

employer
brand research
2022



greece.

 randstad

human forward.

content.

- 1 introduction
- 2 employer attractiveness
- 3 top employers
- 4 switching behavior
- 5 training & career development
- 6 work-life balance & remote working
- 7 further reading



31 markets surveyed covering more than 70% of the global economy.

argentina
australia
austria
belgium
brazil
canada
china
czech republic
france
germany
greece
hong kong SAR
hungary
india
italy
japan
luxembourg
malaysia
mexico
new zealand
norway
poland
portugal
romania
singapore
spain
sweden
switzerland
the netherlands
uk
usa



● markets surveyed

worldwide

- nearly 163,000 respondents
- 5,944 companies surveyed

sample

- aged 18 to 64
- representative on gender
- overrepresentation of age 25 - 44
- comprised of students, employed and unemployed workforce

country

- 3,547 respondents

fieldwork

- online interviews
- january 2022

length of interview

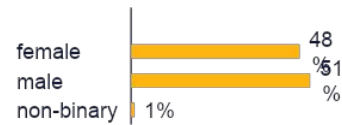
- 16 minutes



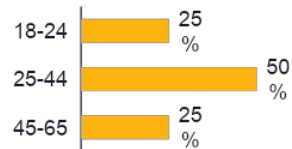
sample composition in greece

socio-demographics, employment status, region.

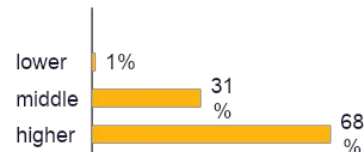
gender



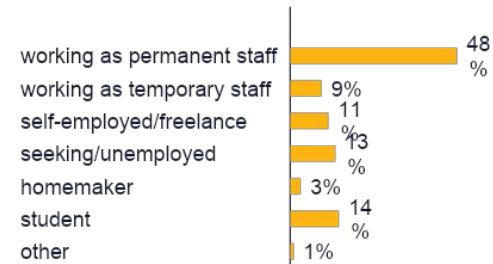
age



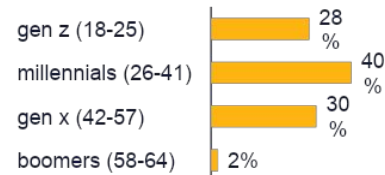
*education



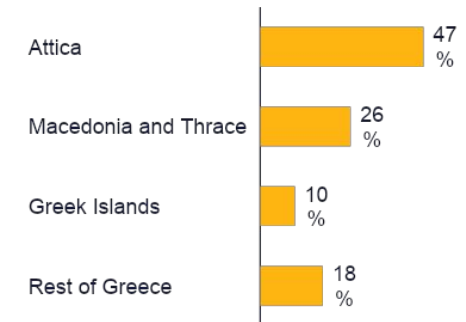
employment status



generation



region



1. Attica
2. Central Macedonia, East Macedonia and Thrace, West Macedonia
3. Crete, Ionian Islands, North Aegean, South Aegean
4. Central Greece, Epirus, Peloponnese, Thessaly, West Greece

total sample: 3,547

*note: when reviewing the report, the sample composition is focused on the target group of middle & higher educated respondents.



what is the randstad employer brand research?

- a representative employer brand research based on perceptions of the general audience. Optimizing over 22 years of successful employer branding insights.
- an independent survey with nearly 163,000 respondents and 5,944 companies surveyed worldwide.
- a reflection of employer attractiveness for the market's 150 largest employers known by at least 10% of the population.
- provides valuable insights to help employers shape their employer brand.



what potential employees want choosing an employer.

most important drivers



salary & benefits, work atmosphere, and career progression

- Next to attractive salary & benefits, pleasant work atmosphere is the second most important driver, followed by career progression. Both are even more important for females (78% and 65%), age 55-64 (77% and 68%) and higher educated (72% and 65%).
- Females have on average more drivers they deem important (8) than males (7). The demand increases with age, as the oldest age group (55-64) finds 8 drivers important versus 7 for the younger age groups.

[click here](#) for a breakdown of the EVP importance results by socio-demographic profile.

employers' proposition



long term job security, financially healthy and good reputation

- Long-term job security (a top 5 driver), followed by financially healthy and good reputation are the highest rated drivers of current employees.
- Though attractive salary & benefits is considered most important, current employers only receive a moderate to low rating on this driver. This is especially true amongst 35-54 yrs, who are least satisfied on this topic.
- Possibility to work remotely is rated (by far) the lowest of all drivers, which is especially an issue amongst 18-24 yrs and middle educated.

[click here](#) for a deep dive into the most attractive sectors and employers in 2022.



greece.

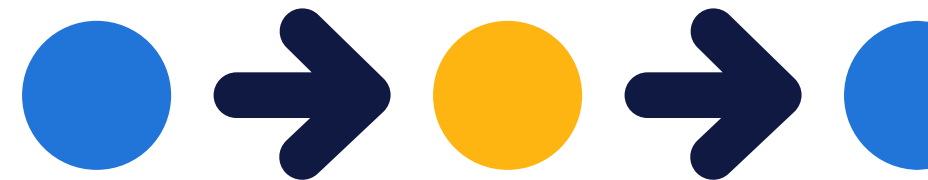
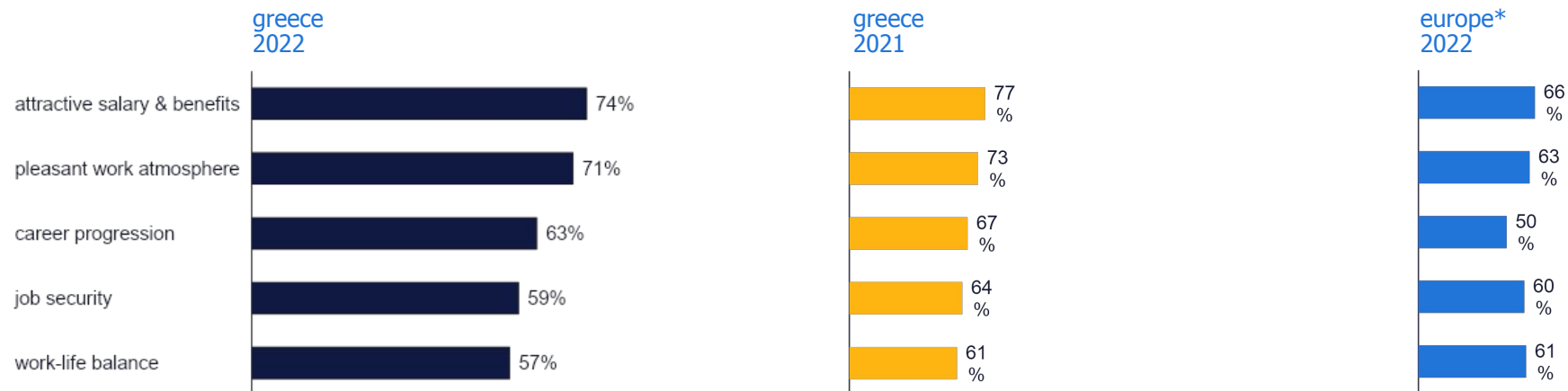
employer
attractiveness.



what potential employees want

the 5 most important drivers when choosing an employer.

attractive salary & benefits is the most important driver, even more so for females (78%). This is similar to last year, while the number has decreased slightly (77% for 2021). The average European workforce echoes that of Greece with attractive salary & benefits being the highest-ranking driver (66%) followed by pleasant work atmosphere in second place (63%).



*europe: austria, belgium, czech republic, france, germany, greece, hungary, italy, luxembourg, norway, poland, portugal, romania, spain, sweden, switzerland, the netherlands and uk.

