

september 2024

# hospitality sector report.

greece



randstad



partner for talent.

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# introduction



# introduction.

The 2024 Randstad Hospitality sector report is dedicated to delivering insights into:

- how companies are adapting to the current economic context
- what are the challenges they are facing and how do they plan to deal with them in the following year.
- artificial intelligence

The report uses data from the 2024 HR Trends Survey. Out of the 585 respondents from HR Trends, this report focuses on the 105 respondents that came from the hospitality sector.

The business leaders in Greece completed the survey in October 2023 - May 2024.

The data in this report is compared to the 2023 Hospitality report, that was based on 50 responses.

For the research, analysis and design of this report, Randstad partners with Evalueserve, a global research and analytics firm ([www.evalueserve.com](http://www.evalueserve.com)).



02

# business evolution.

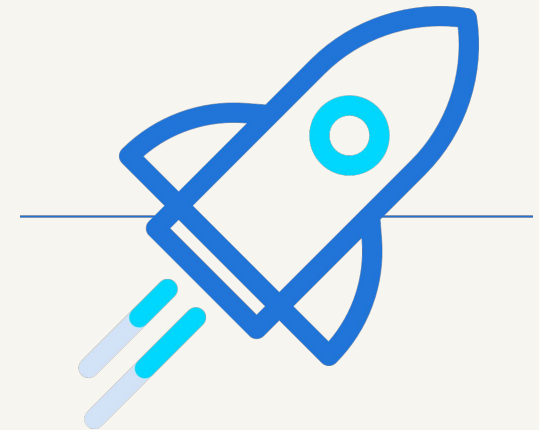


# business challenges expected in 2024.

	2023	2024
total employment cost (compensation & benefits)	64%	80%
managing high energy costs	54%	46%
dealing with the higher 'cost of doing business'	54%	43%
managing unexpected costs	36%	36%
maintaining relationships with clients and/or suppliers	14%	33%
keeping the business operational	4%	26%
ensuring processes and guaranteeing productivity	34%	25%
consequences of natural disasters/ geopolitical changes	-	12%
avoiding significant financial losses	18%	12%
maintaining trade margins	12%	10%
increasing digital security	6%	8%
guaranteeing access to supplies needed to operate	2%	7%
dealing with an extraordinary increase in business	12%	5%
managing the temporary closure/cessation of business	2%	3%
managing expenses incurred as a result of layoffs	6%	1%
other	8%	4%

80%

expect the total employment cost to be the greatest challenges next year.



46%

of respondents think managing high energy costs will be difficult in the following year.



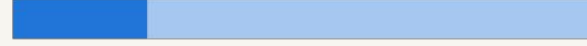
# expected business evolution.

**74%** vs 40% in 2023



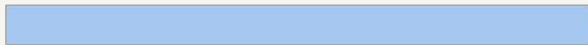
of respondents expect their sales volume to increase.

**23%** vs 48% in 2023



of respondents expect their sales volume to remain stable.

**0%** vs 0% in 2023



of respondents expect their sales volume to decrease.

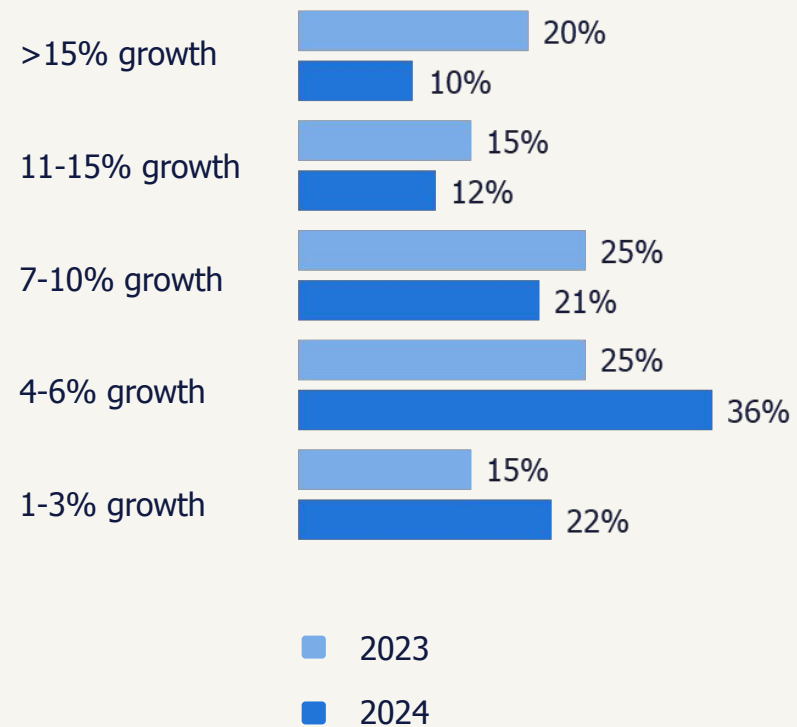


the rest of respondents up to 100% selected "I don't know".



