

employer  
brand research  
2018



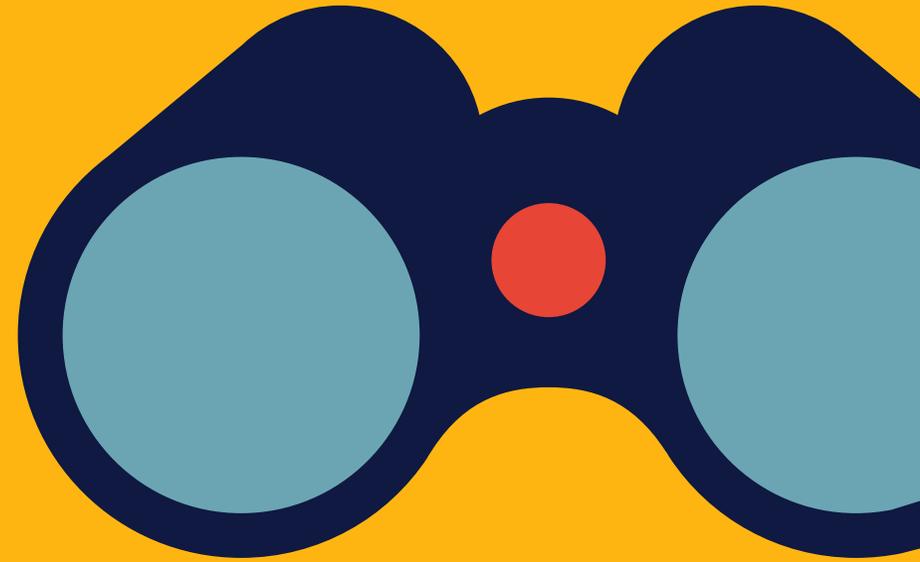
country report  
greece.

 randstad

human forward.

# content.

- 1 introduction
- 2 country results
- 3 sector insights
- 4 top employers
- 5 deep dive
- 6 methodology



# introduction.



# why employer branding matters.



Companies with positive brands get twice as many applications as companies with negative brands, and they spend less money on employees.<sup>1</sup>

50%

of candidates say they wouldn't work for a company with a bad reputation – even with a pay increase.<sup>1</sup>

80%

of workforce leaders agree that a strong employer brand has a significant impact on their ability to hire a great workforce.<sup>2</sup> As people work for cultures, not companies, their perception of you as an employer is of paramount importance. Both recruiters and candidates cite company culture as one of the most important determinants in employer choice. Also, if your culture is transparent: candidates actively research the culture of companies to understand if they'll fit. If candidates see positive employee and candidate experiences on review sites, they feel more confident submitting their resume and making a career move.

96%

agree that alignment of personal values with a company's culture is a key factor in their satisfaction working there.<sup>3</sup>

62%

of candidates research companies on social media before applying.<sup>5</sup>

88%

millennials and minorities agree that being part of the right company culture really matters to them.<sup>3</sup>



companies with bad reputations pay 10% more per hire.<sup>4</sup>

87%

joined a company specifically because of cultural fit.<sup>3</sup>

80%

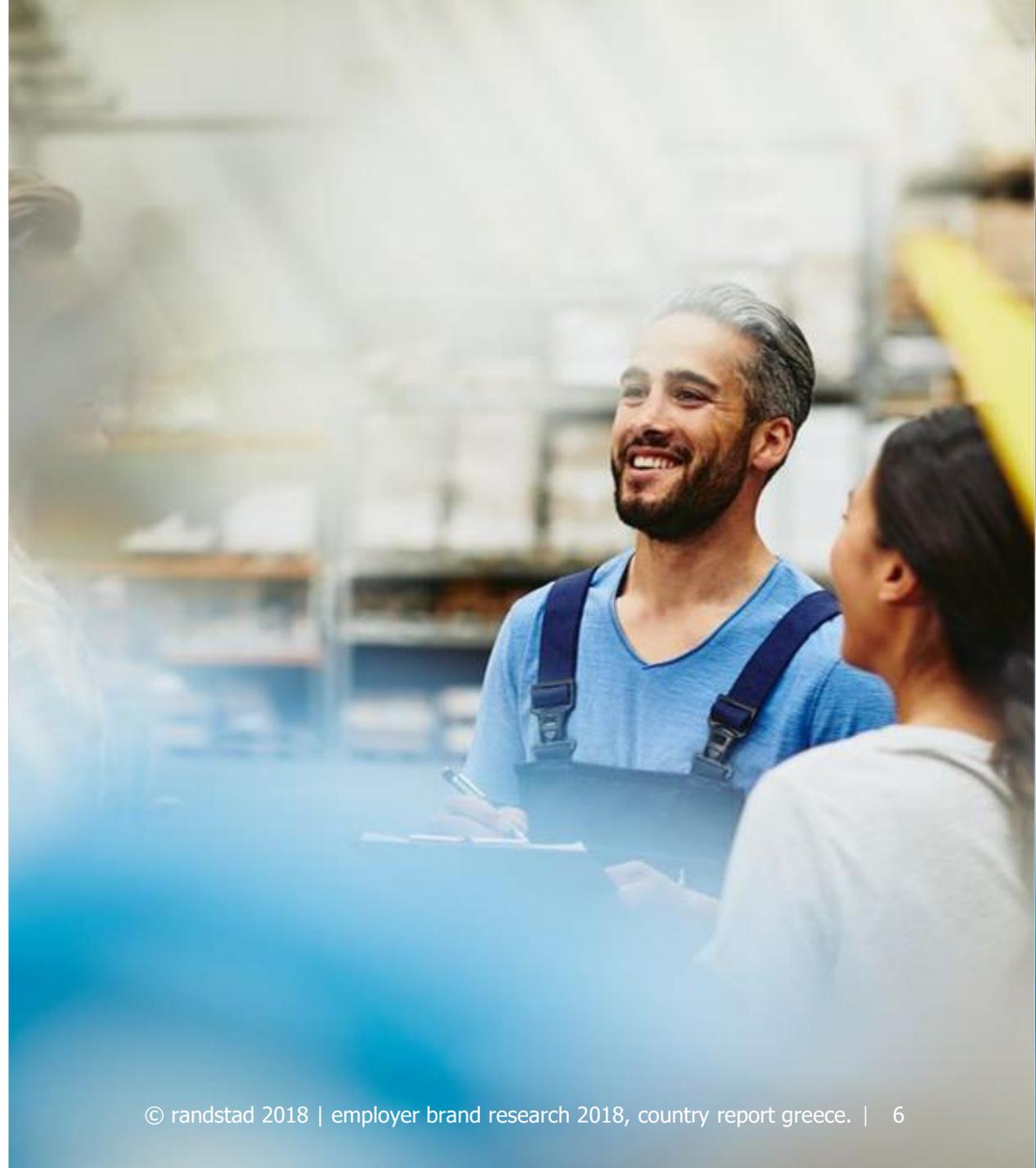
have left a company specifically because of its culture.<sup>3</sup>

# the employer brand roadmap.



# what is the randstad employer brand research?

- **representative employer brand research** based on perceptions of the general audience. Optimizing 17 years of successful employer branding insights.
- **independent survey** with over 175,000 respondents in 30 countries worldwide.
- **reflection of employer attractiveness** for the country's 150 largest employers known by at least 10% of the population.
- **valuable insights** to help employers shape their employer brand.



