1.400
customer service agents	750	1.100
front desk customer service	750	1.000
guest relations officer	1.000	1.600
head of customer service	3.200	3.500
multilingual call center agents	1.100	1.300

base salary in EUR (14 base salaries per year)



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