# expected business evolution.

## expected sales increase.



03

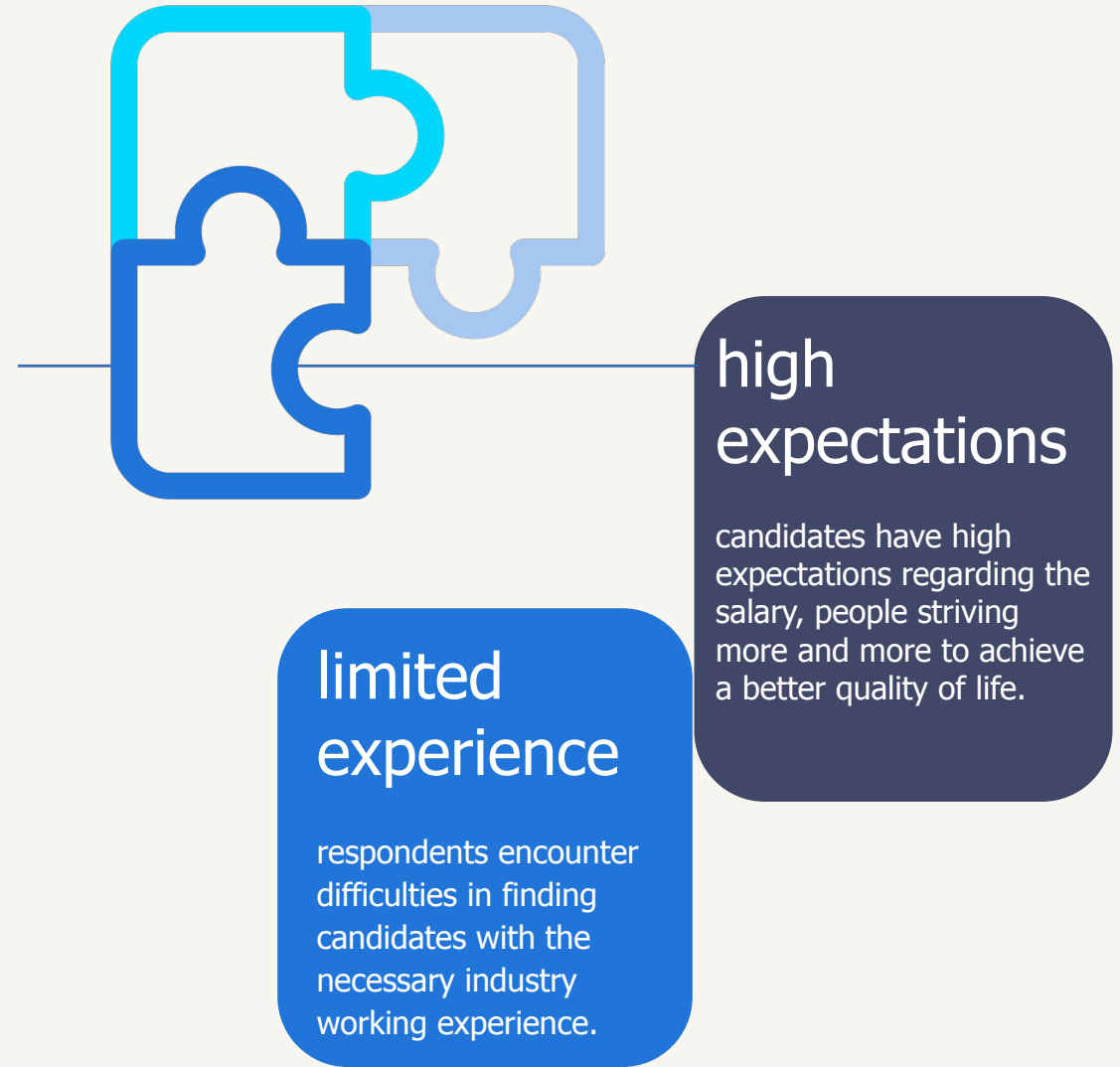
attracting talent.



# impediments when recruiting.

	2023	2024
unrealistic salary expectations	90%	82%
no/limited industry working experience	68%	67%
specific educational skills	52%	28%
required years of working experience	58%	27%
work-life balance expectations	26%	24%
long notice period	6%	10%
international working experience	6%	3%
management tools experience	12%	2%
other	4%	6%

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



# HR challenges.

65%

of respondents consider keeping employees engaged a major challenge while recruiting.



62%

find it difficult to attract talent.

	2023	2024
keeping employees engaged	82%	65%
attracting talent	80%	62%
shortage of local talent	72%	57%
onboarding new employees	34%	37%
managing skill shortage	44%	36%
managing expectations on compensations and benefits	60%	32%
managing high turnover	18%	30%
retaining top performers and developing talented leaders	38%	28%
ensuring employees' mental health	12%	16%
employer branding	26%	14%
internal/external mobility	32%	11%
managing internal change programs	8%	8%
aligning flexible working-hours with the business needs	4%	8%
workplace inclusivity (e.g. diversity, transparency, etc.)	4%	5%
managing possible mass layoffs	0%	2%

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

# addressing HR challenges.

	2023	2024
improve salary	76%	81%
education and training programs	68%	63%
hire talent from other countries	54%	34%
offer personalised benefits pack	46%	34%
hire more part-time workers	4%	16%
offer more flexible work options to employees	12%	16%
outsource business functions	14%	13%
offer remote - hybrid model of working	16%	13%
increase use of externally hired contractors	18%	10%
other	2%	4%

