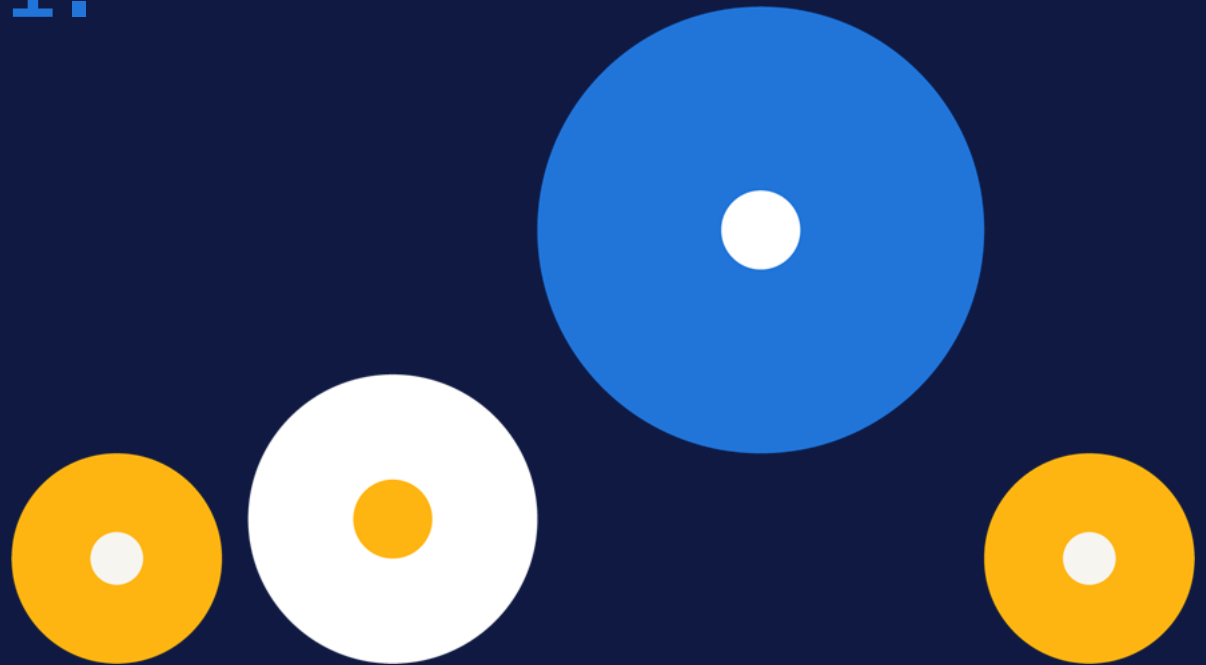


HR trends & salary research 2021.

randstad greece



contents.

| | |
|------------------------|----|
| introduction | 3 |
| attracting talent | 5 |
| human capital strategy | 11 |
| business challenges | 16 |
| salary report | 22 |
| respondent profile | 31 |

introduction.

- 2020 was a year of crisis, great changes and challenges. The crisis had a great impact on all levels, personal and economic. It changed communities, in terms of bringing in limitations on the people's social and personal life, economy, by limiting the consumption & investments as well as the employment by bringing in new ways of work.
- In order to be able to cope with the sanitary crisis, the world of work was pushed into taking fast decisions, to make sure that businesses can continue their activities without a great impact for their employees. There is no doubt that the changes that happened in 2020 also will also have an impact on 2021 and the future.
- The 2021 Randstad HR trends is dedicated to delivering insights into how companies are affected by the COVID-19 pandemic, what measures are they taking to cope with the crisis, or what would be the long-term impact of the crisis from both a human resources, as well as a business perspective.
- Key topics covered in the report include human capital strategy, recruitment practices, talent retention, salary report and data regarding the pandemic impact and recovery.



foreword.

- 431 decision-makers and HR executives from a variety of industries in Greece completed the survey between October 2020 and January 2021.
- After the HR trends 2020 – COVID edition, the usual HR trends questions were re-included in the survey, while also keeping some of the main questions of the COVID survey.
- This way, a comparison of the companies' challenges & expectations before, during and after the 2020 sanitary crisis is possible and the impact that situation of the past 12 months had over the world of work is highlighted.



attracting

talent.

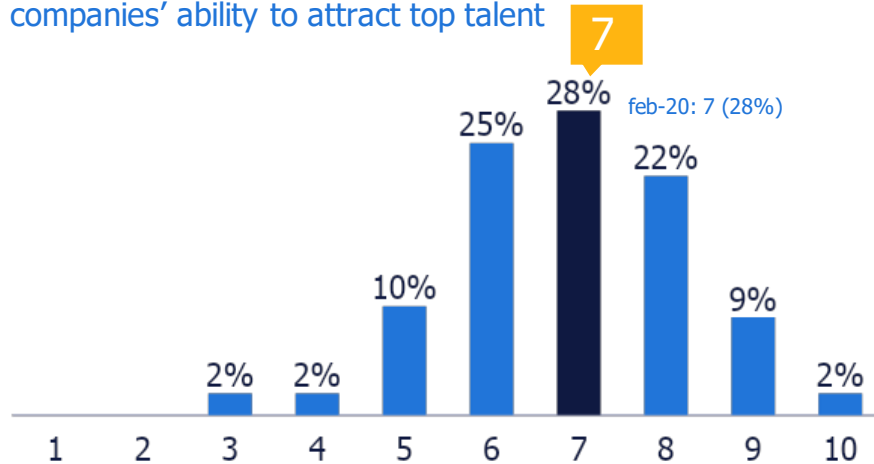


key elements for attracting top talent.

Although offering a competitive salary package was considered the most important element in attracting top talent at the beginning of 2020, it lost its importance during the covid crisis and it is now on the fourth position.