# 30 countries surveyed covering more than 75% of the global economy.

Austria  
Australia  
Argentina  
Belgium  
Brazil  
Canada  
China  
Czech Republic  
Dubai  
France  
Germany  
Greece  
Hong Kong  
Hungary  
Italy  
India  
Japan  
Luxembourg  
Malaysia  
New Zealand  
Netherlands  
Poland  
Portugal  
Russia  
Singapore  
Spain  
Sweden  
Switzerland  
UK  
USA



## worldwide

- over 175,000 respondents
- 5,755 companies surveyed

## sample

- aged 18 to 65
- representative on gender
- overrepresented on age 25 – 44
- comprised of students, employed and unemployed workforce

## country

- 7435 respondents

## fieldwork

- online interviews
- between 24 november and 19 december 2017

## length of interview

- 16 minutes

# employer brand research set up.

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## 30 companies per respondent

'do you know this company?':  
determines awareness.

## for each company known

'would you like to work for this company?':  
determines attractiveness.

## each company known

rating on a set of drivers:  
determines reason for attractiveness.

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## randomly assigned

the 30 companies shown to respondents are assigned randomly based on their awareness level registered in the previous year.

companies with a higher awareness are shown less often while companies with a lower awareness are shown more often. New companies are shown 1400 times for the first time they are researched.

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## number of evaluations

the smart sampling method ensures a mix between more and lesser known companies and also that the number of evaluations per company is between n=140 and n=400. This base is statistically robust for being able to draw generalized conclusions about the findings.

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## drivers

each company is evaluated on:

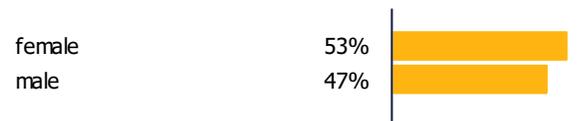
- 01 financially healthy
  - 02 uses latest technology
  - 03 very good reputation
  - 04 job security
  - 05 career progression
  - 06 gives back to society
  - 07 interesting job content
  - 08 pleasant work atmosphere
  - 09 work-life balance
  - 10 attractive salary and benefits
- 



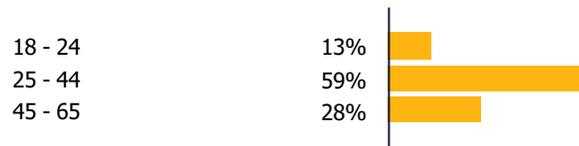
# sample composition

## socio-demographics, employment situation, region.

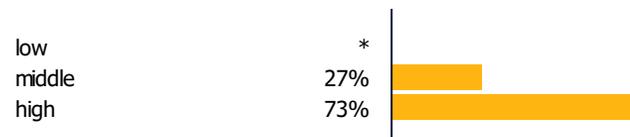
### gender



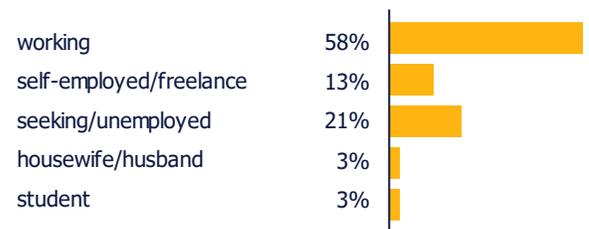
### age



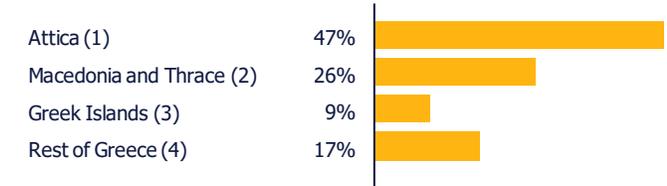
### education



### situation



### region



1. Attica
2. Central Macedonia, East Macedonia and Thrace, West Macedonia
3. Crete, Ionian Islands, North Aegean, South Aegean
4. Central Greece, Epirus, Peloponnese, Thessaly, West Greece

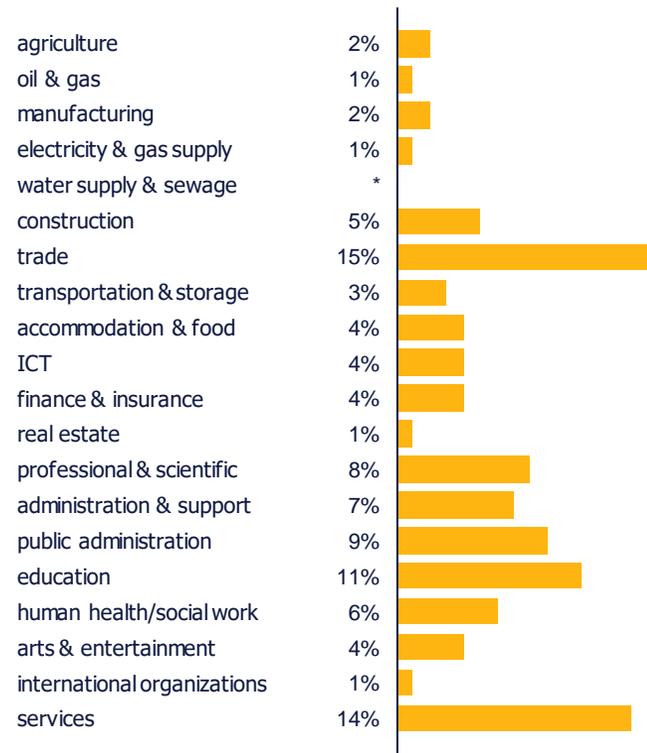
total sample: n=7435  
 fieldwork: 24 november and 19 december 2017

\* subgroup not present in sample



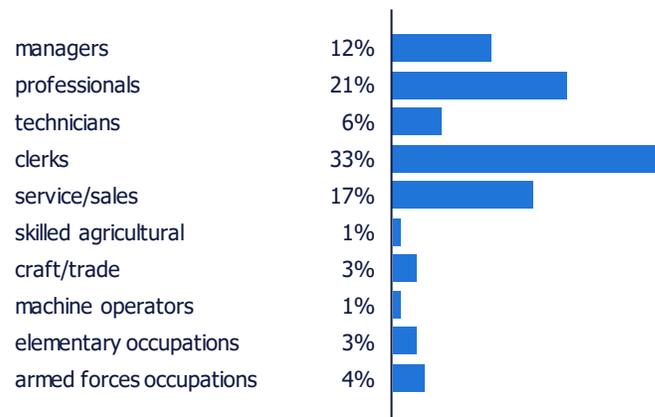
# sample composition sector, function.

