

hr trends research 2020

COVID-impact edition

Randstad Greece



introduction.

- The 2020 Randstad HR Trends is dedicated to delivering insights into how companies were affected by the COVID-19 pandemic and what measures they have taken to cope with the crisis, from both a human resources, as well as, a business perspective.
- The key themes of the report include the business impact of the crisis; what were the challenges, how did the companies address them and how has the recruitment process changed.
- For the COVID-19 edition of the HR Trends survey, almost 300 decision-makers and HR executives from a variety of industries in the Greece were interviewed in the period April-May 2020.
- For the research, analysis and design of this report, Randstad partners with Evalueserve, a global market research and analytics firm (www.evalueserve.com).



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foreword.

The 2020 HR trends survey was conducted in two waves: one in the period Dec 2019 – Mar 2020 and the second wave in Apr-May 2020, after the COVID-19 crisis erupted.

The COVID-19 crisis entirely changed the way businesses operated, therefore most of the questions in the first HR trends survey were no longer applicable to the second wave. This year's edition of the HR trends report is different to the previous ones, to better reflect the situation in the market. Wherever a before/after comparison was possible, it was included in the report.

Since a high number of our respondents are SMEs with less than 50 employees, and they are the most affected by the crisis, their results are emphasized in the report.



executive summary.

- With the COVID-19 crisis spreading on a global scale, from a healthcare and an social economic perspective, the Greek government's rapid response has helped flatten the curve and keep the situation relatively under control.
- Nonetheless, already affected by the evolution of economic situation in the country, Greek companies are feeling the effects of the COVID-19 crisis on their business, with 74% of the respondents saying that the crisis will influence their business, most of them (67%) expecting a decrease in their business on the short-term.
- Although half of the respondents consider it is too soon to say by how much their business will grow, the picture is much clearer for companies that believe their business will decrease.
- 30% of the respondents already estimate that their business will register a decrease of over 15%.
- To keep their businesses operating and cope with the biggest HR challenges they were experiencing – maintaining productivity – most of the companies implemented the necessary health and safety measures (67%) and transitioned to working from home (60%).



executive summary.

- When it comes to recruitment intentions, the COVID crisis dramatically changed the businesses' hiring plans; almost two thirds of the respondents delayed their hiring plans by at least 3 to 4 months, or even a year.



- If 71% of the respondents were planning to hire new personnel in 2020 before the crisis, the percentage dropped by 20 percentage points after the crisis erupted.
- Also as a measure to maintain productivity and face the challenges driven by the freezing of the employment plans, the businesses' main HR priority will be investing in the training and upskilling of employees (48%)
- The following HR priorities, selected by a relatively equal proportion of respondents are digital & tech initiatives (42%), retaining talent (38%), and identifying the right talent for future needs (36%).

business

impact.



business impact

main findings.

- As expected, a great majority of the companies consider that their business will be influenced, in one way or another, by the COVID crisis.
- More than two thirds of the respondents believe their business will be negatively affected in the short term. The long-term outlook seems more positive, with 44% of the companies expecting a decrease.
- While the 2020 expectations were positive at the beginning of the year, with 77% of the respondents expecting a business increase, the expectations are now not that high, with less than 20% of the respondents foreseeing an increase.



The sales department is considered to be the most affected by the COVID crisis, being selected by 80% of the respondents. It is followed by the production and HR departments, selected by approximately a quarter of the respondents.



17%

of respondents state that the COVID situation has no short-term impact on their business.

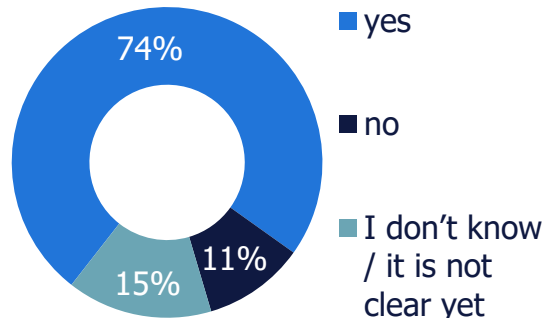
63%

of respondents did not have a risk management department when the crisis emerged. The percentage is even higher in the case of companies with less than 50 employees, at 73%.