In 2021, the key elements for attracting talent are a strong employer branding, high job security, an attractive employee value proposition and a competitive salary.

companies' ability to attract top talent



on a scale from 1 to 10, where 1 signifies "poor" and 10 signifies "excellent"

key elements to attract top talent

| | Feb-20 | Feb-21 |
|---|--------|--------|
| strong employer branding | 61% | 55% ↓ |
| high job security | 44% | 45% |
| a very attractive EVP* | 42% | 44% |
| a very competitive salary package | 64% | 43% ↓ |
| a clear and purposeful mission | 35% | 39% |
| flexible work policies/good work-life balance | 43% | 37% ↓ |
| good international opportunities | 18% | 17% |
| other | 4% | 6% |

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

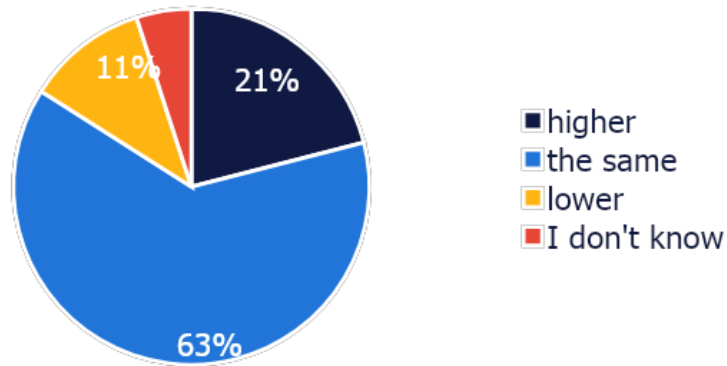
*employee value proposition



salaries & benefits.

most respondents believe that their salaries match the ones offered by competitors.

salaries compared to competitors



The pandemic changed the type of benefits offered by companies. There is a growing number on respondents that offer medical insurance or health and wellness programs while the number of companies that offer competitive salaries or life insurance is decreasing.

Although trainings and career development programs are two of the most offered benefits, the number of companies that offer these benefits decreased compared to the situation at the beginning of 2020.

benefits

| | feb-20 | feb-21 |
|--|--------|--------|
| training | 81% | 77% |
| bonuses/individual performance bonuses | 72% | 69% |
| career development | 77% | 69% ↓ |
| mobile phone | - | 67% |
| medical insurance/disability insurance | 58% | 61% |
| company car | - | 55% |
| competitive salary | 66% | 52% ↓ |
| ticket restaurant coupons | 30% | 52% ↓ |
| flexible working options | 41% | 44% |
| non-financial rewards/recognition | 55% | 41% ↓ |
| deductible expenses | - | 38% |
| life insurance | 41% | 35% ↓ |
| health and wellness programs | 18% | 23% ↓ |
| paid parental leave/childcare benefits | 30% | 23% ↓ |
| pension plan | 21% | 21% |
| additional leave days | 23% | 20% |
| profit sharing | 9% | 9% |

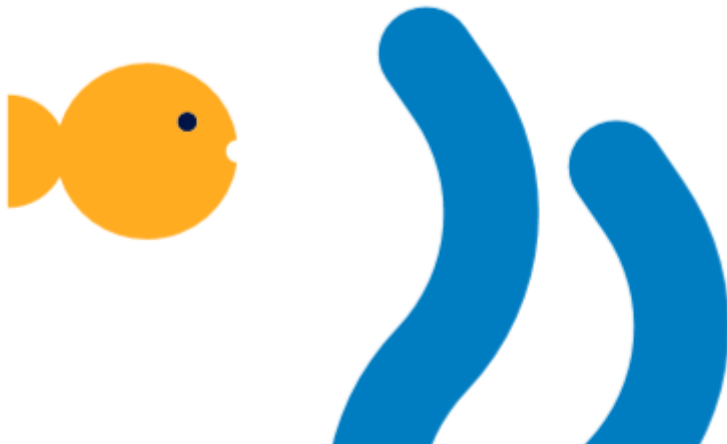
the total is more than 100% because more than one answer is possible.



main HR challenges expected in 2021.

During the crisis, when companies were struggling to find ways to keep their business going, increasing productivity and keeping employees informed were some of the greatest HR challenges the respondents were facing.

One year later, after the companies are already experienced in facing crisis situations and the economic environment is getting back pre-crisis situation, the main challenges are switching towards employee attraction and retention, with 42% of respondents selecting attracting talent as the most challenging human resources challenge (compared to 16% in the crisis period).



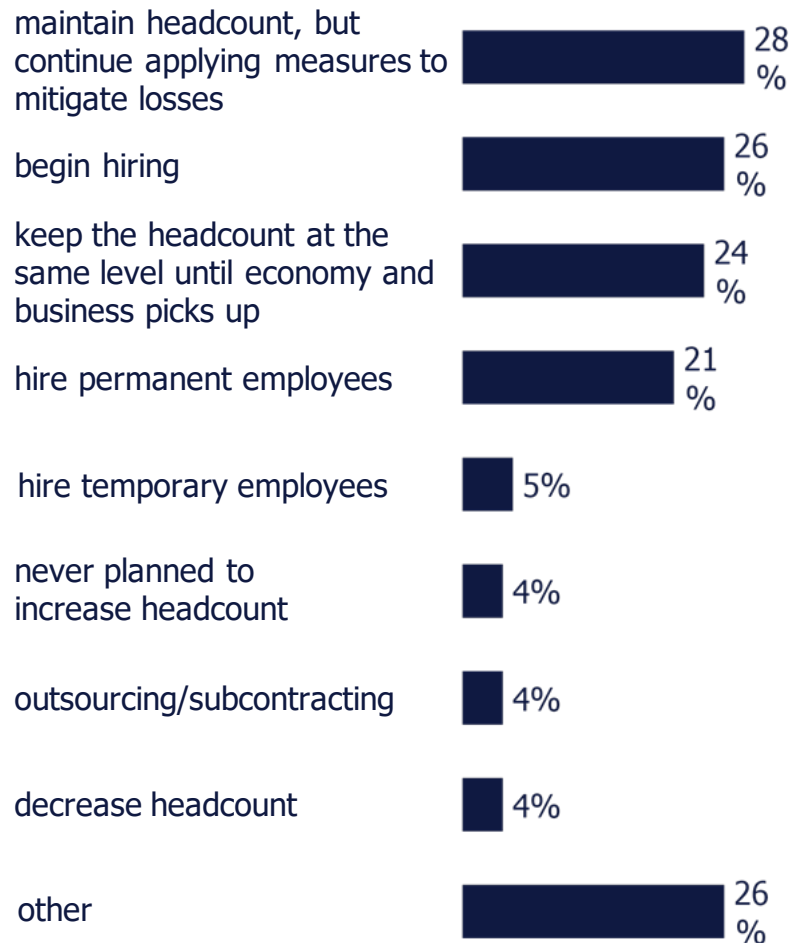
main human resources challenges expected in 2021

| | Feb-20 | Jun-20 | Feb-21 |
|--|--------|--------|--------|
| attracting talent for the next phase of growth | 41% | 16% | 42% |
| retaining top performers | 35% | 31% | 36% |
| increasing performance and productivity | 36% | 35% | 35% |
| avoid losing top talent to competitors | 31% | 18% | 32% |
| creating an open and flexible environment | 33% | - | 29% |
| employer branding | 28% | 17% | 28% |
| shortage of local talent | 28% | 14% | 22% |
| developing talented leaders | 30% | - | 21% |
| managing salary expectations | 31% | 18% | 20% |
| keeping employees well informed | 17% | 28% | 19% |
| managing skill shortage | 20% | 11% | 16% |
| managing internal change programs | 25% | 13% | 12% |
| internal/external mobility | 17% | 10% | 10% |
| other | 7% | 14% | 11% |

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

*other include workplace inclusivity (5% in 2021) and the option 'none of the above' (3%)

HR measures to start the recovery in the next 6 months.



