

july 2025

# northern greece report.



partner for talent.

# contents.

01 introduction

---

02 business evolution

---

03 attracting talent

---

04 salary evolution

05 human capital strategy

---

06 artificial intelligence

---

07 respondent profile

---

08 salary report

01

# introduction



# introduction.

The 2025 Randstad Northern Greece 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
- salary data

The report uses data from the 2025 HR Trends Survey. Out of the 755 respondents from HR Trends, this report focuses on the **90 respondents** that came from the Northern Greece region. The business leaders in Greece completed the survey in October 2024 - March 2025.

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.

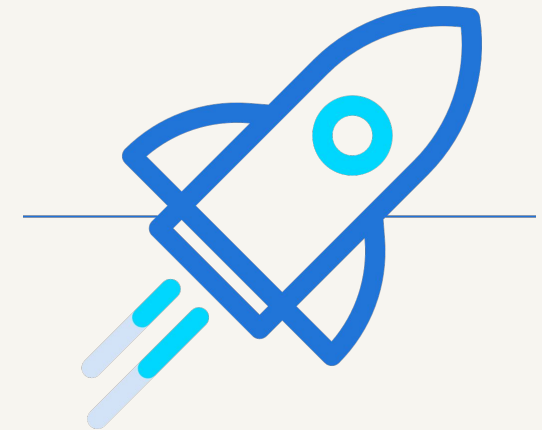


# business challenges expected in 2025.

	2024	2025
ensuring processes and guaranteeing productivity	51%	53%
total employment cost (compensation & benefits)	49%	46%
maintaining relationships with clients and/or suppliers	37%	32%
managing high energy costs	29%	30%
dealing with the higher 'cost of doing business'	35%	30%
dealing with an extraordinary increase in business	10%	18%
increasing digital security or/and digital transformation	15%	16%
maintaining trade margins	27%	16%
keeping the business operational	9%	13%
managing unexpected costs	12%	13%
guaranteeing access to supplies needed to operate	6%	12%
avoiding significant financial losses	12%	11%
consequences of natural disasters and/or geopolitical changes	11%	11%
managing expenses incurred as a result of layoffs	0%	1%
other	2%	7%

53%

expect ensuring processes and guaranteeing productivity to be the greatest challenge next year.



46%

of respondents think total employment cost will be difficult to manage in the following year.



# expected business evolution in 2025.

**60%** vs 56% in 2024



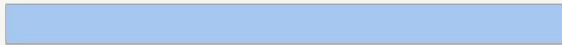
of respondents expect their sales volume to increase.

**22%** vs 16% in 2024



of respondents expect their sales volume to remain stable.

**0%** vs 3% in 2024



of respondents expect their sales volume to decrease.



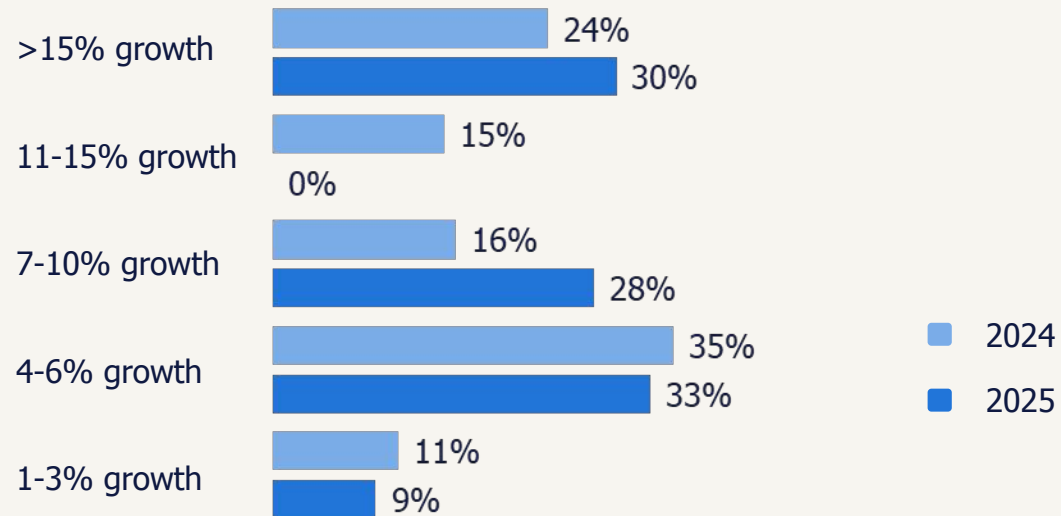
the rest of respondents up to 100% selected "I don't know".



# expected business evolution.

What is your estimation of the growth in sales volume in 2025 compared to last year?

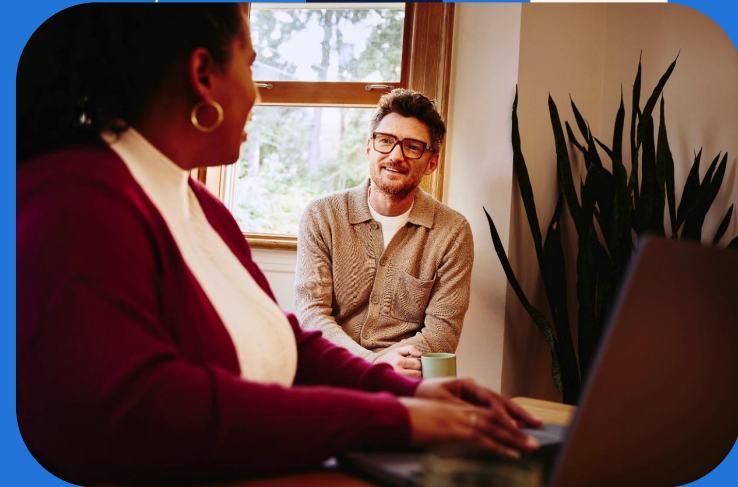
## expected sales increase.



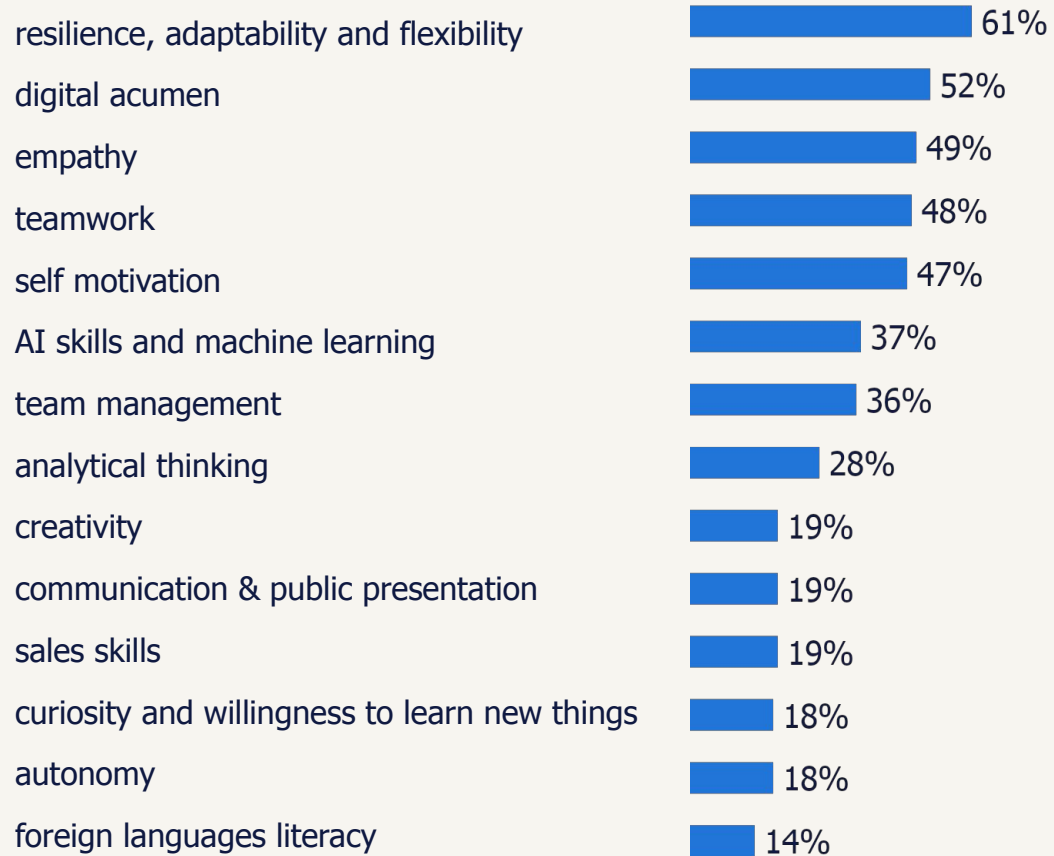
the total for 2024 is more than 100% due to rounding.