- Out of the companies that did have a risk management department, 81% say that the department already had procedures in place to pre-empt and prepare the business for similar situations
- Most of the companies that are not impacted by the COVID-19 say either that they were prepared for such situation or that their business actually increased in this period.
- As for the impacted companies, most of them are negatively impacted in terms of company development, revenue, difficulty in finding capital in start-ups, forced telework, costs increase, suspension of partnerships, liquidity delays.

covid impact on the business.

do you believe the COVID-19 situation will influence your business?



67%

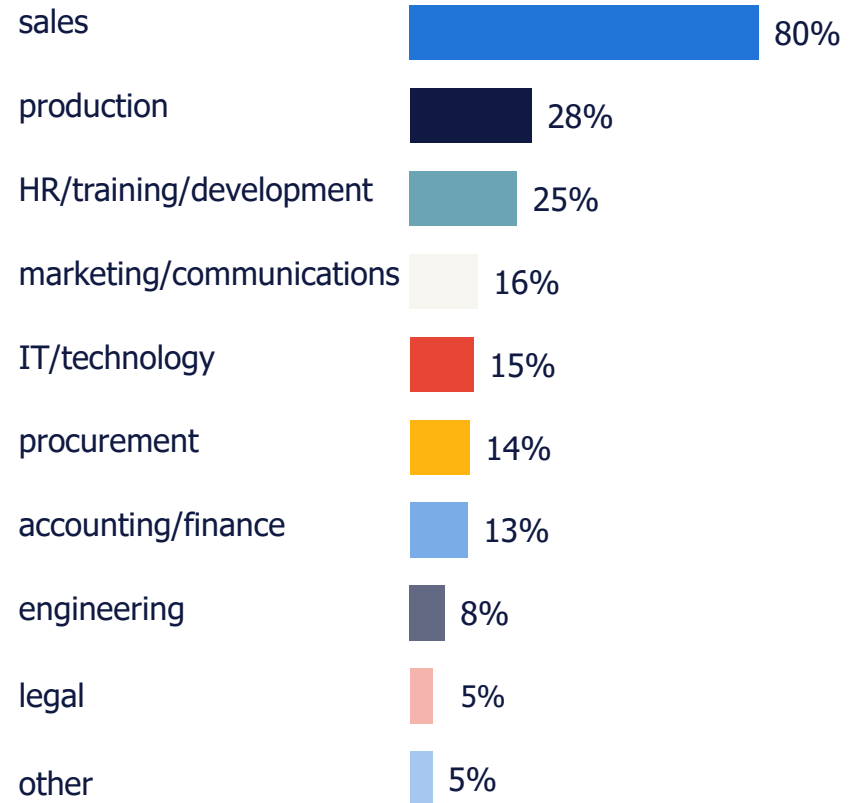
of respondents believe their business will be negatively impacted on a **short term**, while 17% foresee a positive impact



44%

of respondents think the COVID crisis will have a **long-term** negative impact on their business

departments most affected by the COVID-19 situation



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

aspects that will have most overall impact on the organization.

	total	SMEs*
economic situation in the country	72%	80%
growth management	51%	54%
cost management	50%	56%
process improvements	32%	25%
innovation and/or new technologies	26%	22%
pressure on pricing	16%	20%
talent attraction and retention	15%	12%
pressure from competitors	15%	15%
legal changes	12%	7%
other	8%	9%

- Responding companies consider that the overall economic situation in Greece will be the most impactful factor for their businesses, in 2020.



smaller companies seem to be more concerned by cost related aspects such as cost management or pressure on pricing, while the other companies are more troubled by the technological side – process improvements or innovation.

