

june 2025

greece.

employer brand research 2025



partner for talent.

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executive summary.

employee priorities remain stable but there are nuances between generations and specializations.

EVP drivers

Over the past three years, employee needs have shown remarkable consistency, with attractive salary, a pleasant working atmosphere, and career progression remaining the top drivers of satisfaction. This stability underscores the importance for employers to continuously align roles, culture, and benefits with these enduring expectations to improve retention and engagement.

Equity has solidified its place as a core priority. Following its sharp rise in 2024, equity remains a top driver—indicating it's not a passing trend but a lasting workforce expectation. Encouragingly, employers are already performing well in this area, with equity scoring among the highest-rated aspects of the employee experience. Embedding equity further into organizational practices will be essential for boosting satisfaction, trust, and employer brand strength.

generations

Gen X places heightened importance on several top drivers, particularly an attractive salary, a positive workplace atmosphere, and work-life balance. Similarly, Millennials place greater emphasis on salary and work-life balance compared to Gen Z. Given how central these factors are for these groups, it's important that employers actively reinforce these elements to maintain satisfaction and retention.

In contrast, Gen Z does not prioritise the traditional top drivers as strongly as older generations. Instead, they place relatively greater importance on employers giving back to society and demonstrating a commitment to equity. This suggests that Gen Z is looking for more than just a workplace — they want to work for organisations that reflect their values and resonate with them on a personal level.



6 in 10 employees rate their employer positively in equity

specializations

Across all specializations, an attractive salary and benefits, along with a pleasant working atmosphere, consistently rank as the top two drivers for employees. These factors are particularly important to operational and professional employees, who place more value on them than those in digital roles.

While career progression is equally important to both operational and professional workers, their remaining priorities differ. Operational employees place greater emphasis on job security and equity, whereas professional employees prioritise work-life balance more strongly. Although job security still matters to professionals, it carries slightly less weight than it does for operational staff.

Digital employees prioritise work-life balance the most among all groups, with career progression remaining a key motivator. Additionally, remote working ranks among the top five drivers for digital specialists, emphasising the need for employers to provide clear support and consistent structure for flexible working.

the intention and actual job-switching has increased; reskilling remains critical.

retention and reskilling

The proportion of employees both planning to change jobs and those who have switched employers in the past six months has increased slightly (+2%), reversing the decline seen last year. This modest uptick may signal a renewed momentum in job mobility and highlights the need for employers to adopt more agile and responsive hiring strategies to remain competitive in attracting and retaining talent.

The leading reason employees consider leaving is low compensation—closely aligned with salary being the top workplace priority. This underscores the critical role of competitive pay in retention strategies.

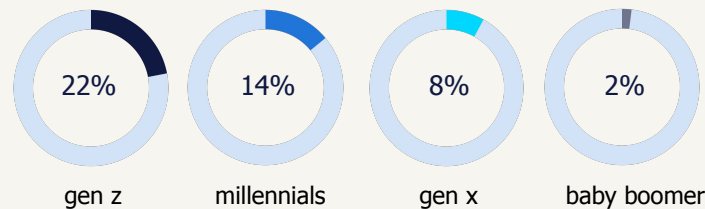
Reskilling remains important for the vast majority of employees in Greece (80%), reinforcing the need for employers to invest in learning and development initiatives to meet evolving employee expectations and strengthen retention.

generations

Both Gen Z and Millennials are more likely than Gen X and Baby Boomers to have switched jobs in the past six months—and they also show a higher intention to change roles in the next six months. This signals a greater sense of mobility and openness to new opportunities among younger workers.

When it comes to job search behavior, generational differences are clear. Gen Z is more likely to use platforms like Google, LinkedIn, and social media to explore job opportunities. Meanwhile, Millennials and Gen X tend to prefer more traditional channels such as personal connections/ referrals, job boards, and company career websites.

employees who switched jobs in the past 6 months



specializations

Operational employees show the highest levels of job mobility, with both higher actual switching rates and the strongest intention to change jobs in the next six months (26%), followed by digital employees (22%). This suggests a greater level of restlessness among operational staff, reinforcing the need for targeted retention strategies in this group.

The top reasons for changing employers are consistent across specializations—low compensation and receiving an irresistible offer. However, digital employees are more likely to leave due to long travel times and concerns about their organization's financial stability. In contrast, professional employees are more likely to be driven by poor work-life balance.

Reskilling remains a consistently high priority across all specializations. Employers should ensure learning and development opportunities are widely promoted and tailored across different roles to support retention and career growth.

greece employers are improving across all equity statements.

equity

Employee sentiment towards their current employer in regards to various equity characteristics has shown a slight improvement, particularly in the areas of career advancement and reskilling, both of which have increased by 3%.

Although career advancement and reskilling have seen positive shifts, they still receive the lowest ratings in employer evaluations of equity, suggesting that there remains significant room for improvement in these critical areas.

Employees are encountering fewer obstacles to career progression based on their identity, with a slight decrease (-2%) in reported challenges among both minority and non-minority groups. This suggests a gradual but positive shift in how equity is perceived within the workplace.

generations

Gen Z employees tend to rate their current employers more favorably than Millennials and Gen X in areas such as career advancement opportunities, equal pay for equal work, and access to reskilling opportunities. These positive perceptions highlight Gen Z's satisfaction with how these opportunities are distributed and valued within their organizations.

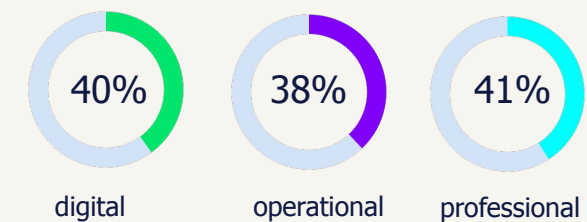
However, both Gen Z and Millennial employees report facing more obstacles in their career progression based on their identity, with Gen Z experiencing the highest levels of such challenges across all minority groups. It is important to note that Gen Z and Millennials may perceive facing more obstacles due to their higher representation in minority groups, as minorities are more likely to experience and report obstacles related to identity. To address these issues and improve employee satisfaction, it is crucial for employers to implement and clearly communicate a strong diversity and inclusion strategy.

specializations

Digital employees are more likely to feel that their organization values them as individuals, whereas perceptions of equity remain consistent across other specializations.

There is little variation across specializations in terms of employees facing obstacles related to their identity, with minority groups reporting similar levels of challenges across all roles.

my organization provides equal pay for equal work



motivation and engagement is high amongst greece employers.

motivation & engagement

The majority of employees (60%) feel motivated in their current role, while 17% report feeling unmotivated. Although 47% of employees feel more motivated than they did a year ago, 23% still feel less motivated compared to last year.

Increased motivation is primarily driven by factors such as greater job security, feeling valued and appreciated, improved relationships with colleagues, and a better work-life balance. However, none of these factors are the primary drivers of overall employee satisfaction, highlighting that core needs must first be met before these elements can truly contribute to engagement.

