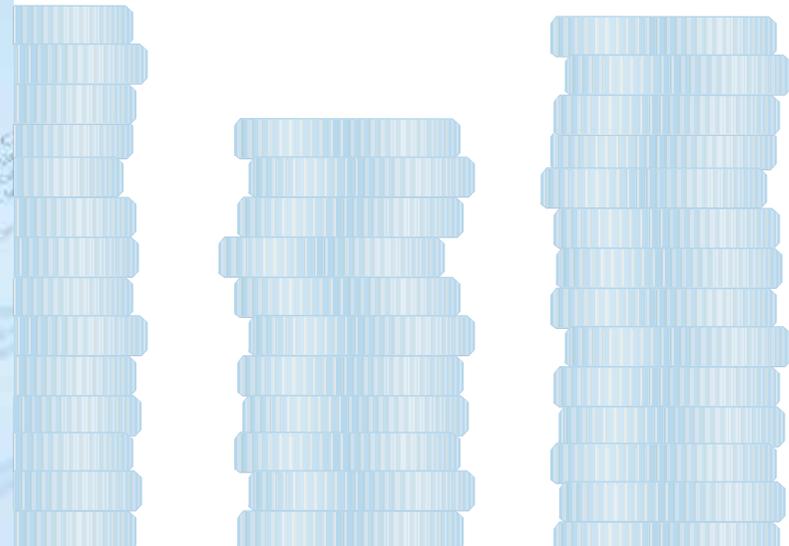
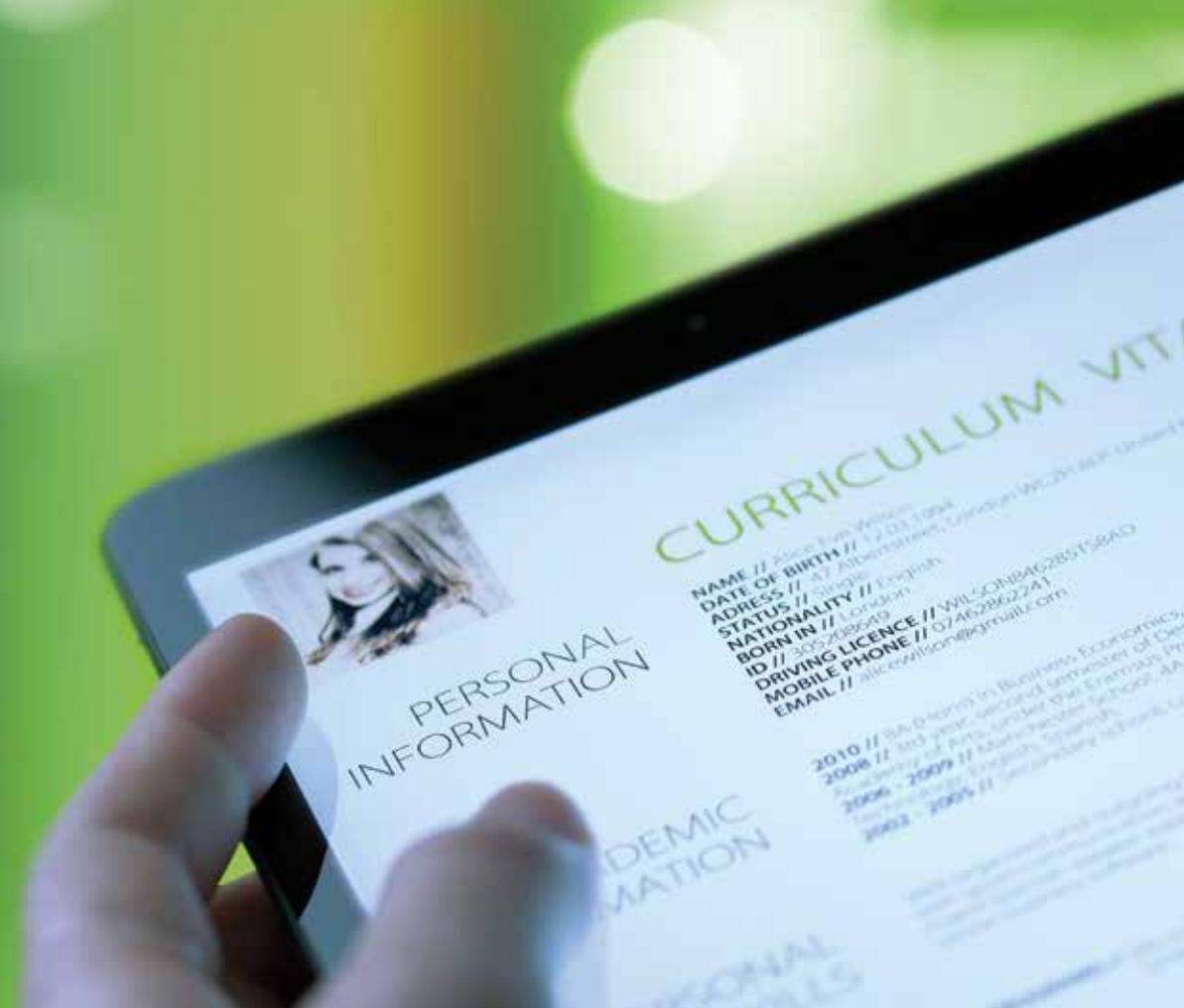


Randstad 2017 HR trends and salary report



2017

Greece

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management summary	3
company profile	4
participant profile	5
human capital strategy	6
talent attraction	8
talent retention	11
salaries of employees	12

Dear Customer,

Welcome to Randstad HR Trends and Salary report. As Managing Director of Randstad Greece, I am pleased to present the 2016-2017 edition.

This report offers insights into various trends and developments impacting the human resources and recruitment processes in Greece, collected from organizations operating within various industries. Furthermore, we would like to provide you with some statistics on salaries in different markets and geographic regions.

From January 2017 to April 2017, 460 decision makers and human resources executives from a variety of industries in Greece completed the survey.

The report explores topics related to human capital strategies, talent attraction, effective recruitment sources, relevant recruitment practices and compensation and benefits, among other topics. The labor market is constantly changing, not only by the constant ups and downs of the economy. As compared to last year, more companies seem to understand the importance of Employer Branding in successfully recruiting top talent. Thus building a strong employer brand might be an important trend in the next years.

The key findings of the survey can be found on pages 6–11. From page 12 onwards you can catch up on how salaries have evolved since last year. If you would like to discuss the results in more depth, please contact your consultant at Randstad.

At Randstad Greece, we focus on finding the top talent your teams need to help your organization succeed and reach its goals for the future.

I would like to thank everyone who participated in the study this year. We value your contribution and look forward to working with you in the years to come.

Best regards,
Leigh Ostergard
Managing Director of Greece & Turkey



management summary

The Randstad 2017 HR Trends Survey and Salary Report presents data gathered from Greek companies operating in a great variety of sectors. More than 50% of the companies in the sample represent: computer/software services/internet, engineering, manufacturing/industry, and finance. 70% of the respondents consider that the economic situation in Greece had a great impact on their operations during the past year. Their number is still great, however, it is lower than last year. Thus, although the crisis is still far from over, the economic conditions seem to be improving.

more permanent personnel in 2017

More than two thirds of the respondents consider that their sales volume will increase during 2017, half of them foreseeing a growth by more than 7%, this also driving their employment perspectives.

With regards to recruitment, the intentions of employing permanent personnel increased compared to last year, (71% of the companies expressed their intention to employ permanent employees during 2017) while the intentions of recruiting temporary personnel remained stable. The major reason of hiring is the need of new skills within the organization. National/international expansion of the company and the introduction of new products or departments are also among the main reasons for new hires.

recruitment capabilities

Companies in Greece seem to have a good perception on their ability to meet HR challenges and to attract top talent.

However, participating companies do face HR challenges. Increasing productivity and performance, attracting talent or retaining top performers and creating a good working environment are among the most common difficulties that the companies encounter.

While uncompetitive salaries and a poor reputation of the company are considered as the main reasons for not succeeding to attract top talent, developing a strong employer brand and an attractive Employee Value Proposition (EVP) or offering high job security seem to be the most important elements in attracting top talent.

talent retention

Offering career development opportunities and a competitive salary are considered the most effective benefits for retaining talent and are offered by the majority of responding companies. However, it appears that this is not enough, since the same two reasons are the main causes of employees leaving the company.