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

*SMEs with less than 50 employees

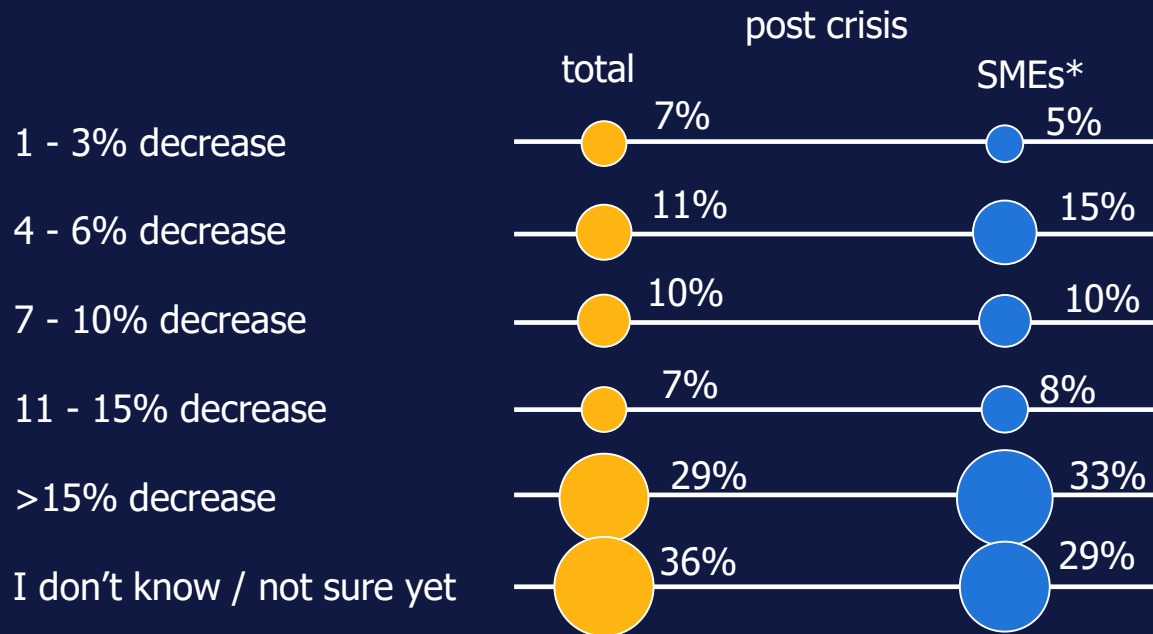
long-term business decrease expectations pre & post covid.

2%¹

of respondents to the pre-covid survey believed that their sales volume will decrease in 2020, while 15% thought that their sales will be stable