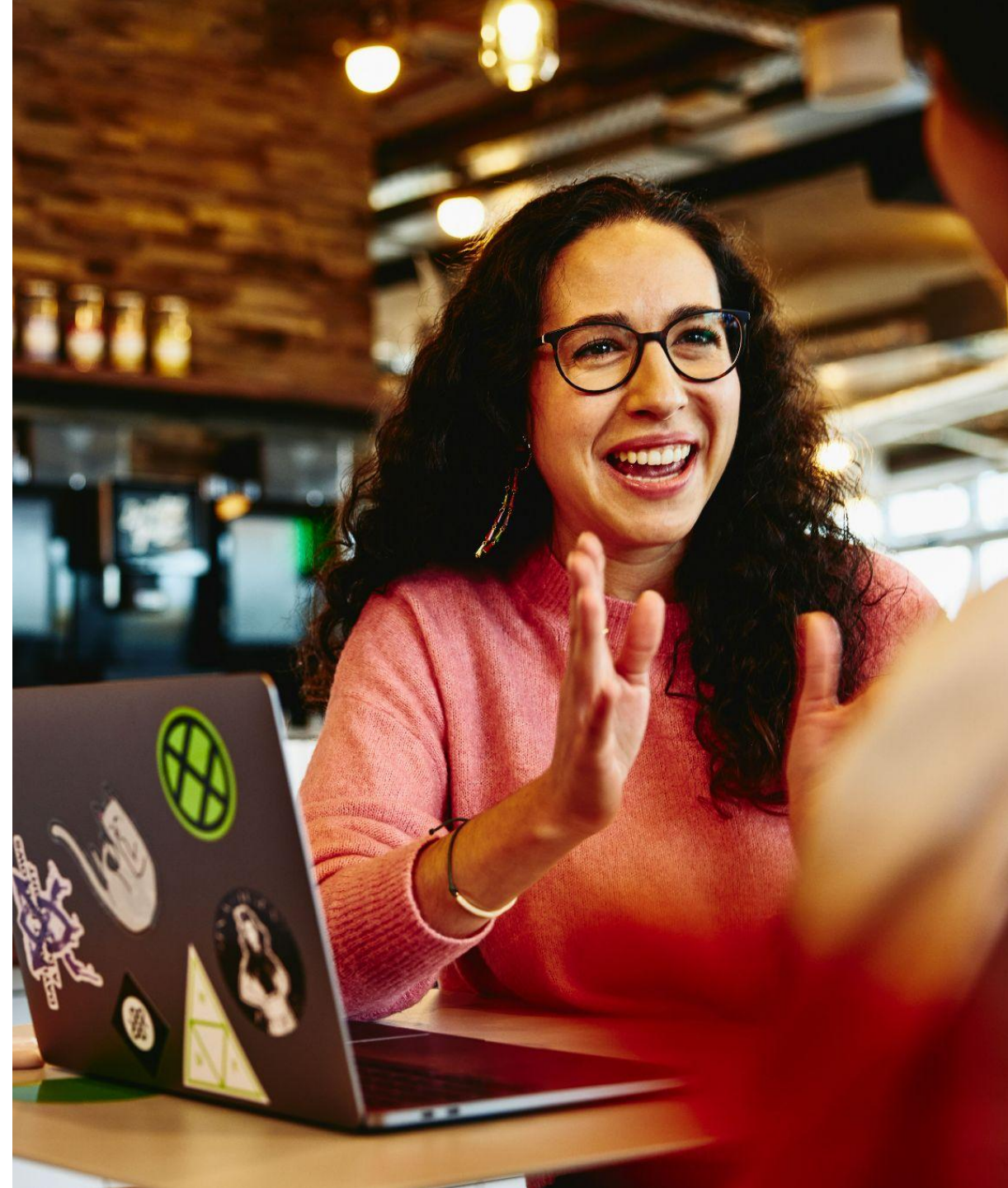
greece's top employers by EVP driver.

EVP driver	1	2	3
attractive salary & benefits	Vianex Pharmaceutical	PAPASTRATOS	HELLENIC PETROLEUM
pleasant work atmosphere	PAPASTRATOS	Vianex Pharmaceutical	ELPEN PHARMACEUTICAL
career progression	Vianex Pharmaceutical	Intrasoft International SA	PAPASTRATOS
job security	PAPASTRATOS	Bank of Greece S.A.	Vianex Pharmaceutical
work-life balance	PAPASTRATOS	Vianex Pharmaceutical	SKLAVENITIS
interesting job content	Vianex Pharmaceutical	Aegean Airlines	ELPEN PHARMACEUTICAL
gives back to society	Vianex Pharmaceutical	SKLAVENITIS	PAPASTRATOS
possibility to work remotely/from home	TELEPERFORMANCE	Intrasoft International SA	SINGULARLOGIC S.A
very good reputation	PAPASTRATOS	SKLAVENITIS	Papadopoulou Biscuits
financially healthy	Vianex Pharmaceutical	Coca Cola	Costa Navarino (T.E.MES SA)

what potential employees want employer takeaways.

top 3 takeaways

- Greek employers should not overlook attractive salary & benefits, especially with this being the most important aspect for employees both in Greece and within the European region. Providing additional benefits will only make companies in Greece more attractive for retaining and attracting new talent.
 - Long-term job security is currently rated highest for employers and is also an important driver, so continuation or amplification of this driver is recommended.
 - Career progression is the third most important driver for employees in Greece, but this driver is rated amongst the lowest for current employers. It is recommended to make sure that employers are aware of the perspective to progress their careers within the company.
-



switching behavior finding another employer.

1 in 5 Greek employees intend to change employer

13% of employees in Greece switched employer in the last half of 2021 (which is more than the year before with 9% doing this). Younger age groups 18-34 yrs (17%) and higher educated (13%) did this more often. Like the previous year; more than 1 in 5 (22%) intend to change employer in the first 6 months of 2022; especially females (24%) and employees aged 18-34 (26%) have the intention.

Referrals / connections on top

Personal connections / referrals is the most important channel used by job switchers in Greece (39%) (slightly less compared to last year: 43%), this doesn't differ between sub-groups. And like last year, job portals (mainly Indeed 44% or Kariera 48%) are second most used (30%) across all employees. Third in line is Google as most important channel (23%), which is especially important for age group 18-34 (28%).



what do potential employees want job collars in focus.

white-collar

75%

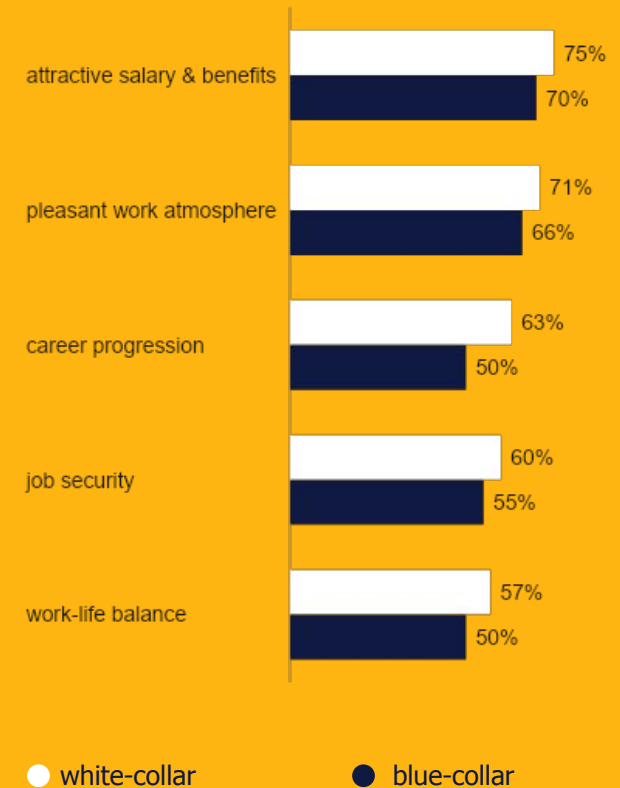
of white-collar employees consider attractive salary & benefits as the most important driver, which is slightly less than last year (78%). Pleasant work atmosphere is second most important (71%) and this didn't change. Career progression is considered important by 63%, like last year (65%), and still much more important compared to blue-collar (50%). Work-life balance is considered less important (57%) compared to last year (61%).

blue-collar

70%

of blue-collar workers consider attractive salary & benefits as the most important attributes for an employer, which increased compared to last year (65%). Career progression is only considered important by 50%, which was higher last year (56%). Same holds true for job security (55%), which was considered more important in the previous year (61%). Overall, blue-collar workers are less demanding than that of white-collar employees.

most important attributes



top



employers.



top employers to work for in greece.

top 10 employers 2022

- 01 PAPASTRATOS
- 02 ION S.A. COCOA & CHOCOLATE
- 03 LAMPSA Hotels (Grand Bretagne, King George, Sheraton Rhodes)
- 04 SKLAVENITIS
- 05 Papadopoulou Biscuits
- 06 HELLENIC PETROLEUM
- 07 Vianex Pharmaceutical
- 08 Atlantica Hotel Management
- 09 ELPEN PHARMACEUTICAL
- 10 Bank of Greece S.A.