03

attracting talent.



# most demanding skills in the next 3 years.



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



# impediments when recruiting.

	2024	2025
unrealistic salary expectations	58%	54%
no/limited industry working experience	47%	44%
specific knowledge/ educational background/ skills	59%	34%
required years of working experience	26%	29%
candidates fall-off after they have accepted the job offer	-	22%
long interview and evaluation process	-	11%
long notice period	5%	10%
work life balance expectations	15%	9%
management tools experience	8%	6%
international working experience	5%	3%
other	7%	9%

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



# HR challenges.

63%

of respondents consider attracting talent to be a major challenge while recruiting.



52%

find it difficult to keep the employees engaged.

	2024	2025
attracting talent	58%	63%
keeping employees engaged	54%	52%
shortage of local talent	41%	43%
retaining top performers and developing talented leaders	49%	39%
managing expectations on compensations and benefits package	41%	38%
managing multigenerational workforce	-	28%
managing skill shortage	35%	23%
use of the digital work card	-	20%
onboarding new employees	30%	20%
managing high turnover	14%	18%
ensuring employees' mental health	17%	18%
employer branding	18%	14%
managing internal change programs	10%	12%
internal/external mobility	7%	11%
aligning flexible working-hours with the business needs	7%	8%
workplace inclusivity (e.g. diversity, transparency, etc.)	11%	7%
managing remote work expectations	-	6%
other	1%	1%

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



# addressing HR challenges.

	2024	2025
education and training programs	62%	61%
improve salary	71%	60%
improve transparency and internal communication/collaboration	-	44%
offer career progression and/or promotion opportunities	-	42%
providing frequent performance/progress feedback to employees	-	37%
providing employee satisfaction surveys	-	36%
encouraging work-life balance to prevent burn-out	-	32%
implementing a strong performance management system (kpis)	-	31%
offer remote - hybrid model of working	23%	23%
offer personalised benefits pack	36%	22%
implement data-driven HR*	-	21%
conduct skills-based hiring over degree qualifications	-	18%
providing support for mental health and wellbeing in the workplace	-	18%
apply DEI policies	-	14%
hire talent from other countries	9%	10%
offer more flexible work options to employees	22%	9%
increase use of externally hired contractors	10%	8%
outsource business functions	8%	6%
hire more part-time workers	1%	4%
other	8%	3%

## offering education and training programs

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



## improving the salary

also represents an important method of addressing HR challenges.

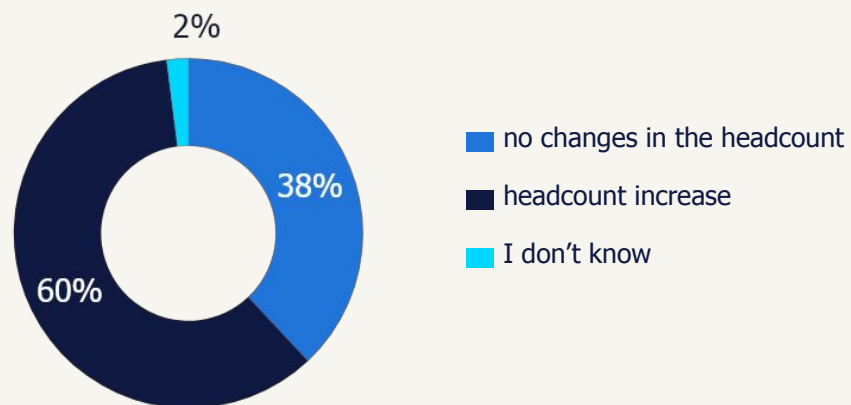


the total is more than 100% because more than one answer is possible.

\*(policies procedures, decision making, projections etc.)

# hiring plans for 2025.

Does your company plan to change the number of employees within 2025?



How many new jobs do you expect in 2025?

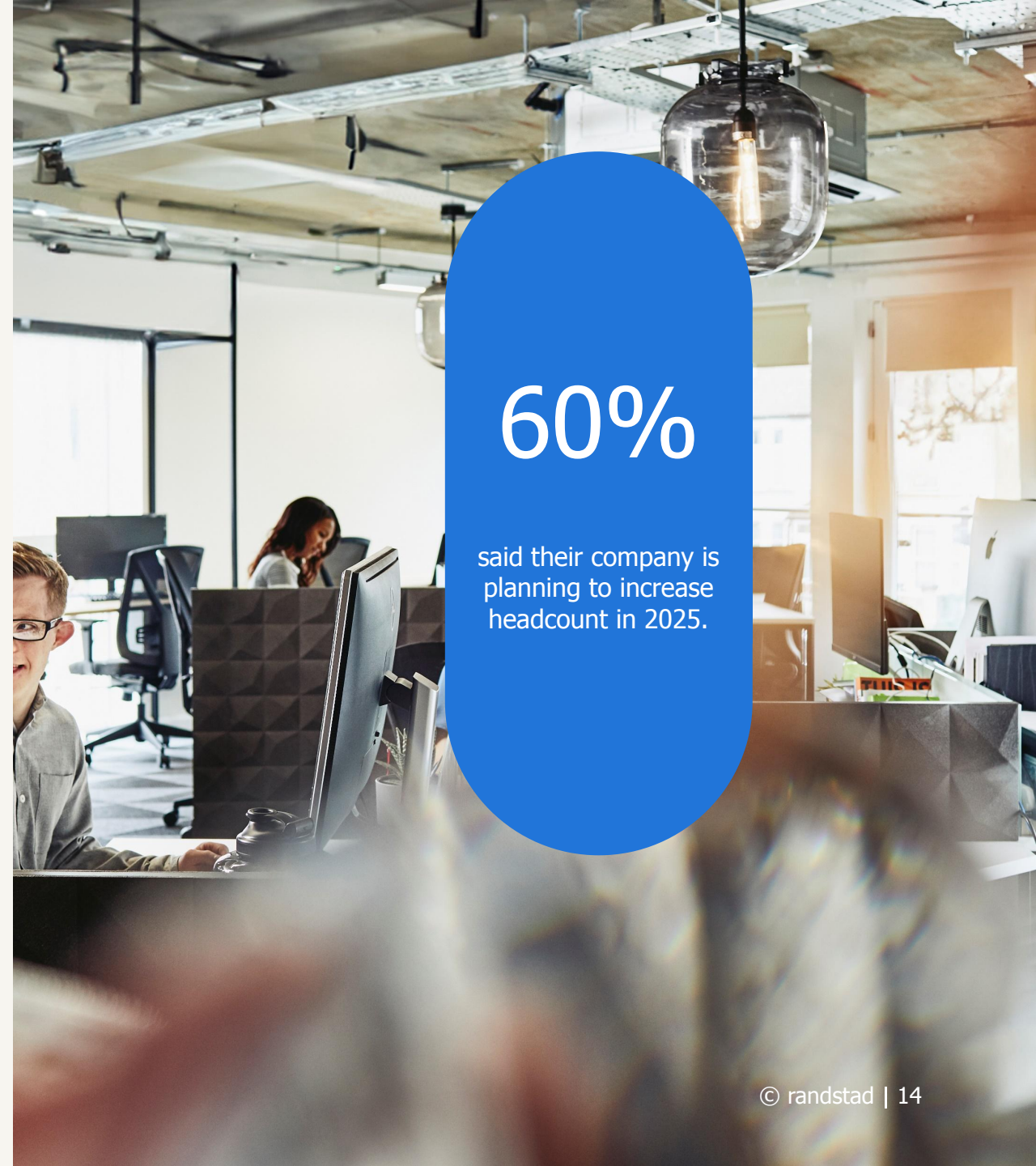
temporary open positions

1-4	24%
5-10	30%
11-40	15%
≥45	17%

permanent open positions

1-4	4%
5-10	6%
11-45	9%
≥50	2%

calculated based on the "headcount increase" responses. The rest until 100% is 0.