44%

of respondents to the post-covid survey believe that their business will be negatively impacted by the situation



¹ the pre-covid results cannot be displayed as split of 2% is too low to breakdown

*SMEs with less than 50 employees

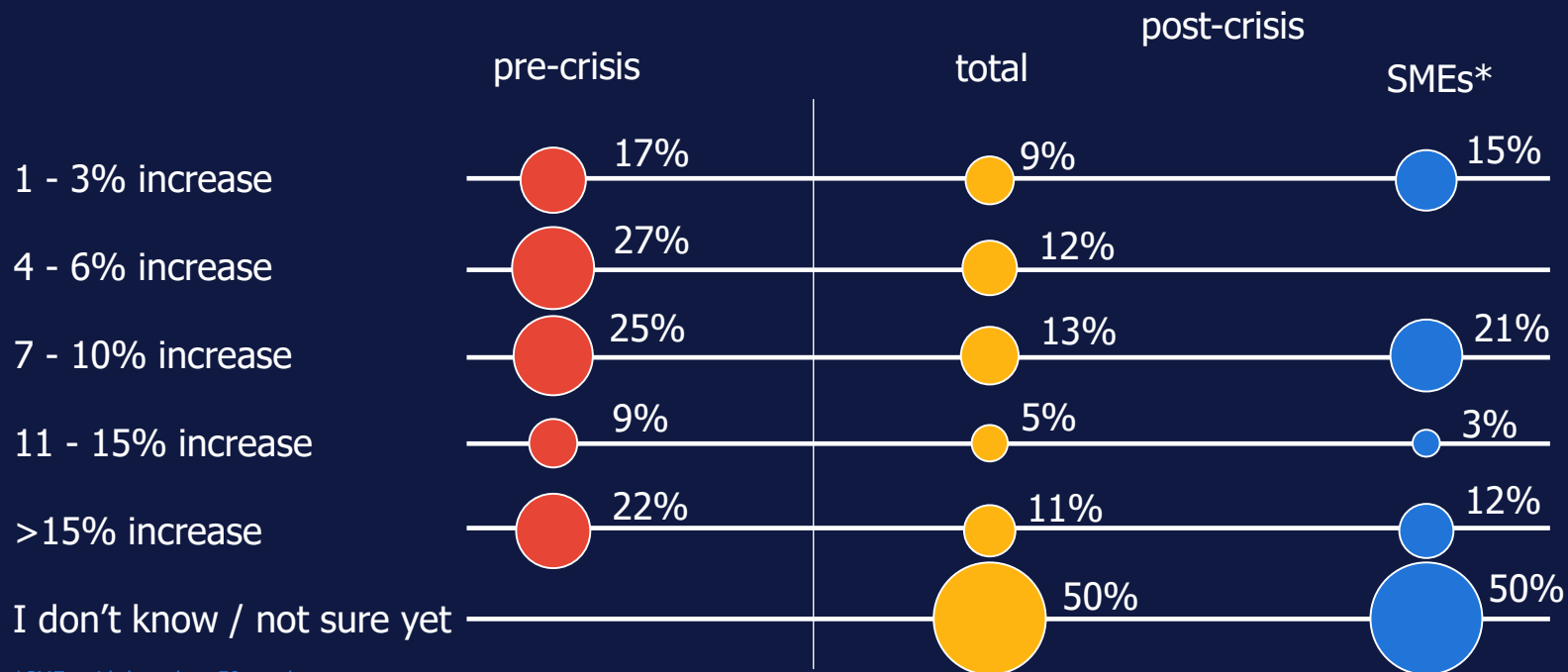
long-term business growth expectations pre & post covid.