## sector



\* subgroup not present in sample

## function

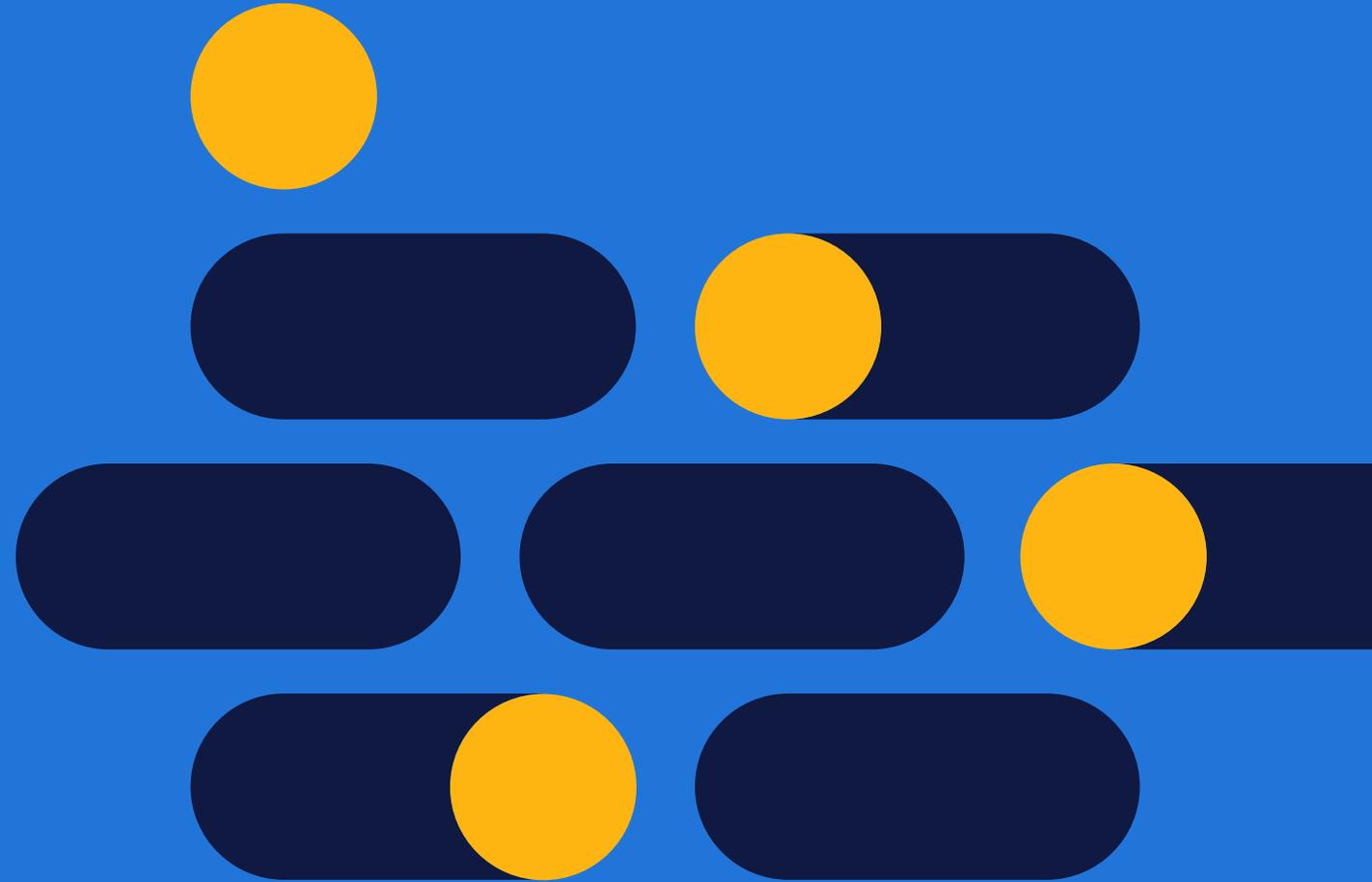


base: currently employed (n= 5271)



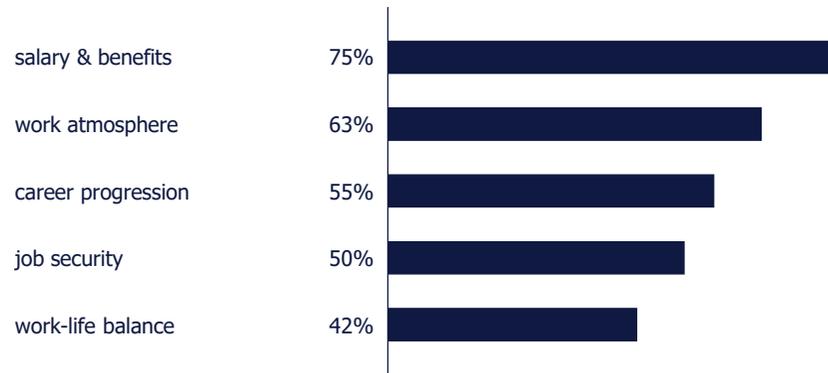
country

results.

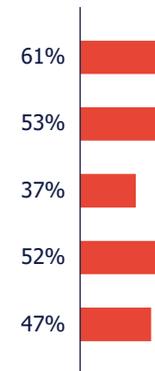


# what potential employees want when choosing an employer.

## 5 most important criteria



## EMEA



[click here](#) for a breakdown of all results by socio-demographic profile and trends for the last 5 years.



# what do potential employees want by socio-demographic profile.



men

74%

men find salary & benefits most important.

age 18 – 24

32%

workforce aged 18-24 finds good training more important than workforce over 25 does.

age 25 – 44

44%

workforce aged 25-44 considers an employer supporting good work-life balance more important than workforce below 25 or over 44.

age 45 – 64

76%

workforce aged 45-64 finds salary & benefits more important than workforce under 25 does.

women

67%

women place more value than men on a pleasant work atmosphere.

higher educated

56%

higher educated workforce considers career progression opportunities more important than middle educated workforce does.

middle educated

74%

middle educated workforce finds salary & benefits most important.

lower educated

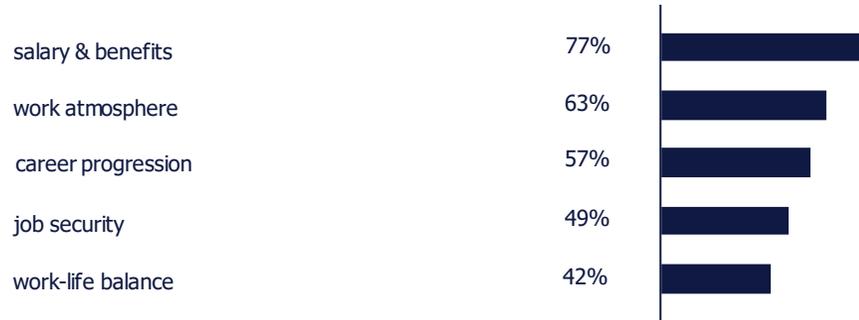
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base too low.

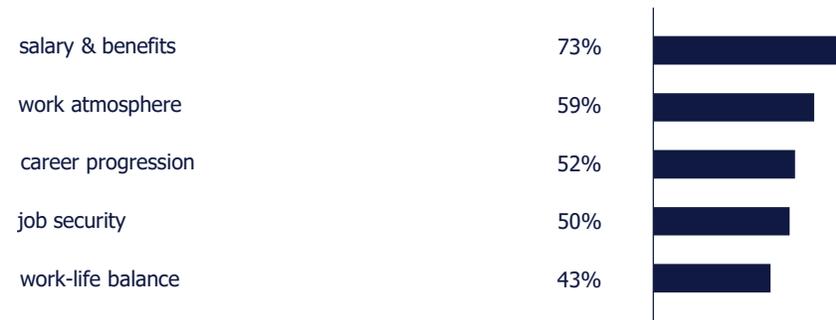
[click here](#) for a breakdown of all results by socio-demographic profile and trends for the last 5 years.