For effective recruitment, employee referrals remain crucial. This will assist in finding the right people for the right position, with a strong connection to the company culture and values.

managing skill shortage

Almost 80% of the participants consider that skills shortage has an impact on their company, thus finding the right professionals can be difficult. The main obstacles for finding candidates are a shortfall of industry working experience, lack of communication & team management skills or insufficient years of working experience. Offering training programs seem to be the most popular action in order to improve the shortage situation. Other actions may be improving salary & benefits pack or outsourcing business functions.

company profile

The organisations that participated in the survey are active in a variety of industries. As per last year, the most represented are the companies in computer/software services/internet, engineering, and manufacturing/industry.

More than 40% of the respondents have less than 50 employees and another 40% employ between 50 and 250 people.

Almost two thirds of the respondent companies operate at an international level, while less than 10% of the total only have local presence.

14,2%
computer / software services / internet



12,4% in 2016

13,5%
engineering



7,1% in 2016

12,0%
manufacturing / industry



11,8% in 2016

10,0%
financial services

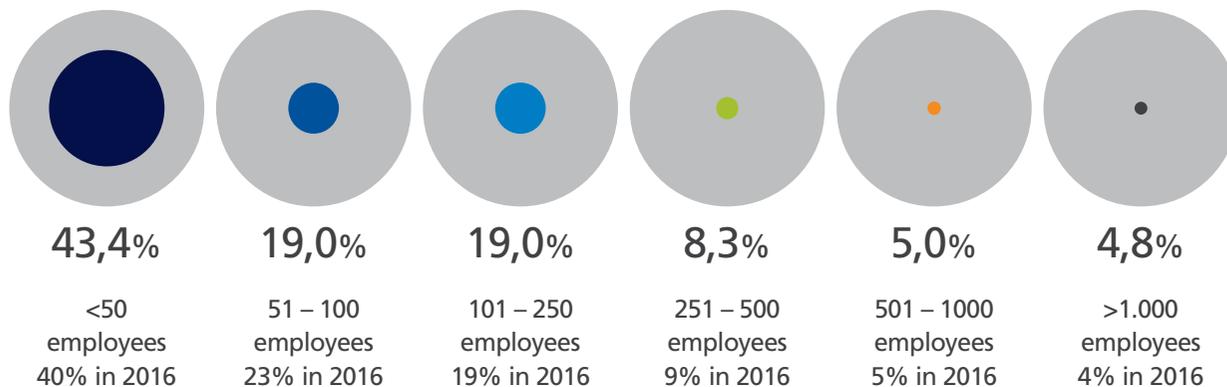


5,9% in 2016

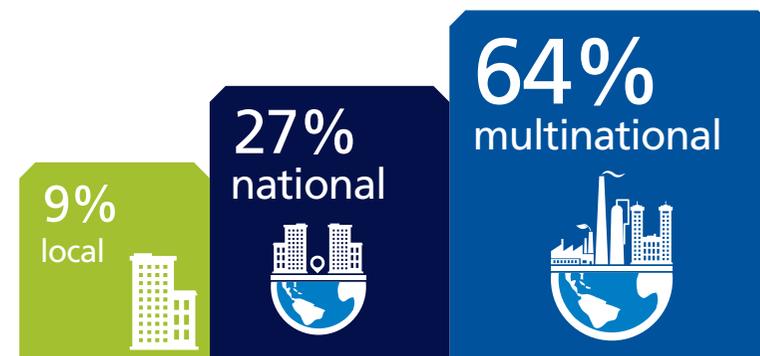
industry of participant companies

	2017	2016
transportation/logistics	7,9%	3,8%
healthcare/medical/pharmaceutical	7,6%	10,3%
services b2b	6,6%	2,9%
FMGC	4,4%	4,4%
engineering	3,5%	3,5%
entertainment/hospitality	3,5%	1,8%
food services / food industry	3,3%	4,1%
telecommunications	3,3%	2,4%
construction/real estate/property management	3,1%	2,4%
advertising, marketing, PR	2,4%	1,5%
energy	2,0%	1,5%
other	1,7%	23,8%
government/public/nonprofit	1,1%	0,6%

number of employees



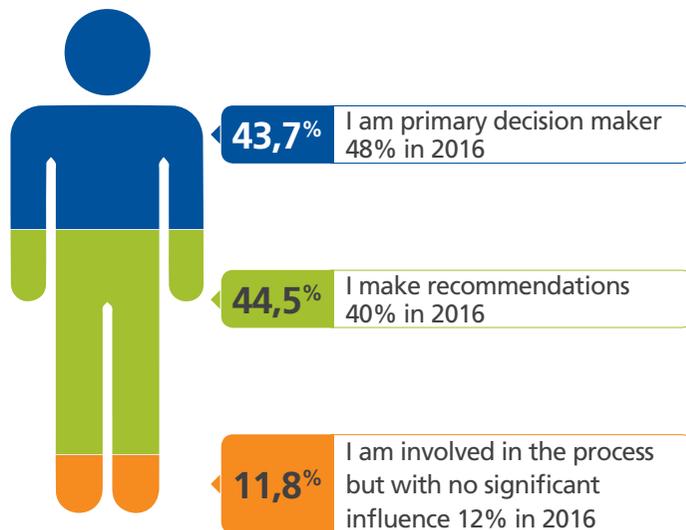
level of the participant companies



participant profile

Half of the respondents work in the human resources department, most of them as department managers or directors. The majority of respondents have a decision making or a recommending role in the recruitment process. Same as last year, the economic situation in the country is considered as having the highest impact on the respondent's organization. Although cost management is the second most impactful aspect, its importance decreased by almost 10% as compared to last year. The respondents are giving a higher importance to cost management and process improvements as compared to last year.

participant's role in the hiring process



participant's job level

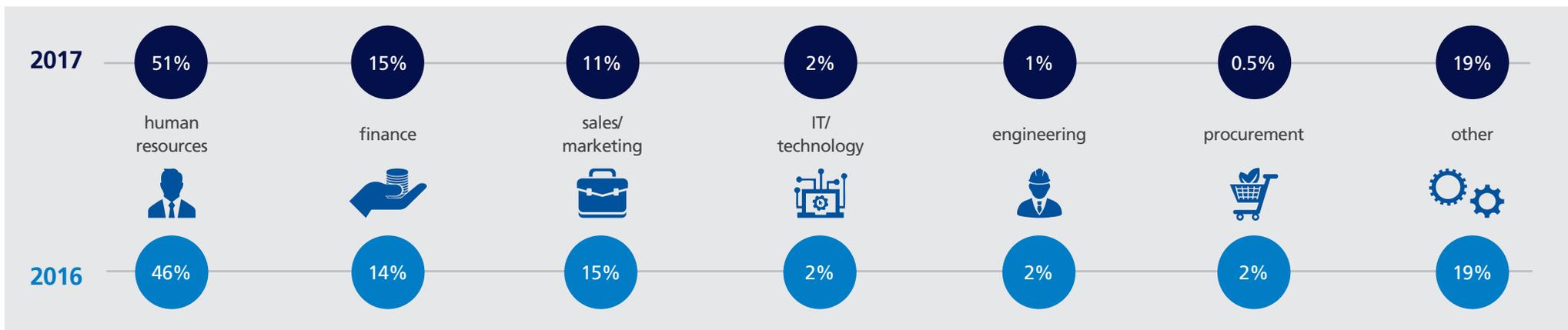
	2017	2016
director level	35,6%	37,6%
management level	37,8%	36,5%
supervisor level	5,9%	7,6%
technical level	0,9%	0%
other	19,9%	18,2%

aspects with highest impact on participating companies

	2017	2016
economical situation in your country	70,3%	84,1%
cost management	42,1%	51,2%
growth management	37,8%	27,9%
process improvements	32,8%	23,5%
pressure on pricing	29,5%	27,9%
innovation and/or new technologies	25,3%	16,5%
pressure from competitors	22,7%	17,2%
talent attraction and retention	20,5%	18,2%
legal changes	14,2%	13,8%
other	4,8%	18,8%

* Percentages total more than 100% because more than one answer is possible.