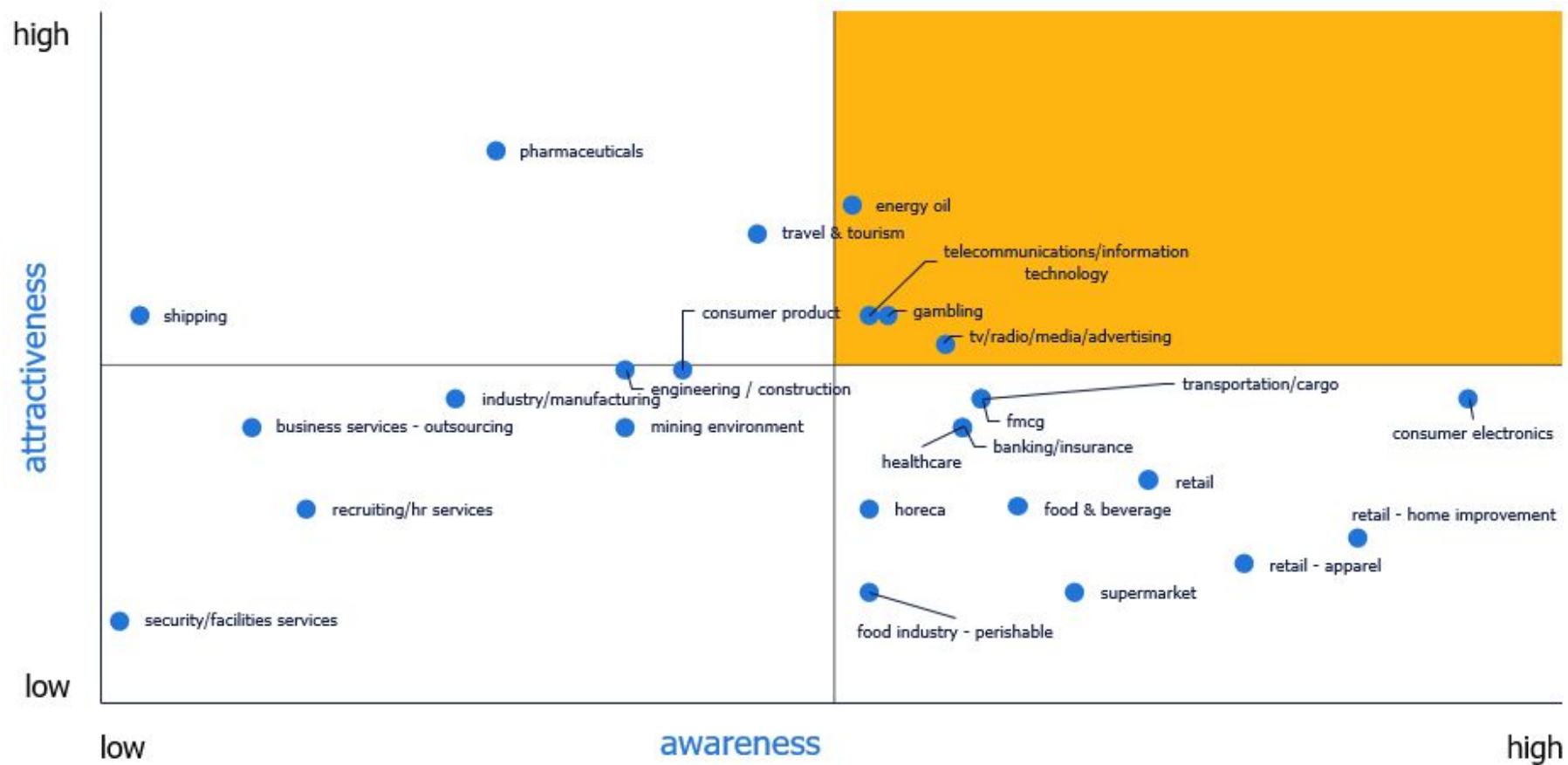
top 10 employers 2021

- 01 PAPASTRATOS
- 02 Aegean Airlines
- 03 ION S.A.
- 04 Bank of Greece S.A.
- 05 Papadopoulou Biscuits
- 06 SKLAVENITIS
- 07 ELPEN PHARMACEUTICAL
- 08 DEMO Pharmaceuticals
- 09 National Bank of Greece
- 10 Vianex

greece's top 3 EVP drivers of the top 5 companies.

top 5 companies	1	2	3
1 PAPASTRATOS	financially healthy	very good reputation	job security
2 ION S.A. COCOA & CHOCOLATE	financially healthy	very good reputation	interesting job content
3 LAMPSA Hotels (Grand Bretagne, King George, Sheraton Rhodes)	financially healthy	very good reputation	career progression
4 SKLAVENTITIS	financially healthy	very good reputation	job security
5 Papadopoulou Biscuits	financially healthy	very good reputation	job security

top performing sectors in greece by awareness and attractiveness.



high awareness

having a high awareness means that employers in the sector are widely known.

high attractiveness

a sector with high attractiveness contains more highly attractive companies than other sectors.

job-switching behavior



in focus.

most important attributes switchers vs. stayers.

switchers

13%

changed employer in the second half of 2021.

stayers

87%

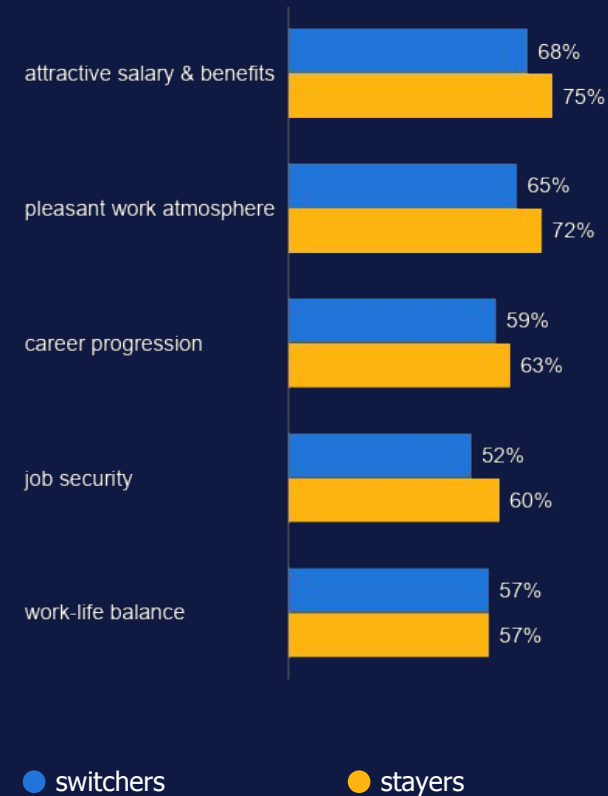
stayed with their employer in the second half of 2021.

intenders

22%

plan to change employer in the first half of 2022.

most important attributes



remote working looking into the future.

looking into the future, how much of your time do you expect to be working remotely/from home?



2%

of the current remote workers expect to be working max. 10% remotely in the future



79%

expect to have a blend of working (20-80%) remotely and at the employer's premises.



19%

think they will be working remotely at least 90% of their time.

greece 98%

of the current remote workers believe they will continue doing so, if partly, in the future

most current remote workers expect to keep on doing so in the future, although not to the degree that they are doing right now. Out of those who currently work remotely only, just 24% expect to keep on doing so in the future.

europe 95%

of the European employees who currently work remotely believe they will continue doing so one way or another

When comparing the average European against the average Greek, the expectation to continue working remotely is slightly higher in Greece (98% vs 95%). The reverse happens for Greek workers who expect to work on the employer's premises only (2%) compared to the average European (5%).

fear of job loss in 2022 intention to switch.

34%

of the employees who are afraid of losing their job, plan to change their job in the first half of 2022.

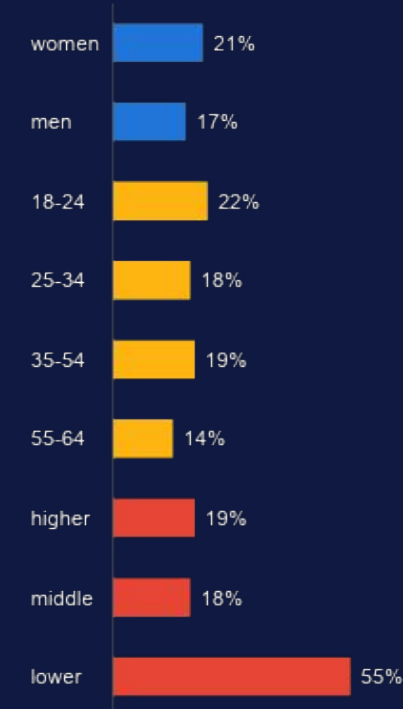
This is higher than in 2021 (29%).

12%

of the employees who are not afraid of losing their job, plan to change their job in the first half of 2022.