Conversely, decreased motivation is largely attributed to desires for higher salaries, a lack of recognition, feeling undervalued, limited career growth opportunities, and an overwhelming workload.

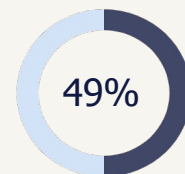
generations

Gen X employees are currently more likely to feel highly motivated to perform their jobs to the best of their abilities compared to Gen Z and Millennial employees. However, younger generations (Gen Z and Millennials) are showing an upward trend in motivation levels compared to the previous year.

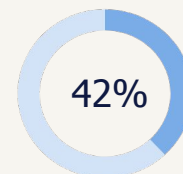
The reasons for decreased motivation are similar across all generations, though Gen X employees are more likely to cite workload, lack of recognition, and unclear expectations as factors. Addressing these issues is crucial for engaging employees within this generation.

In contrast, the main drivers of increased motivation among younger generations stem from career growth opportunities, positive changes from leadership, and involvement in exciting projects.

I am (more) engaged/motivated than I have been previously



gen z & millennials



gen x & baby boomer

specializations

Across specializations, current motivation and engagement levels show minimal differences. However, compared to last year, digital employees exhibit a more significant decline in motivation, with 32% reporting reduced motivation, compared to 22% of operational employees and 21% of professional employees. This may signal potential early warning signs for digital teams.

Both digital and operational employees cite improved relationships with colleagues as the primary driver of increased motivation. In contrast, professional employees place more emphasis on feeling valued and supported.

The decline in motivation among digital employees is primarily driven by excessive workload, job flexibility, and job stability concerns. While the reasons for decreased motivation are largely similar across operational and professional employees, the order of influence differs. Professional employees are more motivated by the desire for higher salaries and career advancement, while operational employees are more impacted by a lack of recognition and feeling undervalued.

AI hasn't hit mainstream use in Greece yet.

AI

While AI adoption is not yet widespread among employees in Greece, there is a small but growing group of regular users, with the proportion increasing from 10% to 17% over the past year. However, 46% of employees in Greece have never used AI in their jobs.

Although most employees anticipate that AI will have some impact on their roles within the next five years, its current influence remains limited. Only a small percentage (15%) believe it will have no impact at all on their work.

Sentiment towards AI is generally positive or neutral, with few employees expressing strong negative views. Those who perceive AI as having an impact largely see it in a favorable light.

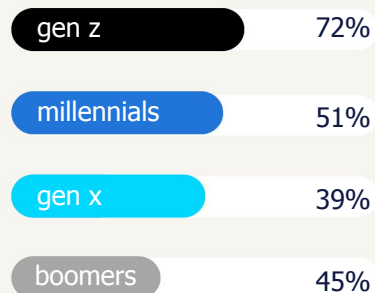
generations

Younger generations (Gen Z & Millennials) are more likely to be using AI regularly compared to Gen X employees, with Gen Z employees strongly driving the adoption of AI in general work.

In line with regular use of AI, Gen Z employees believe AI to have the most effect on their role, despite this there is little change between the attitude of impact of AI in employees work, with all generations believing it has either a positive or neutral effect.

Given the positive impact AI is having across generations, employers must play a bigger role in developing AI skill sets and promoting its use to ensure that all generations can benefit from this technology.

general AI utilization across different generations



Specializations

Digital employees (31%) are more likely to regularly use AI compared to their operational (18%) and professional (15%) counterparts. Nearly half of operational (49%) and professional (45%) employees have never used AI in their roles.

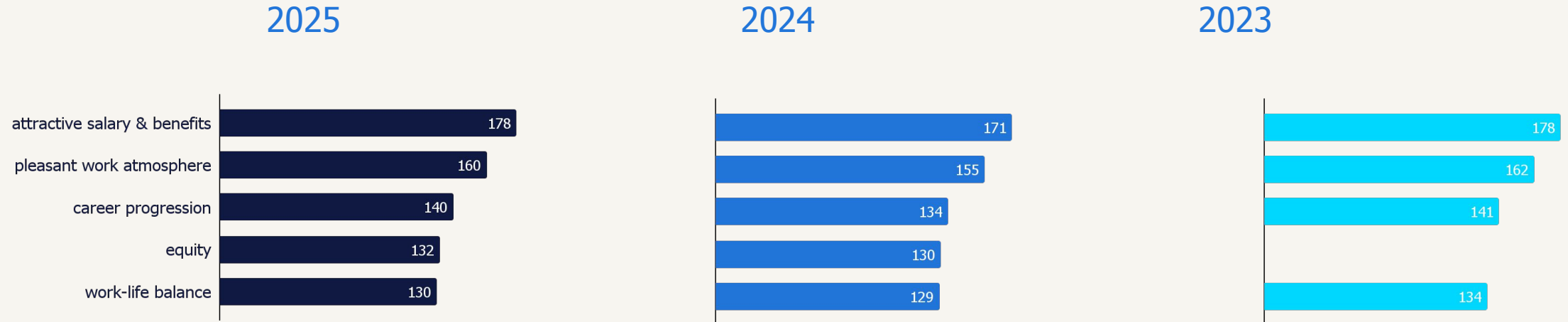
Operational employees are more likely to believe AI will not impact their work (19%), while digital employees have already started experiencing AI's impact in their roles (11%). It's important to highlight to digital employees how the organization is utilizing AI.

key drivers.



the ideal employer profile in greece has remained consistent over the past three years.

With key drivers remaining largely unchanged, employee needs and priorities appear stable. Attractive salary and benefits, a positive work environment, and a career progression are the top three factors, combining both functional and emotional aspects.



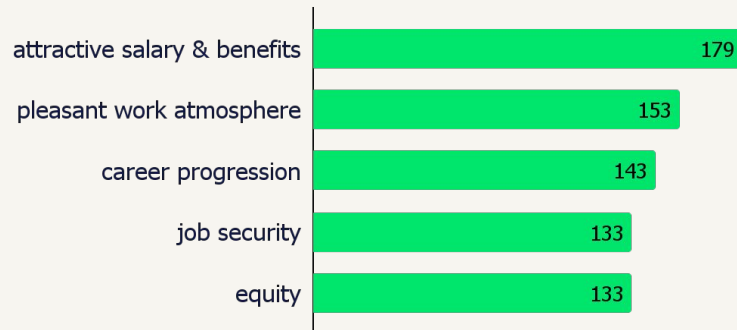
how to read the above indexed scores:
150: driver is chosen 50% more often than the average driver to be important
75: driver is chosen 25% less often than the average driver to be important



while salary and benefits is the top priority across all specializations, the importance of other factors varies by role.