60%

said their company is planning to increase headcount in 2025.

# reasons for hiring.

70%

will hire new people due to the growth of their business.

	2024	2025
business growth	89%	70%
new positions are being created	51%	43%
staff turnover	15%	33%
need for new skills in the organisation	25%	33%
national/international growth of your company	31%	28%
launch of new department/new product	22%	26%
investment plans	40%	17%
employee retirement	15%	11%
business diversification	2%	2%

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



# hiring intentions.

## by department.

	2024	2025
sales	36%	43%
IT/technology	44%	41%
production	42%	33%
accounting/finance	20%	30%
logistics	13%	26%
customer service/aftersales services	20%	26%
engineering	38%	22%
operations	22%	19%
digital marketing	11%	11%

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  
engineering

83%  
vs 95% in 2024

02  
IT/technology

68%  
vs 71% in 2024

03  
production

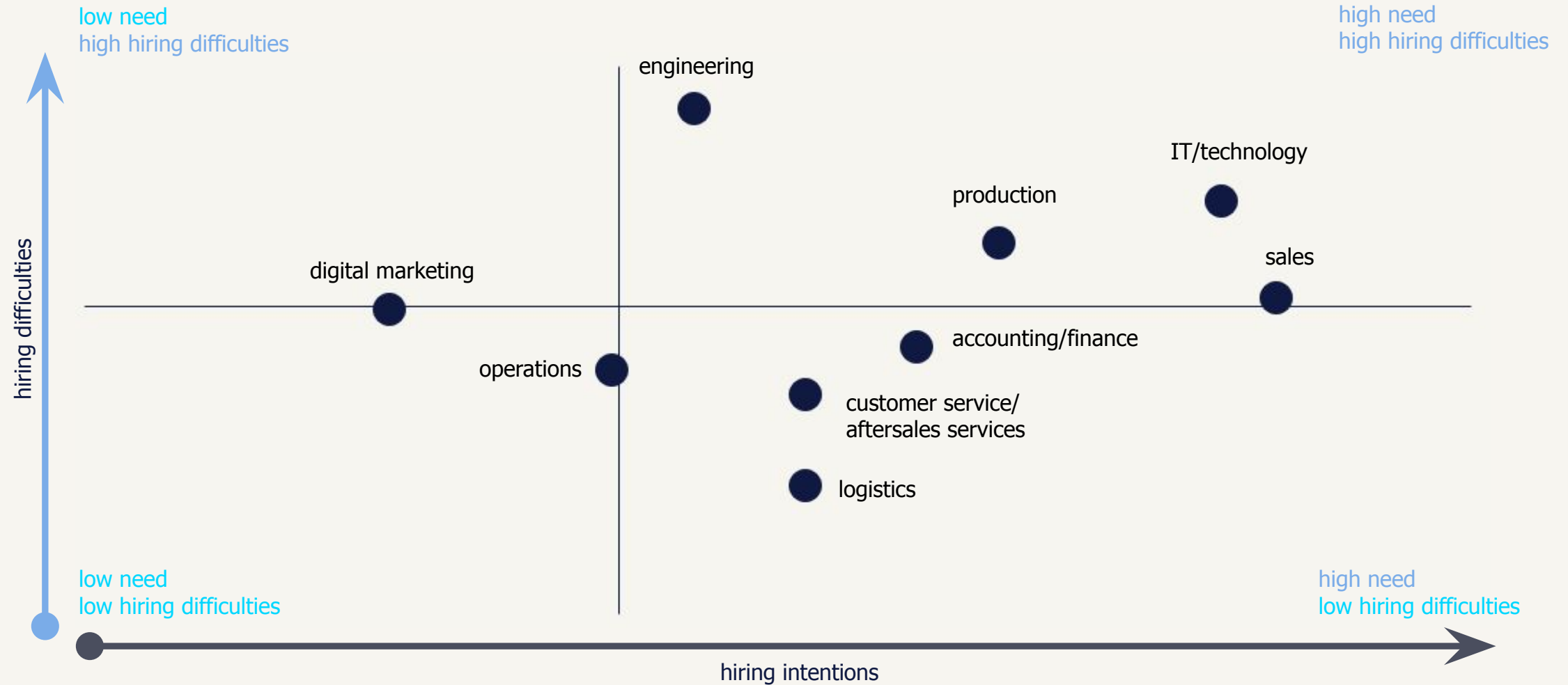
61%  
vs 56% in 2024

Some of the departments where the respondents are having trouble 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.

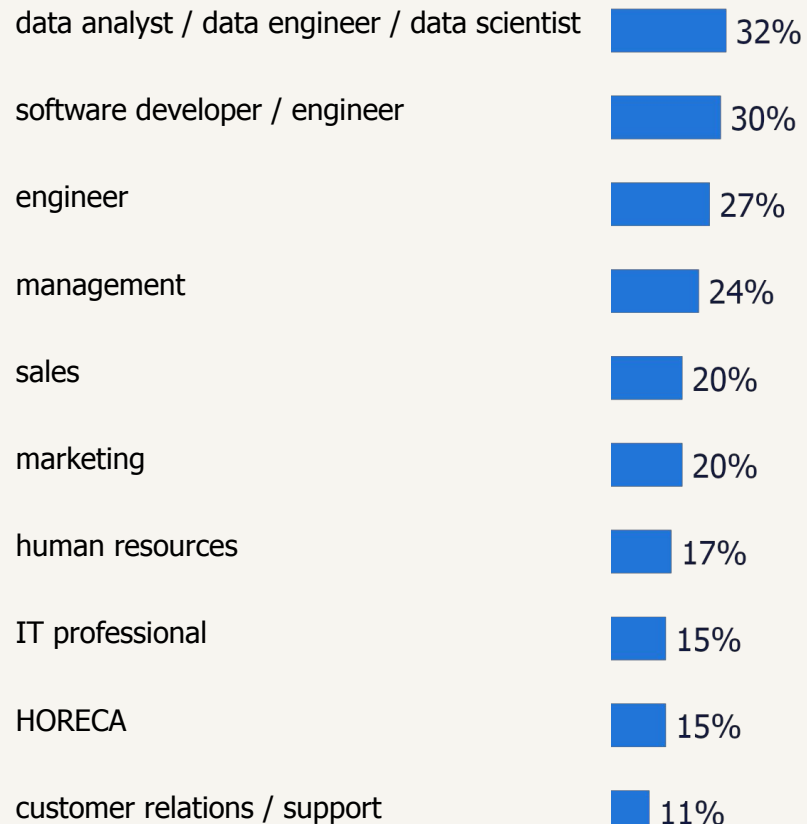


# difficulty to hire matrix.



# top 5 most in-demand job roles within 2025.

most selected roles as in-demand –  
total for the Northern Greece region.