# what do potential employees want top 5 by job category and industry.

## white collar workers



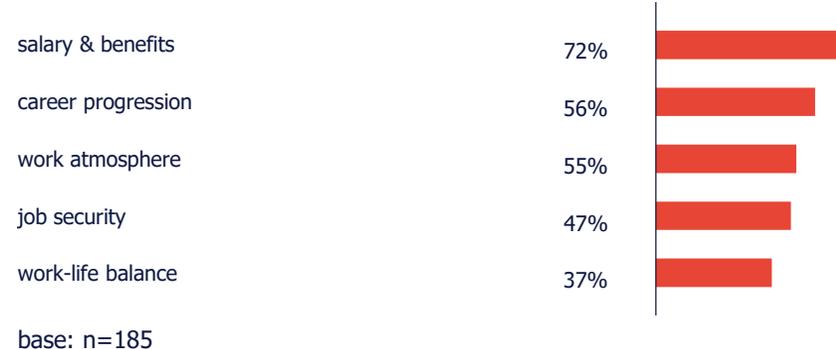
## blue collar workers



## manufacturing



## information and communication (ICT)



# employee - employer exchange in greece and the region.

a gap between what employees seek and what employers offer is a valuable opportunity for your EVP.

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## employees in greece seek

- 1 salary & benefits
  - 2 pleasant work atmosphere
  - 3 career progression
  - 4 job security
  - 5 work-life balance
  - 6 financially healthy
  - 7 interesting job content
  - 8 giving back to society
  - 9 uses latest technologies
  - 10 very good reputation
- 

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## employers in greece offer

- 1 financially healthy
  - 2 uses latest technologies
  - 3 very good reputation
  - 4 job security
  - 5 career progression
  - 6 pleasant work atmosphere
  - 7 salary & benefits
  - 8 interesting job content
  - 9 work-life balance
  - 10 giving back to society
- 

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## employers in EMEA offer

- 1 financially healthy
  - 2 uses latest technologies
  - 3 very good reputation
  - 4 job security
  - 5 career progression
  - 6 salary & benefits
  - 7 interesting job content
  - 8 pleasant work atmosphere
  - 9 work-life balance
  - 10 giving back to society
- 

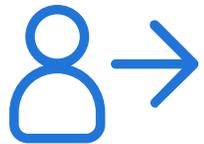
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## gap top 3

- 1 salary & benefits
  - 2 pleasant work atmosphere
  - 3 career progression
- 



# how do the greek look for jobs.



18%

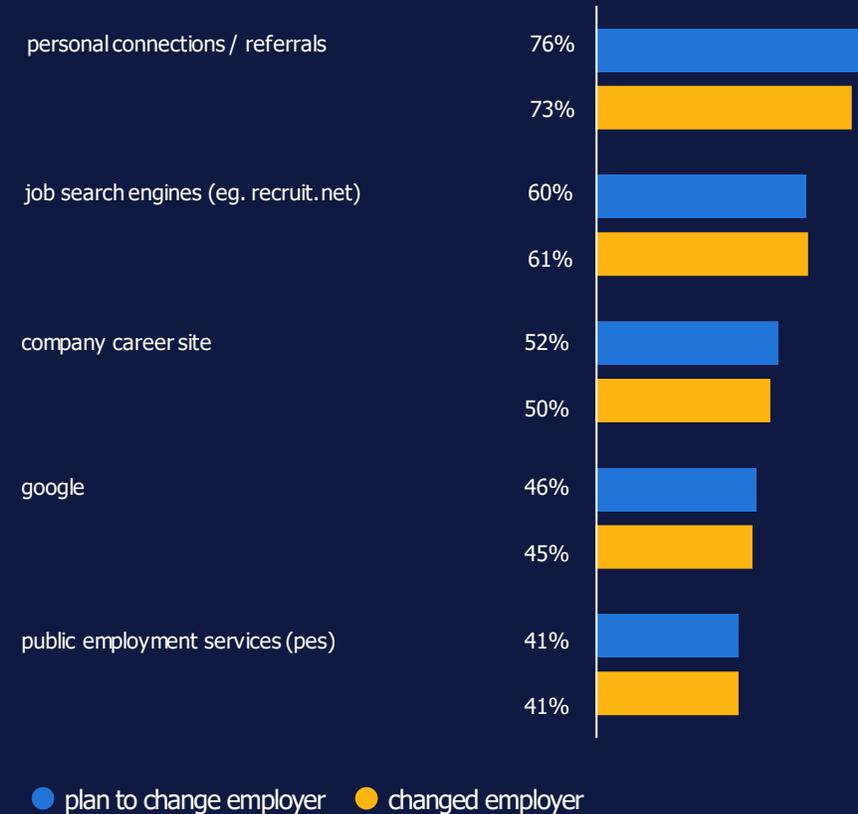
changed employer in  
the last year.



31%

plan to change employer  
within the next year.

## top 5 channels used to look for a job



# how do the greek look for jobs

## channels used to find new job opportunities, by profile.

men

74%

men are most likely to use personal connections/referrals when looking for a job.

age 18 – 24

66%

workforce aged 18-24 is more likely to use google when looking for a job compared to workforce over 24.

age 25 – 44

50%

workforce aged 25-44 is more likely than workforce aged 18-24 to use the company career site when looking for a job.

age 45 – 64

79%

workforce aged 45-64 is more likely to use personal connections/referrals compared to workforce under 45.

women

56%

women are more likely than men to use job search engines when looking for a job.

higher educated

75%

higher educated workforce is more likely than middle workforce to use personal connections/referrals when looking for a job.

middle educated

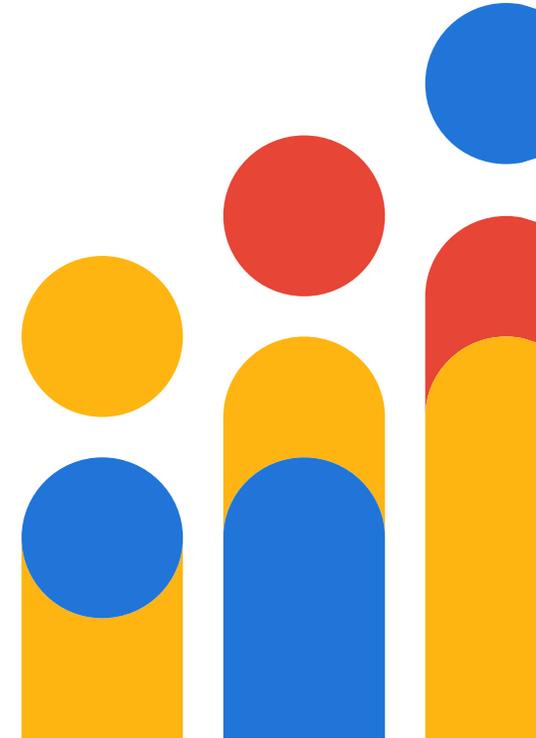
46%

middle educated workforce is more likely than higher educated workforce to use public employment services when looking for a job.

lower educated

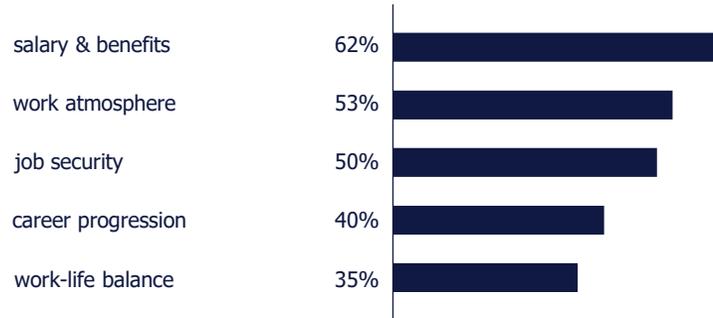
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base too low.