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

## salary improvement

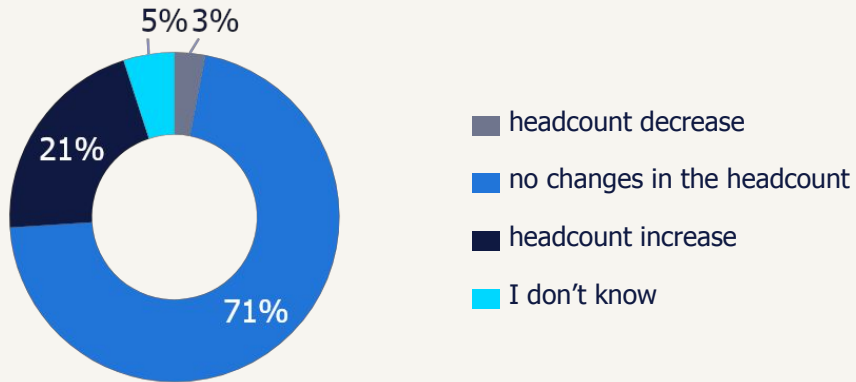
is the measure most respondent companies are willing to implement to manage the HR challenges they encounter.



## education and training programs

also represent an important method of addressing HR challenges.

# hiring plans for 2024.



## temporary open positions

2-4	4%
5-8	6%
14-40	4%
≥100	4%

## permanent open positions

1-4	8%
6-10	4%
40	2%



21%

said their company is planning to increase headcount in 2024.

# reasons for hiring.

	2023	2024
new positions are being created	50%	77%
business growth	75%	73%
need for new skills in the organisation	25%	32%
national/international growth of your company	19%	32%
investment plans	38%	32%
staff turnover	25%	27%
launch of new department/new product	13%	23%
business diversification	6%	9%

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



# hiring intentions.

## by department.

	2023	2024
operations	56%	59%
customer service/aftersales services	31%	45%
IT/technology	38%	32%
sales	44%	27%
accounting/finance	38%	27%
production	6%	23%
HR/training/development	31%	23%
digital marketing	25%	9%
traditional marketing/communications	19%	9%
back office/administrative support	31%	9%
procurement	31%	5%
logistics	6%	5%
engineering	13%	5%
other	6%	9%

For each department the respondents are planning to hire talent in, they were asked how likely it is to find difficulties in finding candidates with those specific skills.

Here are the departments in which respondents find it hardest to hire:

01  
production

100%  
vs 100% in 2023

02  
sales

66%  
vs 86% in 2023

03  
operations

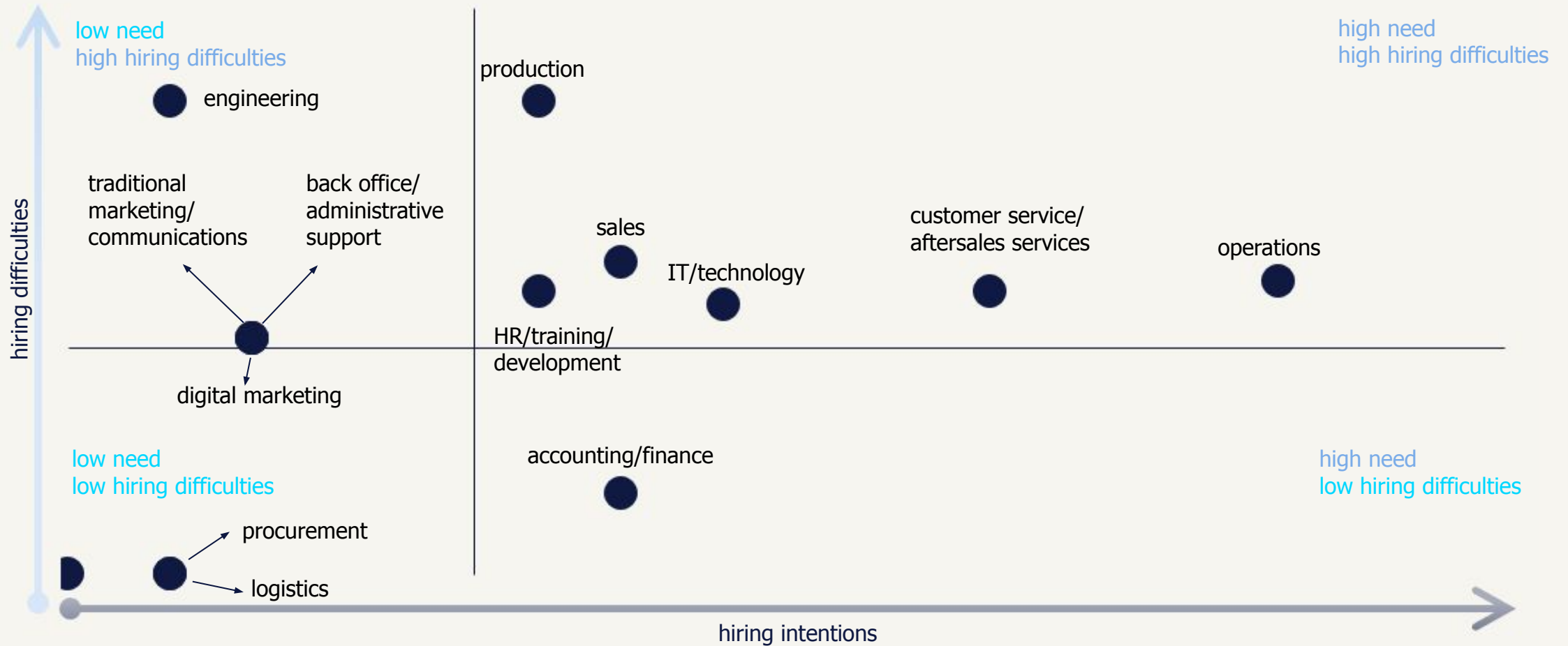
62%  
vs 55% in 2023

Some of the departments where the respondents are having troubles in finding the most suitable candidates are also among the departments with the highest hiring intentions.

You can find more details about which are the departments that are hardest to hire in and what is the demand of employees in those departments in the next slide.



# difficulty to hire matrix.



# recruiting sources.

most effective sources when recruiting talent.

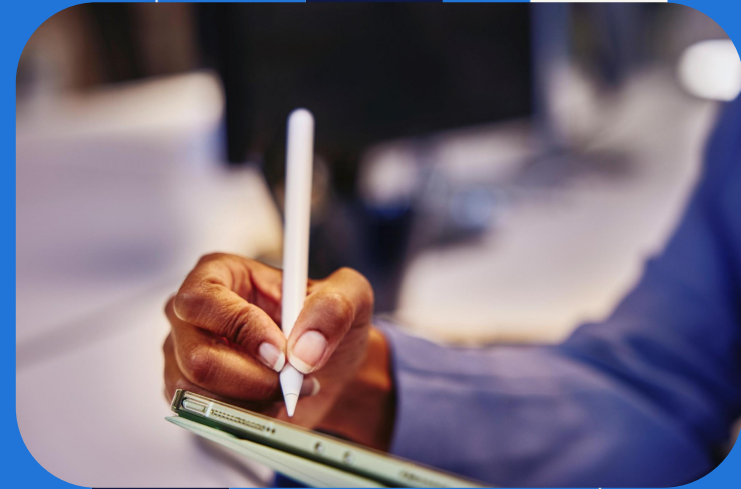


## employee referrals

will be the most frequently used method for finding the most suitable candidates in 2024 with 78% of the participating companies selecting it as one of the most effective recruitment source.

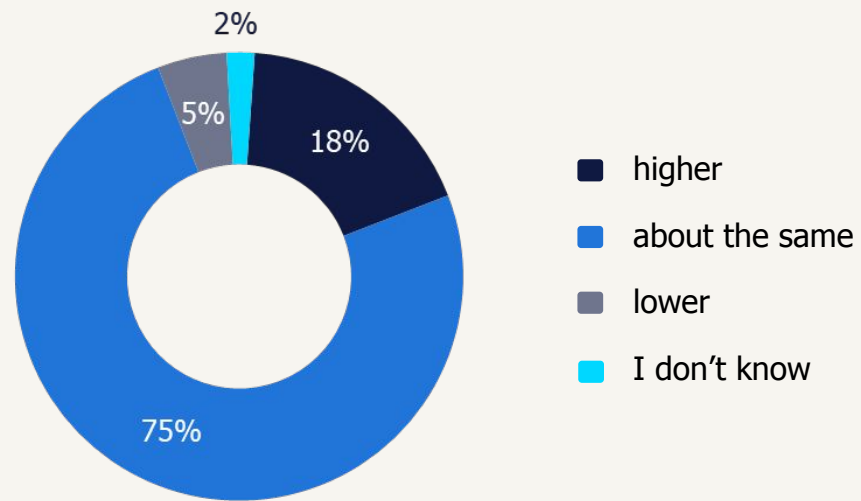
04

# salary evolution.



# salary competitiveness.

salaries compared to competitors.