Respondents were asked what are the top 5 most in-demand job roles that they see in their industry in 2025.

The chart on the left shows the roles selected based on the total responses recorded in the Northern Greece region.

ranked as 1<sup>st</sup> most in-demand  
in the Northern Greece region.

1. software developer / engineer ★
2. data analyst / data engineer / data scientist
3. management
4. engineer
5. marketing

# recruiting sources.

## most effective sources when recruiting talent.



## employee referrals/word of mouth

will be the most frequently used method for finding the most suitable candidates in 2025, selected by 79% of the respondents in Northern Greece region.



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

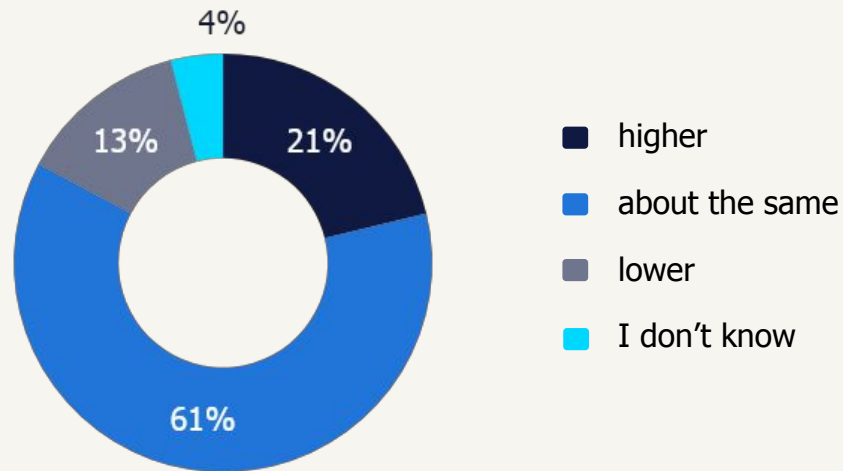
04

# salary evolution.



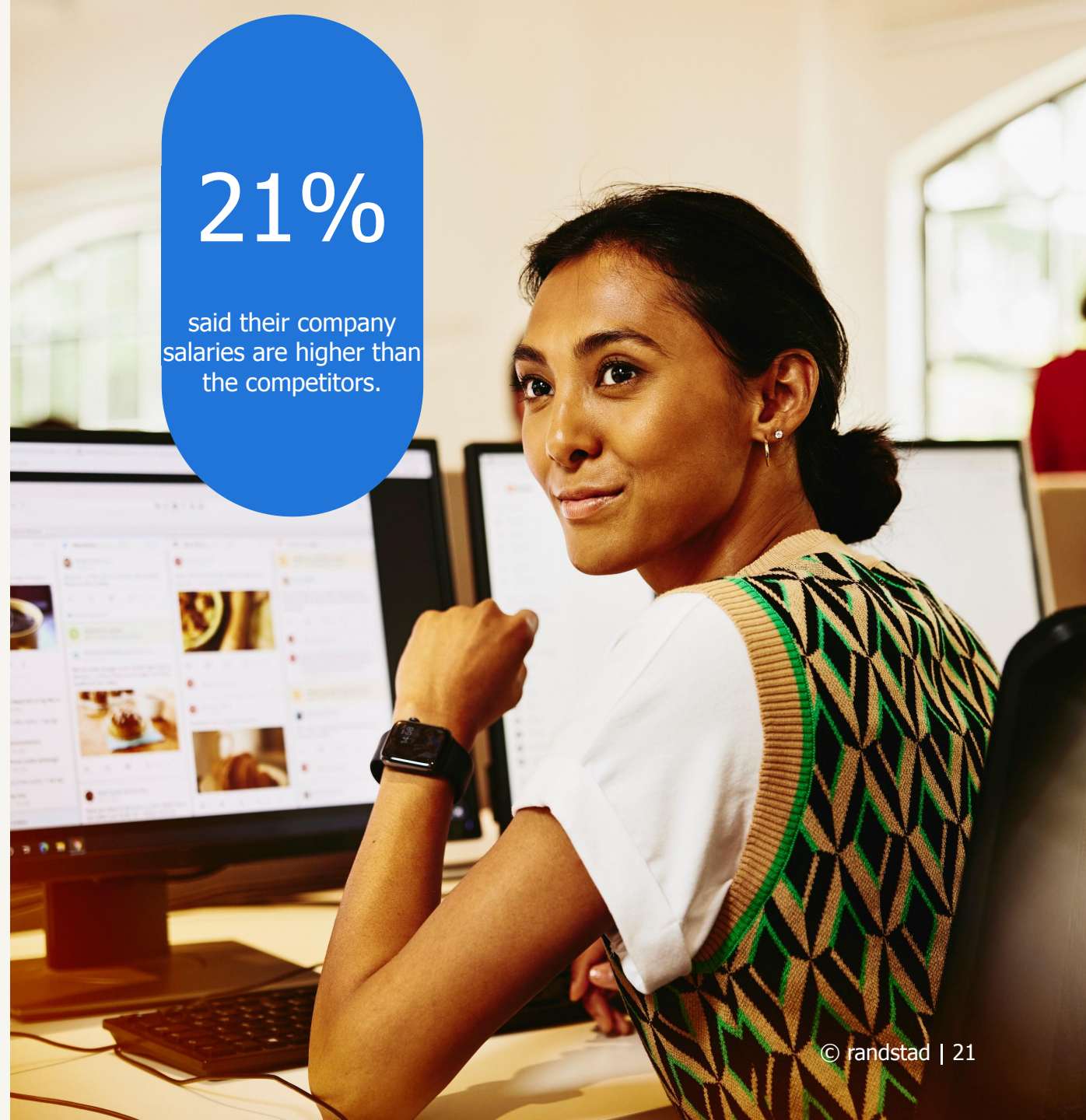
# salary competitiveness in 2025.

salaries compared to competitors.



21%

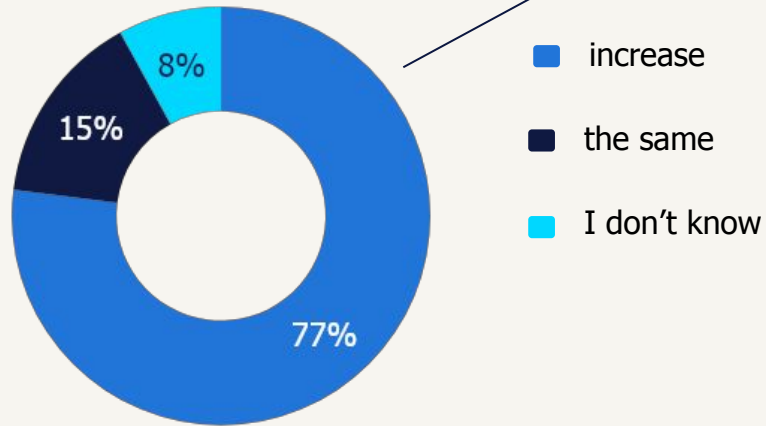
said their company salaries are higher than the competitors.



the total does not add up to 100% due to rounding.