77%

of respondents to the pre-covid survey believed that their sales volume will increase in 2020

20%

of respondents to the post-covid survey believe that their business will be positively impacted by the situation



*SMEs with less than 50 employees



challenges and

actions taken.

challenges and actions

main findings.



two thirds of the responding companies transitioned to mandatory work from home and more than half on them suspended all travel.

58%

of respondents say that this experience will make them change the way they operate in the future.

- Some of the most mentioned operational changes are extending the use of technology, allowing remote working as a company-policy, implementing stricter hygiene and safety measures.

- Compared to the pre-crisis period, when attracting talent was considered the biggest HR challenge, now the biggest challenge is finding ways to increase or maintain the productivity.
- The main action taken during the crisis was changing the way the business operated, in order to be able to adapt to the drastically changing business environment.

55%

of respondents will to make improvements with technology to be able to handle situations like this in the future.

- Upgrading cyber security, using better tools for working remotely, upgrading IT network and tools, implementing e-invoicing or e-signatures procedures are among the most indicated technology improvements that the respondents plan to make in the future.

main HR challenges for participating companies.

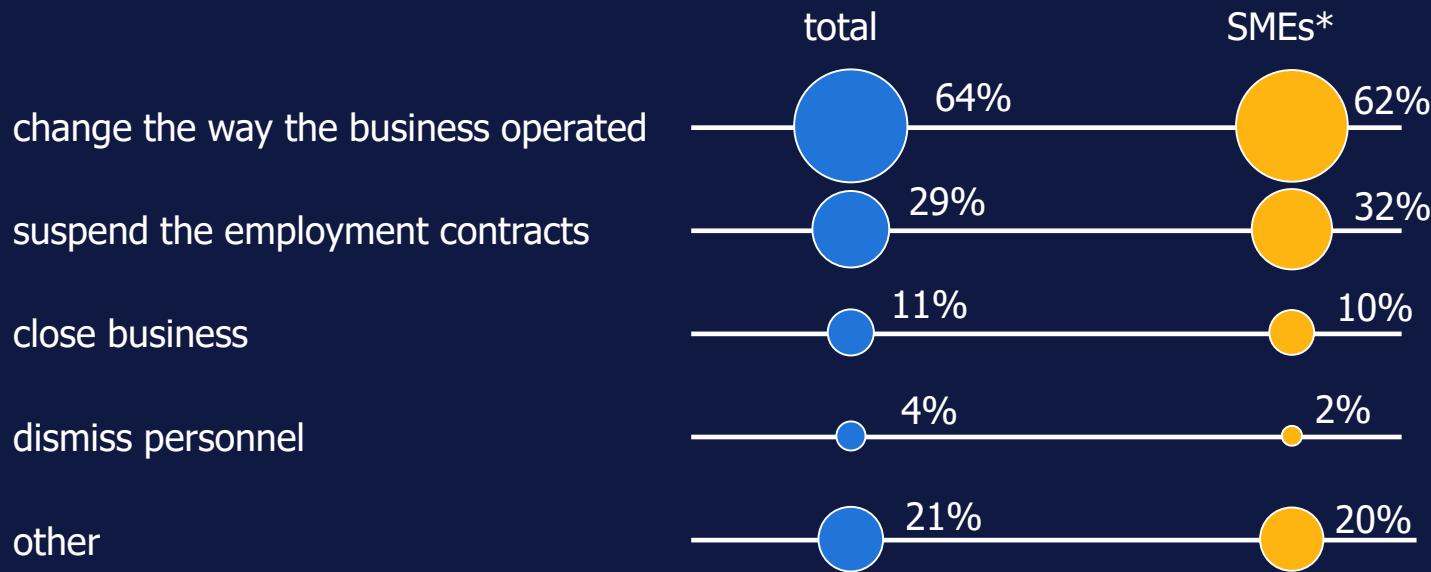
	pre-crisis	post-crisis	SMEs*
increasing/maintaining performance and productivity	36%	35%	31%
retaining top performers	35%	31%	34%
learning & development/upskilling	-	30%	29%
predicting future workforce needs to meet the business goals	-	29%	27%
keeping employees well informed	17%	27%	27%
new hire onboarding	-	23%	22%
communicating with candidates/employees located at a distance	-	19%	21%
avoid losing top talent to competitors	31%	18%	16%
managing expectations on compensations and benefits package	31%	18%	20%
employer branding	28%	17%	16%
attracting talent	41%	16%	14%
shortage of local talent	28%	14%	16%
managing internal change programs	25%	13%	11%
managing skill shortage	20%	11%	12%
low volume of applicants	-	11%	11%
internal/external mobility	17%	10%	8%
other	7%	23%	13%



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

*SMEs with less than 50 employees

actions taken during the crisis.



Approximately a third of the companies were forced to suspend employment contracts to be able to cope with the crisis, the employment situation being slightly more problematic in the case of companies with less than 50 employees.

*SMEs with less than 50 employees

new ways of work implemented by companies.

	total	SMEs*
implementing more stringent health and safety measures	67%	62%
transitioning to (mandatory) work from home	60%	63%
suspending non-critical domestic and international travel	56%	52%
implementing tools for working remotely	46%	43%
implementing new technologies	30%	24%
suspending of inhouse training	25%	20%
transitioning the face to face sales to online sales	12%	14%
creating a risk management team	8%	4%
suspending outsourcing	7%	6%
no new ways of working are necessary	6%	6%

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

*SMEs with less than 50 employees



recruitment

process.



recruitment process main findings.

- As expected, the **recruitment intention decreased significantly** during & post crisis.
- From 71% of the respondents planning to hire new personnel at the beginning of the year, now the percentage dropped to 50%
- The decrease is slightly stronger for the companies with less than 50 employees



the great majority of respondents (57%) either **delayed or froze their hiring plans** for this year