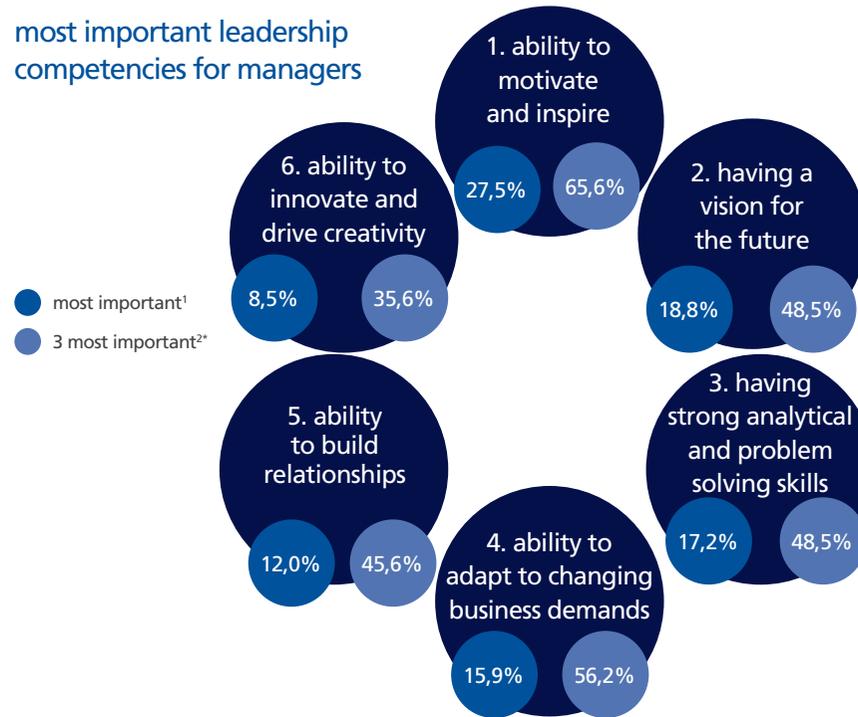
departments participants work in



human capital strategy

The main HR challenge that the participant companies will face in 2017 relates to increasing performance and productivity and is more visible in the food services/food industry sector. Other challenges include: attracting talent for the next phase of growth, creating a good working environment and retaining top performers, all considered more significant than last year. Managing skills shortage begins to be less of a challenge, only 15% of respondents selecting it (compared with 34% last year and with 70% in 2015). Moreover, the importance of staff turnover as a reason for new employments is also smaller than last year. In 2017, the most important leadership skill is considered to be the ability to motivate and inspire.

most important leadership competencies for managers



1. % = proportion of respondents who indicated this aspect on first place (most important)
2. % = proportion of respondents who indicated this aspect within their top 3 (most important).
* Top 3 most important percentages total more than 100% because more than one answer is possible.

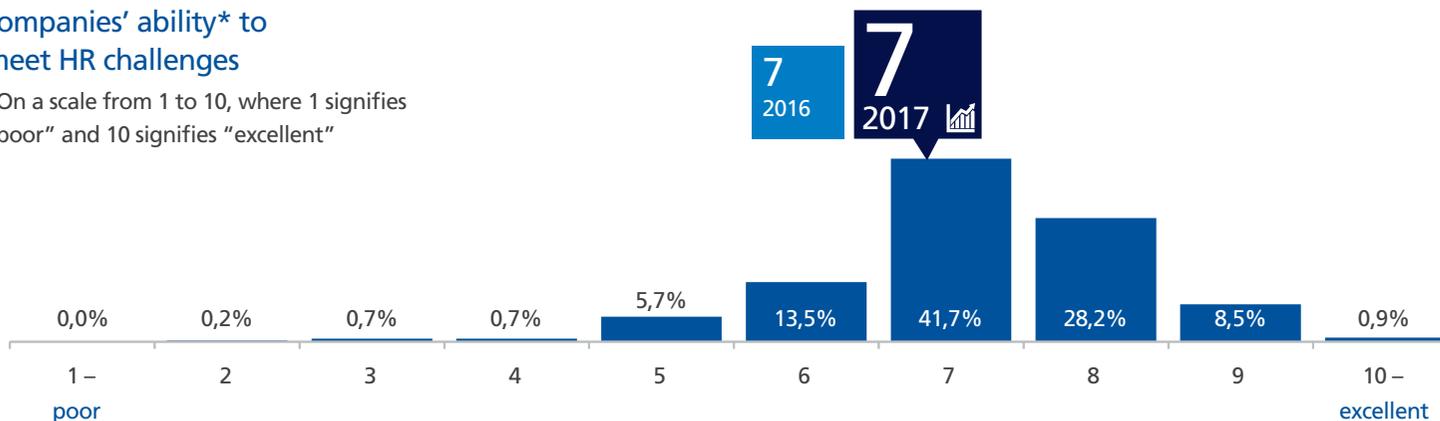
main HR challenges for participating companies

	2017	2016
increasing performance and productivity	51,1%	57,6%
attracting talent for the next phase of growth	45,9%	41,2%
creating/maintaining a good working environment	42,8%	39,7%
retaining top performers	40,4%	35,0%
managing salary expectations	24,7%	12,9%
avoid losing top talent to competitors	24,5%	15,2%
developing talented leaders	23,1%	22,6%
managing internal change programs	18,1%	22,1%
keeping employees well informed	15,1%	16,2%
managing skill shortage	14,8%	34,1%
internal/external mobility	7,0%	10,6%
other	2,8%	2,1%
none of the above	0,9%	0,6%

* Percentages total more than 100% because more than one answer is possible.

companies' ability* to meet HR challenges

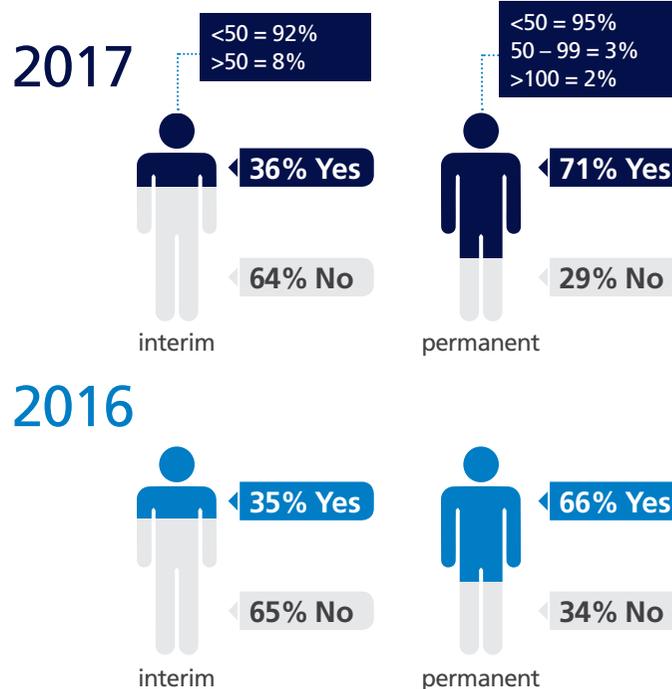
*On a scale from 1 to 10, where 1 signifies "poor" and 10 signifies "excellent"



talent attraction

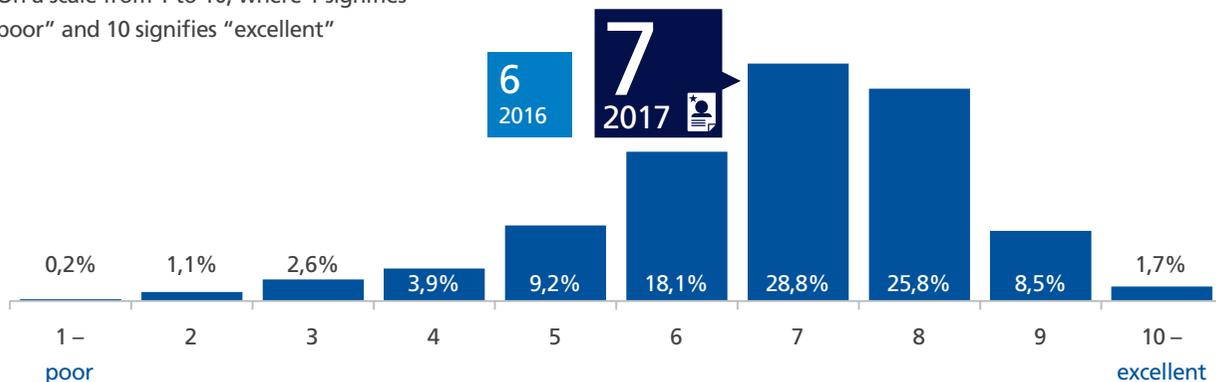
Recruitment intentions for interim positions stayed at a similar level as last year while the number of companies that intend to recruit permanent personnel grew by 5% as compared to 2016. The great majority of the companies plan to recruit less than 50 employees. Participating companies rated their ability to attract talent at a higher level than in 2016. The main reasons for not succeeding to attract talent are offering an uncompetitive salary and the poor reputation of the organization. These elements are also seen as most important in order to attract top talent.