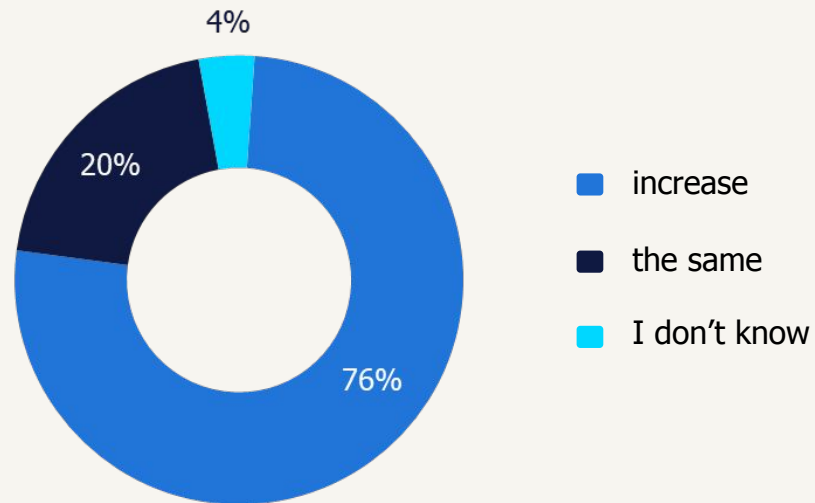


18%

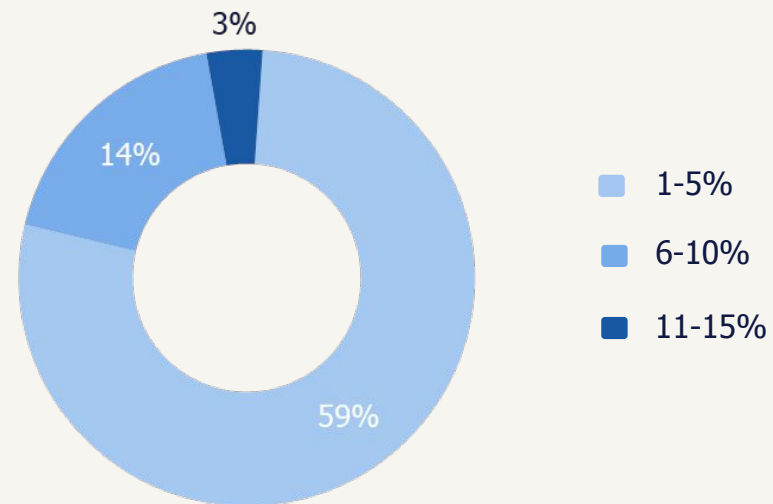
said their company salaries are higher than the competitors.

# salary evolution.

salaries evolution in the next twelve months.



the 76% respondents who plan a higher remuneration for their employees in 2024 will apply the raise as follows:



None of the respondents will decrease salaries.

05

# human capital strategy.



# what makes a company attractive?

	2023	2024
to offer competitive salary & employee benefits	162	211
to have a pleasant working atmosphere	146	211
to offer career progression opportunities	162	203
to ensure a good work-life balance	123	146
to be financially healthy	131	143
to offer good training	100	117
to offer long-term job security	108	114
to have a strong employer branding	115	111
to be conveniently located	85	86
to have a strong image/strong values	138	83
to have strong management	85	74
to offer flexible working arrangements (flexitime)	62	71
to offer interesting job content	108	69
to offer quality products/services	92	60
to promote diversity management (age, gender, race)	38	57
to be environmentally & socially aware (CSR)	62	46
to offer hybrid or remote working model	46	43
to use latest technologies (innovative)	85	43
to offer international career opportunities	38	23



Due to changes in the sample composition, the 2023 and 2024 data was not comparable anymore. Therefore, the results shown are recalculated as indices (dividing the % of each driver to the average % of all drivers).

The average of all the index scores will always be 100. For example, a driver that has a score of 50 is valued only half as important as the average, while a driver that has an index score of 200, is valued twice as important as the average of all drivers.

# benefits offered by the companies.

## wellbeing and skilling benefits.

	2023	2024
training	93%	78%
non-financial rewards/recognition	44%	37%
paid parental leave/childcare benefits	20%	30%
additional leave days/sick days/sabbatical leave	11%	27%
coaching & mentorship	22%	26%
flexible working schedule	24%	17%
employee support programs/tools	16%	14%
health and wellness programs	27%	14%
possibility to work from home (remote/hybrid)	27%	9%
psychological support	20%	8%

## financial benefits.

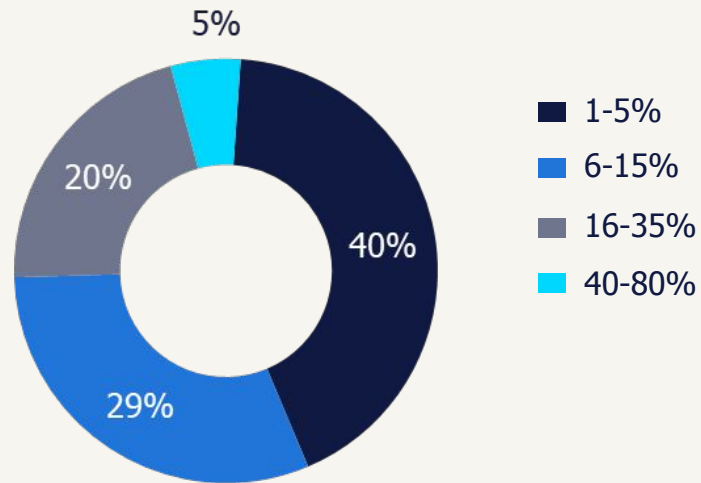
	2023	2024
mobile phone	77%	50%
bonuses/individual performance bonuses	59%	46%
ticket restaurant coupons/lunch subsidy	57%	42%
parking slots	39%	36%
reimbursing travel expenses (public transport, gas)	41%	24%
medical insurance/disability insurance	43%	24%
life insurance	27%	16%
company car	36%	15%
pension plan	11%	6%
holiday vouchers	36%	5%
profit sharing	9%	4%
deductible expenses*	7%	3%

\*stationery, courier charges, home internet, etc.