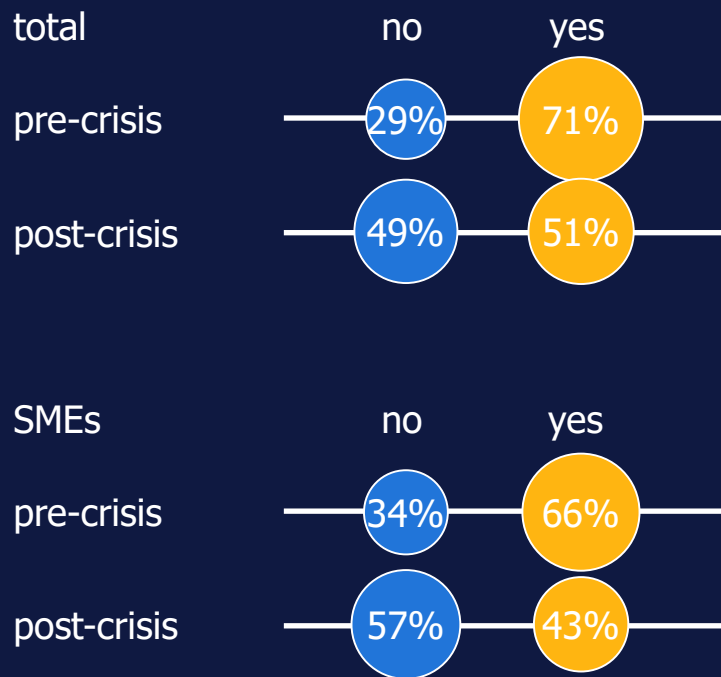


the **top HR priorities** for the future are **training and upskilling the employees, hr tech initiatives and talent retention**



recruitment intentions of participating companies.

recruitment intentions



changes in the recruitment process

Change	total	SMEs*
conducting online/video interviews	28%	15%
not hiring in the next 3-4 months	21%	28%
new hiring is delayed	20%	23%
no new hiring this year	16%	21%
conducting phone interviews	6%	3%
no changes in the recruitment process	13%	12%

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

*SMEs with less than 50 employees

future HR priorities.



respondent

profile.



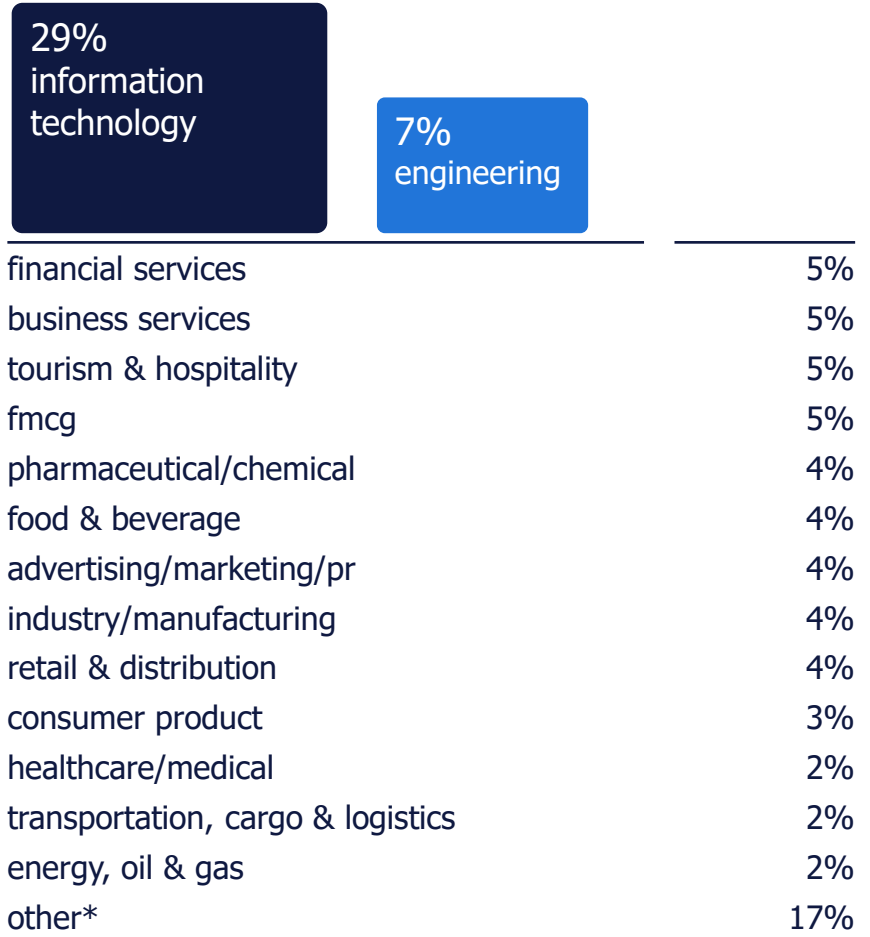
about the research

The Randstad HR trends survey 2020 – COVID edition presents data collected by our consultants from almost 300 interviews with senior executives of companies in different departments, with recruitment needs in the industries in which Randstad.