28% of the respondents will keep the headcount at the same level in the next 6 months but will continue to apply measures for diminishing the losses. On the other hand, a quarter of the participants are optimistic about their plans to start hiring again.

Almost quarter state that they will maintain the headcount until the economy picks up and only 4% of the participating companies plan to reduce headcount.

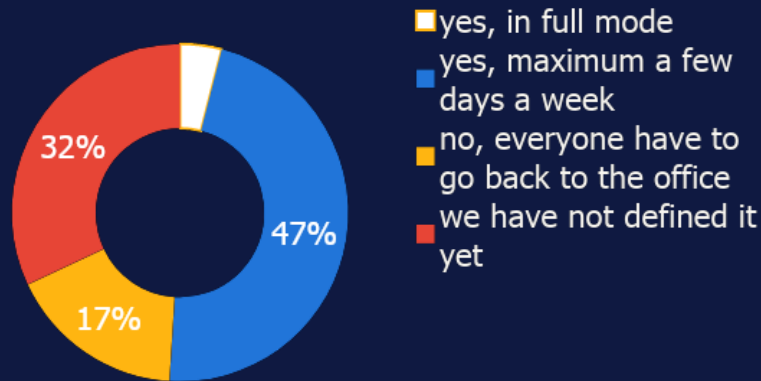


the total is more than 100% because more than one answer is possible.



work from home as a new mode of work.

companies' willingness to keep work from home as a mode of work after the pandemic



Quite a significant percent of the respondents is willing to allow their employees to work remotely for at least a few days per week while only 4% are thinking about switching to fully remote work.

main reasons for keeping work from home as a mode of work after the pandemic

| | |
|--|-----|
| this model works and physical presence is not needed to maintain the KPIs* | 55% |
| to take care of the health of the staff, limiting the face-to-face interaction | 51% |
| it will be a benefit highly valued by the employees, once the pandemic is over | 46% |
| to enhance work/life balance and improve the employees' quality of life | 43% |
| other | 18 |

*key performance indicators



human capital

strategy.



addressing skill shortages.

training programs are the most used tool to overcome skill shortages.

impediments when recruiting

| | feb-20 | feb-21 | |
|--|--------|--------|--|
| industry working experience | 61% | 47% | |
| lack of soft skills | 56% | 45% | |
| talent scarcity | - | 31% | |
| ethical issues (values, attitude, culture) | 30% | 21% | |
| required years of working experience | 28% | 18% | |
| specific educational skills | 13% | 10% | |
| lack of foreign languages skills | 8% | 9% | |
| international experience | 11% | 6% | |
| management tools experience | 13% | 6% | |
| we don't encounter any challenges | - | 5% | |
| other | - | 6% | |

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

actions to address skill shortages

| | feb-20 | feb-21 | |
|--|--------|--------|--|
| education and training programs | 71% | 74% | |
| improve salary & benefits pack | 47% | 49% | |
| offer flexible work options to employees | 17% | 25% | |
| hire talent from other countries | 15% | 15% | |
| outsource business functions | 15% | 14% | |
| increase use of externally hired contractors | 12% | 7% | |
| we're not impacted by skill shortages | 5% | 2% | |
| other | 3% | 3% | |

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



hiring plans for 2021.

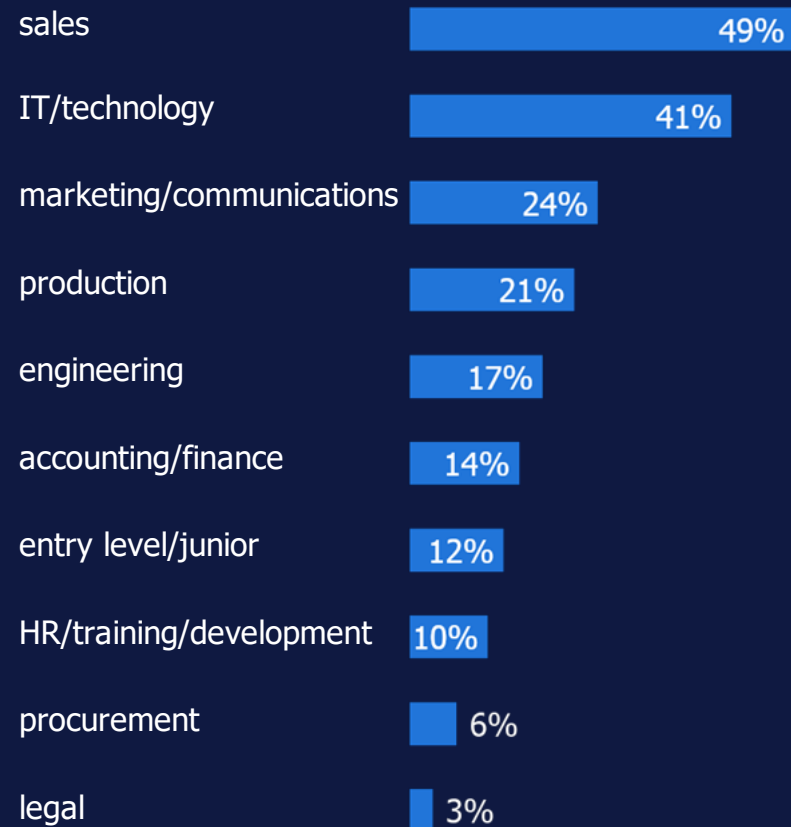
42%

of respondents have plans for hiring new employees in 2021
(compared to 81% in 2020, pre-crisis period)

reasons for hiring

| | Feb-20 | Feb-21 |
|---|--------|--------|
| business growth | - | 72% |
| staff turnover | 31% | 32% |
| need for new skills in the organisation | 36% | 31% ↓↓ |
| launch of new department/new product | 34% | 28% ↓↓ |
| investment plans | 29% | 21% ↓↓ |
| national/international company growth | 50% | 20% ↓↓ |
| business diversification | 6% | 9% |
| employee retirement | 7% | 6% |
| other | 4% | 4% |

hiring intentions by department.