recruitment intentions of participating companies



companies' ability* to attract top talent

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



key elements to success in attracting top talent

	2017	2016
strong employer branding	78,8%	68,8%
a very competitive salary package	60,5%	57,9%
a very attractive Employee Value Proposition	57,9%	55,9%
high job security	43,4%	44,4%
flexible work policies / good work-life balance	27,7%	30,3%
good international opportunities	22,9%	31,5%
other	2,0%	2,6%

* Percentages total more than 100% because more than one answer is possible.

reasons for failing to attract the right talent

	2017	2016
uncompetitive salary and/or benefits	56,8%	58,8%
poor reputation of organization/weak employer brand	51,1%	45,3%
lack of internal career opportunities	48,9%	37,9%
ongoing talent shortages	29,9%	25,3%
industry is less appealing	26,6%	26,8%
ineffective recruitment strategies	19,4%	21,2%
lack of flexible work options	6,3%	10,9%
lack of corporate social responsibility	3,1%	3,2%
other	5,5%	4,7%

* Percentages total more than 100% because more than one answer is possible.

talent attraction

During 2017, the main reasons for new hires are the demand of new skills, the growth of the company, and the launch of new products or departments.

Headcount increase is more probable in the sales, IT/technology and marketing/communications departments.

Regarding the respondents' expected evolution of sales, the proportion of companies that anticipate a growth in sales increased from 58% in 2016 to 65% in 2017, with one in three companies expecting an increase by more than 10%. Almost one third of the companies believe that sales will remain stable, while only 6% believe that their sales volume will decrease.

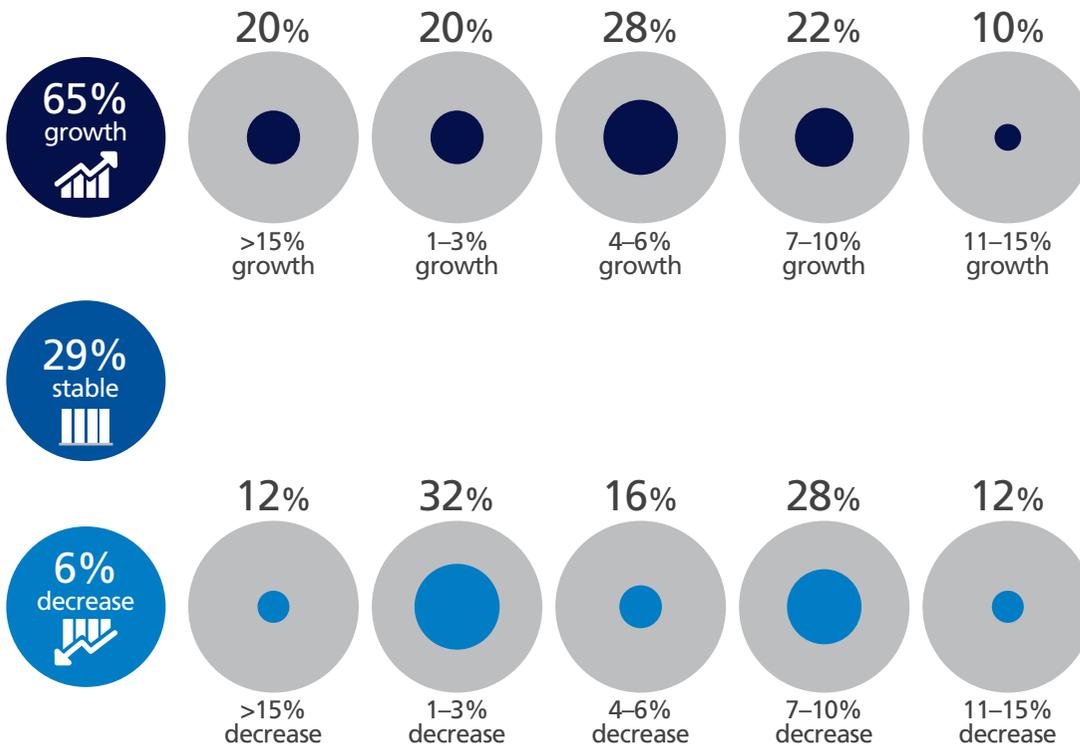
main reasons for new hires

2017 2016

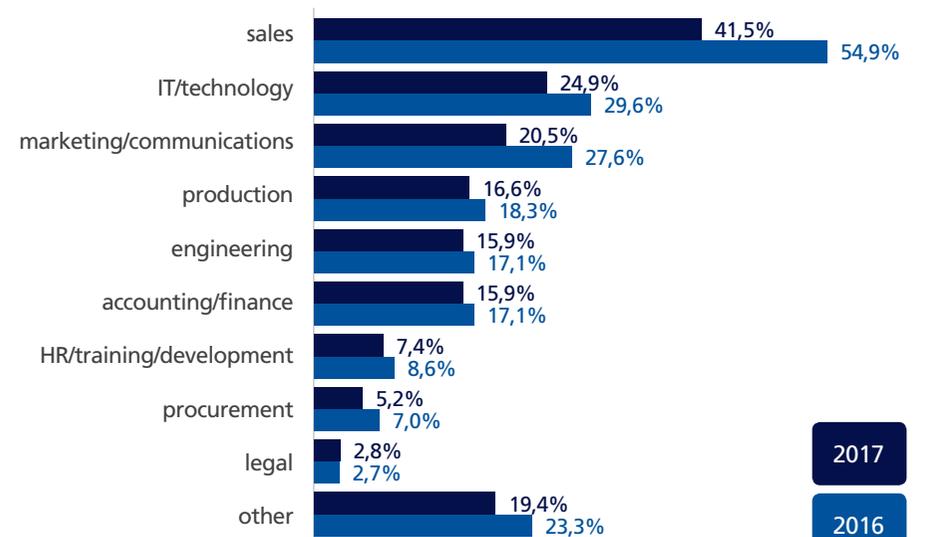
need for new skills in the organization	34,5%	42,0%
national/international growth of your company	26,6%	28,4%
launch of new department/new product	21,8%	29,2%
investment plans	20,5%	27,2%
staff turnover	17,2%	20,6%
market (economy) growth	13,5%	11,3%
business diversification	11,1%	17,1%
employee retirement	5,2%	5,8%
other	8,1%	11,7%

* Percentages total more than 100% because more than one answer is possible.

estimation of expected sales volume



recruitment intentions by department



* Percentages total more than 100% because more than one answer is possible.

talent attraction

Even if still in minority, compared to 2016 the number of respondents who stated that they are not impacted by skill shortages has almost tripled. For those who are impacted, the most common action to address this issue is by providing education and trainings. Other commonly used actions, but in a smaller percentage, are remuneration improvement and outsourcing. In the recruitment process, employee referrals, recruitment companies and job boards are the most important sources for identifying candidates. Moreover, from a company the right fit in the company's culture and within the team, as well as working experience are considered essential in choosing the right candidate.

actions to address skill shortage

	2017	2016
education and training programs	61,1%	58,8%
improve salary /benefits pack to retain and attract talent	26,9%	21,8%
outsource business functions	19,0%	16,2%
my organization is not impacted by skill shortages	17,9%	6,2%
increase use of externally hired contractors	7,0%	12,4%
hire talent from other countries	6,6%	10,3%
hire more part-time workers	5,7%	6,2%
offer more flexible work options to employees	5,5%	10,0%
other	7,4%	15,0%