This is slightly higher than in 2021 (10%).

fear of job loss, by socio-demographics



switching behavior job collars in focus.

white-collar

13%

of white-collar employees changed employer in the last six months of 2021 and that is slightly more compared to a year ago (10%). The intention to switch employers in the first six months of 2022 sees 18% of the white collar-workforce intending to do so, which interestingly sees a slight decrease compared to a year ago (20%).

blue-collar

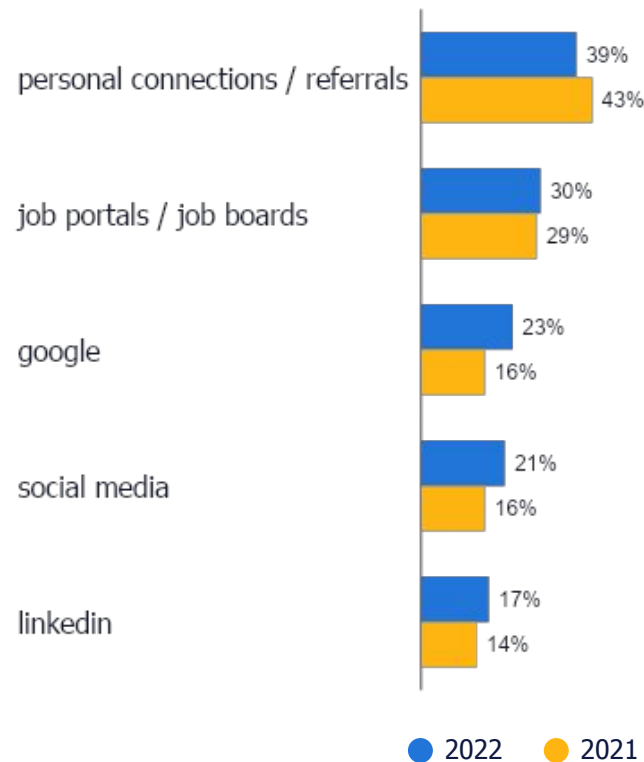
19%

of blue-collar workers changed employers in the last 6 months of 2021, which is more than a year earlier (11%). Unlike white-collar employees whose intention drops compared to a year ago, blue collar workers intention to switch employers in the first half of 2022 is 4% higher compared to a year ago (16%).

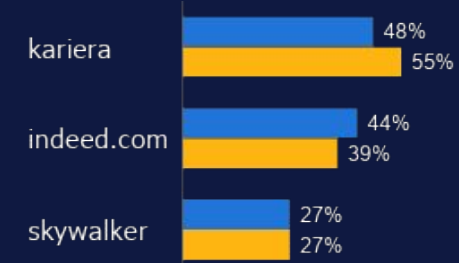


how do employees in greece find new job opportunities.

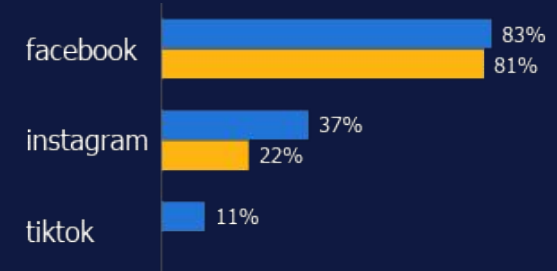
top 5 channels used to find new job opportunities



top 3 job portals (*30%)



top 3 social media channels (*21%)



*note: job portals & social media are follow up questions from channels used to find new jobs.

training &
career
development

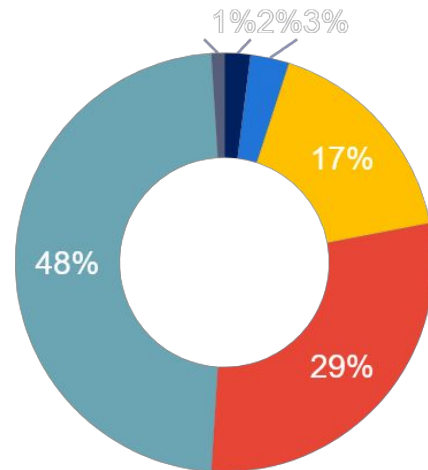
in 2022.



importance of personal career growth/progression.

overall, how much importance do you place on your personal career growth?

greece



- 1 - not at all important to me
- 2
- 3
- 4
- 5 - very important to me
- don't know

greece

Personal career growth is in essence important to almost 8 out of 10 Greek employees (77%).

Career growth is seen as important for most employees, although less so for 55-64 yrs (64%) and middle-educated (74%). White-collar workers (78%) consider career growth more important compared to blue-collar workers (69%).

europe

59% of the employees in the region find their career progression (very) important to them.

When looking at the average European worker, they consider career growth significantly less important (59%) compared to the average Greek worker (77%). The average European male finds the importance of career growth more important (62%) compared to the average European female (58%).

note: any percentage number below 3% will not be shown for graph clarity.

importance vs. offer on reskilling/upskilling.

gap in employees' perception of the reskilling/upskilling importance and employers actually offering such opportunities



85%

find it (very) important to be offered the possibility for reskilling/upskilling by their employer.

The vast majority of employees consider it important to be offered the opportunity to be reskilled and/or upskilled, and this is slightly more the case for females (89%), and high-educated employees (86%). Greek employees also find it far more important to be offered these opportunities than that of the average European employee (75%).

45%

of the employees feel their employer offers them enough development opportunities.

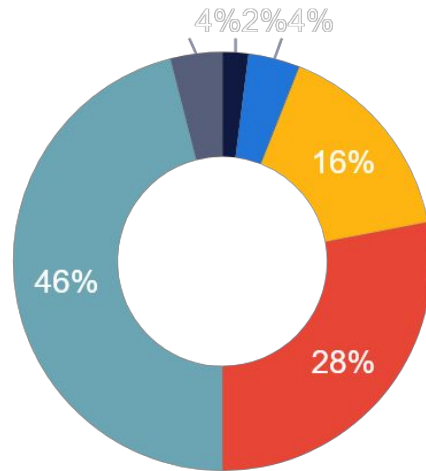
Slightly less than half of Greek employees feel that their employer offers them enough opportunities to develop themselves in their role, which is even more true for those aged 18-34 (52%).

Only 48% of employees who feel that it is important to have possibilities for reskilling/upskilling, feel that their employer offers these development opportunities.

likeliness to stay if reskilling/upskilling were offered.

would you be more likely to continue working for your employer if you would be able to reskill or upskill yourself through your organization?

greece



- 1 - very unlikely
- 2
- 3
- 4
- 5 - very likely
- don't know

greece
74%

are (very) likely to stay with their employer should reskilling/upskilling opportunities be offered.

Females (77%) and high-educated (76%) are relatively more inclined to stay if reskilling/upskilling opportunities were offered to them by employers.

europa
65%

of the employees in the region said that they were (very) likely to stay by their employer should reskilling/upskilling opportunities be offered.

The average European's likelihood to stay if reskilling/upskilling is offered is less compared to that of Greece (65% vs 74%). When looking at the average European higher educated, the likelihood to stay if offered is lower than the average of Greece (68% vs 76%).

note: any percentage number below 3% will not be shown for graph clarity.

perception of employer offer in greece and the region.

Understanding the gap between what employees want and what they think employers offer in greece and in the region provides valuable insights into building an employer brand.



employers in greece are perceived to offer

- 01 financially healthy
- 02 very good reputation
- 03 job security
- 04 career progression
- 05 pleasant work atmosphere
- 06 offers interesting job content
- 07 attractive salary & benefits
- 08 work-life balance
- 09 gives back to society
- 10 possibility to work remotely/from home

employers in europe are perceived to offer

- 01 financially healthy
- 02 job security
- 03 very good reputation
- 04 career progression
- 05 offers interesting job content
- 06 attractive salary & benefits
- 07 pleasant work atmosphere
- 08 work-life balance
- 09 gives back to society
- 10 possibility to work remotely/from home

work-life balance & remote working

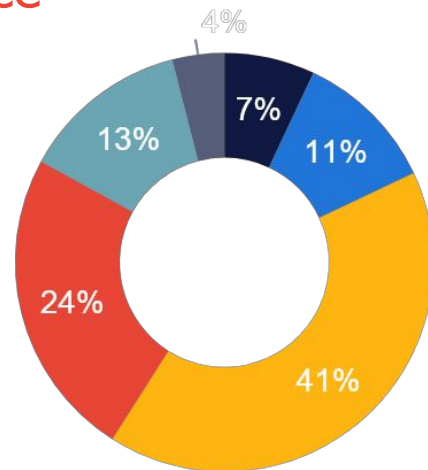
in greece.



importance of meaning of work after world events in greece.

importance on work/career, considering recent world developments

greece



europa

26%

find their work/career (much) more important due to world events in 2021.

- 1 – much less important
- 2
- 3
- 4
- 5 – much more important
- don't know

meaning of work became more important for 37%

For almost 4 out of 10 Greeks (37%) the meaning of work became (much) more important in 2021 when taking world developments into consideration, which is much higher than that of the European average (26%).

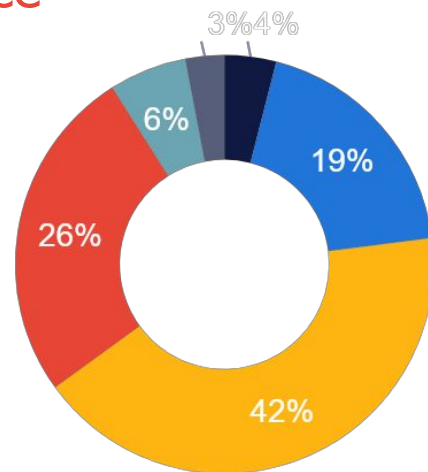
Females feel more strongly about this than men (43% vs 33%), as do those aged 18-34 (48%) compared to those aged 35-64 (28%).