Job security holds greater significance for operational and professional workers, compared to those in digital roles. Instead remote working opportunities are uniquely important to these workers.

operational



professional



digital



seven in ten employees rate their employers positively on equity, suggesting progress in fostering fair and inclusive work environments.

evaluation of current employer

- | | |
|-----|------------------------------|
| 1. | long-term job security |
| 2. | is conveniently located |
| 3. | equity |
| 4. | financially healthy |
| 5. | very good reputation |
| 6. | pleasant work atmosphere |
| 7. | interesting job content |
| 8. | work-life balance |
| 9. | attractive salary & benefits |
| 10. | career progression |
| 11. | gives back to society |

profile of ideal employer

- | | |
|-----|--|
| 1. | attractive salary & benefits |
| 2. | pleasant work atmosphere |
| 3. | career progression |
| 4. | equity |
| 5. | work-life balance |
| 6. | job security |
| 7. | good training |
| 8. | interesting job content |
| 9. | possibility to work remotely/from home |
| 10. | location |
| 11. | quality products & services |

While job security and location can be a strength in employer branding and retention efforts, it is not as crucial when considering the profile of the ideal employer. However, equity aligns well with both current employer ratings and ideal employer rankings, indicating its importance.

Less than half of workers in Greece rate their employer positively for offering attractive salaries. However, the importance of this factor increases when considering the ideal employer profile, highlighting a growing gap between current satisfaction and future expectations.



top employers and sector insights.



top employers to work for in greece.

2025

1.	PAPASTRATOS
2.	Costa Navarino (T.E.MES SA)
3.	Vianex Pharmaceutical
4.	SKLAVENITIS
5.	AEGEAN
6.	Motor Oil Hellas
7.	ATHENS INTERNATIONAL AIRPORT
8.	HELLENiQ ENERGY
9.	DEMO Pharmaceutical
10.	INTRALOT S.A.

2024

1.	PAPASTRATOS
2.	Vianex Pharmaceutical
3.	AEGEAN
4.	Papadopoulou Biscuits
5.	SKLAVENITIS
6.	Independent Power Transmission Operator I.P.TO. (ADMIE)
7.	ELPEN Pharmaceutical
8.	ATHENS INTERNATIONAL AIRPORT
9.	Skroutz
10.	ONASSIS CARDIAC SURGERY CENTER

2023

1.	PAPASTRATOS
2.	ION S.A. COCOA & CHOCOLATE
3.	AEGEAN
4.	INTRALOT S.A
5.	ELPEN Pharmaceutical
6.	SKLAVENITIS
7.	LAMPSA Hotels (Grand Bretagne, King George, Sheraton Rhodes)
8.	Bank of Greece S.A.
9.	Papadopoulou Biscuits
10.	Costa Navarino (T.E.MES SA)

top 3 EVP drivers of the top 5 companies.

The five most desirable companies for employment in Greece are distinguished by their financial stability and positive public image. Furthermore, employment stability and security represent a significant consideration for the majority of these organizations.

top companies

1. PAPASTRATOS

2. Costa Navarino (T.E.MES SA)

3. Vianex Pharmaceutical

4. SKLAVENITIS

5. AEGEAN

1.

good reputation

financially healthy

financially healthy

good reputation

financially healthy

2.

financially healthy

good reputation

good reputation/ long-term job security

financially healthy

good reputation

3.

long-term job security /attractive salary and benefits

long-term job security

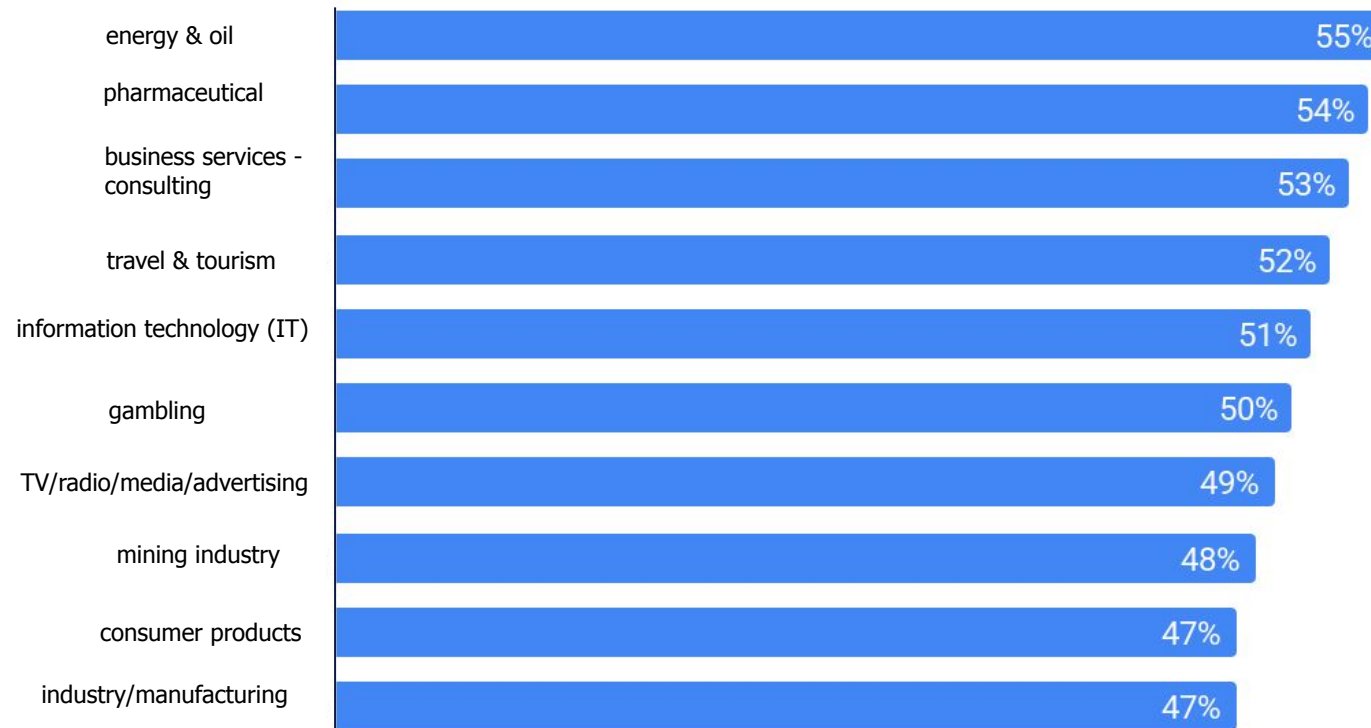
career progression

conveniently located

interesting objective at work

sector attractiveness.

top 10 best performing sectors



the energy sector is the most attractive sector in Greece.

minor differences in appeal across other sectors suggest that employers are competing for talent not just within their own industry, but across many others as well.

