

HR & workplace trends 2013



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Dear client,

Welcome to the annual Randstad HR and Workplace Trends Survey report.

As Managing Director, I am pleased to present the 2013 issue. This report, collected from companies operating within various industries, offers insights into various trends and developments impacting your business as well as salary statistics.

From October to December 2012 our consultants interviewed 289 key decision makers and human resources executives across Greece. The 2013 report explores subjects related to the economy, talent and recruiting, sustainability, trends & innovation in the workplace, compensation and benefits. The employment market is continuously changing, not in the least brought on by the volatility of the economic environment. While companies have focused on emphasizing their core competencies, they are also planning for the future, in order to remain competitive and successful, and grasp opportunities for growth if and when they arise. This year's survey discusses these developments as well as many others.

At Randstad Hellas, we remain focused on providing the quality talent your teams need to impact your organisation's bottom line and its future success. In our business, relationships are key, and we extend a sincere 'thank you' to everyone who participated in this year's Survey. We value your contribution and look forward to working with you in 2013.

Sincerely,
Leigh Ostergard
Managing Director

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This survey has been conducted by ICMA Group, Waterloo Belgium.

structure of the report

In this report you will find:

Key findings

Overview of the main findings.

Company

Detailed information on the companies that have participated in the survey.

Participant profile

Detailed information on the participants, profile and background.

HR and challenges

Current and future challenges that are or will be affecting HR and organizations in the future as well as an outline on how companies deal with skill shortages and the type of benefits they offer to their employees.

Employment and recruitment strategies

Perspectives on the sources and processes used to recruit and assess talent; explanations on whether companies are willing to hire temporary or permanent staff and reasons why organizations might fail to attract top talent.

Trends and innovation in the workplace

Important changes and new ways of working in the workplace and recruitment processes.

Economic impact and outlook

How does the current economic situation impact the organizations' initiatives and future perspectives.

Salaries

Job titles vary from company to company, therefore respondents were asked to provide salaries for the standardized titles in the questionnaire that clearly match the functional responsibilities for the position in the company.

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key findings



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The most important leadership competencies for managers to develop in this year's survey were as follows:

1. The ability to motivate and inspire others
2. The ability to adapt to changing business demands
3. The ability to build trusted relationships.

Additionally, we identified that only 32% of the respondents believed that their managers or employees had the ability to effectively adapt to changes in business demands.

To address the issue of shortage of skills, companies would invest in education and training programs followed at a distance by flexible working options and outsourcing business functions.

III Employment and recruitment strategies

Despite the economic downturn, 46% of the companies hired permanent staff in 2012 and 26% hired interim staff.

59% of the organizations said they estimated job turnover to be the highest in employees that had been with the company for longer than 5 years on average.

58% of the organizations believed they did not really have the ability to attract top talent. The main reasons the organizations failed to attract talent were strong competition, the fact that the industry is less appealing than it used to be and uncompetitive salary and benefits. Employee referrals and advertising were the primary sources when recruiting talent. Even though 67% did not use social networking sites for recruitment at all, 30% of the respondents that did use them claimed they were a successful way of recruiting and used them as their main channel for recruiting management or staff.

Reference checks and degree verifications were the main standard background checks conducted in a hiring process. Medical insurance was the most common benefit within the organizations, in addition to career development, bonuses and a competitive salary.

IV Trends and innovation in the workplace

Professional networking sites were used by 24% and social networking sites by 23% as a new trend in recruitment. Less conventional recruitment methods, such as virtual career fairs, speed dating (for recruitment), X-Box and gaming advertising, hosting free lunches or a contest and video résumés were not that common, together accounting for only 6%.

To manage changes in the workplace, companies mainly prepared their managers (supervisors) by involving people in the change process and creating a "we can do better" vision. Top changes that had been implemented included adding new duties to existing jobs, followed at distance by providing different forms of training and offering more internal career opportunities.

With regard to implementing new ways of working, organizations mostly adapted specific technologies that made smarter working practices valuable and resulted in a broader and more embedded collaboration.