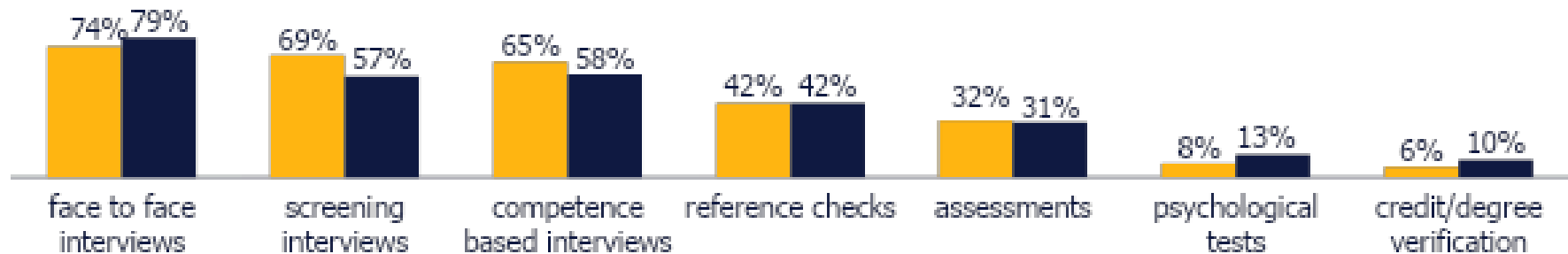
the total is more than 100% because more than one answer is possible.



sources and practices used to recruit talent.

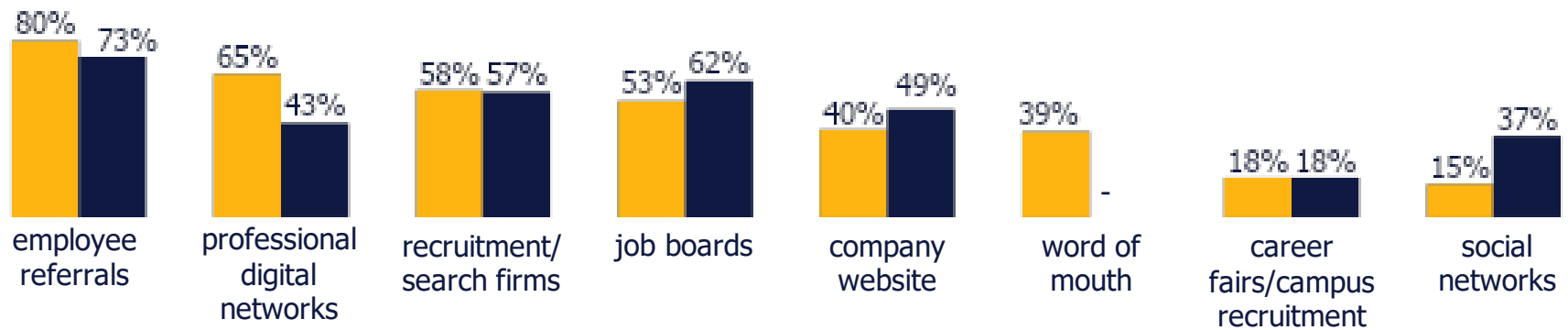
face-to-face interviews remain the most used recruitment processes.

most important practices during the hiring process.



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

most effective sources when recruiting talent.



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

note: professional digital networks refer to LinkedIn, Xing, etc. and social networks refer to Facebook, Instagram.

feb-21

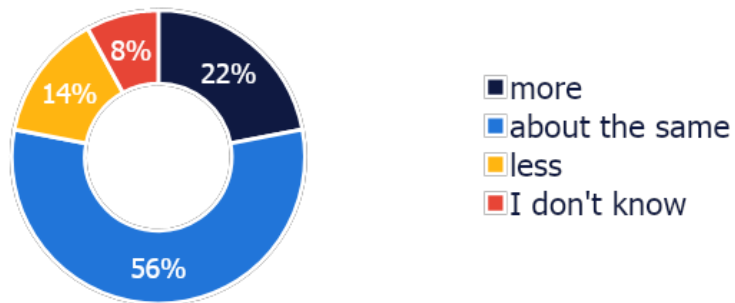
feb-20



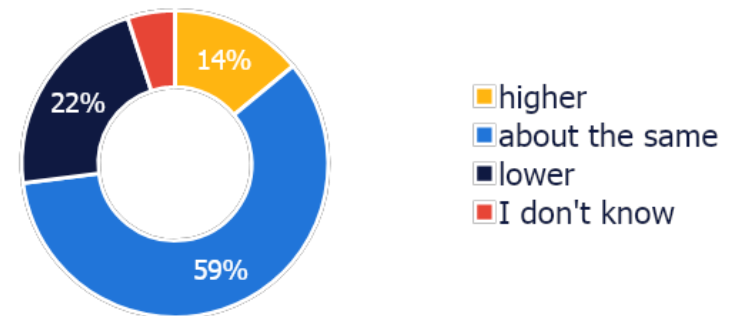
staff turnover and recruitment time.

both recruitment time and staff turnover are expected to be comparable to the ones in 2020.

time to find the right talent



2021 expected turnover



56% of the participants state that the recruitment process time is about the same with the one in 2020, while, given the new practices such as online interviews and screening interviews on the phone, 22% consider that in 2021, the recruitment will take more time.

Most respondents evaluate that in 2021 the staff turnover will not change drastically from the one in 2020, while a significant part of 22% evaluate the staff turnover to be lower than the year before.



business

challenges.



expected sales volume in 2021

almost half of respondents expect their company's sales volume to grow.



49%

of respondents expect their sales volume to increase, compared to the pre-crisis period (2020: 77% pre-crisis, 27% during crisis)



10%

of respondents expect their sales volume to decrease, compared to the pre-crisis period (2020: 2% pre-crisis, 68% during crisis)



25%

of respondents expect their sales volume to remain stable, compared to the pre-crisis period (2020: 16% pre-crisis, 5% during crisis)

Although not yet at pre-crisis levels, the number of companies that expect sales growth is increasing compared to the crisis figures (49% now vs 27% during crisis). 60% of respondents expect an increase of 4 to 10% and 17% forecasting a growth of over 15%.