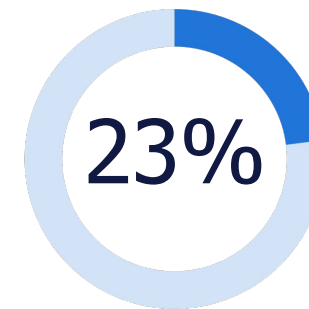
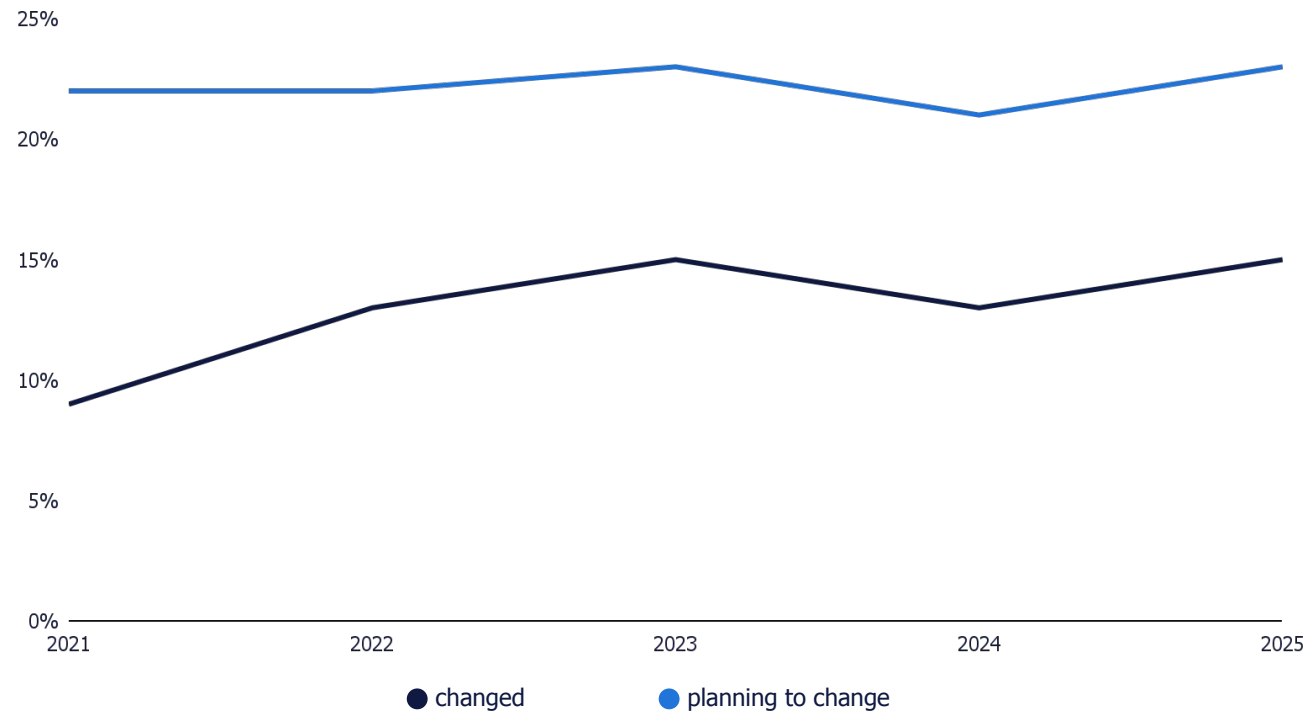
job-switching
behaviour in focus.



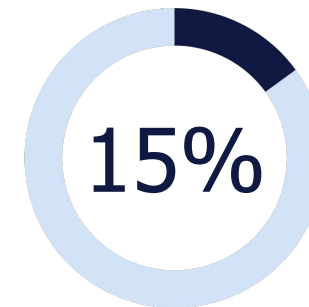
both the proportion of employees planning to change jobs and those who have switched employers in the past six months have increased slightly (+2%).

This follows a decline observed in the previous year, suggesting a potential reacceleration in job mobility.

have changed employer in the last 6 months



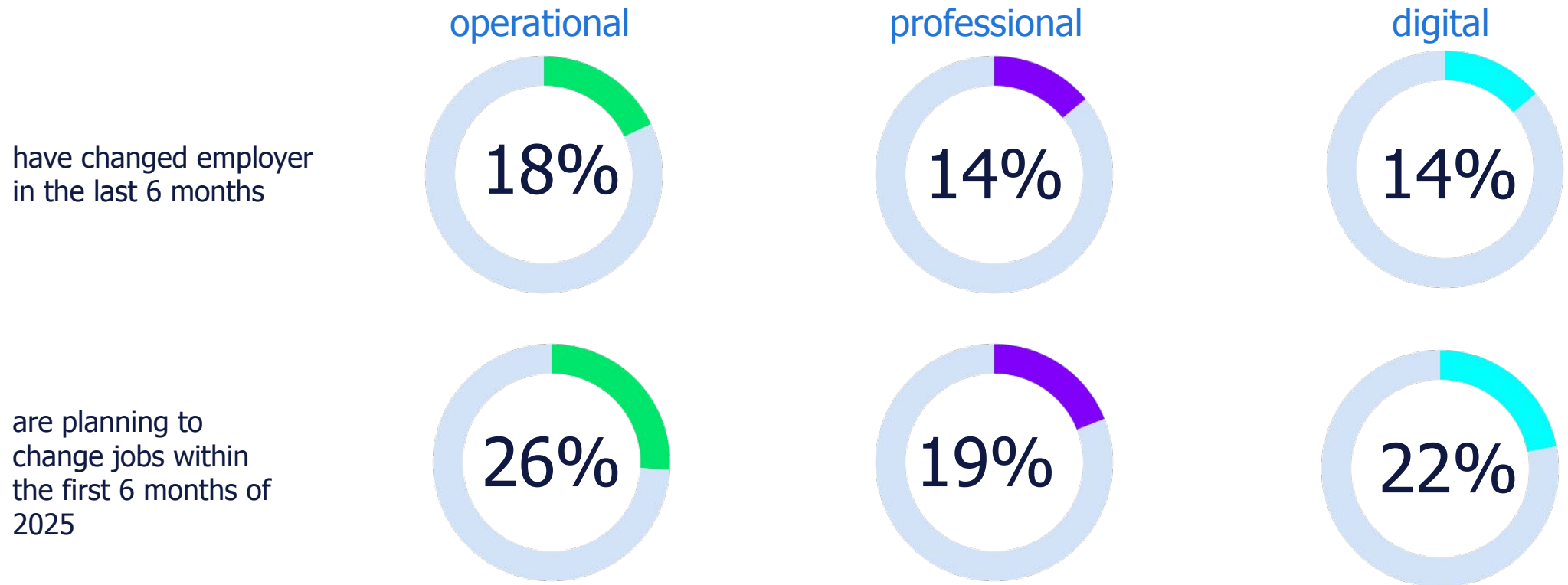
are planning to change jobs within the first 6 months of 2025