The fieldwork was conducted in two waves: one in the period Dec 2019 – Mar 2020 and the second wave in Apr-May 2020, after the COVID crisis erupted.

The organisations having less than 50 employees represent half of the sample; the most represented sector is IT, with almost one third of the sample.

59% of the respondents work in a multinational company and almost 50% of them have a decisional role in the recruitment process, while 32% of them are in the general management of the company.

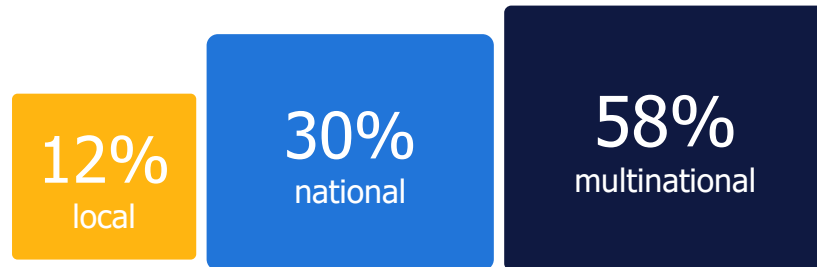


* other include automotive, shipping, telecom, construction, supermarket, gambling, security services, mining environment, tv/radio, entertainment

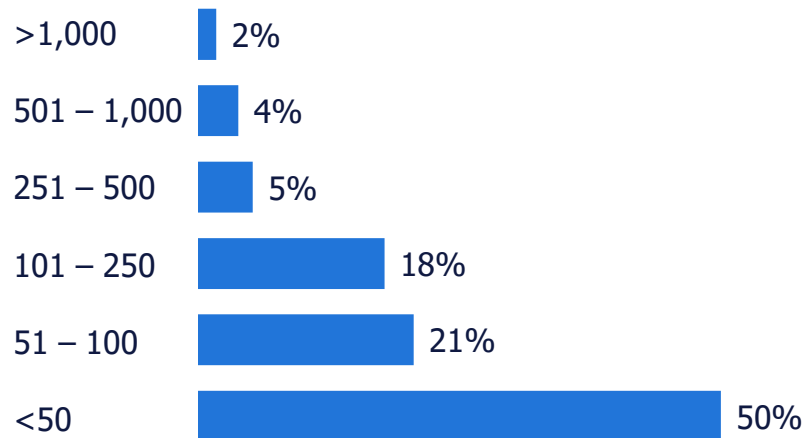
respondent profile

by the size of the company

geographical presence of the company



number of employees



involvement in the hiring process



41%

of the respondents are part of the HR department, while 32% are in the general management of the companies.

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
application support engineer	1.300	2.500
big data engineer	1.700	3.400
business intelligence professional	1.500	3.800
chief information officer	6.000	12.000
computational linguist	1.800	3.000
data scientist/machine learning engineer	1.500	3.000
database administrator	1.800	3.200
database developer	1.600	3.200
developer	1.200	3.700
development lead	3.400	4.100
Dev-ops engineer	2.400	3.800
digitalization specialist	2.700	4.500
ERP/CRM consultant	1.400	3.000
graphic designer	1.200	2.500
IT business analyst	1.800	3.200
IT manager/IT director	2.000	4.000
IT project/program manager	2.800	4.000
IT security professional	1.200	3.500
IT service manager	2.200	3.200
IT support/helpdesk	800	1.400
IT systems engineer/administrator	1.500	2.800
mobile developer	1.600	4.000
network engineer	1.500	3.500
pre-sales consultant	1.800	3.500
SAP professional	1.800	4.000
scrum master/product owner	1.800	3.500
software architect/systems architect	3.100	4.300
software tester/QA engineer	1.500	3.000
telecommunications engineer	1.300	2.500
UI/UX designer/product designer	1.600	3.200

base salary in EUR (14 base salaries per year)

engineering and construction.

position	band bottom	band top
architect	2.000	3.000
automation engineer	1.500	2.500
chemical engineer	1.800	2.500
civil engineer	2.000	3.000
construction project manager	3.000	4.500
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	3.000
mechanical design engineer	1.500	2.500
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 engineer	1.500	2.500
sales technical director	3.500	4.500
senior architect	3.000	4.000



sales.