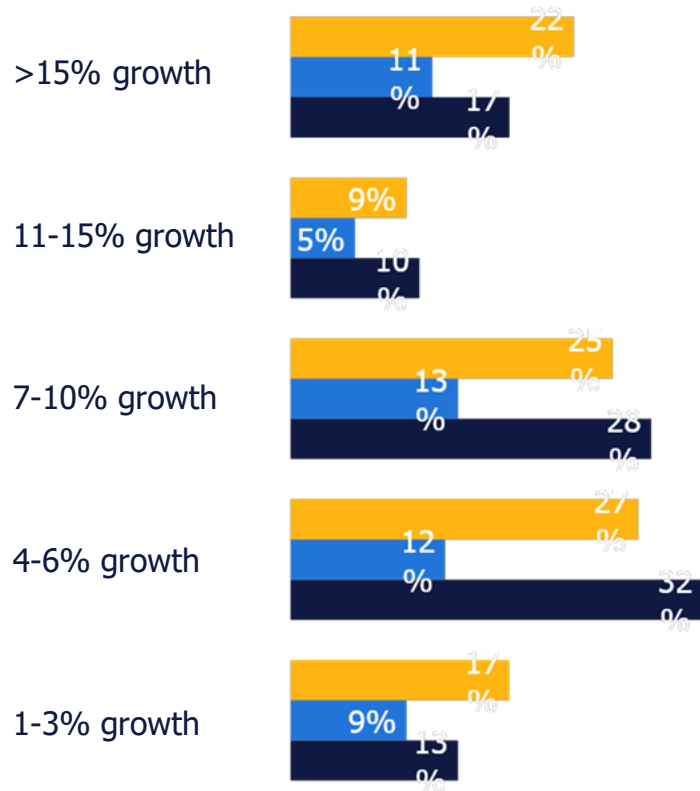
About 25% of the respondents expect stability in their sales volumes.

Even though the number of respondents that expect their business to decrease is lower than during the crisis period, their forecast is quite pessimistic, most of them expecting a sales volume decline higher than 15%.

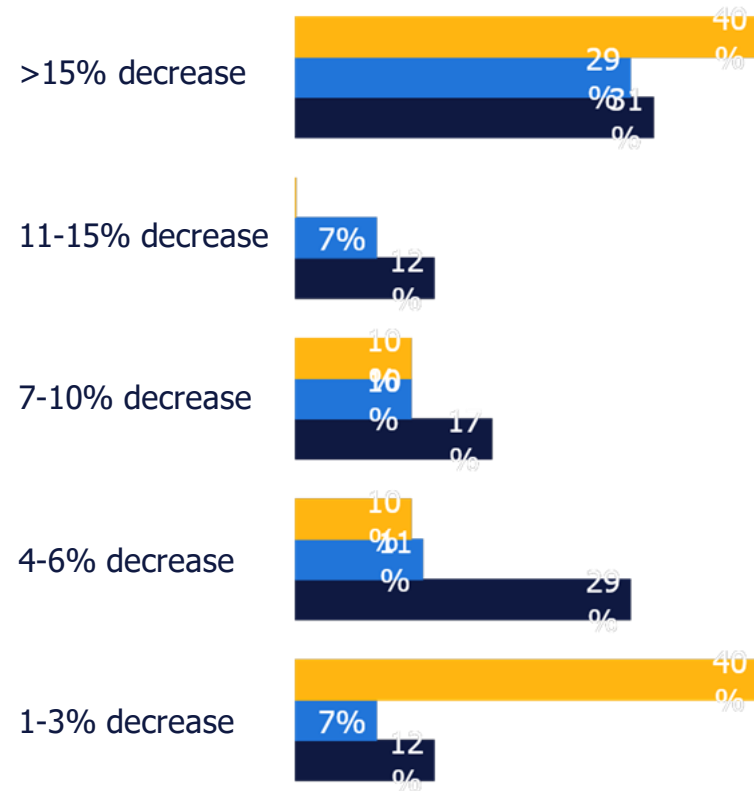
expected sales volume.

25% of respondents expect their company's sales volume to remain stable.

expected sales increase



expected sales decrease



Feb-21

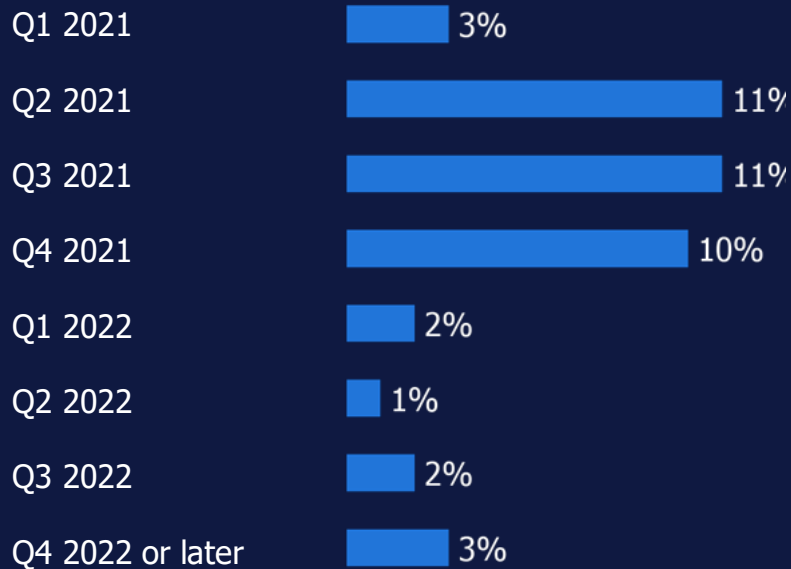
Jun-20

Feb-20

*the total is less than 100% in the during-crisis survey (Jun-2020), as 50% declared that it was not clear yet



estimated recovery time.



| | |
|---|-----|
| not going to recover the pre-crisis volume | 1% |
| volume of sales has not decreased during the crisis | 30% |
| already at pre-crisis levels | 12% |
| not clear at the moment | 14% |

Most respondents expect their companies' volume of sales to recover by the second or third quarter of 2021 while 12% of the companies are already at pre-crisis business levels.

The crisis did not have any impact on the businesses of almost a third of respondents.

67%

of respondents say that they were either not impacted by the pandemic crisis or they have restarted the activities and already have 100% of their business.



main challenges for companies due to the coronavirus pandemic.

The main challenges companies encounter changed compared to the past years due to the coronavirus pandemic. Investing in safety and ensuring the health of employees, keeping the business operational and managing telecommuting are the new top three organizational challenges for the respondents.

Also, maintaining relationships with clients and suppliers, avoiding significant financial losses and ensuring processes and productivity represent serious challenges for more than a quarter of the participating companies.



| | |
|--|-----|
| investing in safety and ensuring the health of employees | 77% |
| keeping the business operational | 49% |
| managing telecommuting | 43% |
| maintaining relationships with clients and/or suppliers | 31% |
| avoiding significant financial losses | 26% |
| ensuring processes and guaranteeing productivity | 25% |
| dealing with an extraordinary increase in business | 10% |
| maintaining trade margins | 8% |
| managing with the temporary closure or cessation of business | 8% |
| increasing digital security | 7% |
| other | 14% |

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

solutions companies implement in 2021 due to coronavirus pandemic.

| | jun-20 | feb-21 |
|---|--------|--------|
| implementing more stringent health and safety measures | 67% | 71% |
| transitioning to work from home | 60% | 64% |
| suspending all business travel | 57% | 56% |
| implementing tools for working remotely | 46% | 46% |
| implementing new technologies | 30% | 36% |
| creating a risk management team | 8% | 22% |
| suspending of inhouse training | 25% | 16% |
| transitioning the face-to-face sales to online | 12% | 11% |
| suspending outsourcing and producing everything inhouse | 7% | 3% |
| no new ways of working are necessary | 6% | 2% |
| other | 4% | 3% |

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

One of the most adopted solutions since the beginning of the pandemic, the implementation of stringent health & safety measures, continues to be applied by a high proportion of companies, to keep those coming to the office safe. Also, 64% of respondents switched from on-site working to work from home to avoid physical contact.