have changed employer in the last 6 months

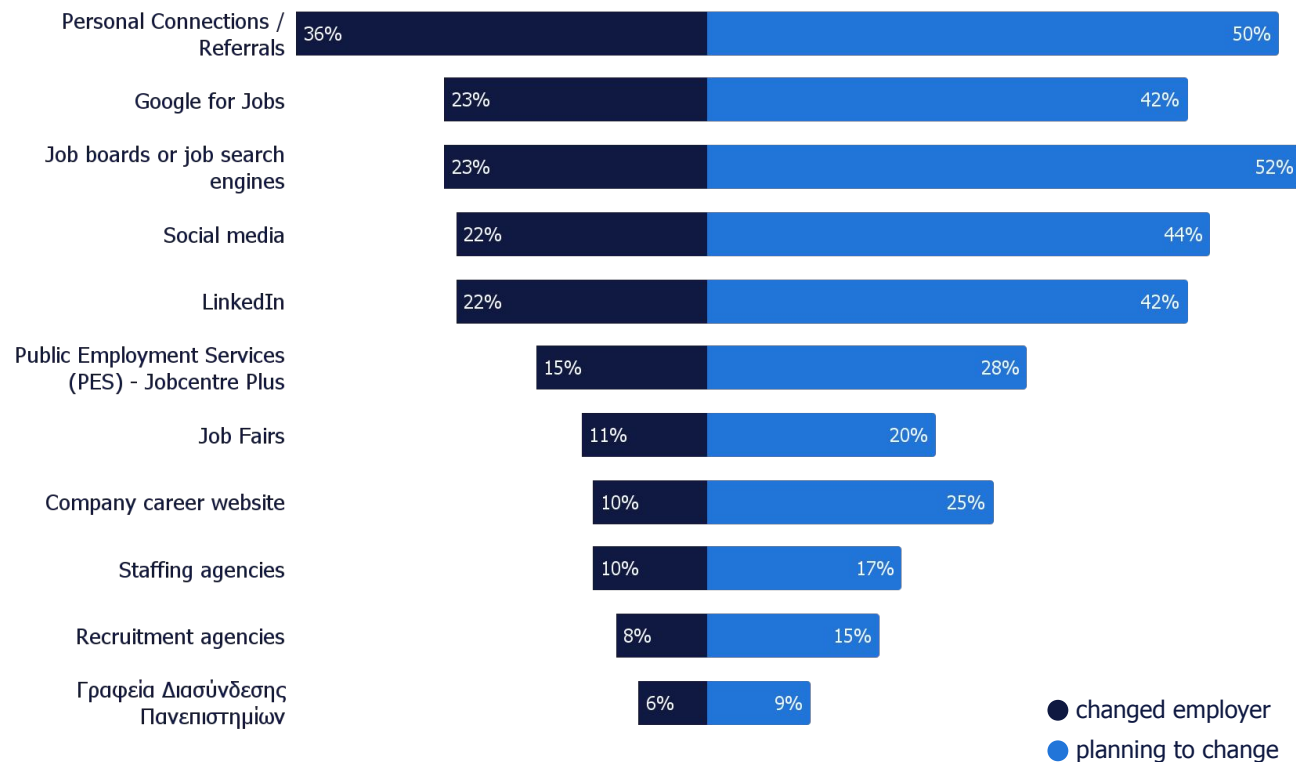


employees who work in operational fields are more likely to have switched employer and are planning to switch in the future.



personal connections were the most successful source for recent job changers, while job boards are equally important for those planning to switch.

sources for job opportunities



Over half of the Greek workforce continues to rely on job boards and personal connections in their job search, with little change over time.

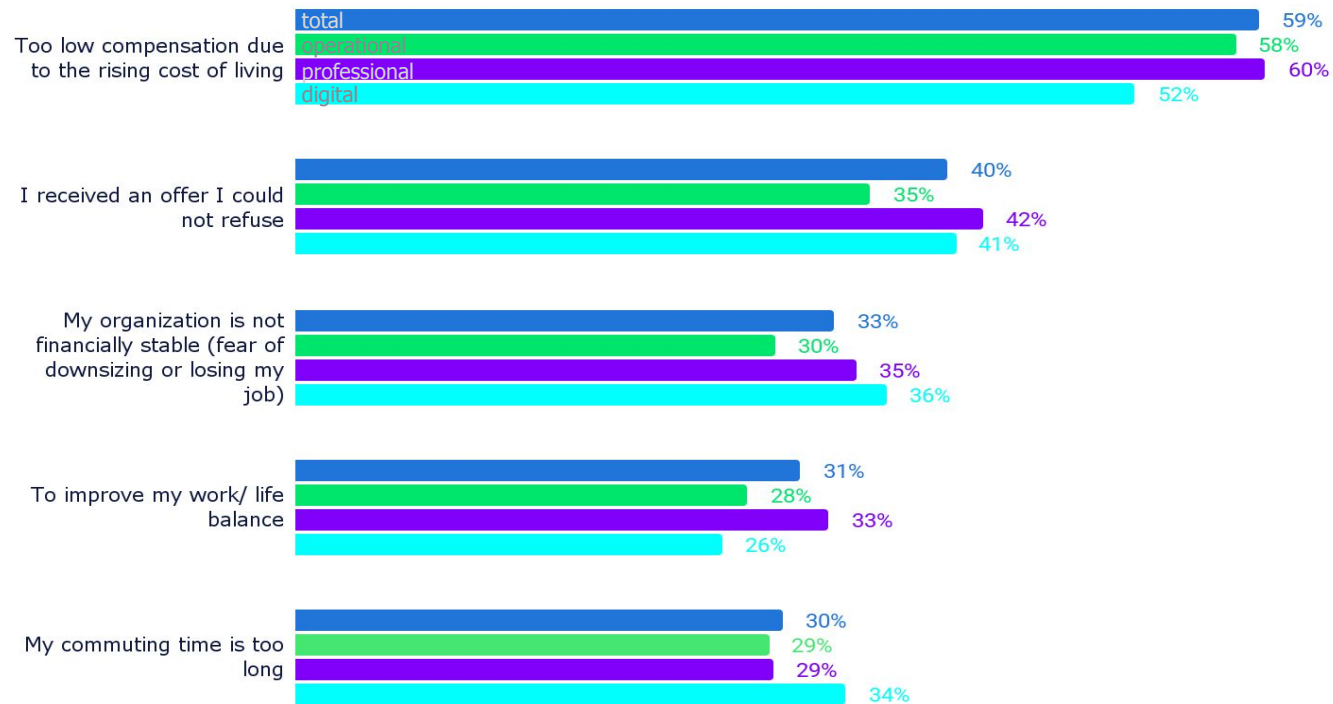
Gen Z stands out for favoring platforms like Google, LinkedIn, and social media, while Millennials and Gen X are more likely to turn to personal connections/referrals, job boards, and company career sites.

Gender differences also emerge, with men more likely to use recruitment agencies, and women showing a stronger preference for job boards and search engines.



too low compensation continues to be the leading motivator for job changes, across specializations.

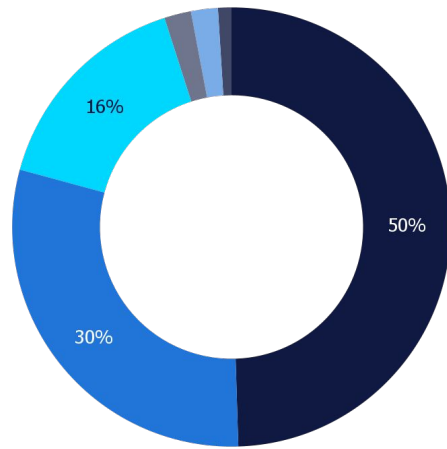
reasons for leaving



While low compensation remains the top reason for leaving across all job specializations, professional and digital workers are more influenced by receiving an irresistible offer than their operational counterparts. Their lower job-switching rates may reflect a higher threshold for change — suggesting that these groups are less likely to move roles based on salary alone, and more likely to wait for a broader set of attractive conditions.