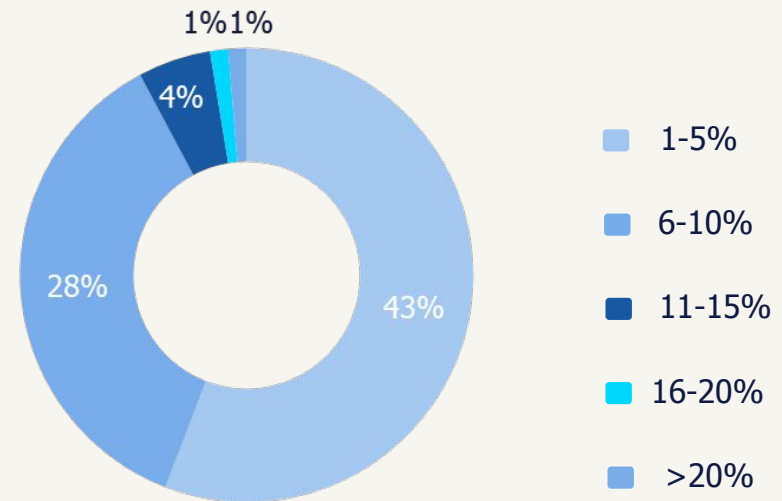
# salary evolution.

salaries evolution in the next twelve months.



None of the respondents will decrease the salaries.

the 77% respondents who plan a higher remuneration for their employees in 2025 will apply the raise as follows:



28% of the respondents will increase the salaries in the Northern Greece region with 6-10% (compared to 24% in the main HR Trends).

05

# human capital strategy.



# what makes a company attractive?

	2024	2025
to offer competitive salary & employee benefits	86%	79%
to offer career progression opportunities	69%	59%
to have a pleasant working atmosphere	57%	58%
to ensure a good work-life balance	59%	58%
to have a strong employer branding	55%	46%
to be financially healthy	46%	41%
to offer flexible working arrangements (flexitime)	45%	38%
to offer hybrid or remote working model	48%	37%
to offer good training	40%	36%
to offer long-term job security	37%	33%
to offer interesting job content	27%	29%
to have a strong image/strong values	35%	29%
to promote diversity & equity management	15%	23%
to be conveniently located	20%	22%
to have strong management	16%	19%
to offer quality products/services	18%	18%
to be environmentally & socially aware (CSR)	17%	18%
to use latest technologies (innovative)	22%	17%
to offer international career opportunities	15%	11%

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



# benefits offered by the companies.

## wellbeing and skilling benefits.

	2024	2025
training	80%	76%
possibility to work from home (remote or hybrid model)	51%	44%
flexible working schedule	34%	43%
additional leave days/sick days/sabbatical leave	32%	40%
non-financial rewards/recognition	33%	38%
employee support programs/tools	18%	37%
paid parental leave/childcare benefits	39%	34%
volunteering opportunities - give back to society	-	29%
coaching & mentorship	13%	18%
health and wellness programs	26%	17%
psychological support	19%	10%
no, we do not offer any of the mentioned benefits	9%	3%

## financial benefits.

	2024	2025
bonuses/individual performance bonuses	70%	76%
mobile phone	76%	72%
medical insurance	65%	64%
company car	56%	56%
reimbursing travel expenses (public transport, gas, tolls )	49%	56%
meal vouchers/lunch subsidy	65%	54%
parking slots	43%	32%
life insurance	33%	29%
pension plan	16%	19%
deductible expense*	9%	17%
holiday vouchers	15%	12%
distribution of shares and profits	8%	9%
no, we do not offer any of the mentioned benefits	6%	1%

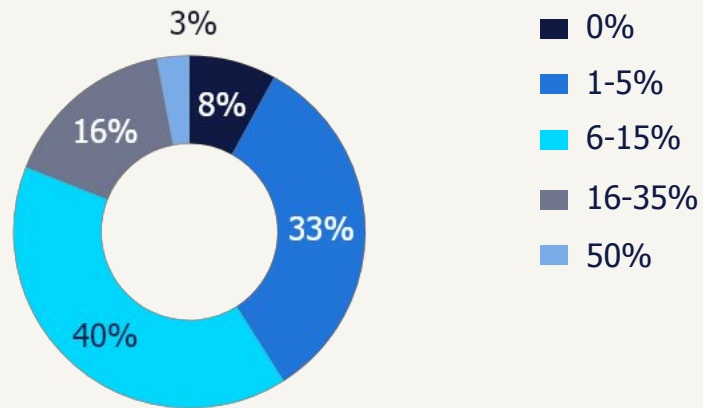
\*stationery, courier charges, home internet, etc.



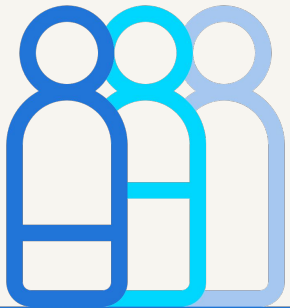
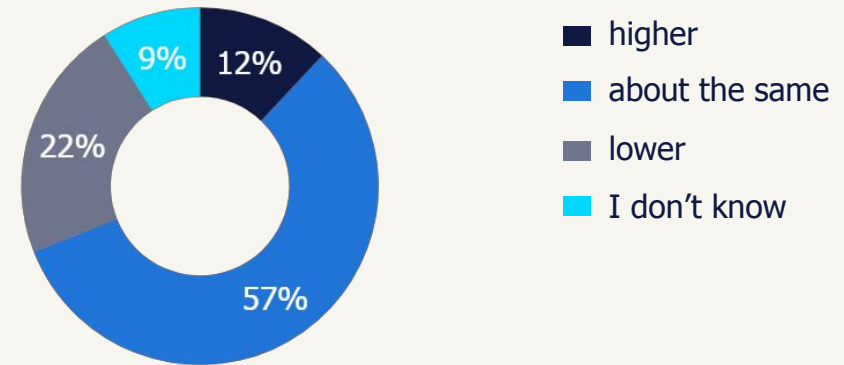
the total is more than 100% because more than one answer is possible.

# staff turnover.

## turnover rate in 2024.



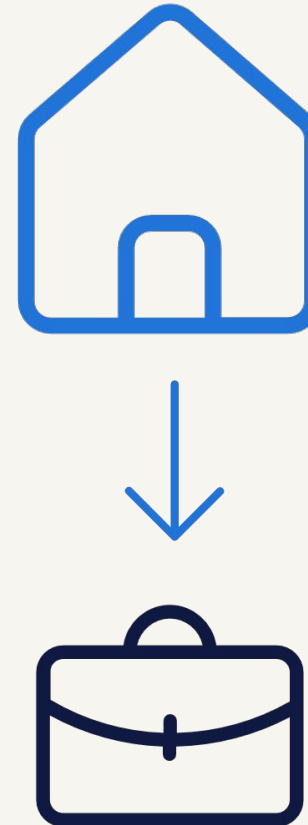
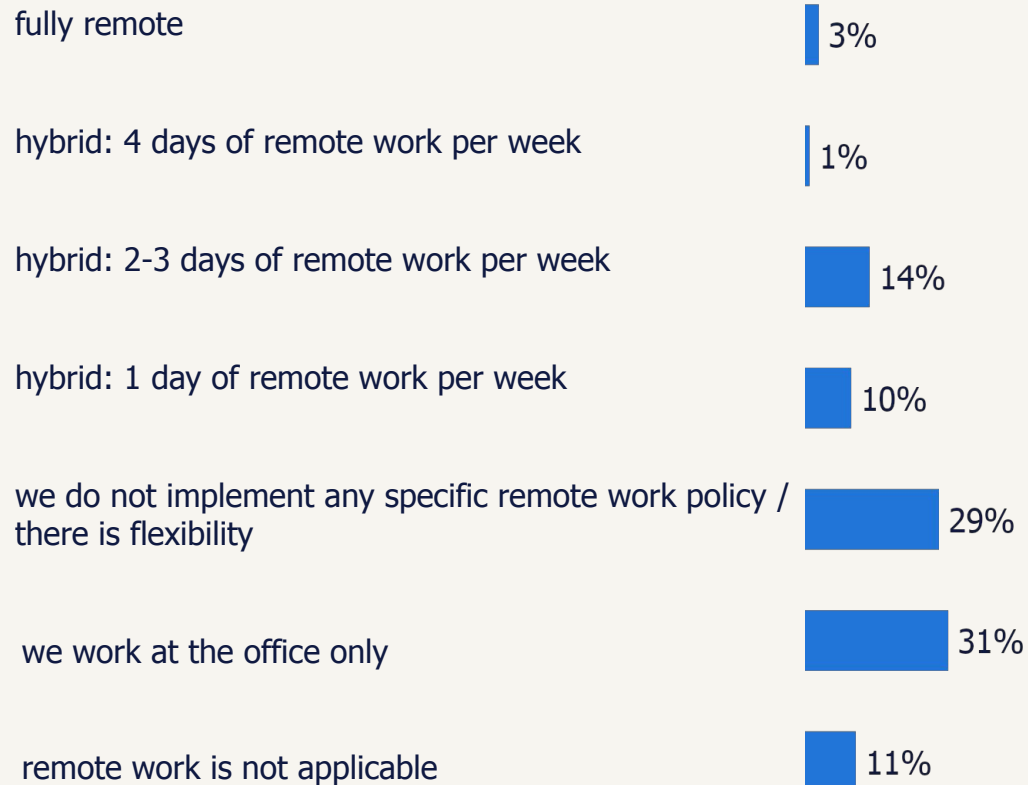
## 2025 expected turnover, compared to 2024.