Only 18% of the workforce feel that the meaning of work has become (much) less important. This includes relatively more high-educated than middle educated (18% vs 14%). However, those aged 18-24 (13%) and 55-64 (11%) share this opinion to lesser extent.

attitude towards work after world events in greece.

the way in which 2021 changed one's attitude towards their work

greece



europa

28%

feel that their attitude towards their work changed in an (extremely) positive way in the last 12 months.

- 1 – extremely negative way
- 2
- 3
- 4
- 5 – extremely positive way
- don't know

attitude towards work changed positively for (only) 32%

in line with the changing perceived importance of work, the attitude towards work has changed more positively for 3 out of 10 employees (32%). This is even more the case for women (34%) and 18-24 yo (47%). On the other hand, 23% of employees across the demographic groups have become more negative towards work.

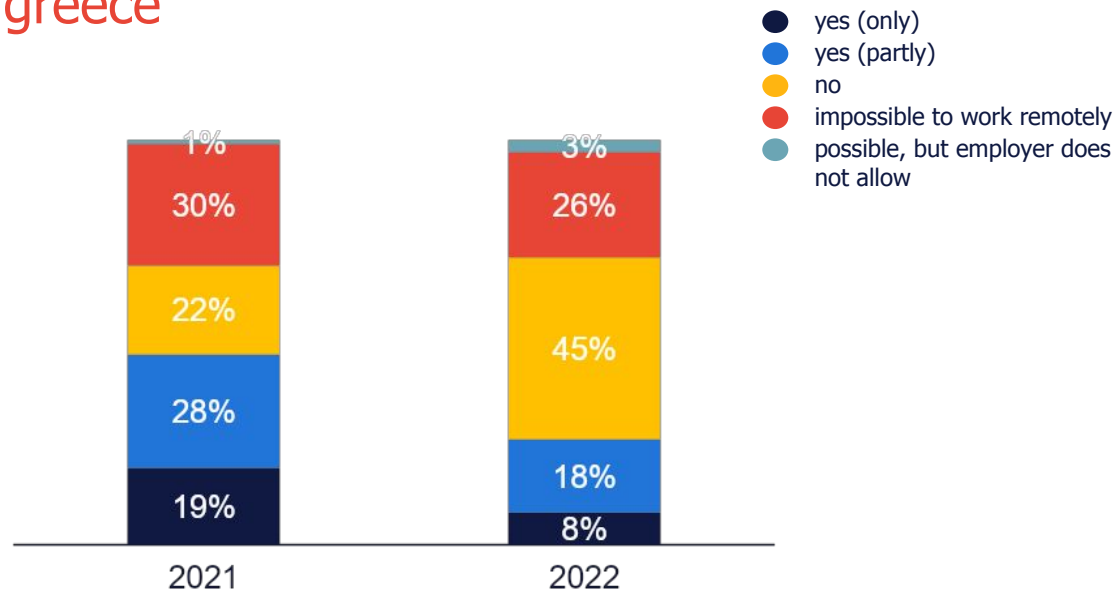
Changes of attitude towards work are related to the change in perceived importance of work:

- If work has become more important, then 56% feels their attitude has changed in a positive way.
- Also, if work has become less important, still 21% feel their attitude has changed in a positive way as well.

trend in remote working.

did you start working (more) remotely/ from home?

greece



greece

26%

work remotely/from home.

Remote working in Greece has decreased from 47% in 2021 to 26% in 2022.

For 29% of the Greek workforce, working remotely is not allowed or jobs are bound to the premises. This concerns relatively more 18-24 yrs (40%) and middle-educated (43%).

europe

38%

work remotely/from home.

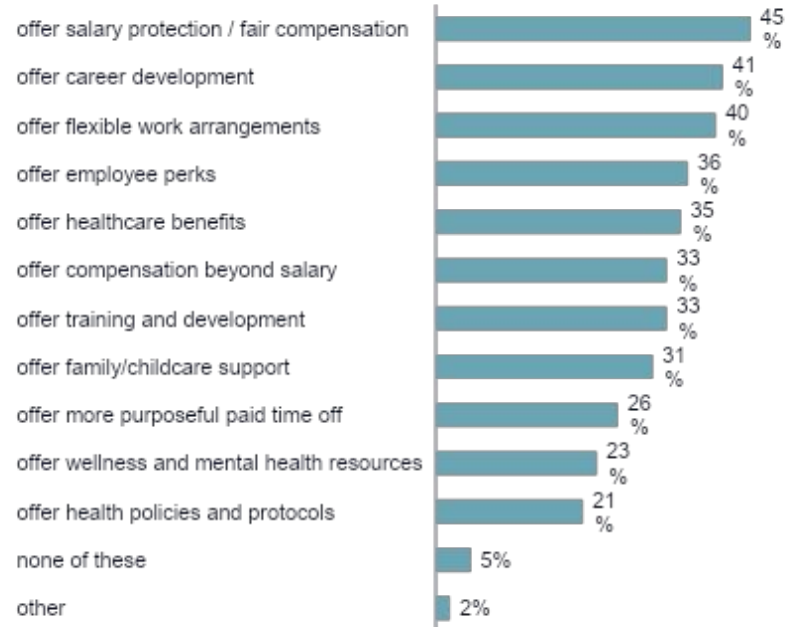
When looking across Europe, the trend in remote working is higher than in Greece (38% vs 26%).

The portion of Europeans who is not able to work remotely is slightly higher than the average Greek worker (32% vs 29%).

note: any percentage number below 3% will not be shown for graph clarity.

employer actions to improve work-life balance.

which of the following should your employer do to support you in maintaining a good work-life balance? They should...

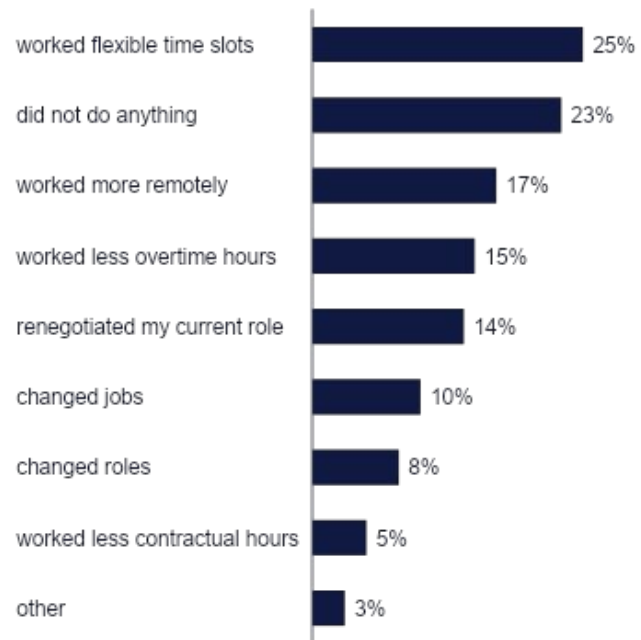


To support and maintain a good work-life balance, employees on average would like their employer to focus on 4 added benefits. Offering salary protection/fair compensation, career development and flexible work arrangements are most important for the current Greek workforce.

Offering salary protection is least relevant amongst those aged 25-34 yrs. (39%) compared to all other age groups. Offering career development is something that the Greek employee wishes from their employer to maintain a good work-life balance, which also ties in with this being a topmost important driver in Greece. 18-24 yrs (48%), especially find this important. Flexible work arrangements are found most important by females and those aged 18-24 yrs (both 45%).

employee personal actions to improve work-life balance.

what have you done, if anything, to improve your work-life balance? I...



Employees on average took one action to improve their work-life balance. The most popular actions taken were to work at flexible time slots (25%) or more remote working (17%).

Working at flexible time hours was especially done by those aged 18-24 yrs (33%) and freelancers (38%). Working remotely was done relatively more by high-educated (20%) and those aged 35-54 (19%) and 55-64 (26%).