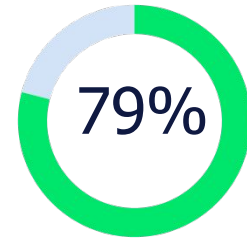
reskilling is important to the majority of employees in Greece, with all specializations finding it important.

importance of reskill

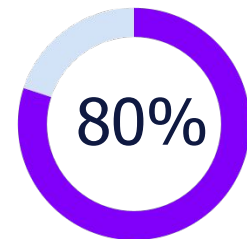


- 5 – very important to me
- 4
- 3
- 2
- 1 – not important at all
- don't know

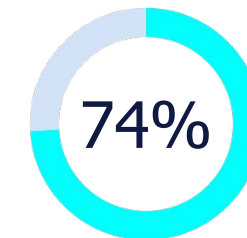
operational



professional



digital



% top-2-box: important & very important

Although the perceived importance of reskilling has dipped slightly (-3%), it continues to be a critical priority for employees. Interest in reskilling remains consistent across all generations, underscoring its broad relevance.

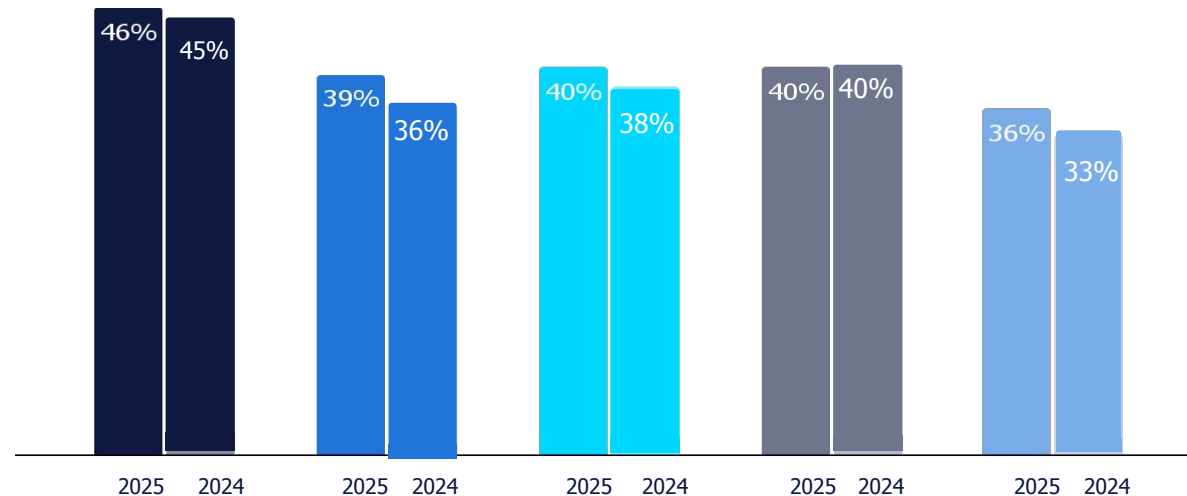
However, a notable gender gap exists: 86% of female employees consider reskilling important, compared to 73% of male employees — highlighting an opportunity for employers to tailor learning and development initiatives with inclusivity in mind.



annual topics:
equity, AI and
motivation &
engagement

employers have shown improvement across most equity statements, aligning with their overall strong performance in workplace equity.

which of the following statements do you consider to be true for your current employer?



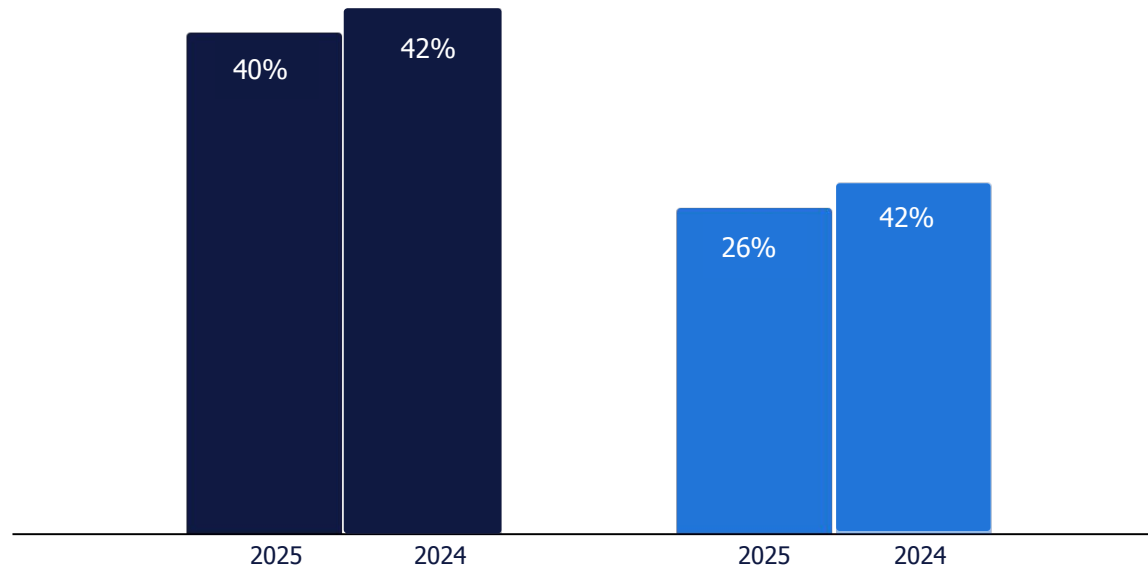
- my unique attributes, characteristics, skills, experience and background are valued in my organisation
- senior managers are fair when it comes to hiring or career advancements of those that report into them
- at my organisation, the best opportunities go to the most deserving employees
- my organisation provides equal pay for equal work
- senior managers are fair when it comes to reskilling and upskilling opportunities of those that report into them

Employers continue to perform strongest in making employees feel their uniqueness is valued. The most notable improvements, however, are in perceptions of fairness — specifically in how senior managers handle career advancement and distribute reskilling opportunities.

Despite these gains, fewer than half of employees are positive about any of the statements measured. Fair access to reskilling remains the lowest-rated area, highlighting a clear opportunity for improvement—particularly given the widespread importance employees place on reskilling initiatives.

there has been a modest decline in perceived obstacles related to personal identity, with improvements made in both minority and non-minority groups.