For most of the respondents, the 2024 turnover rate remained within reasonable levels, 73% of them reporting a turnover rate of 1-15%.

# working model in 2025.

In departments or teams where **remote** working can be implemented, what is the **working model** you will follow in 2025?



14% of the respondent companies mentioned that in 2025 they will apply hybrid **2-3 days** of remote work per week (vs. 28% in the main HR Trends).

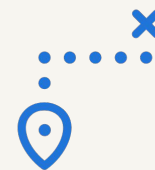
# what determines employees to leave the company?

	2024	2025
received a better offer elsewhere (better pay, conditions)	60%	59%
more opportunities for career improvement elsewhere	40%	36%
to pursue a different career path (non-corporate)	27%	34%
poor relationship with direct report	14%	18%
relocating	24%	17%
looking for more flexible work schedule	17%	13%
the workload is too heavy	21%	13%
no work-life balance	14%	11%
not having a cultural fit	21%	11%
limited to no leadership or management direction or vision	5%	8%
did not feel supported by management	8%	4%
completely remote job	9%	2%
they did not want to return to the office	1%	1%
hybrid - remote working model not offered	6%	1%
not happy with the company's reputation	0%	1%
other	8%	13%
I don't know	2%	7%



59%

of the employees leave their job due to receiving better pay and conditions with another employer.



36%

of the employees also leave their job to pursue more opportunities and improve their career elsewhere.

06

artificial intelligence.



# attitude towards AI.

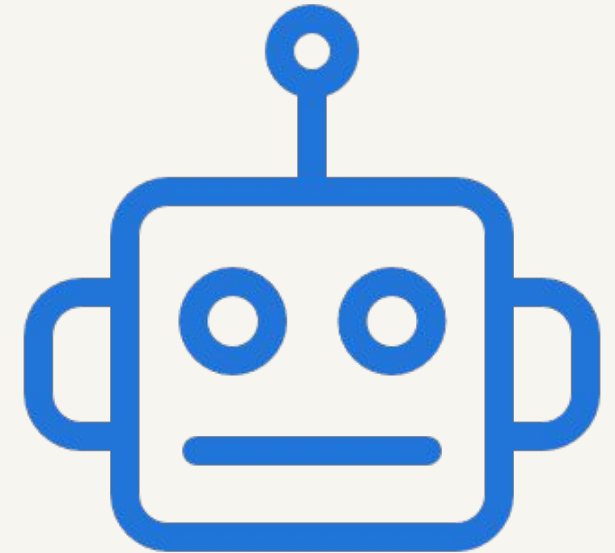
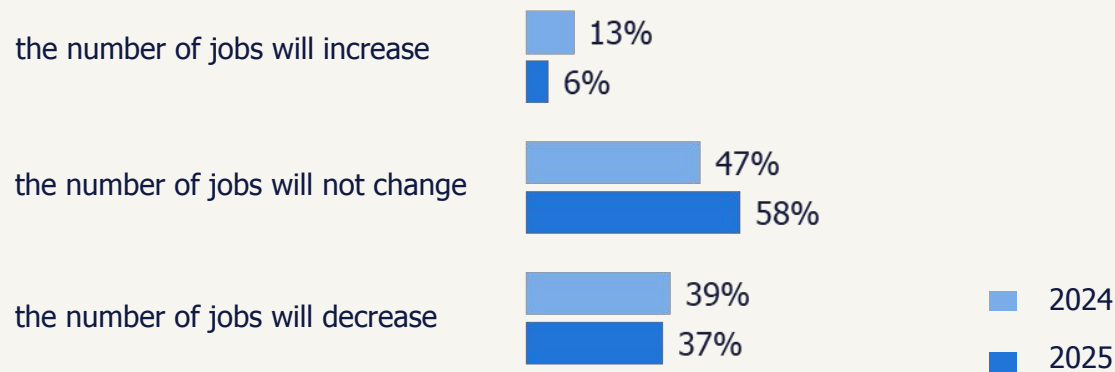
**20%** vs 22% in 2024  
of respondent companies support the use of AI and plan to expand it at large.

**41%** vs 24% in 2024  
of respondent companies are open to the use of AI, but only in certain areas.

**36%** vs 48% in 2024  
of respondent companies do not have a clear view on the use of AI.

**3%** vs 6% in 2024  
of respondent companies do not foresee the use of AI in the future.

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



# areas in which AI will be used.

	2024	2025
IT/technology	59%	67%
marketing and advertising	43%	36%
personnel and human resources management	28%	36%
manufacturing	22%	27%
management	17%	27%
customer service and support	28%	25%
market analysis, development plans and strategies	17%	22%
administration	7%	18%
finance and accounting	13%	18%
logistics and transport	15%	18%
sales	-	16%
supplier relations	2%	7%

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



# benefits and challenges.

## AI's biggest benefits



	2024	2025
faster processing of data, more accurate predictions	66%	69%
automation of repetitive tasks	61%	59%
higher labour productivity	36%	38%
better quality of work and outputs	33%	29%
support HR functions such as onboarding and recruiting	21%	23%
improved customer service and customer satisfaction	26%	20%
enhanced human capabilities	20%	19%
reduction of staff and cost savings	19%	17%
other	2%	1%
I do not believe AI would bring any benefits	2%	1%
none of the above	3%	2%