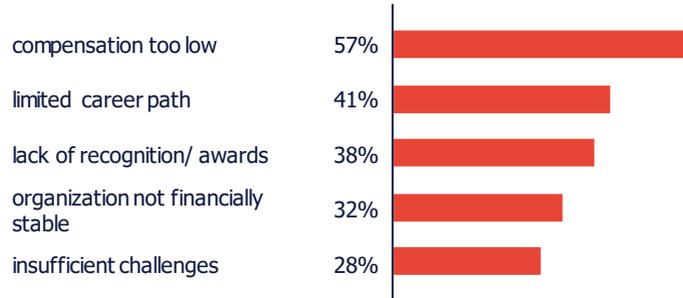


# what factors do the greek stay or leave for.

## top 5 reasons to stay\*

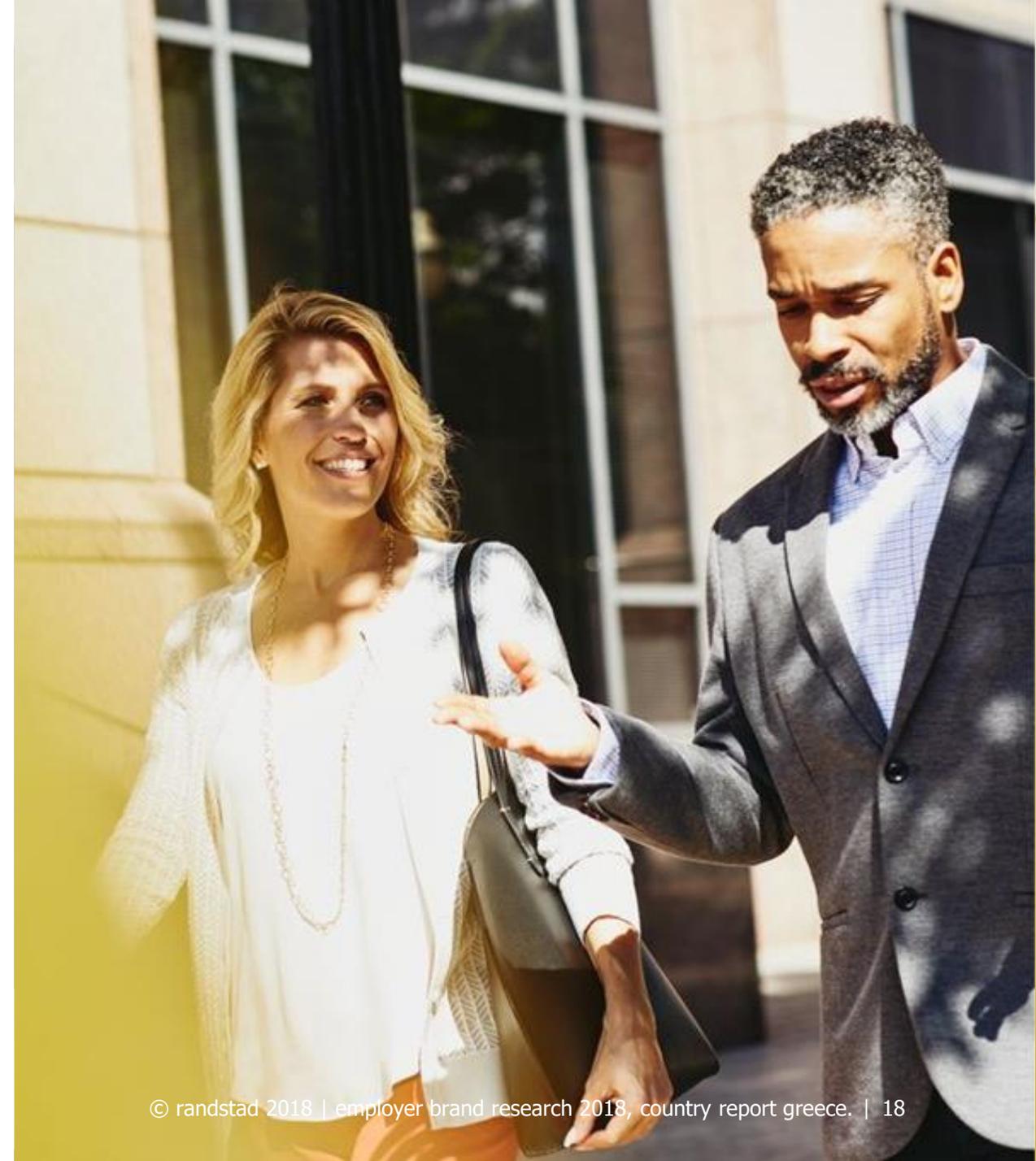


## top 5 reasons to leave\*\*



\*of the respondents who said they stayed with the same employer for the past year and who do not plan to leave in the coming year

\*\* of the respondents who said they changed employers in the past year or plan to do so in the coming year



# what factors do the greek stay for reasons to stay, by profile.

men

42%

men are more likely than women to stay with their current employer for career opportunities.

age 18 – 24

45%

workforce aged 18-24 is more likely to stay with their employer for career opportunities, compared to workforce over 25.

age 25 – 44

55%

workforce aged 25-44 is more likely to stay with an employer for a pleasant work atmosphere compared to workforce over 44.

age 45 – 64

37%

workforce aged 45-64 is more likely than workforce under 45 to stay with an employer if they are financially healthy.

women

55%

women are more likely than men to stay with their employer for a pleasant work atmosphere.

higher educated

41%

higher educated workforce is more likely to stay with their employer compared to middle educated workforce for career opportunities.

middle educated

61%

middle educated workforce is most likely to stay with their employer because of salary & benefits.

lower educated

-

base too low.



# what factors do the greek leave for reasons to leave, by profile.

men

44%

men are more likely than women to leave their current employer because of a lack of growth opportunities.

age 18 – 24

56%

workforce aged 18-24 is most likely to leave because of low compensation compared to other companies.

age 25 – 44

40%

workforce aged 25-44 is more likely to leave than workforce aged 18-24 because they lack recognition or awards.

age 45 – 64

36%

workforce aged 45-64 is more likely to leave than workforce under 45 because of financial instability.

women

56%

women are most likely to leave their employer because of low compensation compared to other companies.

higher educated

42%

higher educated workforce is more likely to leave than middle educated workforce because they lack of career opportunities.

middle educated

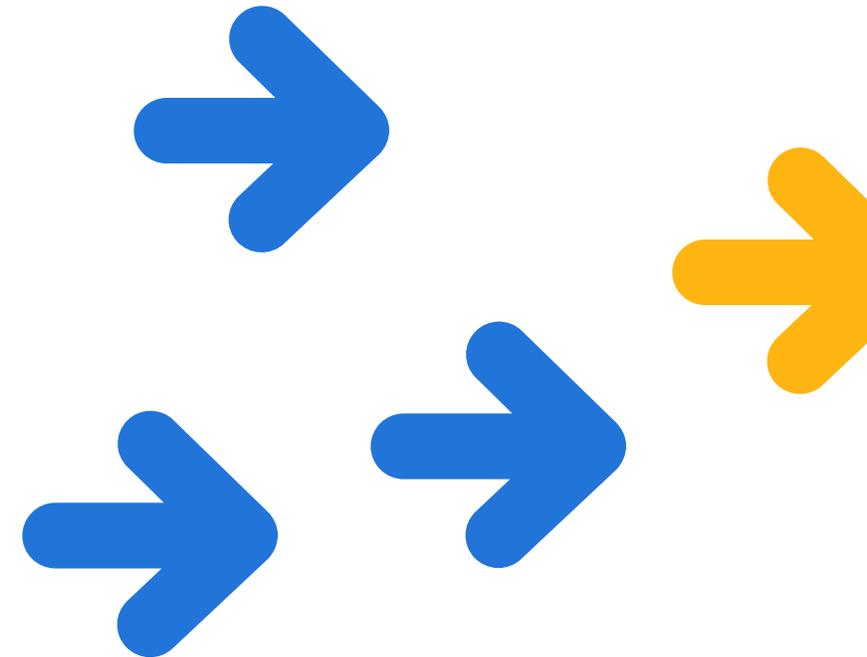
58%

middle educated workforce is most likely to leave because of low compensation compared to other companies.

lower educated

-

base too low.