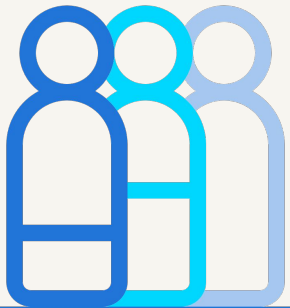
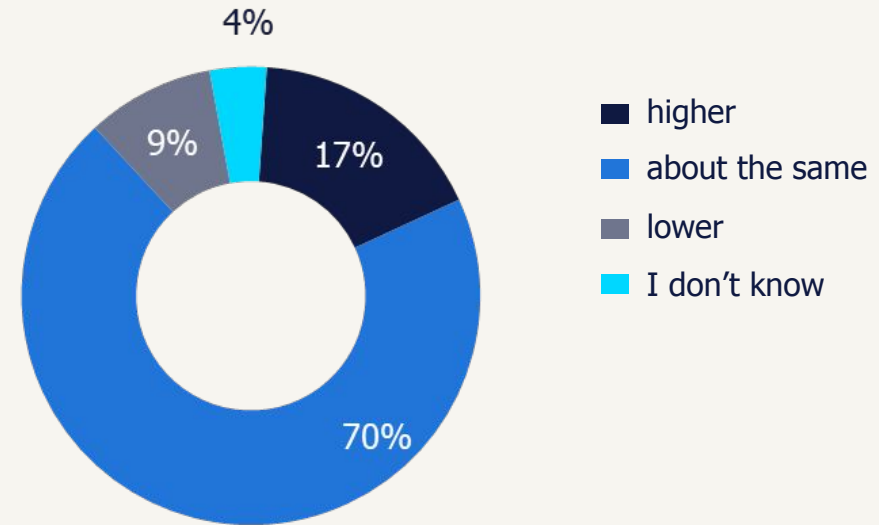


# staff turnover.

## turnover rate in 2023.



## 2024 expected turnover.



For most of the respondents, the 2023 turnover rate remained within reasonable levels, 69% of them reporting a turnover rate of less than 16%.

# what determines employees to leave the company?

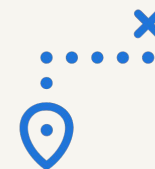
	2023	2024
received a better offer elsewhere (better pay, conditions)	82%	59%
the workload is too heavy	36%	52%
to pursue a different career path (non-corporate)	28%	42%
not having a cultural fit	16%	39%
relocating	36%	33%
looking for more flexible work schedule	10%	30%
more opportunities for career improvement elsewhere	38%	29%
no work-life balance	12%	27%
poor relationship with direct report	14%	18%
completely remote job	-	12%
hybrid - remote working model not offered	0%	6%
did not feel supported by management	0%	5%
limited to no leadership or management direction or vision	6%	5%
not happy with the company's reputation	2%	3%
they did not want to return to the office	2%	1%
other	10%	4%

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



59%

of the employees leave their job due to receiving a better pay or better conditions at another employer.



42%

of the employees also leave their job to pursue a different career path.

06

artificial intelligence.



# attitude towards AI.

12%

of respondent companies **support** the use of AI and plan to **expand** it at large.

36%

of respondent companies are **open** to the use of AI, but only in **certain areas**.

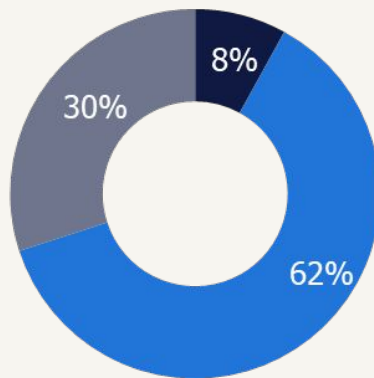
48%

of respondent companies do **not have a clear view** on the use of AI.

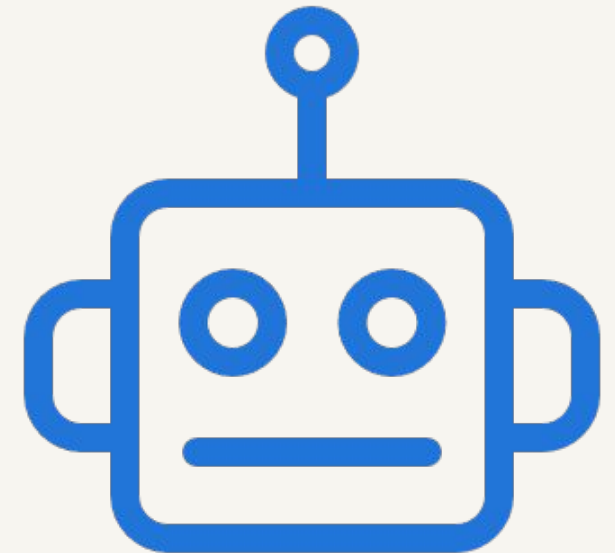
4%

of respondent companies do **not foresee** the use of AI in the future.