## AI's main challenges

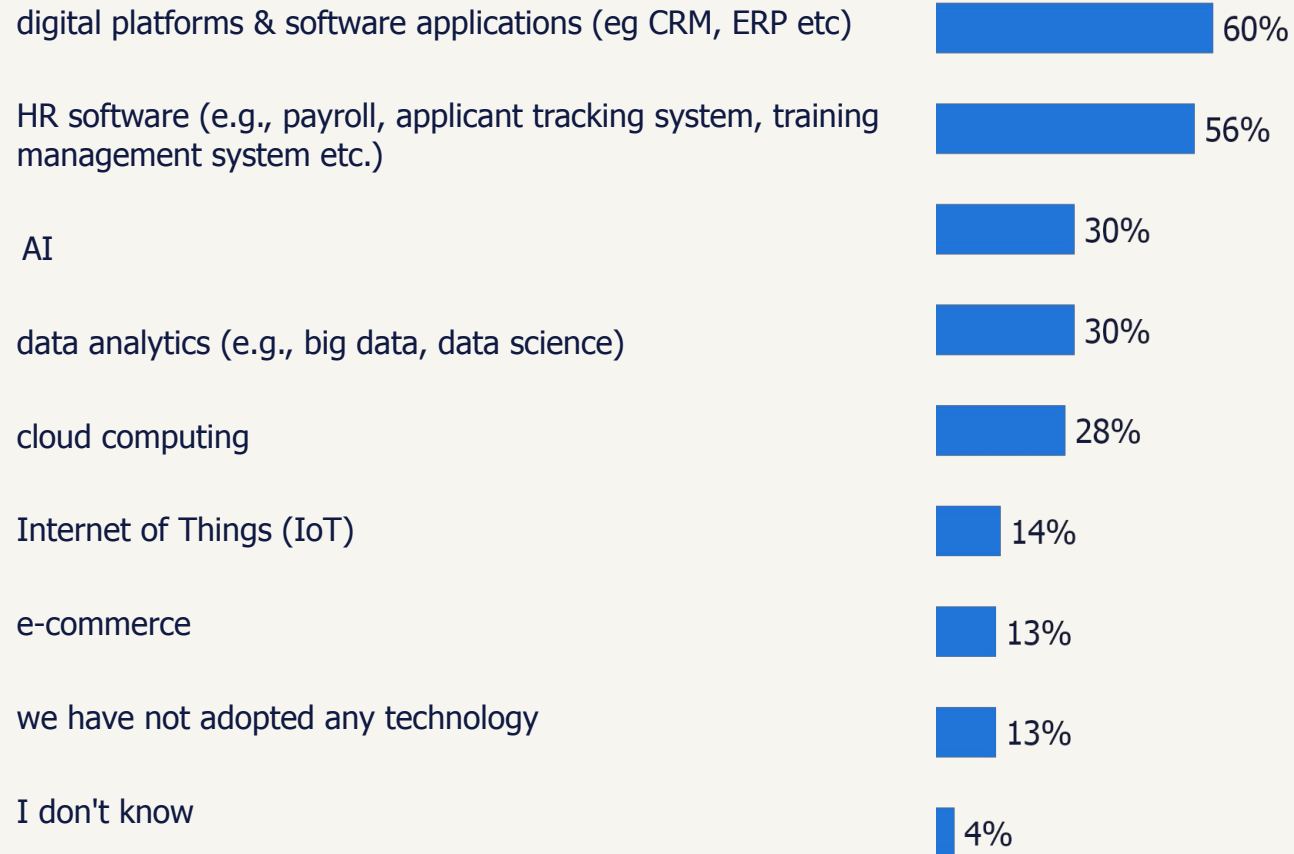


	2024	2025
lack of qualified staff to work with AI	51%	54%
ensuring data security	42%	38%
employee distrust of the benefits of AI	35%	32%
ensuring confidentiality	26%	32%
high cost of implementing and operating AI	36%	31%
management distrust of the benefits of AI	17%	12%
other	10%	9%



# technology adoption.

Which technologies have you recently adopted, or you are willing to adopt soon?



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



07

respondent profile.



# summary.

The Randstad 2025 Northern Greece report presents data gathered from Greece companies operating in a variety of industries.

The most represented sectors are manufacturing, IT/technology and trade, together covering 60% of the sample.

Organizations employing more than 500 people represent 7% of the sample.

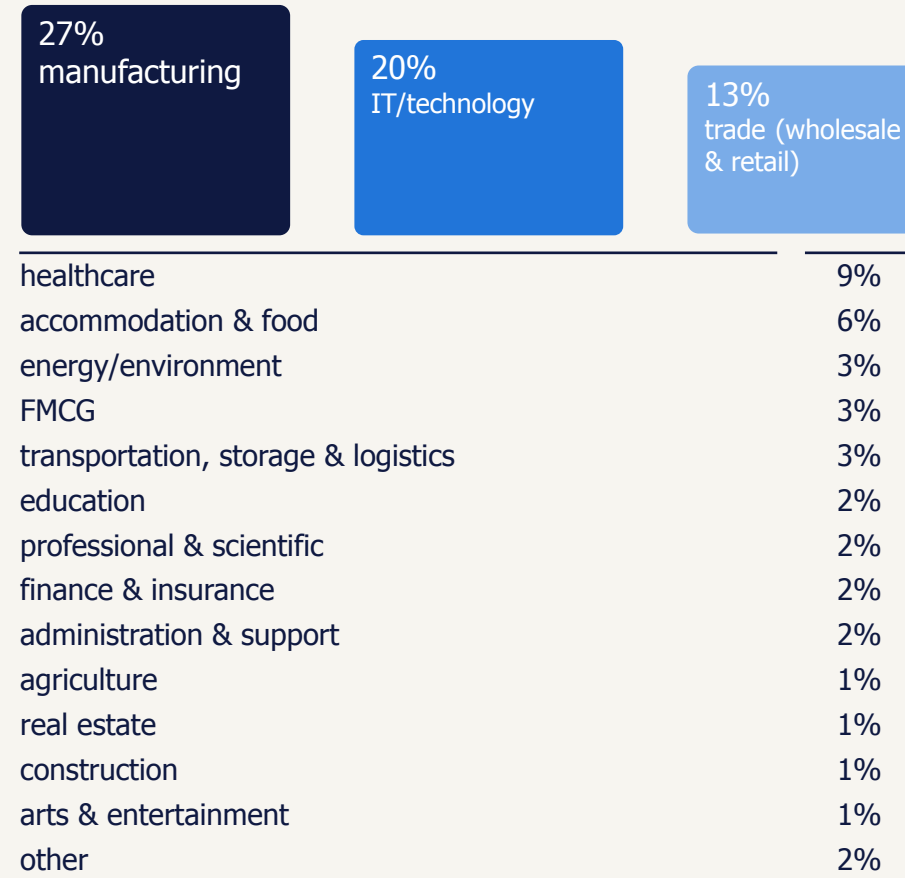
Almost 60% of the respondents work in the HR department and 30% in general management.

Also, 93% of the respondents are involved in the recruitment process, having either a decisional or recommending role.

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

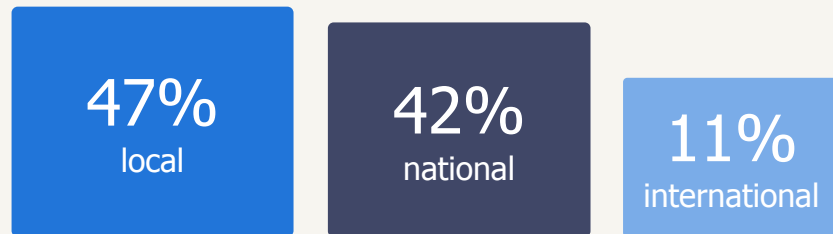
# respondent profile.

## by sector.

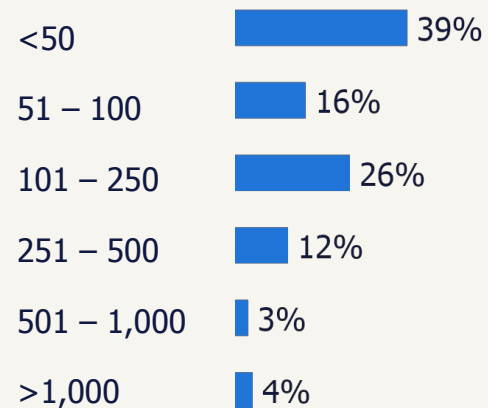


# respondent profile.

by the size of the company.



by number of employees.