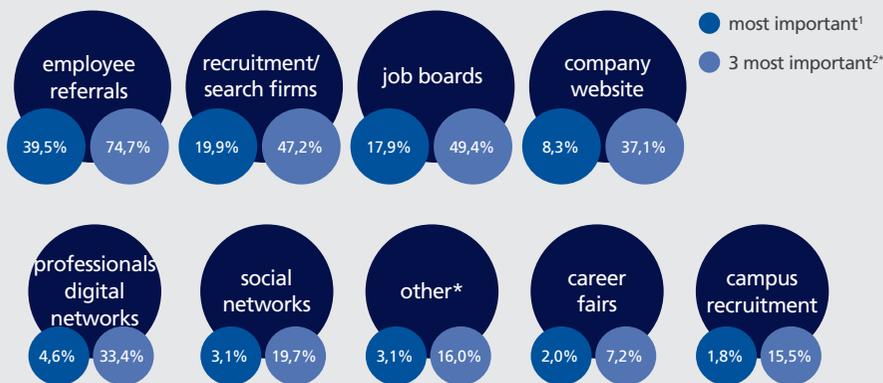
* Percentages total more than 100% because more than one answer is possible.

main impediments during recruitment process

	2017	2016
industry working experience	64,0%	63,8%
soft skills (communication, team working, team management)	54,4%	45,9%
required years of working experience	27,9%	24,1%
specific educational skills	23,4%	22,1%
leadership style	22,7%	17,4%
ethical issues (values, attitude, culture)	21,0%	22,6%
languages	16,2%	17,1%
management tools experience	14,2%	12,9%
international experience	10,7%	11,5%

* Percentages total more than 100% because more than one answer is possible.

most effective sources used to recruit talent



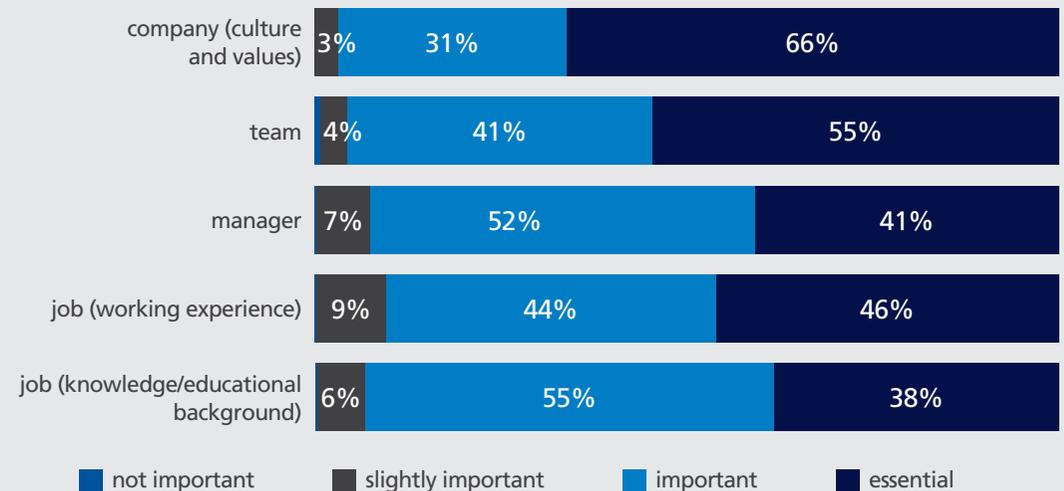
1. % = proportion of respondents who indicated this aspect on first place (most important)

2. % = proportion of respondents who indicated this aspect within their top 3 (most important)

* other also includes public employment services print advertising and business schools

* Top 3 most important percentages total more than 100% because more than one answer is possible.

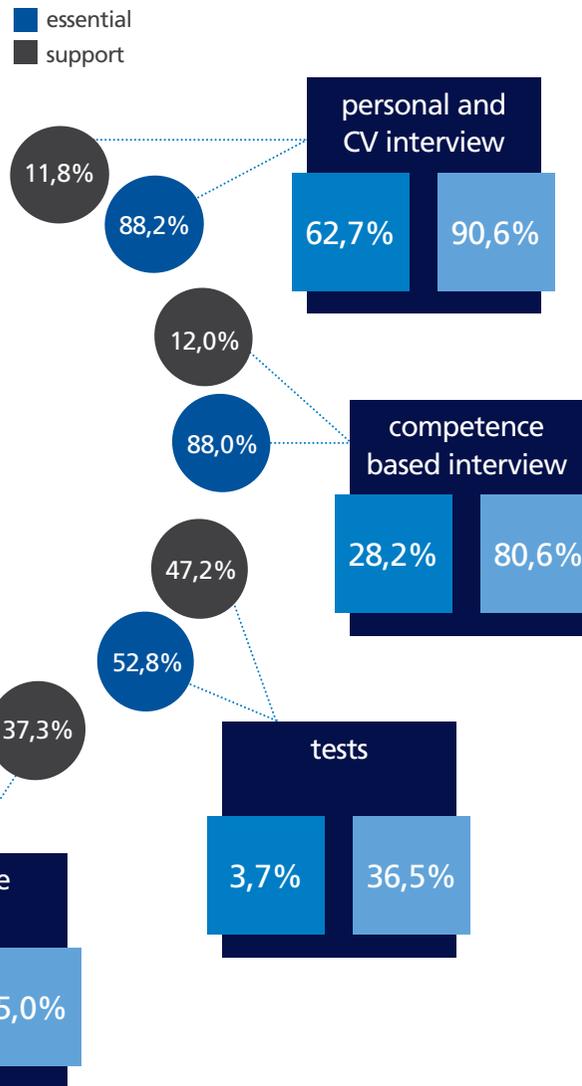
importance of a match between candidate and



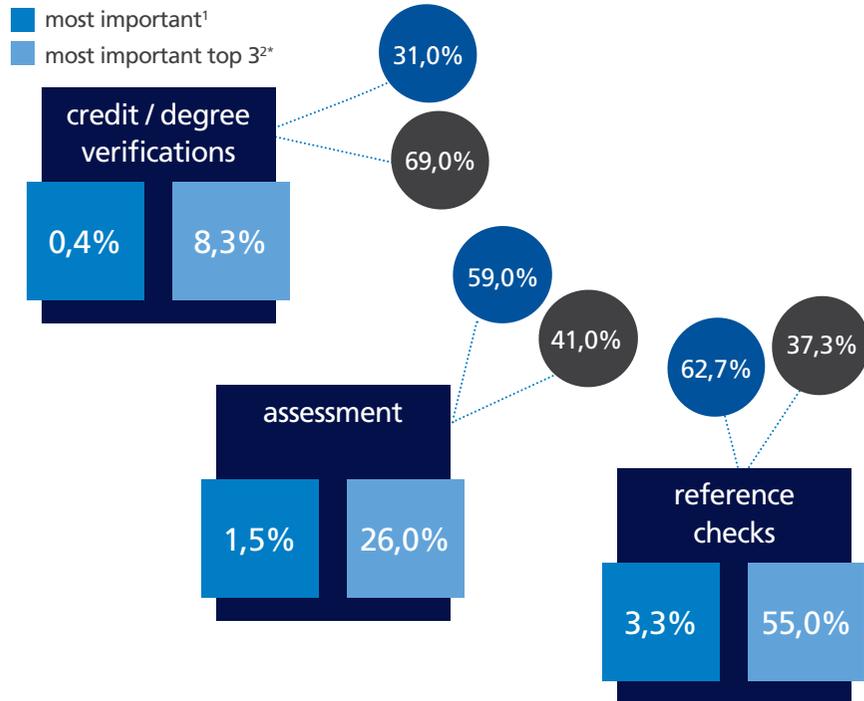
talent attraction

In the recruitment process, face to face CV interviews are the most common used practice, followed by competence based interviews. Both practices are also considered to be essential. Reference checks and assessments are also considered to be essential, however they are not as commonly used as the first two. About two thirds of the respondents identify the right talent in about 3 months and spend about the same time as last year. Only 1 in 5 respondents fill in their open permanent positions in less than one month.