As a solution to ensure productivity while maintaining their employees safe at home, 46% of respondents state that they have implemented tools for working remotely.



salary

report.



salary report highlights.



- The following slides present the band bottom and band top salaries for different job positions.
- The main positions listed are in the sales & marketing, business support, insurance, HR, pharma, legal, finance & accounting, technology, engineering, logistics and client services sectors.

technology.

| position | band bottom | band top |
|--|-------------|----------|
| CIO | 6.000 | 12.000 |
| IT project/program manager | 2.500 | 4.600 |
| digitalization specialist | 2.700 | 4.500 |
| IT manager/ IT director | 2.000 | 4.400 |
| software architect / systems architect | 3.100 | 4.400 |
| development lead | 3.400 | 4.200 |
| business intelligence professional | 1.300 | 4.000 |
| IT security professional | 1.300 | 4.000 |
| mobile developer | 1.200 | 4.000 |
| SAP professional | 1.800 | 4.000 |
| dev-ops engineer | 2.400 | 3.800 |
| scrum master/product owner | 1.800 | 3.800 |
| developer | 1.300 | 3.700 |
| big data engineer | 1.500 | 3.500 |
| ERP/CRM consultant | 1.400 | 3.500 |
| network engineer | 1.500 | 3.500 |
| IT pre-sales engineer | 2.000 | 3.500 |
| IT business analyst | 1.800 | 3.400 |
| software tester/QA engineer | 1.600 | 3.400 |
| data scientist/machine learning engineer | 1.600 | 3.200 |
| database administrator | 1.400 | 3.200 |
| database developer | 1.400 | 3.200 |
| IT service manager | 2.200 | 3.200 |
| UI/UX designer/product designer | 1.600 | 3.200 |
| computational linguist | 1.800 | 3.000 |
| IT systems engineer/administrator | 1.500 | 2.800 |
| application support engineer | 1.300 | 2.500 |
| graphic designer | 1.200 | 2.500 |
| telecommunications engineer | 1.300 | 2.500 |
| IT support/helpdesk | 900 | 1.800 |

energy.

| position | band bottom | band top |
|-------------------------------|-------------|----------|
| site manager | 3.000 | 4.000 |
| construction manager | 3.000 | 4.000 |
| technical manager | 2.500 | 3.500 |
| project manager | 2.200 | 3.200 |
| energy development consultant | 1.500 | 2.500 |
| energy trader | 1.500 | 2.000 |
| electrical engineer | 1.200 | 1.800 |
| environmental engineer | 1.200 | 1.800 |
| mechanical engineer | 1.200 | 1.800 |
| o & m electrical engineer | 1.300 | 1.800 |
| field engineer | 900 | 1.200 |

base salary in EUR (14 base salaries per year)



construction

| position | band bottom | band top |
|------------------------------|-------------|----------|
| project manager | 3.500 | 5.000 |
| senior architect | 3.000 | 4.000 |
| construction manager | 3.000 | 4.000 |
| facilities manager | 2.500 | 3.500 |
| architect | 2.000 | 3.000 |
| site civil engineer | 2.000 | 3.000 |
| cost engineer | 2.000 | 3.000 |
| property management engineer | 2.000 | 2.500 |

production.

| position | band bottom | band top |
|--|-------------|----------|
| engineering director | 4.000 | 5.000 |
| environmental, health & safety manager | 2.500 | 3.500 |
| production manager | 2.500 | 3.500 |
| controls engineer | 2.000 | 3.000 |
| maintenance engineer (electrical & mechanical) | 1.500 | 3.000 |
| project engineer | 2.500 | 3.000 |
| r&d manager | 2.500 | 3.000 |
| automation engineer | 1.500 | 2.500 |
| chemical engineer | 1.800 | 2.500 |
| mechanical design engineer | 1.500 | 2.500 |
| process engineer | 2.000 | 2.500 |
| r&d engineer | 2.000 | 2.500 |
| mechanical engineer | 1.800 | 2.300 |
| electrical engineer | 1.500 | 2.000 |
| quality engineer | 1.500 | 2.000 |
| quality control analyst | 1.200 | 1.600 |

engineering.

| position | band bottom | band top |
|------------------------------|-------------|----------|
| sales technical director | 3.500 | 4.500 |
| facilities manager (inhouse) | 2.500 | 3.500 |
| operations manager | 3.000 | 3.500 |
| project manager | 3.000 | 3.500 |
| development engineer | 2.500 | 3.000 |
| planning manager | 2.500 | 3.000 |
| sales engineer | 1.500 | 2.500 |
| cathodic engineer | 2.000 | 2.500 |
| industrial engineer | 1.500 | 2.000 |

base salary in EUR (14 base salaries per year)



logistics.

| position | band bottom | band top |
|------------------------------|-------------|----------|
| logistics manager | 2.500 | 3.500 |
| warehouse manager | 2.000 | 3.000 |
| imports / exports specialist | 2.000 | 2.500 |
| buyer | 1.500 | 2.000 |
| import / exports assistant | 1.500 | 2.000 |
| logistics assistant | 1.300 | 1.800 |
| warehouse assistant | 1.300 | 1.500 |
| driver | 1.000 | 1.300 |
| clark driver | 1.000 | 1.300 |

shipping.

| position | band bottom | band top |
|-------------------------|-------------|----------|
| technical manager | 6.000 | 8.000 |
| fleet manager | 5.000 | 7.000 |
| operation manager | 5.000 | 7.000 |
| crew manager | 4.500 | 6.500 |
| superintendent engineer | 4.000 | 5.500 |
| operator | 2.500 | 4.000 |

supply chain.

| position | band bottom | band top |
|------------------------|-------------|----------|
| procurement manager | 2.800 | 3.500 |
| supply chain executive | 2.000 | 3.000 |
| tendering manager | 2.300 | 3.000 |
| demand planner | 1.800 | 2.300 |
| procurement specialist | 1.800 | 2.200 |
| order desk specialist | 1.300 | 1.800 |
| procurement assistant | 1.300 | 1.800 |
| tenders assistant | 1.300 | 1.500 |

base salary in EUR (14 base salaries per year)

pharma.