23% of employees indicate that they did not do anything to improve their work-life balance, which is especially true for 35-54 yrs (27%) and 55-64 yrs (32%).

let's talk.

our research has many insightful, but complex insights so we'd love the opportunity to walk you through this document, share our thoughts and answer any questions you might have.

randstad greece

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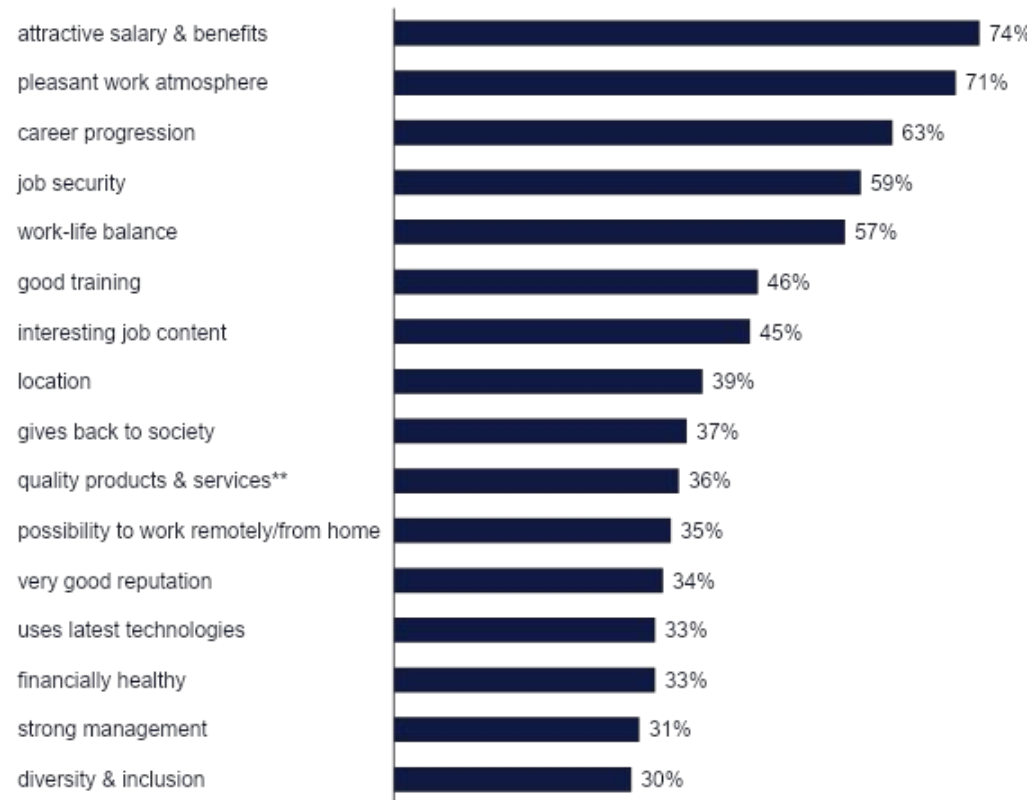
appendix 1

deep dive
EVP drivers.

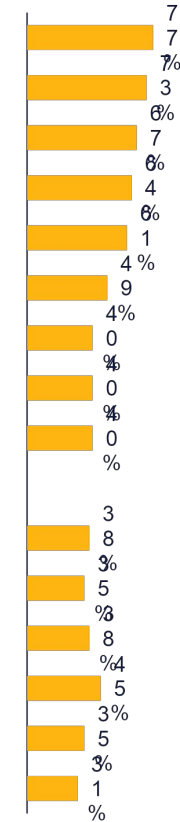


what potential employees want the most important criteria when choosing an employer.