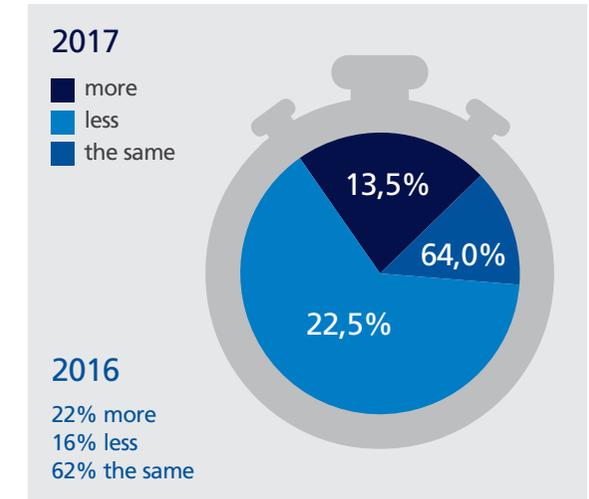
which practices do you consider as essential and which ones as support



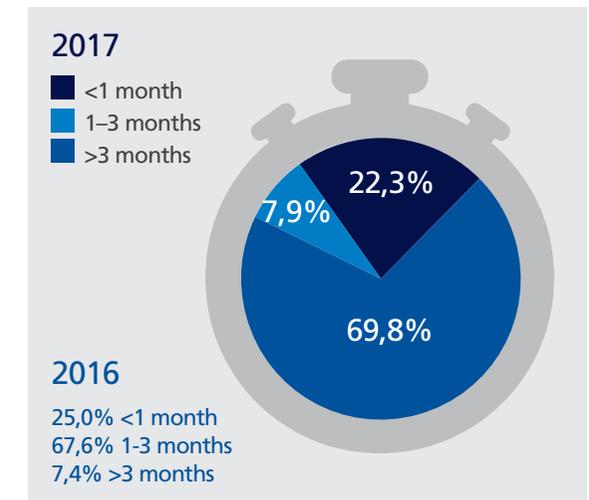
most important practices during hiring process



time to find talent for permanent positions compared to last year



time to fill a permanent position



1. % = proportion of respondents who indicated this aspect on first place (most important)
 2. % = proportion of respondents who indicated this aspect within their top 3 (most important)

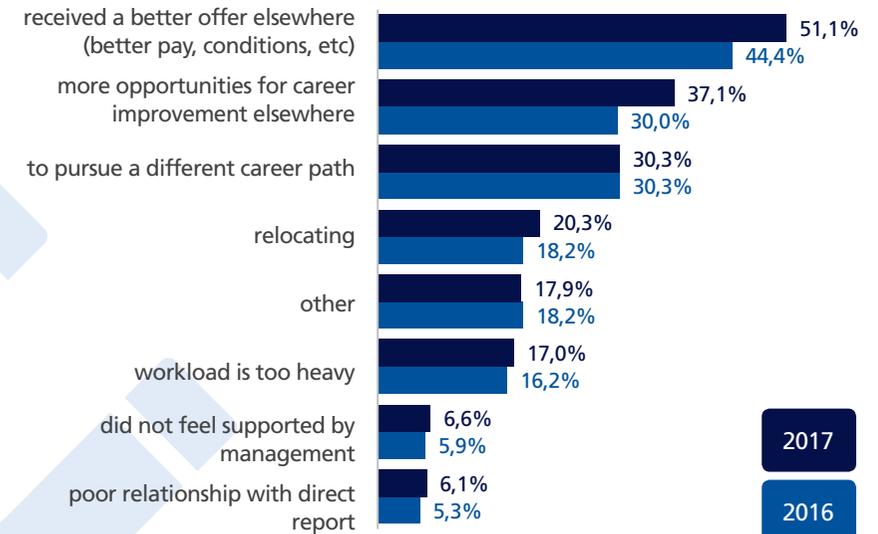
* Top 3 most important and the essential / support percentages total more than 100% because more than one answer is possible.

talent retention

Talent retention is crucial to businesses. According to those surveyed, career development and competitive remuneration (competitive salary and bonuses) are considered to be the most effective benefits that a company can leverage in order to retain talent. They also constitute the most important reasons for switching / leaving jobs. Long term benefits such as medical insurance, life insurance and pension plans are considered less important. This is mostly in line with what companies are actually offering: most of the respondents offer training and career development strategies, while bonuses and competitive salaries come in second place.

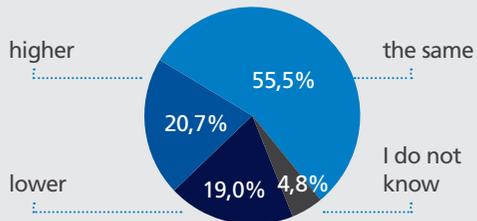
Sector wise, when it comes to career development and trainings, companies in the Advertising/Marketing/PR, Government/Public/Non-profit, Construction/Real estate/Property management, and Telecommunications provide these benefits in a larger proportion than others. A high incidence of competitive salaries is found in FMCG, Energy, B2B services and IT.

reasons why employees leave

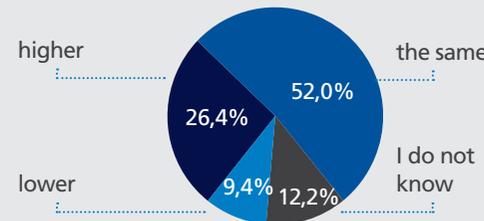


* Percentages total more than 100% because more than one answer is possible.

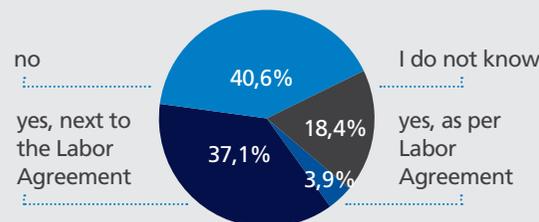
current turnover compared to last year



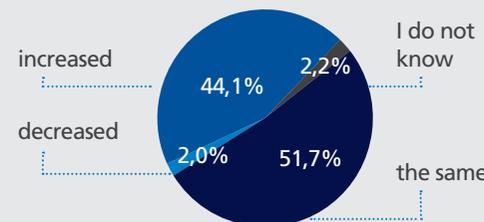
salaries compared to competitors



expected salary rise for 2017



evolution of salaries in the past year



most effective benefits to retain talent

benefits currently offered by participating companies

2016	2017	benefits	2017	2016
63,8%	89,1%	career development	73,1%	65,3%
51,2%	83,6%	competitive salary	58,7%	51,5%
57,4%	61,8%	training	81,2%	72,9%
44,1%	51,5%	bonuses	67,7%	61,5%
39,4%	47,1%	non-financial rewards / recognition	46,3%	51,2%
39,7%	34,5%	medical insurance	65,3%	65,3%
24,4%	20,3%	life insurance	46,3%	46,2%
18,8%	17,0%	flexible working options	23,4%	25,9%
16,2%	16,6%	pension plan	19,0%	20,9%
5,3%	8,1%	profit sharing	10,5%	8,8%
9,4%	6,8%	disability insurance	30,8%	30,6%
11,2%	6,6%	lunch subsidies	26,6%	23,5%
2,6%	1,3%	no answer	2,4%	5,3%

* Percentages total more than 100% because more than one answer is possible.

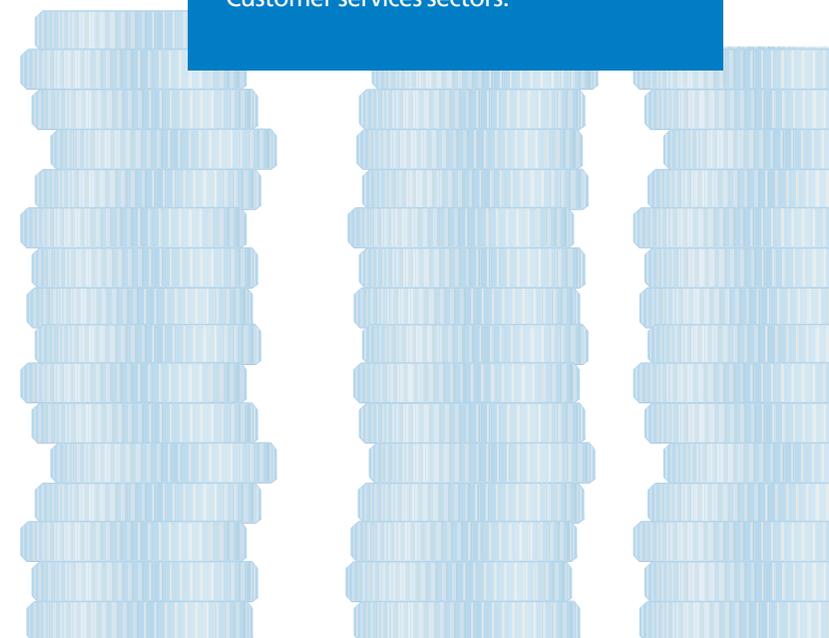
salaries of employees

sales & marketing

job position	band bottom	band top
b2b sales representative	1,300	2,000
brand manager	1,500	2,200
business development manager	2,500	3,500
country sales manager	4,000	5,500
digital marketing manager	2,500	3,000
franchising director	3,000	4,000
key account manager (including commercial, sales representative)	2,000	2,800
marketing & communications manager	2,500	3,000
marketing manager	3,000	4,500
media manager	2,000	2,500
merchandiser	1,000	1,200
online marketing manager	2,000	2,500
product manager	1,800	2,000
regional sales manager	2,500	3,000
retail sales manager	2,500	3,000
sales analyst	1,500	1,800
sales director	4,500	6,000
store manager	1,200	1,500
trade marketing manager	2,500	3,500

base salary in Euro (14 gross salaries per year)

The 2017 Randstad report presents the salary ranges for the main job profiles in the Sales & Marketing, Finance & Accounting, Technology, Engineering, Business support, Pharma, Legal, and Customer services sectors.