| position | band bottom | band top |
|---|-------------|----------|
| regulatory affairs officer | 1.500 | 3.000 |
| quality assurance officer (pharma industry) | 1.500 | 2.500 |
| clinical research associate | 1.600 | 2.200 |
| r&d analyst | 1.500 | 2.000 |
| quality control analyst | 1.300 | 1.800 |



finance & accounting.

| position | band bottom | band top |
|---|-------------|----------|
| finance manager or director | 5.000 | 10.000 |
| head of relationship manager | 5.000 | 8.000 |
| risk manager | 3.000 | 7.000 |
| internal audit manager | 3.000 | 6.000 |
| chief accountant | 2.500 | 5.000 |
| finance controller | 2.800 | 5.000 |
| budget & reporting manager | 2.700 | 4.500 |
| credit manager | 2.500 | 4.000 |
| finance project manager | 3.000 | 4.000 |
| payroll manager | 2.700 | 4.000 |
| cost accountant | 2.100 | 3.500 |
| relationship manager (banking/npl) | 2.200 | 3.500 |
| treasurer | 1.500 | 3.000 |
| actuary | 2.000 | 3.000 |
| risk officer | 2.000 | 2.800 |
| payroll specialist | 1.700 | 2.700 |
| accountant | 1.500 | 2.500 |
| commercial/sales analyst | 1.500 | 2.500 |
| finance analyst | 1.500 | 2.500 |
| internal audit officer | 1.600 | 2.500 |
| restructuring officer/financial advisor (npl) | 1.500 | 2.500 |
| credit analyst | 1.200 | 1.800 |
| assistant accountant | 900 | 1.500 |
| finance clerk (invoicing, accounting, collecting, etc.) | 900 | 1.500 |

base salary in EUR (14 base salaries per year)

legal.

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

insurance

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



sales.

| position | band bottom | band top |
|---------------------------------|-------------|----------|
| commercial director | 4.000 | 6.000 |
| sales director | 4.000 | 6.000 |
| commercial manager | 3.000 | 5.000 |
| key account manager (national) | 3.000 | 5.000 |
| sales export manager | 3.500 | 4.500 |
| sales manager | 3.500 | 4.500 |
| sales engineer (marine) | 1.800 | 4.000 |
| business development manager | 2.500 | 3.500 |
| regional sales manager | 2.500 | 3.500 |
| sales export executive | 1.800 | 3.500 |
| public sector account manager | 2.500 | 3.500 |
| retail sales manager | 2.800 | 3.200 |
| sales engineer (electrical) | 1.800 | 3.200 |
| field sales engineer | 1.800 | 3.000 |
| key account manager (senior) | 1.800 | 3.000 |
| retail area manager | 2.000 | 3.000 |
| sales engineer (mechanical) | 1.500 | 3.000 |
| store manager | 1.800 | 2.500 |
| area sales manager | 1.800 | 2.200 |
| b2b sales representative | 1.300 | 2.000 |
| sales analyst | 1.500 | 2.000 |
| wholesales sales representative | 1.400 | 2.000 |
| medical sales representative | 1.600 | 2.000 |
| key account manager (junior) | 1.400 | 1.800 |
| otc sales representative | 1.300 | 1.600 |
| d2d sales representative | 1.000 | 1.500 |
| store assistant | 1.100 | 1.500 |
| merchandiser | 1.000 | 1.200 |
| store sales advisor | 800 | 1.000 |

marketing.

| position | band bottom | band top |
|-------------------------------------|-------------|----------|
| marketing director | 3.700 | 5.000 |
| marketing manager | 3.000 | 4.500 |
| e-commerce marketing manager | 2.800 | 3.800 |
| digital marketing manager | 2.500 | 3.500 |
| trade marketing manager | 2.800 | 3.500 |
| marketing & communications manager | 2.300 | 3.000 |
| product manager | 2.300 | 3.000 |
| senior brand manager | 2.500 | 3.000 |
| brand manager | 2.000 | 2.500 |
| digital marketing specialist | 1.600 | 2.200 |
| marketing executive | 1.800 | 2.200 |
| trade marketing assistant | 1.500 | 1.900 |
| junior product manager | 1.300 | 1.800 |
| junior brand manager | 1.300 | 1.700 |
| digital marketing assistant | 1.300 | 1.500 |
| e-commerce marketing assistant | 1.300 | 1.500 |
| marketing & communication assistant | 1.100 | 1.400 |
| marketing assistant | 1.100 | 1.400 |

base salary in EUR (14 base salaries per year)



client services.

| position | band bottom | band top |
|------------------------------|-------------|----------|
| head of customer service | 3.000 | 3.500 |
| collections manager | 2.000 | 3.000 |
| customer care manager | 2.200 | 3.000 |
| customer experience manager | 2.200 | 3.000 |
| call center manager | 2.000 | 2.600 |
| contact center manager | 2.200 | 2.600 |
| customer care supervisor | 1.500 | 2.200 |
| call center supervisor | 1.500 | 2.000 |
| collections supervisor | 1.500 | 2.000 |
| customer service coordinator | 1.300 | 1.800 |
| call center team leader | 1.300 | 1.500 |
| collections team leader | 1.300 | 1.500 |
| restructuring team leader | 1.300 | 1.500 |
| inside sales specialist | 1.000 | 1.300 |
| restructuring agents | 900 | 1.300 |
| collection agents | 750 | 1.100 |
| customer service agents | 650 | 1.100 |
| technical support agent | 750 | 900 |
| contact center specialist | 1.000 | 800 |

business support.

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

base salary in EUR (14 base salaries per year)



HR.

| position | band bottom | band top |
|------------------------------------|-------------|----------|
| hr director | 5.000 | 7.000 |
| hr manager | 3.000 | 5.000 |
| talent acquisition manager | 3.000 | 4.500 |
| compensation & benefits manager | 3.000 | 4.000 |
| training & development manager | 3.000 | 4.000 |
| hr business partner | 2.500 | 3.500 |
| payroll manager | 2.500 | 3.500 |
| hr generalist | 1.500 | 2.500 |
| multilingual recruiter | 1.800 | 2.300 |
| compensation & benefits specialist | 1.500 | 2.000 |
| payroll officer | 1.500 | 2.000 |
| training & development specialist | 1.500 | 1.800 |
| talent acquisition specialist | 1.250 | 1.750 |
| HR assistant | 1.000 | 1.500 |

multilingual.

| position | band bottom | band top |
|--|-------------|----------|
| multilingual recruiter | 1.500 | 2.300 |
| multilingual technical support agent | 1.400 | 1.700 |
| multilingual team leader | 1.300 | 1.700 |
| multilingual customer service agent | 1.200 | 1.600 |
| multilingual inside sales agent | 1.300 | 1.600 |
| multilingual vendor/order desk agent | 1.100 | 1.600 |
| multilingual collection agent | 1.100 | 1.600 |
| multilingual back office agent | 1.000 | 1.300 |
| multilingual social media content moderators | 1.100 | 1.300 |

base salary in EUR (14 base salaries per year)



respondent

profile.

summary.