Only 17% of companies said they were prepared to handle different generations in their working environment. They handled this by implementing different working policies.

The most common working policies for the youngest generation (generation Y) were job variation (56%), more international career opportunities (48%) and career development plans (48%).

Employees belonging to generation X preferred career development plans (37%), flexible working hours (33%) and more working social events (33%). Top of the list for the more senior generation (baby boomers) were being part of mentoring programs (33%) and re-training programs (29%), flexible working hours (28%) and adapting their job to their physical condition (28%).

V Economic impact and outlook

The consequences for those who had been impacted by the economic downturn predominantly resulted in budget and compensation cuts, but also in employee layoffs and hiring freezes. 49% mentioned that the economic crisis had had a significant impact on their workload. Most layoffs occurred in Sales (31%), followed by Operations (28%) and Accounting/Finance (22%). Looking at recovery, only 8% said they would recover from the economic downfall in 2013. 32% anticipated growth in 2013 and 29% were currently hiring (project) employees. 58% of the companies showed concern with regard to an increase in job turnover. 29% were currently hiring employees and 23% would do so during this year.

On a positive note, the economic crisis allowed half of all respondents to negotiate better terms with suppliers and encouraged employees to think differently. It also enabled companies to restructure.

I General

This salary, benefits and workplace trends report presents the results of a series of in-depth interviews conducted among 289 key decision-makers at companies in Greece. Fieldwork took place between October and December 2012.

The Service sector (i.e. telecommunications, B2B services, food services and entertainment/hospitality) constituted the largest group in our sample, followed by organizations in FMCG. 57% of the companies interviewed had a workforce of up to 100 employees, 36% operated with a workforce of 100-1,000 people and 7% employed over 1,000 people.

95% of the organizations surveyed in Greece generated a turnover of < 500 million euro. Overall (globally) 43% of 274 companies were companies with turnover of > 500 million euro, which indicates that they are part of a multinational organization or associated with one.

When looking at the participants' profiles in more detail, we see that the largest group is 'Managers' followed by 'Directors', mostly working within HR. Most of them found their current position by means of professional contacts and referrals, followed at a distance by internal promotions and executive search firms.

Respondents tended to keep abreast of business trends via traditional resources, such as professional associations, educational seminars and newspapers, but also via more modern media such as professional networking sites.

The popularity of social networking sites such as LinkedIn, Facebook and other web-based sources was seen to be on the increase, with 80% having a LinkedIn account and 53% being a member of the Facebook community. Respondents used these social networking sites mostly to network and to a lesser degree to connect with family and friends.

The networking methods most commonly used were attendance at conferences and conventions and professional networking sites.

II HR and challenges

The key productivity challenge for 2013 within the surveyed companies was to develop leadership skills for the next growth phase (57%). The second biggest challenge (31%) is government legislation impacting workforce flexibility. 1 in 5 see a lack of specialists to drive innovation as a major challenge.

The top 3 challenges identified within HR remain the same as for the previous year:

1. Increasing productivity and performance
2. Retaining top performers
3. Developing talented leaders



This section shows an overview of the companies that participated in the survey, providing information about the company's size, industry, and the number of employees within the organization and per department.

Services represented the largest proportion of the organizations interviewed, followed by FMCG. Healthcare / Medical / Pharmaceutical, as shown in fig. 3.1.

Figure 3.1 Industries

	289	307*
Total	289	307*
Services	15%	15%
FMCG	11%	10%
Healthcare / Medical / Pharmaceutical	10%	9%
Financial services	9%	10%
Computer / Software services / Internet	8%	8%
Manufacturing / Industry	8%	9%
Transportation / Logistics	3%	4%
Engineering	3%	2%
Advertising, Marketing, PR	1%	-
Construction / Retail estate / Property man.	1%	2%
Other	31%	31%