## impact that implementing AI will have on the labor market.



- the number of jobs will increase
- the number of jobs will not change
- the number of jobs will decrease

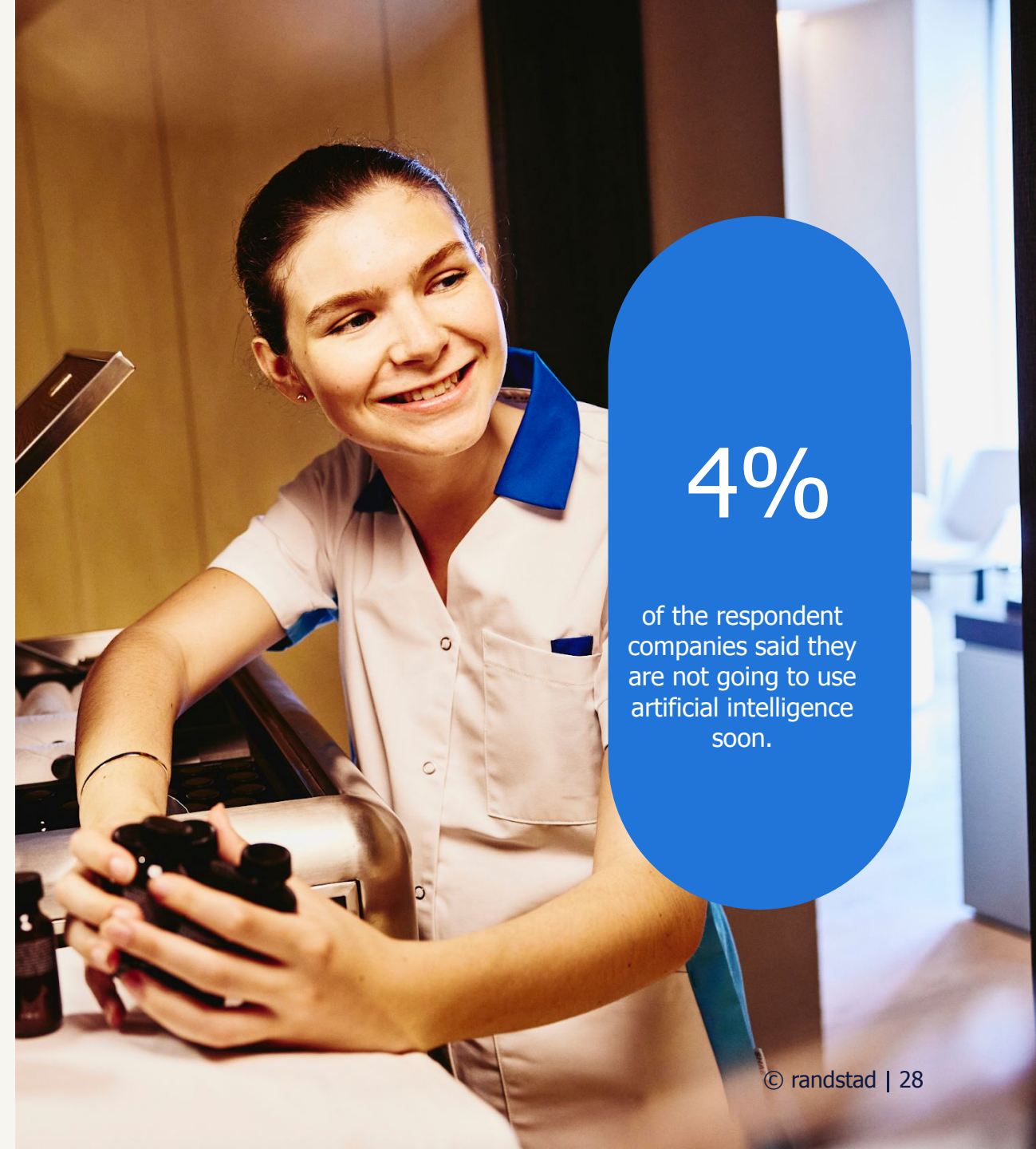


# areas in which AI will be used.

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customer service and support	67%
marketing and advertising	59%
administration	45%
IT/technology	35%
market analysis, development plans and strategies	31%
finance and accounting	31%
personnel and human resources management	24%
business development	14%
management	14%
logistics and transport	12%
supplier relations	6%
manufacturing	2%
other	2%

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4%

of the respondent companies said they are not going to use artificial intelligence soon.

# benefits and challenges.

## AI's biggest benefits



faster processing of data, more accurate predictions	68%
automation of repetitive tasks	67%
improved customer service and customer satisfaction	50%
better quality of work and outputs	42%
higher labour productivity	35%
reduction of staff and cost savings	25%
enhanced human capabilities	20%
support HR functions such as onboarding and recruiting	15%
none of the above	1%
I do not believe AI would bring any benefits	1%

## AI's main challenges



ensuring data security	54%
employee distrust of the benefits of AI	52%
lack of qualified staff to work with AI	46%
high cost of implementing and operating AI	42%
ensuring confidentiality	30%
management distrust of the benefits of AI	25%
other	2%

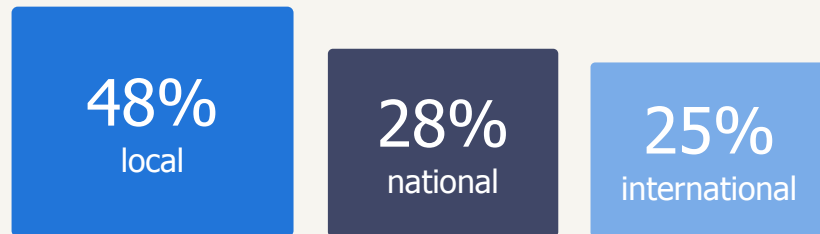
07

respondent profile.