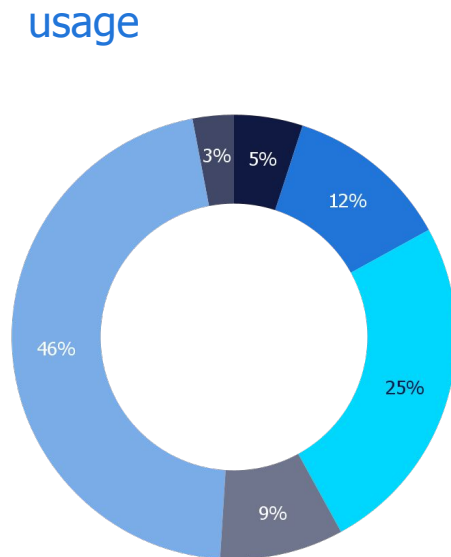
I have faced obstacles in my career progression in this organisation which I believe are due to who I am



● yes, I consider myself to belong to a minority
● no, I do not consider myself to belong to a minority

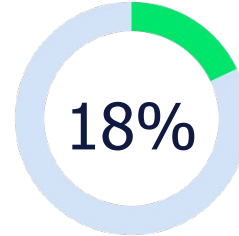
In Greece, 1 in 5 individuals identify as belonging to a minority group, with the highest representation among Gen Z (32%). Within this younger generation, gender identity emerges as the most commonly reported minority characteristic, highlighting evolving perceptions and the growing visibility of diverse identities in the workplace.

regular use of AI in the workplace continues to grow, rising from 10% to 17% over the past year.

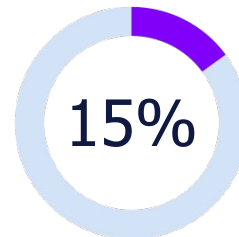


- every day
- regularly
- every now and then
- once
- never
- don't know

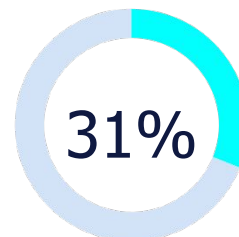
operational



professional



digital



% regular users (every day & regularly)

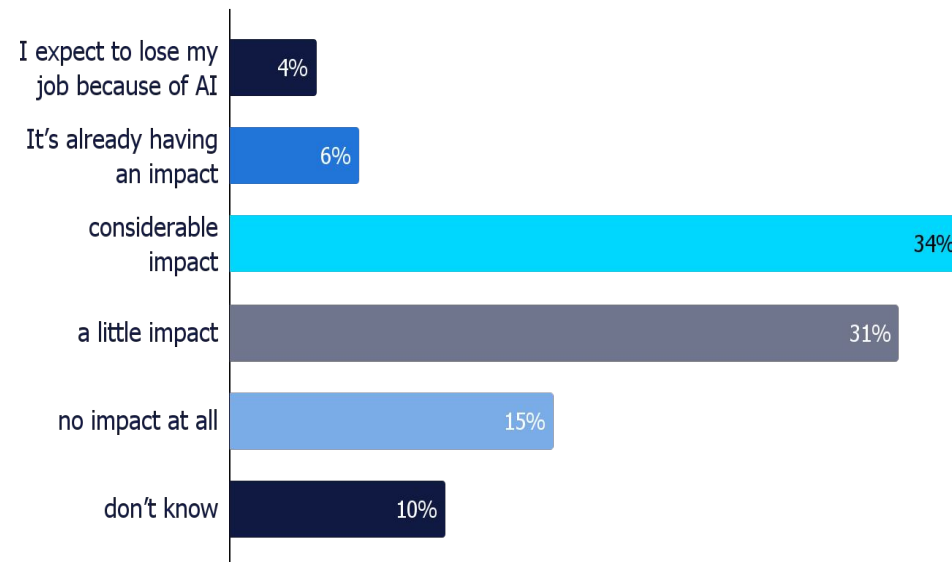
Usage is highest among Gen Z (29%) and declines with age. Gen Z also recorded the largest year-on-year increase (+11%). Despite generational differences, all age groups have seen a notable decline in those who have never used AI, signaling broader adoption across the workforce.

Regular AI use is also more common among digital specialists compared to operational and professional workers — likely due to the nature of their roles.

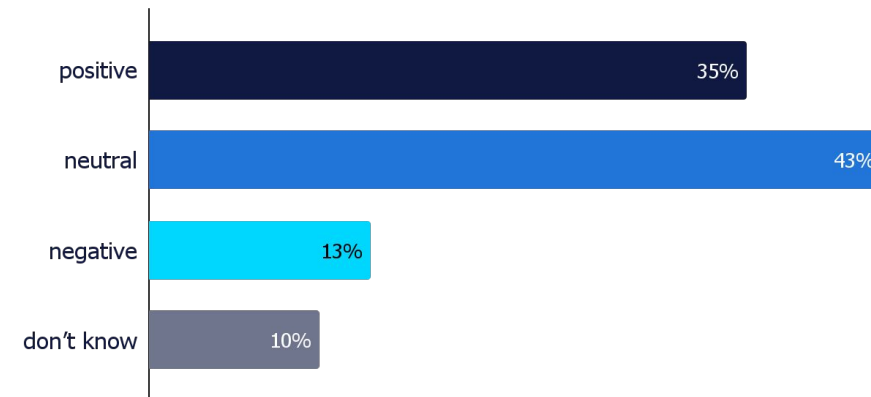
as AI adoption increases, so does its perceived impact in the workplace, as currently, 34% of employees expect AI to have a considerable effect.

This up from 31% last year. Those who say AI is already having an impact has also grown (+4%). While negative sentiment has declined, perceptions largely moved toward neutrality rather than positive ones.

expected impact of AI on your job



impact of AI on job satisfaction*

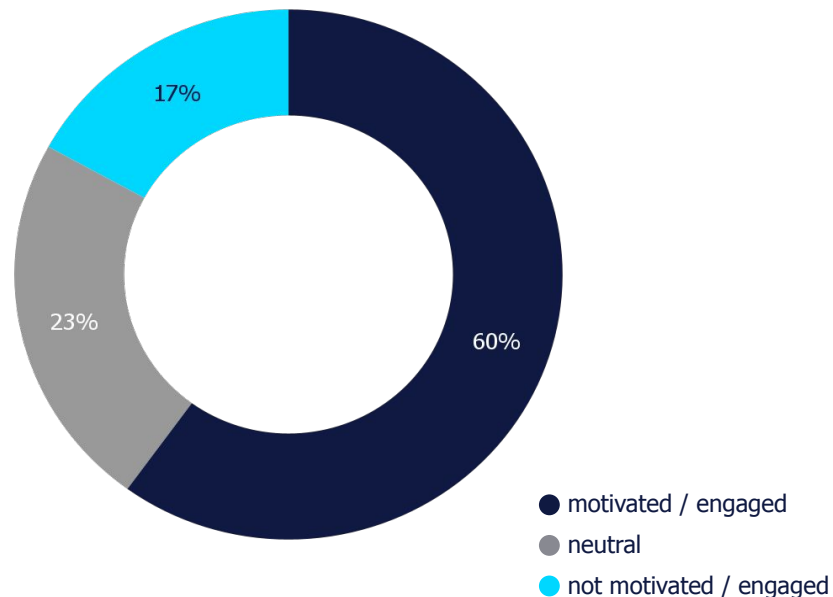


* asked to those who see AI having a little to a considerable impact on their job.