* Figures in gray are last year's survey results

Figure 3.2 Size of company in Greece

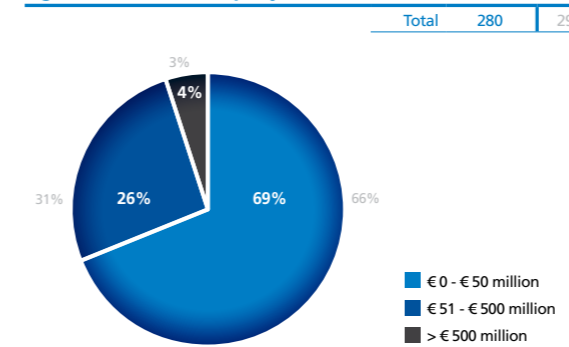


Figure 3.3 Size of company overall

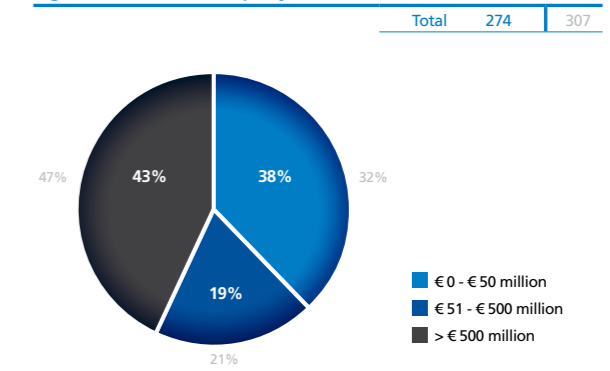
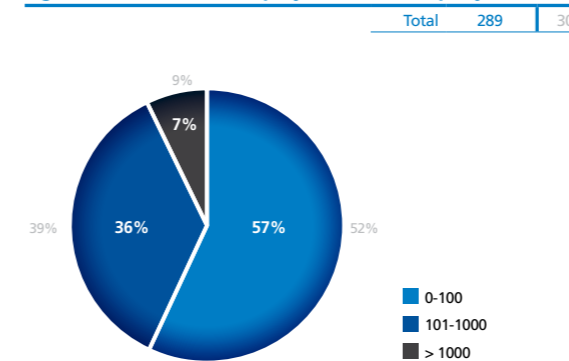


Figure 3.4 Number of employees in the company



Most of the companies surveyed generated a turnover of € 0 - € 50 million, with 95% of the organizations below the 500 million euro mark in Greece. If we take a closer look at the overall size (globally) of these companies we can see that 43% were part of a > € 500 million organization, meaning they belonged to (part of) a multinational company or were associated with one (as illustrated in fig. 3.2 and 3.3).

57% of the companies surveyed operated a workforce of up to 100 employees, 36% employed 100-1,000 people and the remainder employed over 1,000 people, as shown in fig. 3.4. Looking in more detail at the number of employees, we see that departments with up to ten people is most common practise, although one quarter of the respondents had a larger sales and marketing force (fig. 3.5). Departments of 50 employees or more were rather unusual for finance.

Figure 3.5 Number of employees per department

	<10	10-50	>50	No answer	Total	289
Finance	72%	24%	4%	0%		
IT	84%	12%	4%	0%		
Engineering	75%	15%	10%	1%		
Sales and Marketing	47%	29%	24%	0%		

participant profile

4

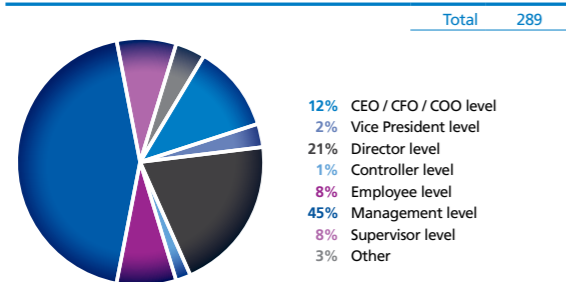
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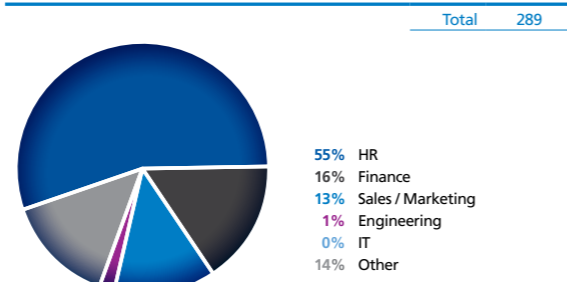
This chapter provides information about the people who participated including: the sector they work in, their job title as well as the number of staff members that report to them. Information is given on how they found their current position and the degrees and certifications that are most common in their line of business. This chapter also illustrates the methods participants use to network and keep abreast on current business trends.