# actions the greek take in order to stay employable.

## top 5



# actions greek take in order to stay employable staying engaged as an employee, by profile.



<p>men</p> <p><b>49%</b></p> <p>men are more likely than women to adopt the latest techniques and technologies.</p>	<p>age 18 – 24</p> <p><b>43%</b></p> <p>workforce aged 18-24 is more likely to accept flexible working hours compared to workforce over 25.</p>	<p>age 25 – 44</p> <p><b>55%</b></p> <p>workforce aged 25-44 is most likely to keep their skills up to date by trainings, courses etc.</p>	<p>age 45 – 64</p> <p><b>55%</b></p> <p>workforce aged 45 to 64 is more likely than workforce under 45 to keep up to date with the latest industry news.</p>
<p>women</p> <p><b>56%</b></p> <p>women are more likely than men to be open and flexible to change.</p>	<p>higher educated</p> <p><b>59%</b></p> <p>higher educated workforce is more likely than the middle educated workforce to keep their skills up to date by trainings, courses etc.</p>	<p>middle educated</p> <p><b>39%</b></p> <p>middle educated workforce is more likely than higher educated workforce to be willing to switch to a very different job.</p>	<p>lower educated</p> <p>–</p> <p>base too low.</p>

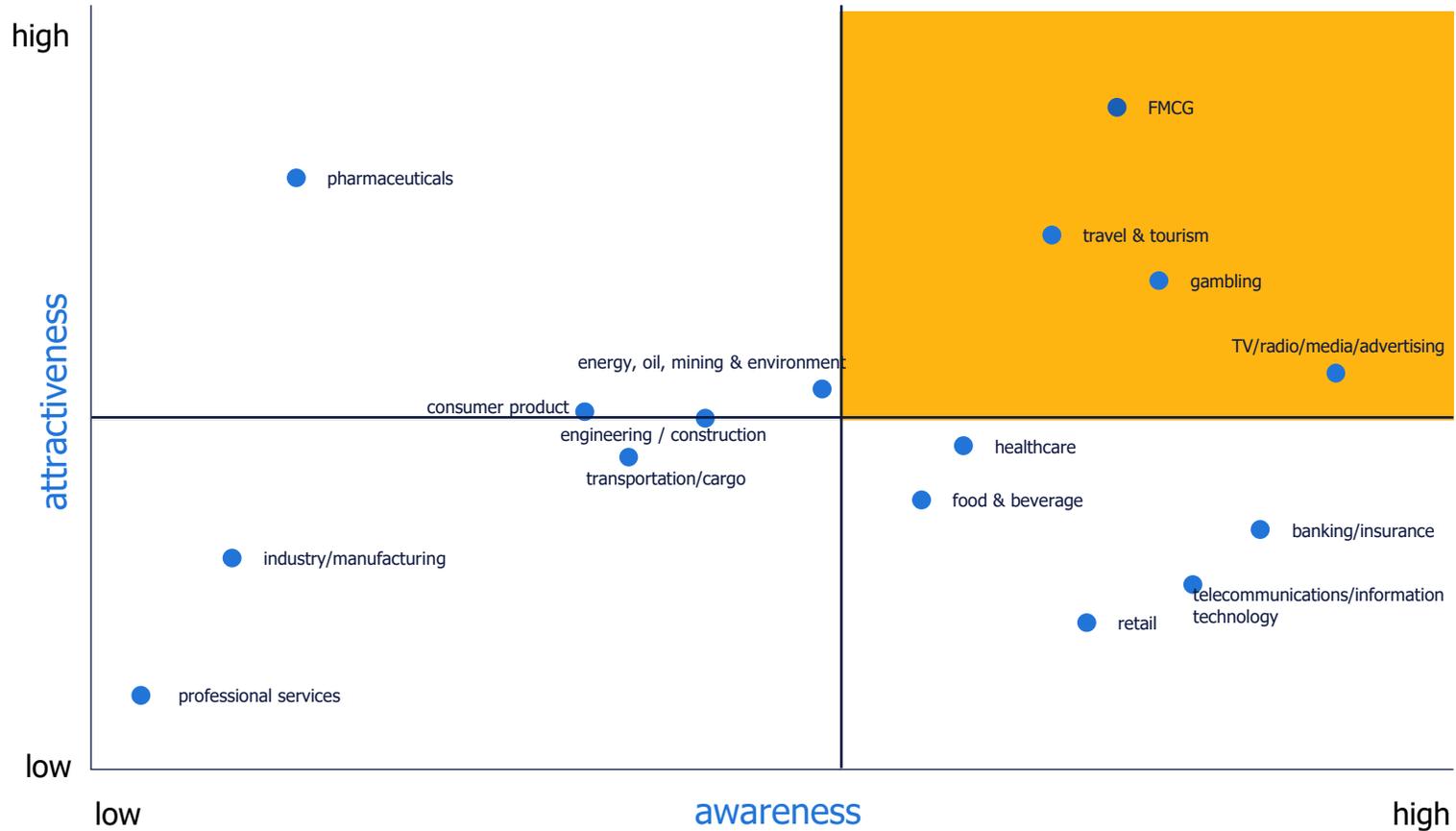
sector



insights.



# top performing sectors in greece by awareness and attractiveness.



## high awareness

having a high awareness means that employers in the sector are widely known.

## high attractiveness

a sector with high attractiveness contains more highly attractive companies than other sectors.



# top 3 sectors in greece by EVP driver.

EVP driver	1	2	3
attractive salary & benefits	FMCG	pharmaceuticals	gambling
career progression	pharmaceuticals	FMCG	banking/insurance
financially healthy	gambling	FMCG	pharmaceuticals
gives back to society	healthcare	pharmaceuticals	FMCG
interesting job content	pharmaceuticals	healthcare	FMCG
job security	FMCG	energy, oil, mining & environment	pharmaceuticals
pleasant work atmosphere	FMCG	pharmaceuticals	gambling
uses latest technologies	telecommunications/information technology	healthcare	pharmaceuticals
very good reputation	FMCG	pharmaceuticals	healthcare
work-life balance	FMCG	pharmaceuticals	energy, oil, mining & environment



# greece's sectors score best on these 3 EVP drivers.

1/2	top 3 EVP drivers		
sector	1	2	3
01 FMCG	financially healthy	very good reputation	job security
02 pharmaceuticals	financially healthy	uses latest technologies	very good reputation
03 travel & tourism	financially healthy	uses latest technologies	very good reputation
04 gambling	financially healthy	uses latest technologies	very good reputation
05 TV/radio/media/advertising	uses latest technologies	pleasant working atmosphere	very good reputation
06 energy, oil, mining & environment	financially healthy	job security	uses latest technologies
07 consumer product	financially healthy	uses latest technologies	very good reputation
08 engineering/construction	financially healthy	uses latest technologies	very good reputation
09 health care	uses latest technologies	financially healthy	very good reputation
10 transportation/cargo	financially healthy	job security	uses latest technologies



# greece's sectors score best on these 3 EVP drivers.

2/2

	top 3 EVP drivers		
sector	1	2	3
11 food & beverage	financially healthy	very good reputation	uses latest technologies
12 banking/insurance	financially healthy	uses latest technologies	job security
13 industry/manufacturing	financially healthy	uses latest technologies	very good reputation
14 telecommunication/information technology	uses latest technologies	financially healthy	very good reputation
15 retail	financially healthy	very good reputation	uses latest technologies
16 professional services	uses latest technologies	financially healthy	very good reputation



top



employers.