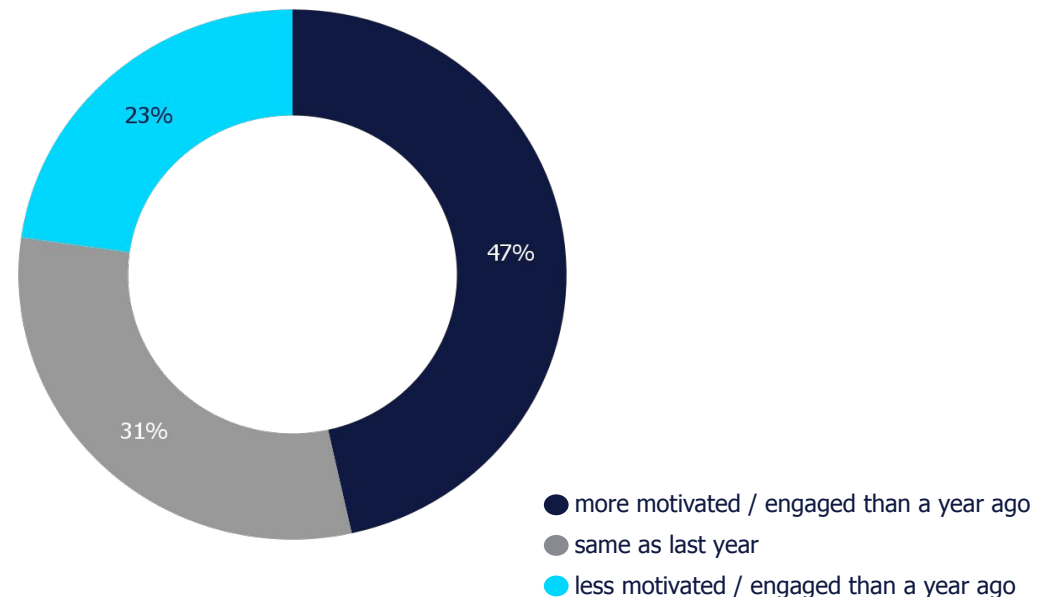
the majority of employees feel motivated in their current role, while just under half are feeling more motivated compared to last year.

Gen X's are feeling more motivated in their current role (64%) while Millennials and Gen Z are growing in their motivation at the stronger rates (49% respectively).

motivated & engaged



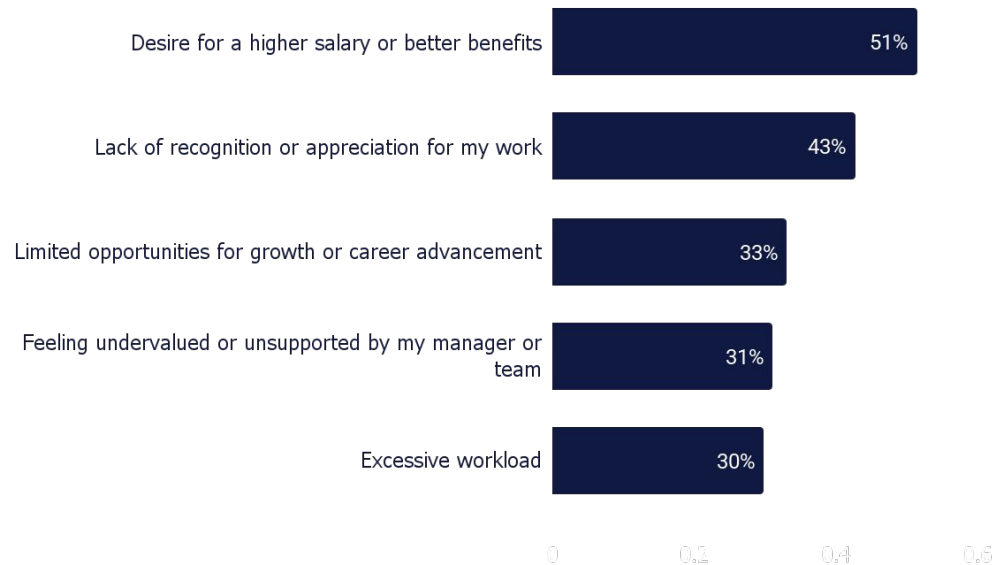
compared to a year ago



main reasons for less motivation stem from wanting a higher salary/better benefits, while those feeling more motivated come from a range of reasons.

The feeling a lack of recognition and an excessive workload resonate more with Gen X's than younger generations, so do driving feelings of adequate recognition and confidence in job security.

less motivated & engaged



more motivated & engaged



Q. You have stated that you are less motivated / engaged than a year ago. Has this been influenced by any of the following factors?
Q. You have stated that you are more motivated / engaged than you were a year ago. Has this been influenced by any of the following factors?



appendix.

34 markets surveyed covering more than 75% of the global economy.



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

sample

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

fieldwork

- online interviews
- january 2025

length of interview

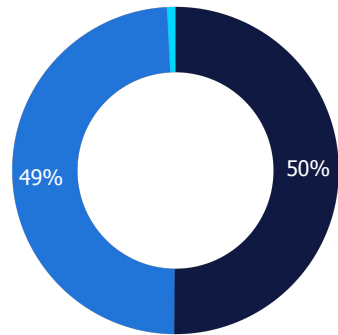
- 14 minutes

sample country

- greece, 3576

sample composition in greece, socio-demographics, education, region.

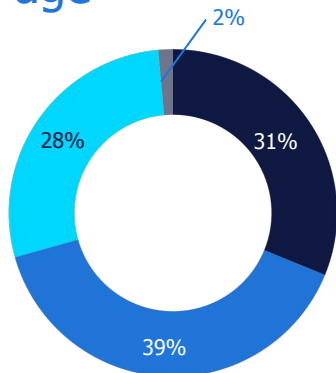
gender



- male
- female
- other*

* other is comprised of all other gender identities and people who prefer not to answer the question

age



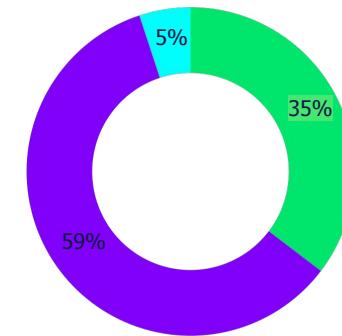
- Gen Z (1997-2012)
- Millennials (1981-1996)
- Gen X (1965-1980)
- Baby boomers (1946-1964)

education



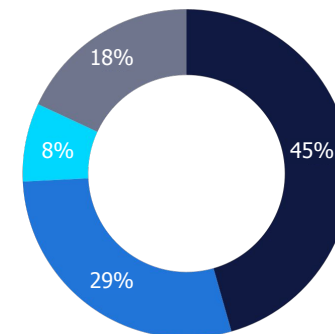
* 0% of the sample, has lower education

specializations



- operation
- professional
- digital

region



- attica
- macedonia and thrace
- greek islands
- rest of greece

learn more about [operational roles](#) | [professional /digital roles](#)



thank you.



partner for talent.