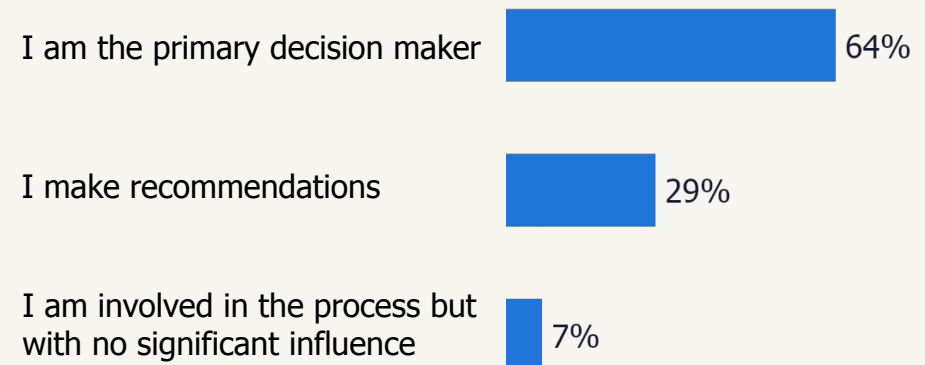


by department.

human resources	57%
general management	30%
finance	4%
sales/marketing	4%
other	4%

the total does not add up to 100% due to rounding.

by participant's role.



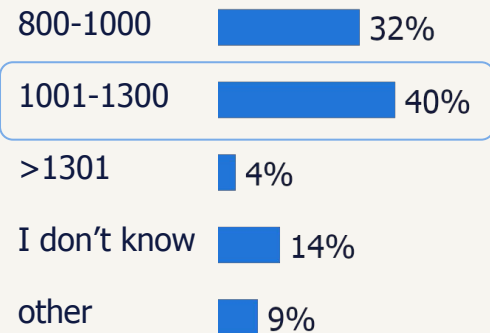
08

# salary report.

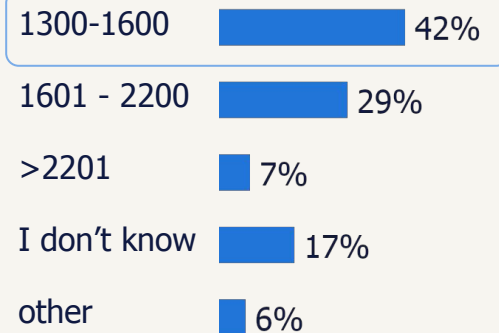


# monthly gross salary per level of experience.

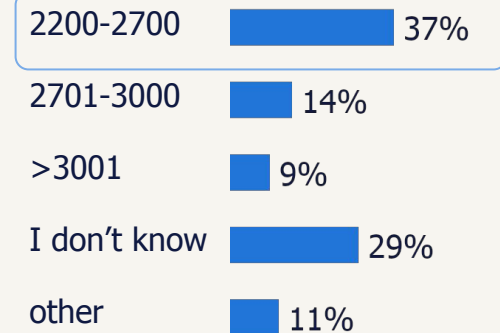
## junior profiles (0-3 years of experience)



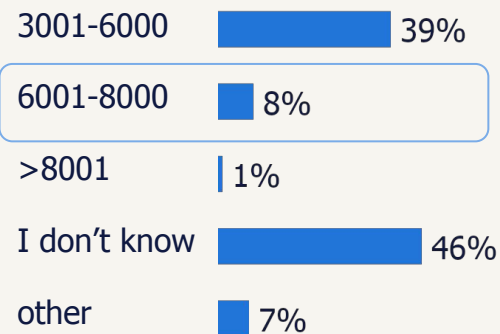
## middle senior profiles (3-5 years of experience)



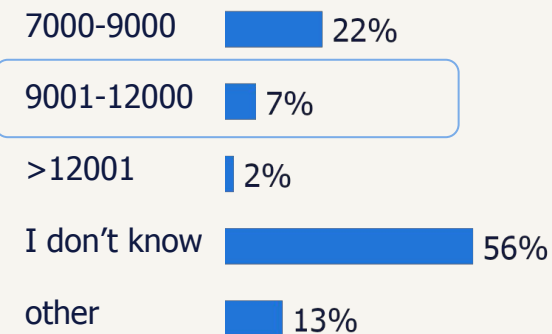
## senior profiles (5-10 years of experience) or managers



## senior directors

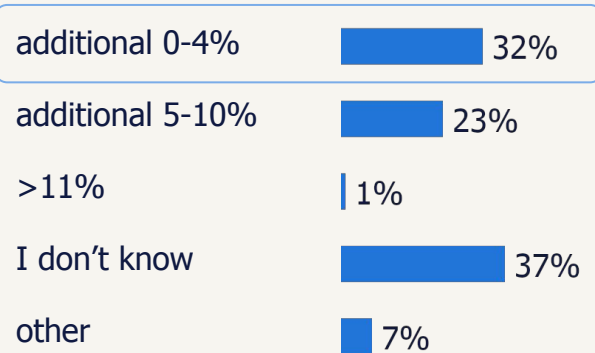


## C level profiles

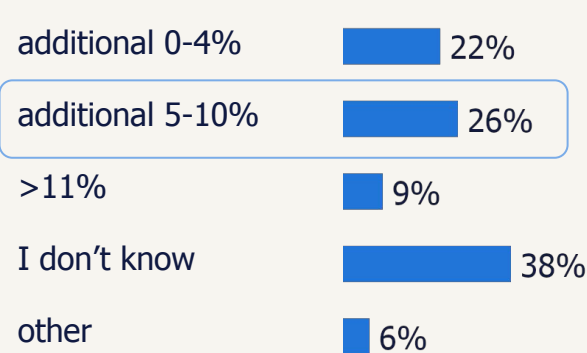


# what is the package (salary + benefits) as an additional percentage of the total salary?

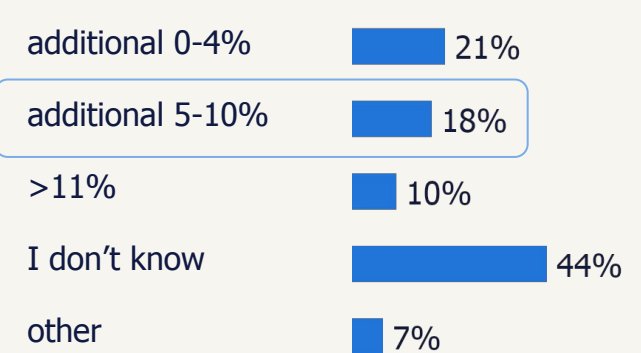
## junior roles



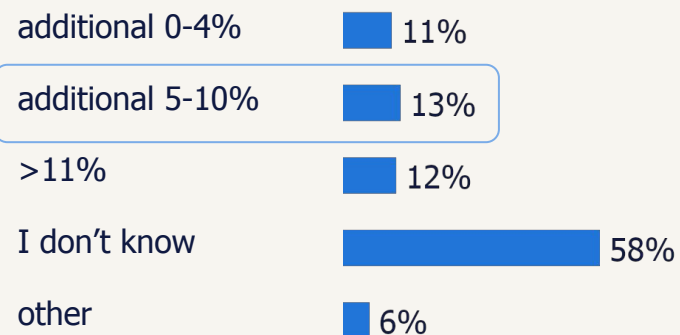
## middle senior profiles



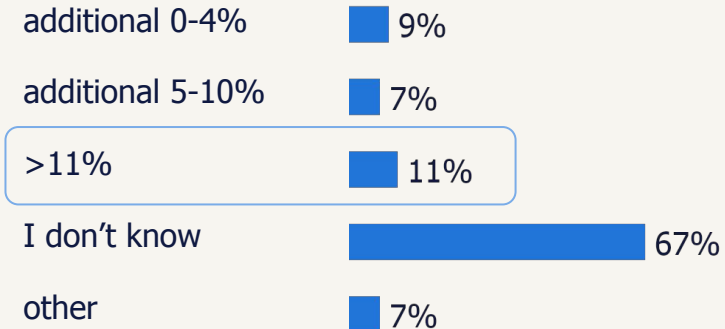
## senior profiles



## senior directors



## C level profiles



thank  
you.