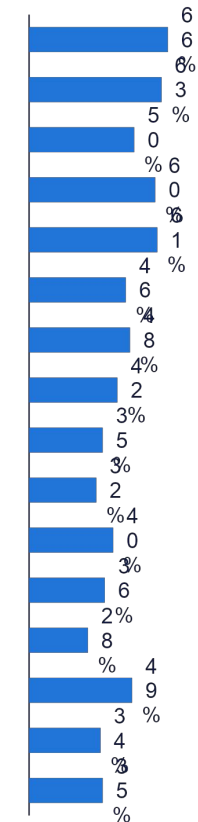
important criteria



greece 2021

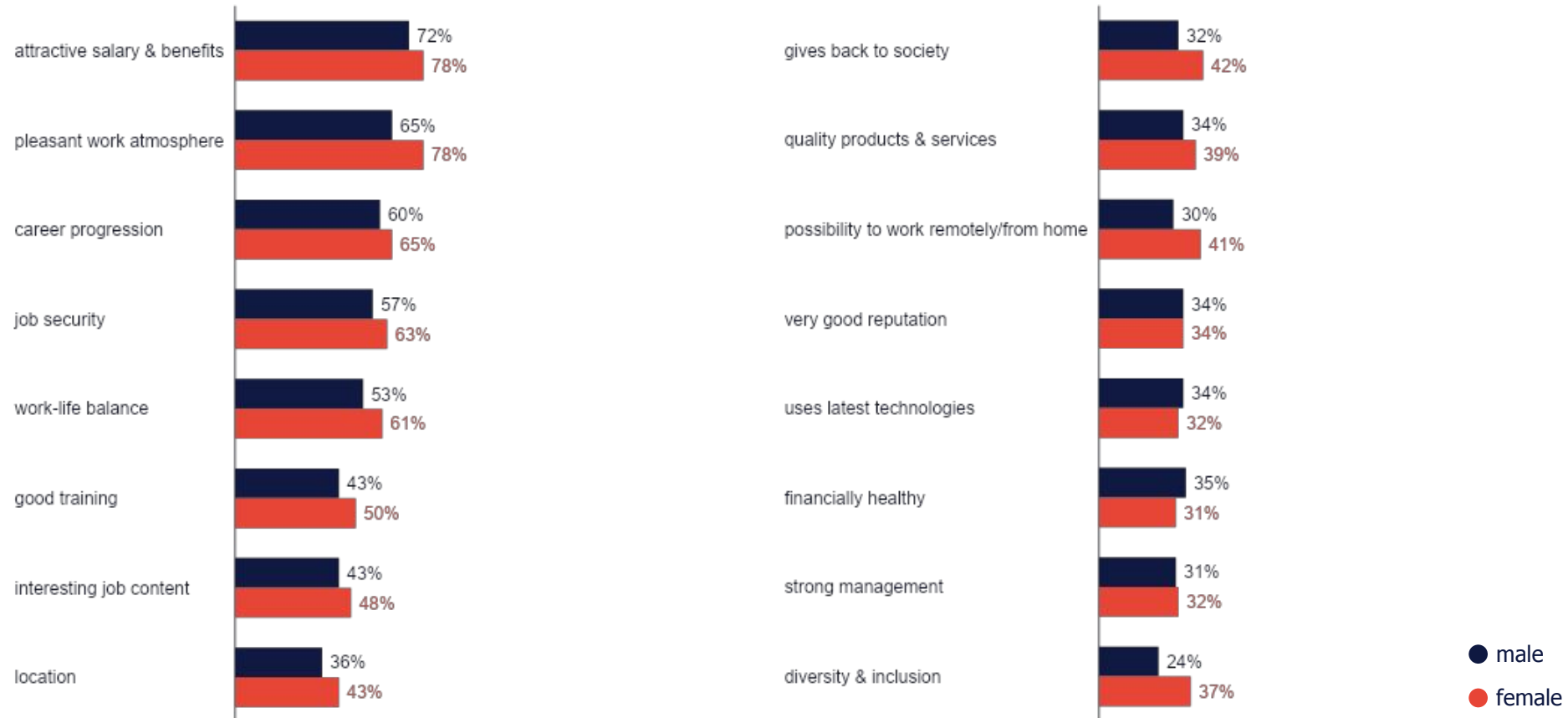


europa

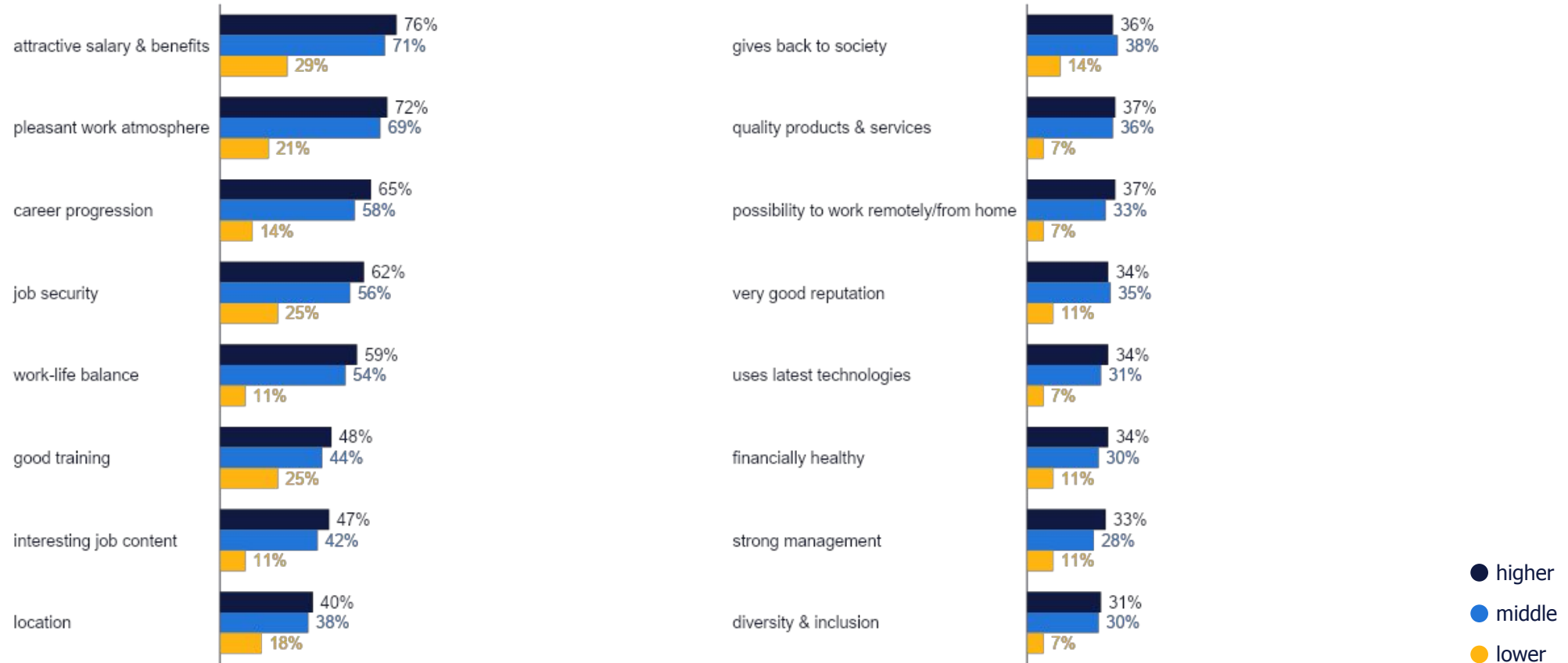


**not researched in 2021

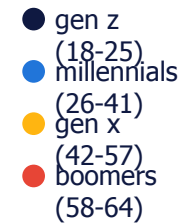
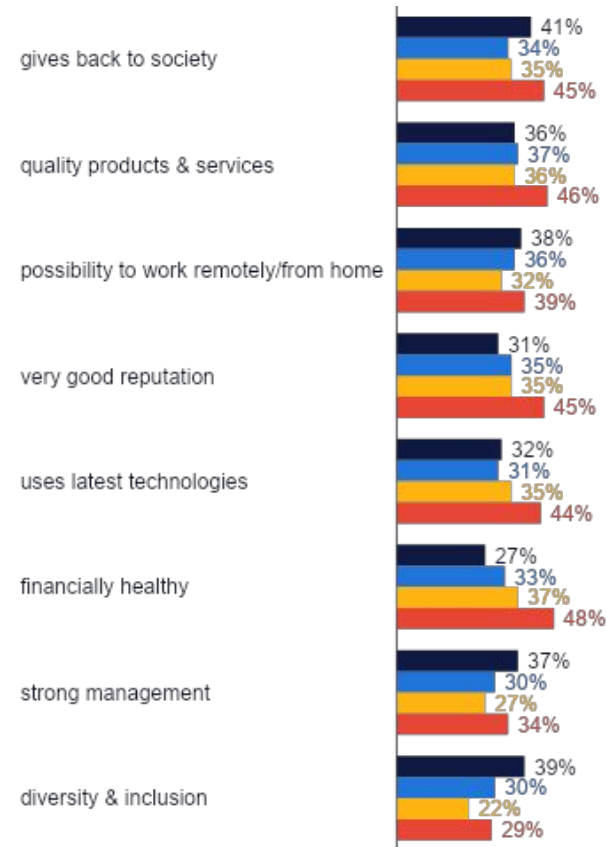
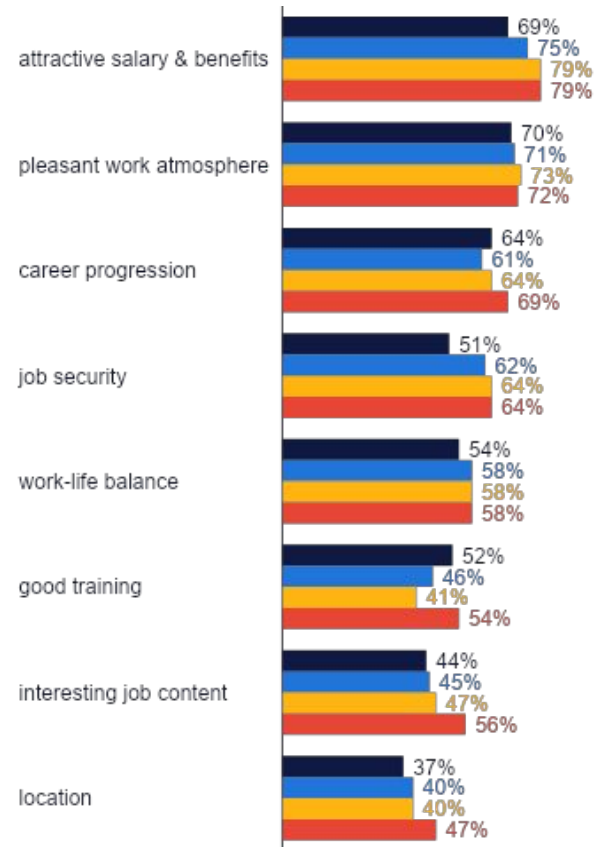
EVP driver importance by gender.



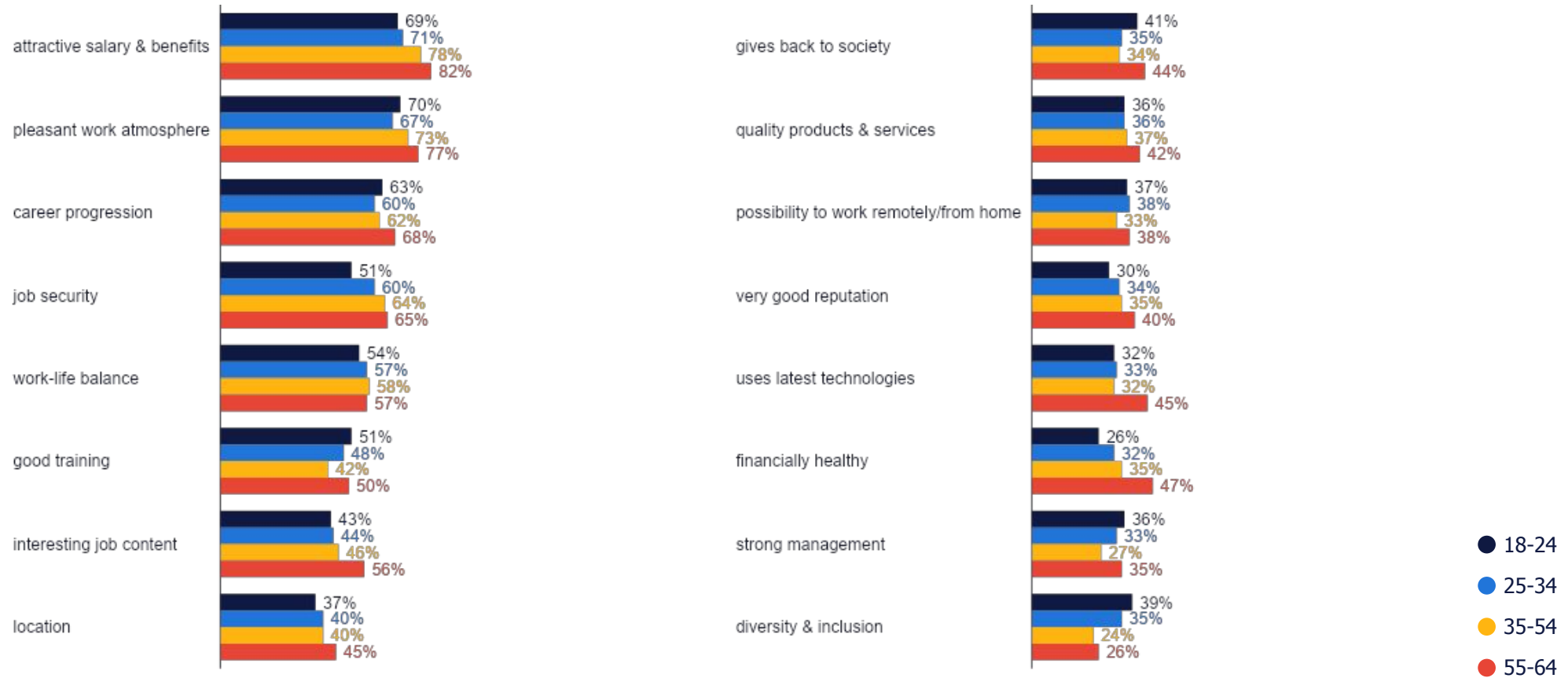
EVP driver importance by education.



EVP driver importance by generation.

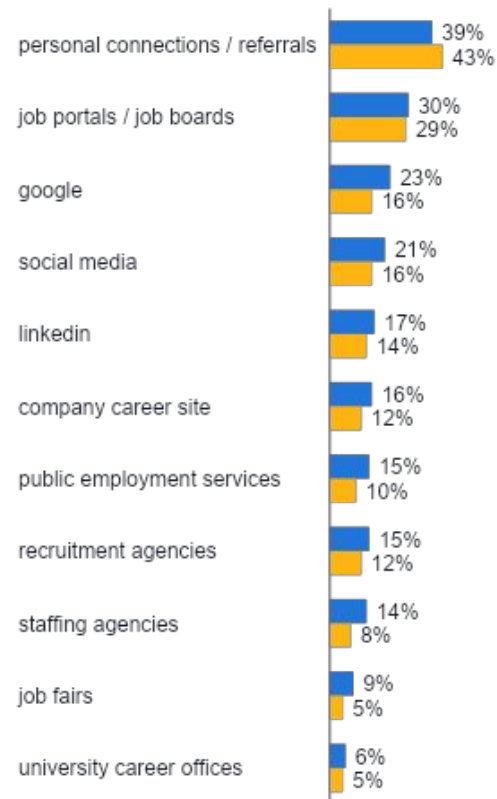


EVP driver importance by age.