The Randstad 2021 HR Trends report presents data gathered from Greek companies operating in a variety of industries.

The most represented sectors are IT/technology and industrial/manufacturing, together covering about 40% of the sample.

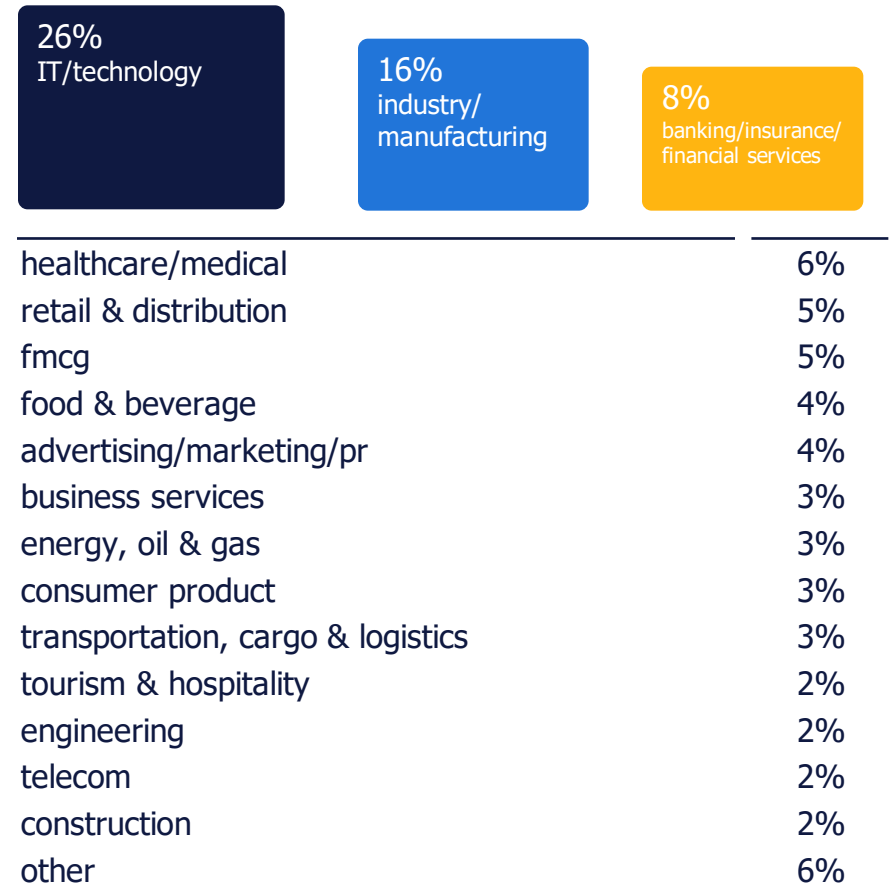
Organizations employing more than 500 people represent 8% of the sample.

Half of the respondents work in the HR department and 30% in the general management. Also, 90% of the respondents have a decisional or recommending role in the recruitment process.

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

respondent profile.

by sector.

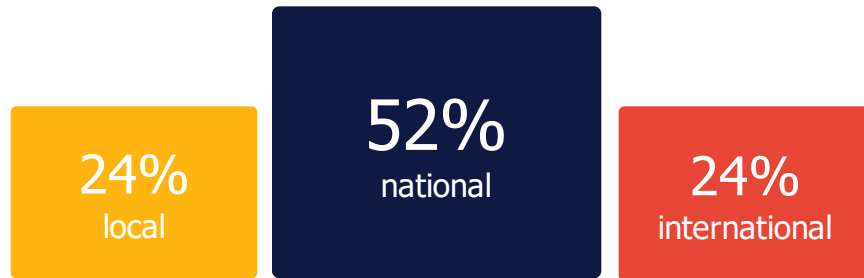


*other include pharmaceutical/chemical, shipping and automotive industries



respondent profile.

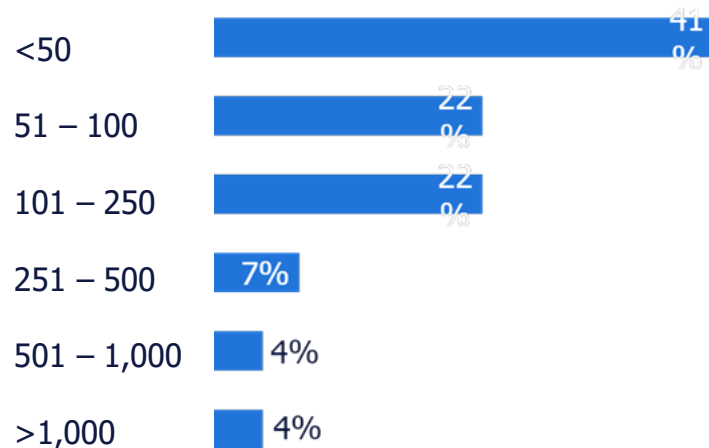
by the size of the company.



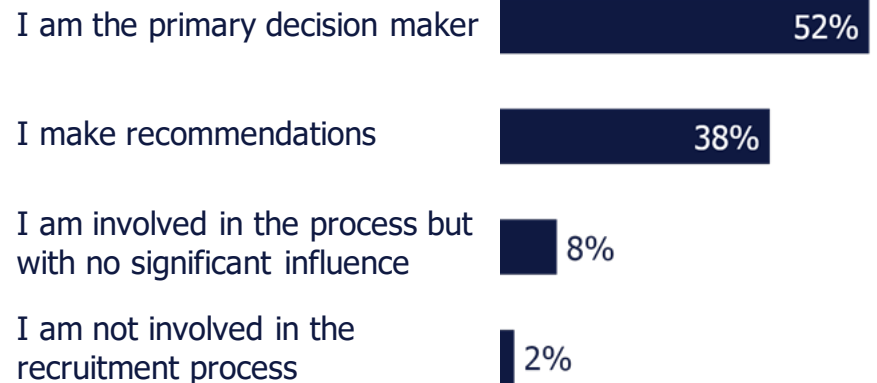
by department.

| | |
|--------------------|-----|
| human resources | 50% |
| general management | 30% |
| finance | 10% |
| sales/marketing | 4% |
| IT/technology | 3% |
| other | 3% |

by the number of employees of respondent's companies



by participant's role in the hiring process.



randstad

human forward.



www.randstad.gr
T +30 210 6770523