Figure 4.1 Job level



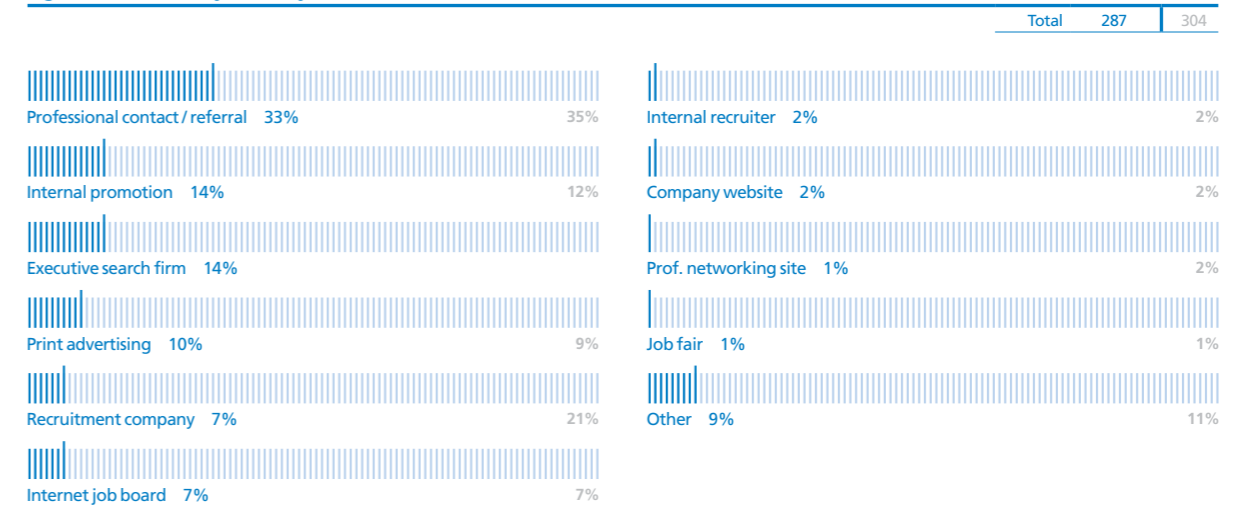
Most participants held the position of 'Manager', followed by 'Director' (fig. 4.1). As shown in fig. 4.2, most respondents worked in or were responsible for the HR department, with Finance following at a great distance. 27% of respondents had 1 to 2 people reporting directly to them; 19% had 5 to 9 people reporting

Figure 4.2 Department



to them, and 10% had 50 or more employees indirectly reporting to them. The participants found their current position predominantly by means of professional contacts and referrals (fig. 4.3), followed at a distance by internal promotion and executive search firms.

Figure 4.3 How did you find your current role?



Finding a job position through professional networking sites or job fairs was not very common. The preferred methods of networking were generally quite traditional, with conferences, conventions and professional networking sites scoring very highly. Social networking sites and to a lesser degree Alumni associations and higher-level professionals were also quite popular, as shown in fig. 4.4.

With regard to keeping up with current business trends (fig. 4.5), we see that networking, professional associations, professional networking sites (LinkedIn) and newspapers were the most frequently used resources (more than 50%).

Reading newspapers was losing popularity in comparison to the last survey.