# top employers in greece.

## top 10 employers 2018

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- 01 SKLAVENITIS
  - 02 KARELIA
  - 03 PAPASTRATOS
  - 04 ATHENS INTERNATIONAL AIRPORT
  - 05 ION
  - 06 AEGEAN AIR
  - 07 OLYMPIC AIR
  - 08 DEI
  - 09 HELLENIC PETROLEUM
  - 10 ELTA
-

# greece's top companies

## top 3 EVP drivers for the top 5 companies.

	top 3 EVP drivers		
top 5 companies	1	2	3
1 SKLAVENTITIS	very good reputation	financially healthy	job security
2 KARELIA	financially healthy	very good reputation	job security
3 PAPASTRATOS	financially healthy	very good reputation	job security
4 ATHENS INTERNATIONAL AIRPORT	financially healthy	uses latest technologies	very good reputation
5 ION	very good reputation	financially healthy	job security

# top employers by EVP driver.

EVP driver	1	2	3
attractive salary & benefits	KARELIA	PAPASTRATOS	HELLENIC PETROLEUM
career progression	KARELIA	BOEHRINGER INGELHEIM	PAPASTRATOS
financially healthy	OPAP	KARELIA	COCA COLA 3E
gives back to society	SKLAVENITIS	Diethnis Athlitiki	MEGA DISPOSABLES
interesting job content	ELPEN	BOEHRINGER INGELHEIM	HYGEIA HOSPITAL
job security	DEI	KARELIA	SKLAVENITIS
pleasant work atmosphere	SKLAVENITIS	KARELIA	AEGEAN AIR
uses latest technologies	COSMOTE	NOKIA	INTRACOM
very good reputation	SKLAVENITIS	KARELIA	PAPASTRATOS
work-life balance	KARELIA	SKLAVENITIS	IMERYS

deep dive

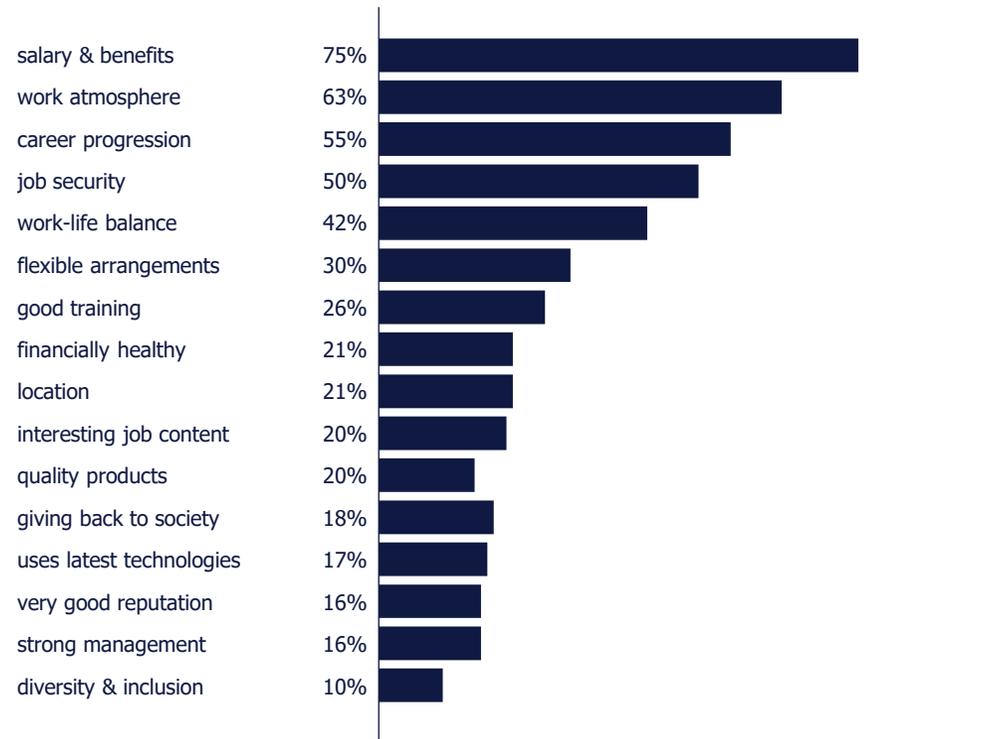
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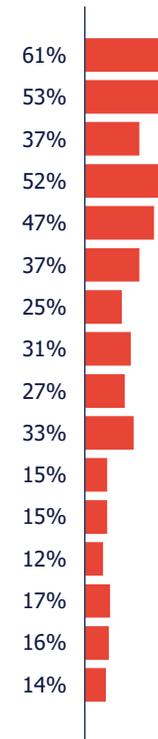
# what potential employees want

## the most important criteria when choosing an employer.

### important criteria



### EMEA



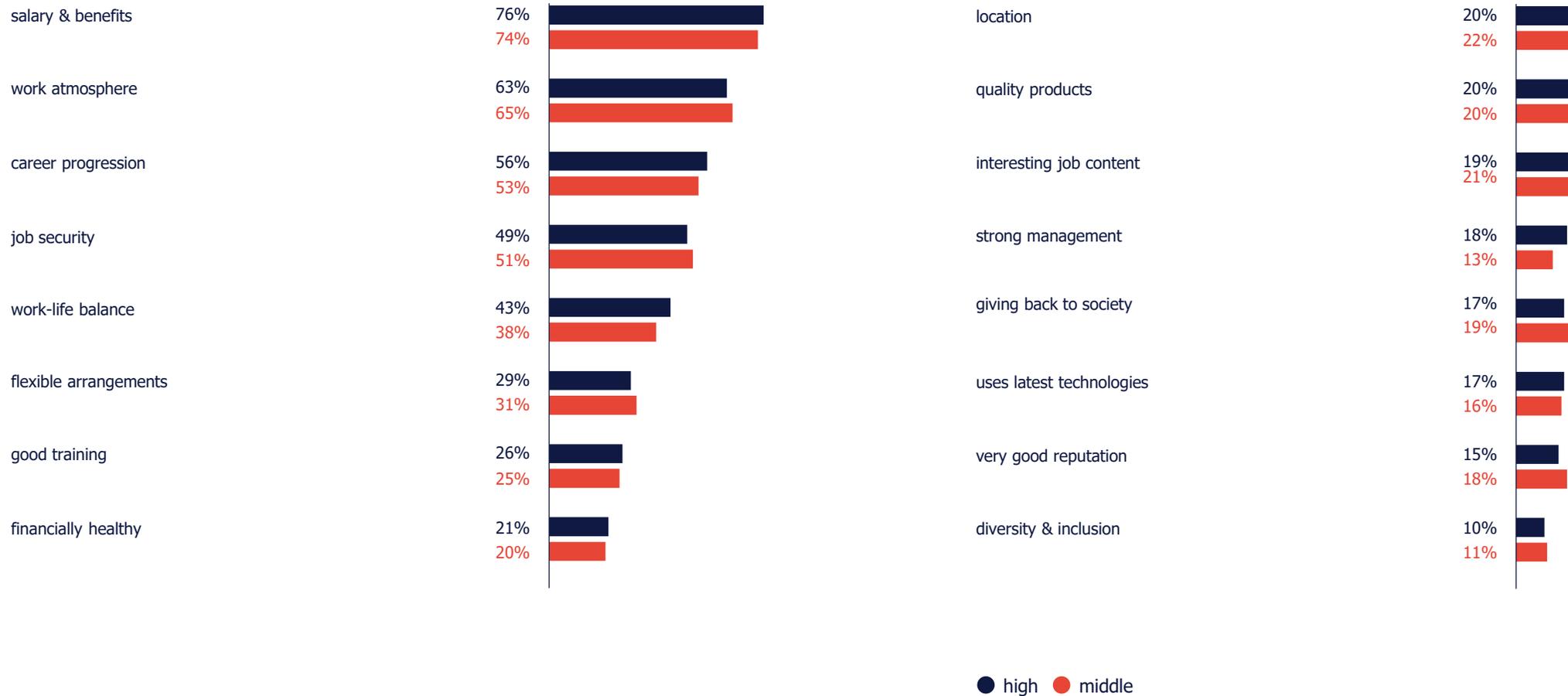
characteristics highest rated by the labor force. stressing these elements or improving them is critical for your EVP because they contribute most to the strength of your employer brand.