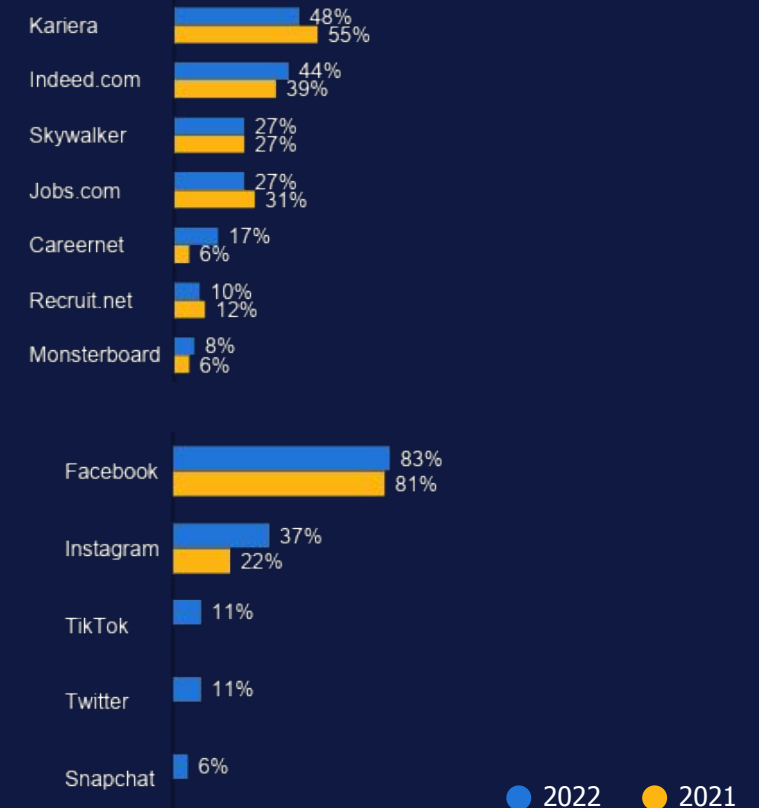


finding new job opportunities in greece

channels used to find new job opportunities



channels used to find new job opportunities deep dive social media & job portals



appendix 2



deep dive
employers.

perception of employer offer in greece.

Understanding the gap between what employees want and what they think employers offer provides valuable insights into building an employer brand. Furthermore, benchmarking against what employees perceive being offered by their current employer gives more context to the gaps that need to be bridged.

evaluation of current employer

- 01 job security
- 02 very good reputation
- 03 offers interesting job content
- 04 financially healthy
- 05 pleasant work atmosphere
- 06 good work-life balance
- 07 career progression
- 08 gives back to society
- 09 attractive salary and benefits
- 10 possibility to work remotely/from home

general perception of employers in greece

- 01 financially healthy
- 02 very good reputation
- 03 job security
- 04 career progression
- 05 pleasant work atmosphere
- 06 offers interesting job content
- 07 attractive salary & benefits
- 08 work-life balance
- 09 gives back to society
- 10 possibility to work remotely/from home

profile of ideal employer

- 01 attractive salary & benefits
- 02 pleasant work atmosphere
- 03 career progression
- 04 job security
- 05 work-life balance
- 06 offers interesting job content
- 07 gives back to society
- 08 possibility to work remotely/from home
- 09 very good reputation
- 10 financially healthy

sector

insights.



greece's best performing companies by sector.

1/3

top 3 companies

sector	1	2	3
01 pharmaceuticals	Vianex Pharmaceutical	ELPEN PHARMACEUTICAL	DEMO Pharmaceuticals
02 energy oil	HELLENIC PETROLEUM	DEDDIE	Motor Oil Hellas
03 travel & tourism	LAMPSPA Hotels (Grand Bretagne, King George, Sheraton Rhodes)	Atlantica Hotel Management	Costa Navarino (T.E.MES SA)
04 shipping	DANAOS SHIPPING CO. LTD		
05 telecommunications/information technology	Intrasoft International SA	OTE (Cosmote)	INTRACOM HOLDINGS
06 gambling	OPAP	INTRALOT S.A.	Regency Casino
07 consumer product	Sarantis (Carroten, STR8, AVA, Sanitas, Prada, Cartier, Tous, etc)	Estee Lauder	Hellenic Duty Free Shops
08 engineering / construction	Costa Navarino (T.E.MES SA)	Ellinika Kalodia	Terna
09 banking/insurance	Bank of Greece S.A.	National Bank of Greece	Piraeus Bank
10 business services - outsourcing	PRICEWATERHOUSECOPPERS (PWC)	Grant Thornton	SINGULARLOGIC S.A

greece's best performing companies by sector.

2/3

top 3 companies

sector	1	2	3
11 consumer electronics	Plaisio Computers	Public Media Markt	KOTSOVOLOS DIXON
12 fmcg	PAPASTRATOS	ION S.A. COCOA & CHOCOLATE	Papadopoulou Biscuits
13 industry/manufacturing	PAPASTRATOS	Mytilineos Holdings SA (Metka, Aluminium of Greece, Proterga)	Ellinika Kalodia
14 transportation/cargo	Aegean Airlines	Attiki Odos	TRAINOSE
15 healthcare	HYGEIA HOSPITAL	Bioiatriki	METROPOLITAN HOSPITAL
16 mining environment	EYDAP	Hellas Gold	SUNLIGHT SYSTEMS
17 retail	Estee Lauder	Plaisio Computers	IKEA
18 food & beverage	ION S.A. COCOA & CHOCOLATE	Papadopoulou Biscuits	Coca Cola
19 horeca	LAMPSA Hotels (Grand Bretagne, King George, Sheraton Rhodes)	Regency Casino	Divanis Hotels S.A.
20 retail - home improvement	IKEA	LEROY MERLIN	Praktiker

greece's best performing companies by sector.

3/3

top 3 companies

sector

1

2

3

21 retail - apparel

H & M

ATTICA DEPARTMENT STORES

Notos Galleries

22 supermarket

SKLAVENTITIS

LIDL HELLAS

AB Vasilopoulos

23 food industry - perishable

HELLENIC DAIRIES S.A. (Olympos,
Tyras, Rodopi)

Delta Foods

IFANTIS

24 tv/radio/media/advertising

Nova SMSA

25 security/facilities services

ESA SECURITY SOLUTIONS S.A.

ICTS Hellas

My Services Security

greece's sectors score best on these 3 EVP drivers.

1/3

top 3 EVP drivers

sector	1	2	3
01 pharmaceuticals	financially healthy	very good reputation	job security
02 energy oil	financially healthy	job security	very good reputation
03 travel & tourism	financially healthy	very good reputation	offers interesting job content
04 telecommunications/information technology	financially healthy	very good reputation	career progression
05 gambling	financially healthy	very good reputation	job security
06 shipping	financially healthy	very good reputation	job security
07 tv/radio/media/advertising	financially healthy	job security	offers interesting job content
08 consumer product	financially healthy	very good reputation	job security
09 engineering / construction	financially healthy	very good reputation	job security
10 consumer electronics	financially healthy	very good reputation	offers interesting job content

greece's sectors score best on these 3 EVP drivers.

2/3

top 3 EVP drivers

sector	1	2	3
11 fmcg	financially healthy	very good reputation	job security
12 industry/manufacturing	financially healthy	very good reputation	job security
13 transportation/cargo	financially healthy	job security	very good reputation
14 banking/insurance	financially healthy	job security	career progression
15 healthcare	financially healthy	very good reputation	job security
16 mining environment	financially healthy	job security	very good reputation
17 business services - outsourcing	financially healthy	career progression	possibility to work remotely/from home
18 retail	financially healthy	very good reputation	job security
19 food & beverage	financially healthy	very good reputation	job security
20 recruiting/hr services	financially healthy	career progression	very good reputation

greece's sectors score best on these 3 EVP drivers.

3/3

top 3 EVP drivers

sector

1

2

3

21 horeca

financially healthy

very good reputation

pleasant work atmosphere

22 retail - home improvement

financially healthy

very good reputation

job security

23 retail - apparel

financially healthy

very good reputation

pleasant work atmosphere

24 supermarket

financially healthy

very good reputation

job security

25 food industry - perishable

financially healthy

very good reputation

job security

26 security/facilities services

financially healthy

very good reputation

job security

randstad

human forward.