The survey showed that 80% of respondents were a member of LinkedIn. 53% used Facebook or Twitter. These sites were mainly used for networking, but also for connecting with family and friends and looking for job opportunities. 28% used these sites to recruit.

Figure 4.4 Methods you use to network

Method	289	307
Conferences / conventions	67%	64%
Professionals networking sites	53%	51%
Social networking sites	41%	35%
Alumni associations	28%	28%
Higher level professionals	26%	30%
Mentors and coaches	12%	14%
Other	2%	6%
None	5%	-

Figure 4.5 Resources most frequently used to stay abreast of business trends

Resource	289	307
Networking	68%	63%
Professional associations	63%	61%
Educational seminars	59%	61%
Professional networking sites (in)	57%	48%
Newspapers	53%	63%
Web based sources (blogs, eNewsletters)	47%	41%
Trade journals	32%	39%
Government tax authorities	27%	28%
Social networking sites (f, t)	22%	17%
Other	2%	4%
None	1%	-

HR and challenges



Detailed overview of some of the challenges companies are facing within the organization or their department in the current climate. Additional information includes the choice of benefits companies offer to their employees and on how skill shortages are being dealt with, whenever they exist.

The top three challenges within HR remained the same as last year, namely knowing how to increase performance and productivity, how to retain top performers and how to avoid losing top talent to competitors. Managing skill shortages and salary expectations were not considered urgent challenges within the organization, as shown in fig. 5.1.

When asking organizations about their key productivity challenge, 57% of the respondents indicated that developing leadership skills for the next phase of growth is a major challenge. The second biggest challenge observed was government legislation impacting workforce flexibility (fig. 5.2). Employees using online media during working hours was not really considered to be a danger to productivity.

Figure 5.1 Challenges within HR

	low		mid		high		Total	289	307
Increasing performance and productivity	6%	8%	22%	21%	71%	69%	0%	2%	
Retaining top performers	22%	20%	29%	34%	49%	40%	-	7%	
Developing talented leaders	17%	16%	36%	34%	46%	43%	0%	7%	
Avoid losing top talent to competitors	31%	29%	31%	31%	38%	33%	-	8%	
Keeping employees informed	24%	-	38%	-	36%	-	1%	-	
Manage internal change programs	28%	26%	37%	30%	34%	37%	1%	7%	
Attracting talent for the next phase of growth	40%	39%	31%	29%	28%	23%	-	9%	
Managing skill shortage	25%	26%	47%	42%	28%	22%	1%	9%	
Manage salary expectations	37%	34%	42%	39%	21%	18%	0%	9%	
Other	-	-	1%	-	2%	-	98%	-	

Looking at fig. 5.3 it seems that the next generation of leaders will be required to have the ability to motivate and inspire others, adapt quickly to changing business demands and build trusted relationships. Analyzing and problem solving skills and having a clear vision for the future are also identified as important competencies.

Figure 5.2 Key productivity challenges the organization will face in 2013

	289	307
Developing leadership skills for the next phase of growth	57%	61%
Government legislation impacting workforce flexibility	54%	46%
Lack of specialist skills to drive innovation	19%	19%
Filling critical vacancies created by business expansion	18%	18%
Knowledge loss created by increased employee turnover	14%	15%
Lack of skills to benefit from advancements in technology	14%	14%
Employees accessing online media during work hours	6%	4%
No answer	3%	6%

Figure 5.3 Most important leadership competencies for your managers

	low		mid		high		Total	289	307
Ability to motivate and inspire others	8%	5%	20%	21%	71%	70%	0%	5%	
Adapting to changing business demands	7%	7%	28%	23%	65%	67%	0%	3%	
Build trusted relationships	10%	6%	34%	33%	55%	53%	1%	7%	
Analyze and problem solving skills	10%	6%	35%	33%	55%	57%	-	4%	
Vision for the future	12%	5%	44%	42%	44%	47%	-	6%	
Ability to innovate and drive creativity	12%	8%	46%	39%	41%	47%	-	5%	
Other	0%	-	0%	-	0%	-	99%	-	

When asked how they will address the shortages in skills, most respondents answer they will tackle this issue through education and training (fig. 5.4). Other ways to address the problem are to offer more flexible work options and outsource business functions. To hire more part-time workers or talent from other countries is only considered an alternative by a few. Compared with the results from 2012 offering more flexible work options has increased in popularity.