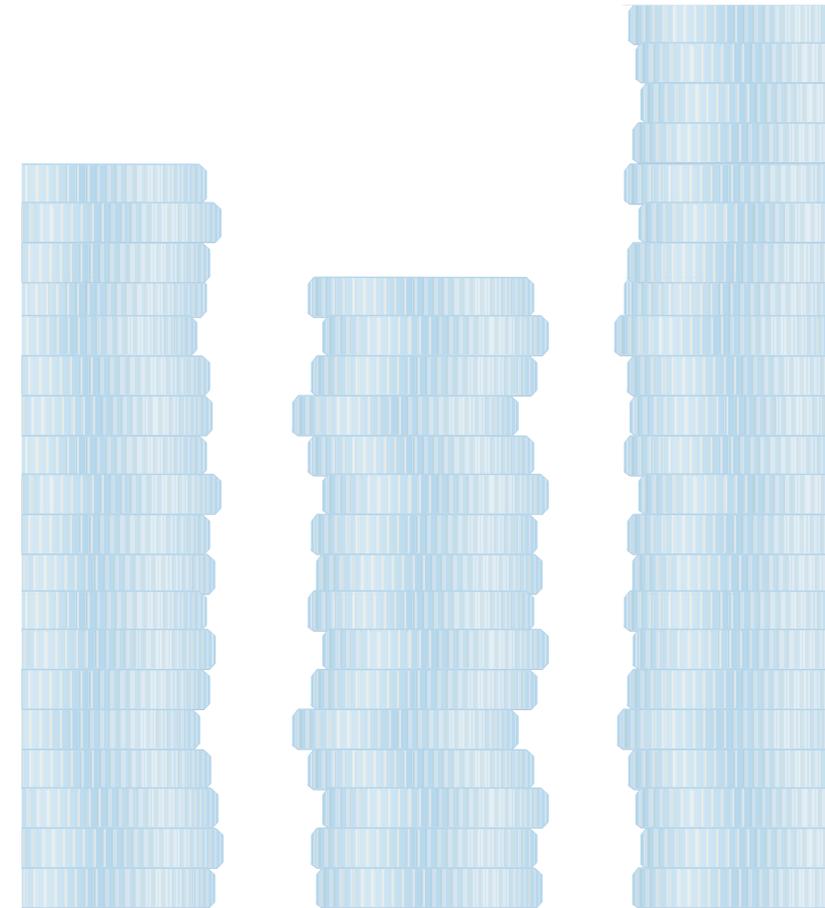


finance & accounting

job position

	band bottom	band top
accountant	1,500	2,500
assistant accountant	900	1,600
budget & reporting manager	2,700	4,500
chief accountant	2,500	5,000
cost accountant	1,700	3,500
credit analyst	900	1,600
credit/collections manager	2,000	4,000
finance analyst	1,400	2,500
finance clerk (including invoicing, accounting, collecting, bookkeeping, etc.)	900	1,500
finance controller	2,500	4,000
finance manager or director, for example: CFO, vice president of finance, director of finance, director of audit, etc,	4,000	7,000
internal audit manager	2,500	5,000
internal audit officer	2,000	3,500
treasurer	1,700	2,500

base salary in Euro (14 gross salaries per year)

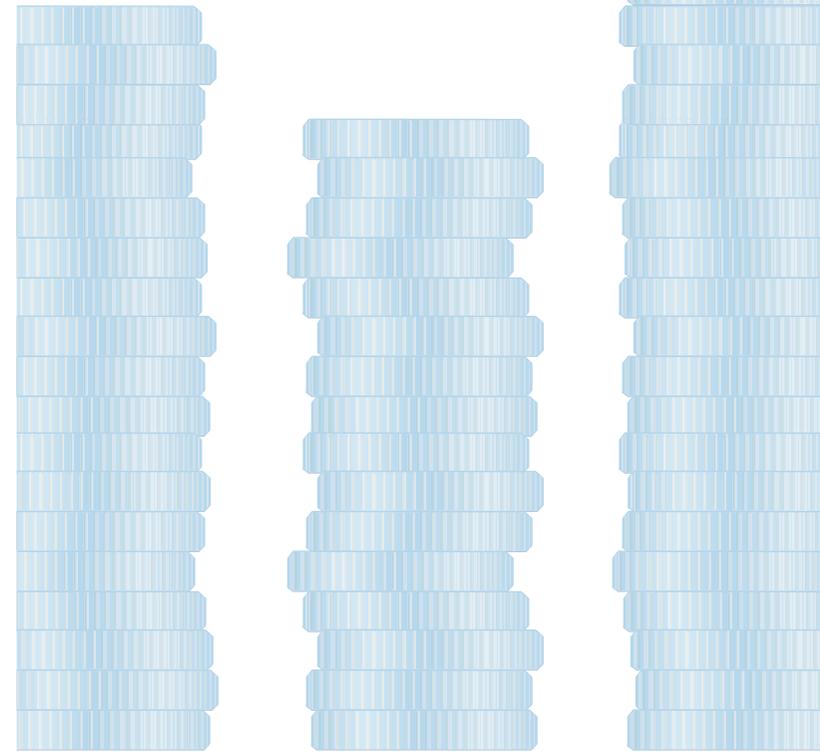


technology

job position

	band bottom	band top
application support engineer	1,200	2,000
business intelligence professional	1,500	3,700
business/functional analyst	2,000	3,500
CIO/director	4,000	10,000
data analyst	1,400	2,500
database administrator	1,500	3,200
database developer	1,500	3,200
developer (back-end, front-end, full-stack, including ,NET, java, PHP, C/C++, Javascript etc)	1,200	2,500
devops engineer	1,800	2,800
ERP/CRM consultant	1,200	2,500
it manager	1,800	4,000
mobile developer	1,400	2,600
pre-sales consultant	1,500	2,500
project manager	2,800	4,000
sap professional	1,500	3,000
scrum master/product owner	1,800	3,500
security engineer	1,200	3,200
solutions/enterprise architect	2,700	3,800
support/helpdesk	800	1,300
system engineer/administrator	1,300	2,200
system tester/QA engineer	1,500	3,000
UI/UX designer	1,000	2,000

base salary in Euro (14 gross salaries per year)