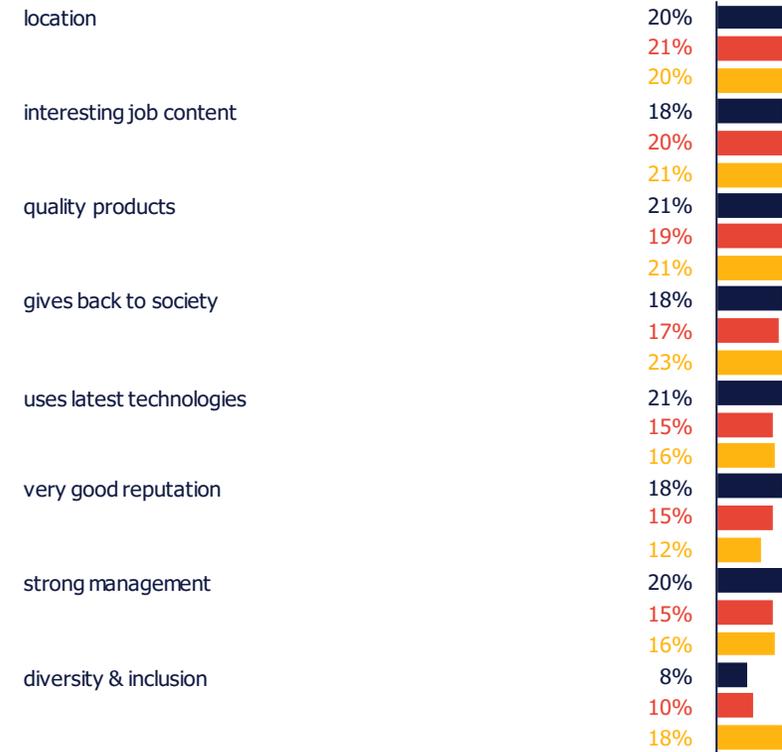
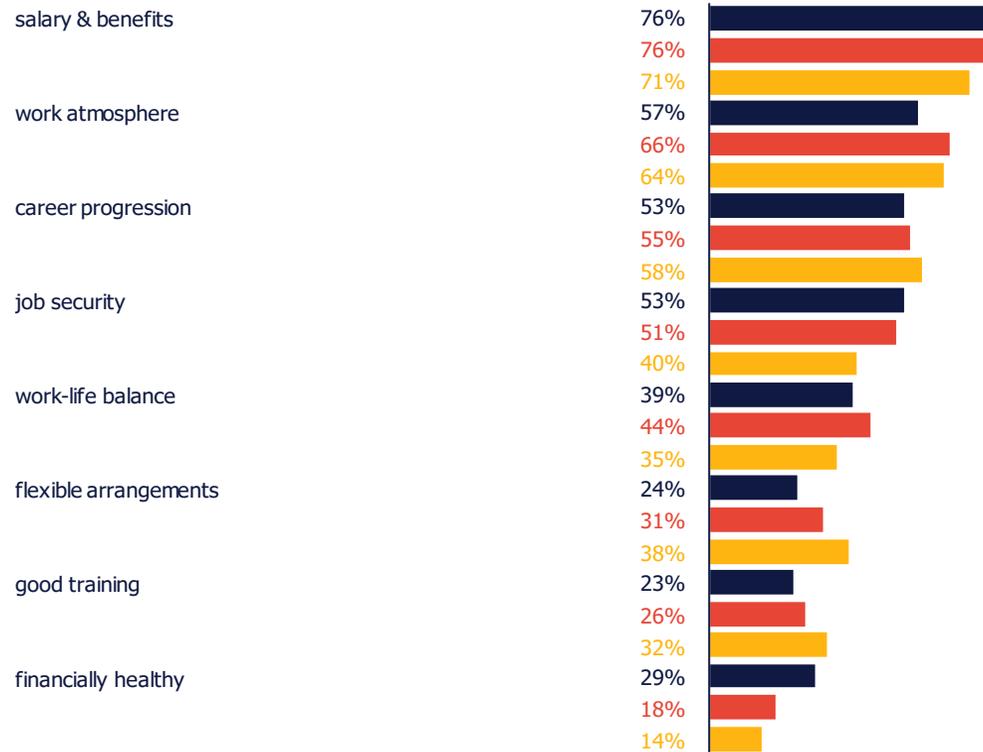
# EVP driver importance by gender.



# EVP driver importance by education.



# EVP driver importance by age.



● 45+ ● 25 - 44 ● 18 - 24



# methodology



## appendix 2.

# methodology

## why smart sampling?

In the past, companies were evaluated by 140 to 1400 respondents. Having analysed the data and error margins, it was concluded that a large sample was not necessary when reliable data can also be obtained with a smaller sample size. Therefore, since REBR 2017 companies are evaluated between 140 and 400 respondents. The actual number of evaluations per company depends on the awareness of the company.

The error margin is determined by the % of respondents giving a certain answer and the sample size to which the question has been asked. The highest error margin occurs when 50% of the respondents give a certain answer. The error margin is lower when 30% (or 70%) of the respondents give a certain answer.

### example

140 respondents have evaluated company X. Of these 140, 50% find the company nice to work for. Taking the error margin at  $n=140/50\%$  into account, the real answer lies between 42% and 58%.

400 respondents have evaluated company Y and of these 400, 50% finds the company nice to work for. Taking the error margin at  $n=400/50\%$  into account, the real answer lies between 45% and 55%.

1200 respondents have evaluated company Z and of these 1200, 50% finds the company nice to work for. Taking into account the error margin at  $n=1200/50\%$ , the real answer lies between 47% and 53%.

Therefore, the difference in error margin is very small between  $n=1200$  and  $n=400$  evaluations per company (5% margin vs 3% margin at the most). As such it can be concluded that maximum 400 evaluations per company are sufficient in order to determine a reliable attractiveness per company.

In practice, this means that every company with an awareness over 35% will have max 400 respondents evaluating the company. Companies with an awareness below 35% will be evaluated by 140 to 400 people (depending on awareness).



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randstad

human forward.