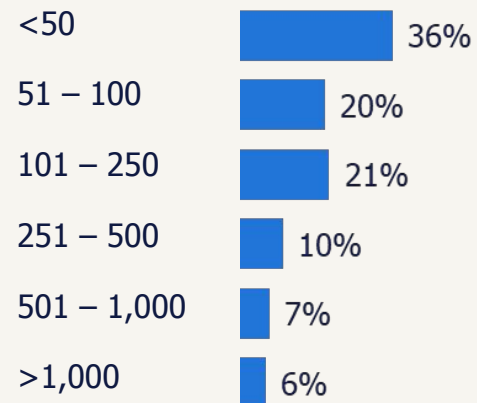


# respondent profile.

by the size of the company.



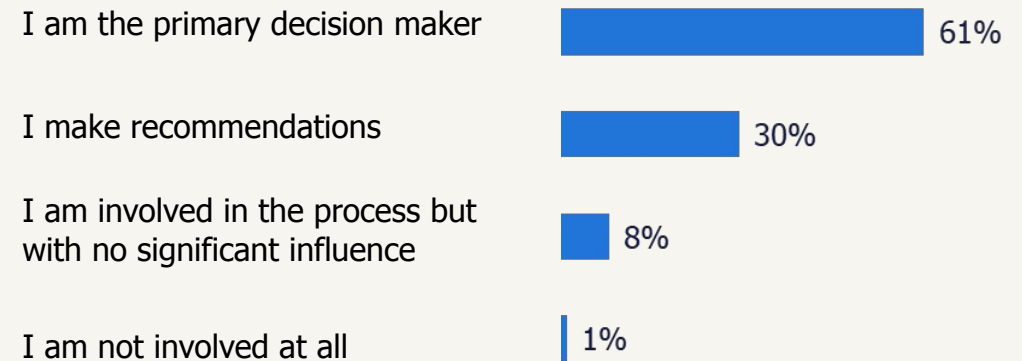
by number of employees.



by department.

general management	45%
human resources	39%
sales/marketing	11%
finance	1%
IT/technology	1%
other	3%

by participant's role.



08

# salary report.



# salary report highlights.

The following slides present the band bottom and band top salaries for different job positions in the hospitality sector.

The listed salaries in the following tables refer to gross salaries and are based on 14 salaries per year.



# hospitality – city hotels.

position	band bottom	band top
bar/restaurant manager	2100	2500
bartender	1300	1600
cook a	2100	2400
cook b	1400	1700
executive chef	4000	5000
f&b controller	1600	2100
food and beverage manager	2100	3000
food and beverage supervisor	1700	2100
front desk	1100	1600
front office manager	1800	2100
guest relations manager	1700	2000
guest relations officer	1300	1400
hotel gm/manager	5000	9000
housekeeping assistant	1400	1600
housekeeping executive	3000	4000
housekeeping linen attendant	1200	1400
housekeeping maids	1200	1400
housekeeping manager	2000	2500
operations manager	4000	6000
reception clerk	1200	1600
night auditor	1200	1800
reservation manager	2100	2500
rooms division manager	2400	2600
revenue manager	2200	3000
revenue coordinator	1700	2200
sous chef/pastry chef	2500	3500
waiter	1200	1500

# hospitality – island hotels.

position	band bottom	band top
bar/restaurant manager	2500	4000
bartender	1700	1800
cook a	2500	3000
cook b	1800	2100
executive chef	6000	9500
f&b controller	2100	2400
food and beverage manager	3000	5000
food and beverage supervisor	2100	2400
front desk	1700	2000
front office manager	2100	2600
guest relations manager	2100	2500
guest relations officer	1600	1700
hotel gm/manager	10000	12000
housekeeping assistant	1600	1800
housekeeping executive	4000	6000
housekeeping linen attendant	1400	1800
housekeeping maids	1400	2000
housekeeping manager	2000	3000
operations manager	5000	9000
reception clerk	1500	1800
night auditor	2000	2500
reservation manager	2500	4000
rooms division manager	2600	4000
revenue manager	2600	4000
revenue coordinator	2400	3300
sous chef/pastry chef	3500	5000
waiter	1400	1800



# travel/tourism.

position	band bottom	band top
<a href="#">incoming travel designer</a>	1200	1700
<a href="#">senior incoming travel designer</a>	1700	2100
<a href="#">outbound travel designer</a>	1000	1600
<a href="#">senior outbound travel designer</a>	1600	1900
<a href="#">ticket agent</a>	1000	1600
<a href="#">product developer</a>	2100	3000
<a href="#">travel agent   mice</a>	1200	1800
<a href="#">travel designer manager</a>	2100	3000

thank  
you.