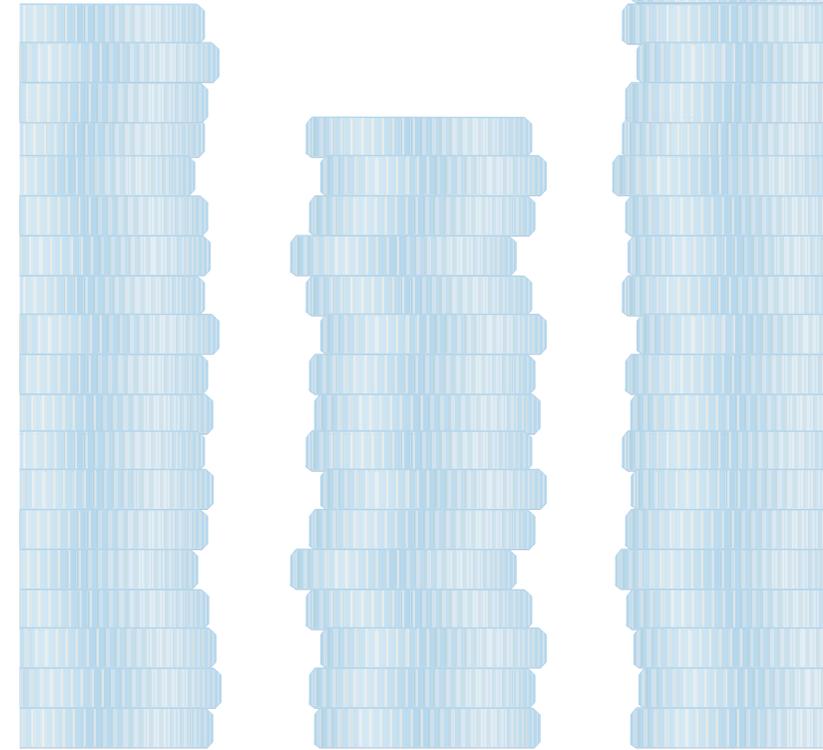
engineering

job position

band bottom

band top

buyer	1,500	2,000
chemical engineer	1,800	2,500
construction manager	3,000	4,000
controls engineer	2,000	3,000
cost engineer	2,000	3,000
demand planner	2,000	2,800
development engineer	2,500	3,000
electrical engineer	1,800	2,500
engineering director	4,000	5,000
environmental, health & safety manager	2,500	3,500
facilities manager	2,000	3,000
imports / exports specialist	2,000	2,500
industrial engineer	1,800	2,500
logistics assistant	1,500	1,800
logistics manager	2,500	3,500
maintenance engineer	1,800	2,500
mechanical engineer	1,800	2,500
operations manager	2,500	3,500
planning manager	2,000	3,000
process engineer	1,800	2,500
procurement manager	2,800	3,500
production manager	3,000	5,000
project engineer	2,000	3,000
project manager	2,800	3,500
purchasing director	3,500	5,000
quality engineer	1,800	2,500
sales technical director	3,000	4,000



base salary in Euro (14 gross salaries per year)

business support

job position

	band bottom	band top
administration assistant	800	1,300
company secretary	900	1,500
compensation & benefits manager	3,000	4,000
compensation & benefits specialist	1,400	2,400
compliance officer	1,700	2,500
data processing administrator	900	1,500
executive / personal assistant	1,400	3,200
exports coordinator	1,300	1,900
office manager	1,200	2,000
payroll manager	2,000	3,500
payroll officer	1,300	1,800
receptionist	800	1,300
recruiter	900	1,500
sales administrator	1,300	1,900
secretary	900	1,400
training & development manager	2,500	4,000
training & development specialist	1,500	2,300

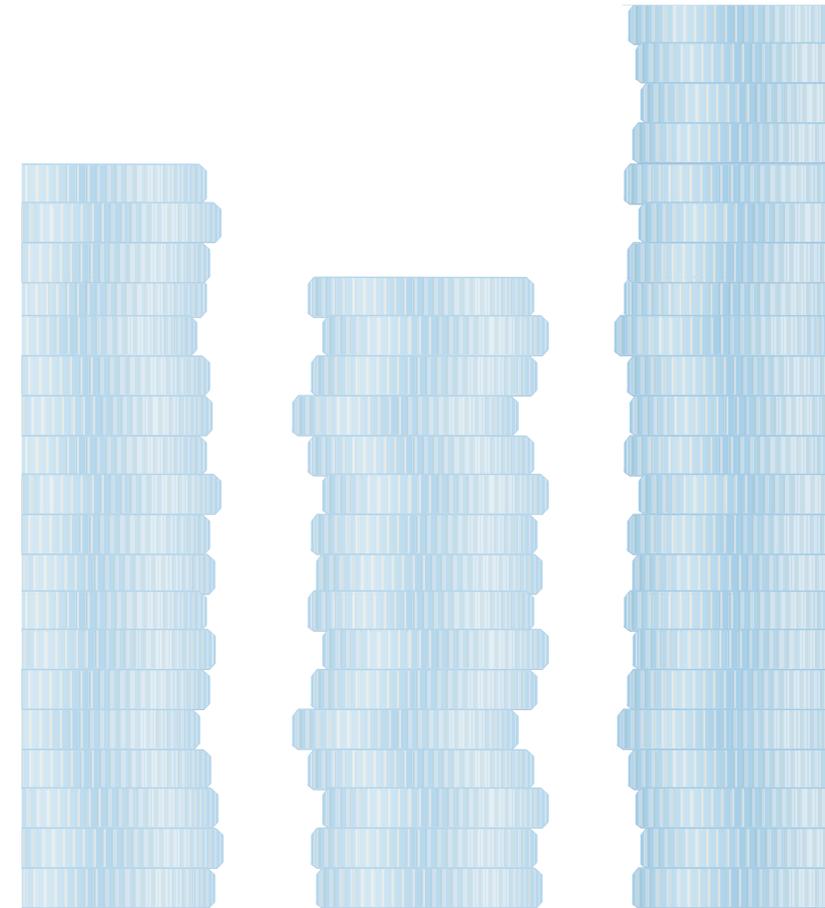
base salary in Euro (14 gross salaries per year)

hr

job position

	band bottom	band top
hr assistant	800	1,200
hr business partner	2,300	4,400
hr director	4,000	7,000
hr generalist	1,200	2,500
hr manager	2,500	4,500

base salary in Euro (14 gross salaries per year)



pharma

job position

	band bottom	band top
clinical research associate	1,600	2,300
quality assurance officer (pharma industry)	1,700	2,500
quality control analyst	1,400	2,300
r&d analyst	1,500	2,500
regulatory affairs officer	1,900	2,500

base salary in Euro (14 gross salaries per year)

legal

job position

	band bottom	band top
lawyer	1,400	2,500
legal administrator	1,200	2,000

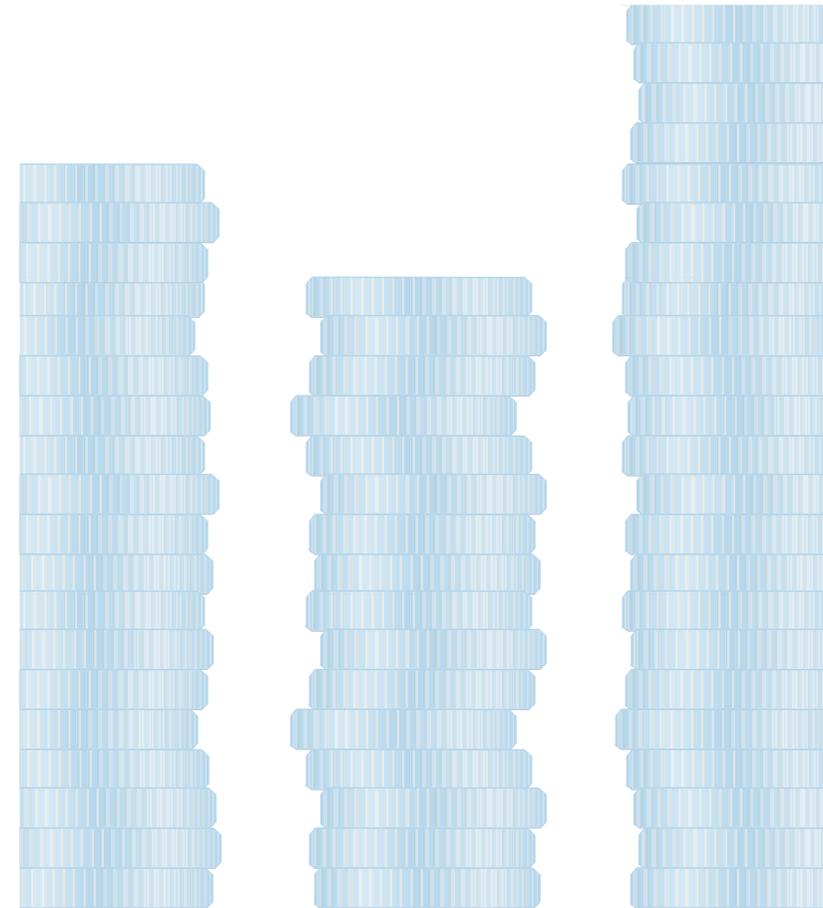
base salary in Euro (14 gross salaries per year)

pharma

job position

	band bottom	band top
call center manager	2,200	2,600
claims administrator	1,000	1,300
claims supervisor	2,300	2,700
customer service administrator	800	1,300
customer service agents	600	1,100
entry level collection agents	500	700
front desk customer service	1,000	1,200
guest relations officer	1,000	1,600
insurance underwriters	800	1,100
multilingual call center agents	1,000	1,300
senior collection agents	700	900

base salary in Euro (14 gross salaries per year)



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Disclaimer : Some of the percentages may not sum up to 100%, due to rounding.

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