position	band bottom	band top
area sales manager	1.800	2.200
b2b sales representative	1.300	2.000
business development manager	2.500	3.500
commercial director	4.000	6.000
commercial manager	3.000	5.000
d2d sales representative	1.000	1.500
field sales engineer	1.800	3.000
key account manager (junior)	1.200	1.600
key account manager (national)	3.000	5.000
key account manager (senior)	1.800	3.000
merchandise	1.000	1.200
regional sales manager	2.500	3.500
retail area manager	2.000	3.000
retail sales manager	2.800	3.200
sales analyst	1.500	2.000
sales director	4.000	6.000
sales engineer (electrical)	1.800	3.200
sales engineer (marine)	1.800	4.000
sales engineer (mechanical)	1.500	3.000
sales export executive	1.800	3.500
sales export manager	3.500	4.500
sales manager	3.500	4.500
store assistant	700	1.000
store manager	1.800	2.500
wholesales sales representative	1.400	2.000

marketing.

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

admin support.

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

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	2.500	5.000
commercial/sales analyst	1.500	2.500
cost accountant	1.700	3.500
credit analyst	900	1.800
credit manager	2.000	4.000
finance analyst	1.500	2.500
finance clerk	900	1.500
finance controller	2.800	4.500
finance manager or director	5.000	8.500
finance project manager	2.700	3.500
head of relationship manager	5.000	6.000
internal audit manager	2.500	6.000
internal audit officer	1.600	2.500
relationship manager	2.200	3.500
restructuring officer/financial advisor	1.200	2.500
senior actuary	1.600	2.500
treasurer	1.500	2.500

insurance.

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

legal.

position	band bottom	band top
compliance manager	2.500	3.500
corporate & legal affairs manager	4.000	8.000
data protection officer	2.000	2.500
head of legal department	4.000	7.000
legal associate	1.500	2.500
senior legal counsel	3.000	5.000

HR.

position	band bottom	band top
compensation & benefits manager	3.000	4.000
compensation & benefits specialist	1.500	2.200
hr assistant	1.000	1.300
hr business partner	2.500	3.500
hr director	4.000	7.000
hr generalist	1.300	2.200
hr manager	3.000	5.000
multilingual recruiter	1.800	2.300
payroll manager	2.000	3.500
payroll officer	1.300	1.800
talent acquisition manager	3.000	4.500
talent acquisition specialist	1.000	1.500
training & development manager	3.000	4.000
training & development specialist	1.600	1.800



pharma.

position	band bottom	band top
clinical research associate	1.600	2.200
quality assurance officer	1.700	2.500
quality control analyst	1.300	1.600
r&d analyst	1.500	2.000
regulatory affairs officer	1.900	3.000

logistics.

position	band bottom	band top
buyer	1.500	2.000
import / 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
order desk specialist	1.300	1.800
procurement assistant	1.300	1.800
procurement manager	2.800	3.500
procurement specialist	1.800	2.200
supply chain executive	2.000	3.000
warehouse manager	2.000	3.000

shipping.

position	band bottom	band top
crew manager	4.500	6.500
fleet manager	5.000	7.000
operation manager	5.000	7.000
operator	2.500	4.000
superintendent engineer	3.500	4.500

client services.

position	band bottom	band top
call center manager	2.200	2.600
collection agents	750	1.100
collections manager	2.000	3.000
collections supervisor	1.600	2.000
collections team leader	1.300	1.600
contact center manager	2.200	2.600
customer care manager	2.200	2.800
customer experience manager	2.200	2.800
customer service agents	650	1.300
customer service coordinator	1.000	1.500
head of customer service	3.000	3.500
inside sales specialist	1.000	1.300
multilingual call center agents	1.200	1.500
multilingual inside sales agents	1.300	1.600
multilingual order desk specialist	1.000	1.600
multilingual social media content moderators	1.100	1.300

energy.

position	band bottom	band top
electrical engineer res	1.200	1.800
energy project development consultant	1.500	2.500
energy trader	1.500	2.000
environmental engineer	1.200	1.800
field engineer res	900	1.200
mechanical engineer res	1.200	1.800
site manager	3.000	4.000



randstad

human forward.