Figure 5.4 What will you do to address the shortages in skills in 2013?

	289	307
Education and training programs	61%	38%
Offer more flexible work options to employees	24%	12%
Outsource business functions	21%	8%
Increase use of externally hired contractors	18%	8%
Hire more part-time workers	14%	7%
Hire talent from other countries	7%	9%
Other	15%	38%
No answer	1%	7%

employment and recruitment strategies



In this section you will find specific information on HR questions regarding competencies and employment. It also provides an overview of the resources used in recruitment processes. Information has been gathered as well in order to identify whether organizations will hire permanent or interim staff and the standard practices they conduct to check the background of future employees.

The three major reasons organisations failed to attract top talent was strong competition for available talent, followed by the fact that the industry was less appealing than it used to be and uncompetitive salaries and benefits, as shown in fig. 6.1. Ineffective recruitment and the absence of flexible working options and corporate social responsibility had little impact and should not be taken into account in this context.

Figure 6.1 What could be the reasons your organization is failing to attract top talent?

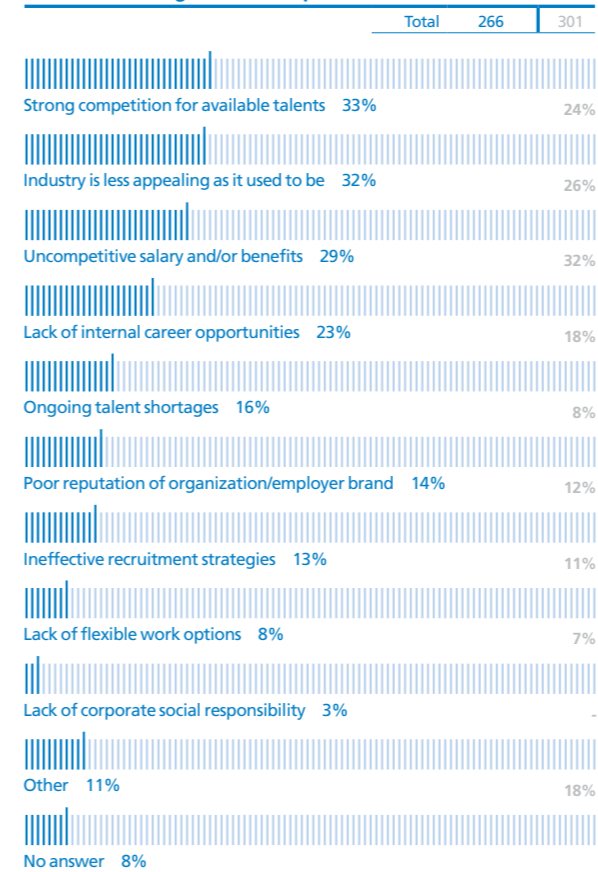
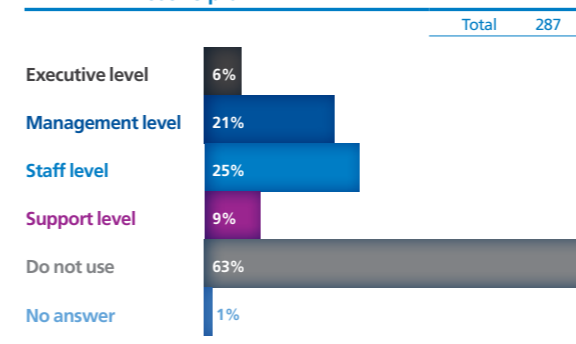


Figure 6.3 For what positions do you find network sites most helpful?



In fig. 6.2 we see that employee referrals were the most widely-used resource for finding talent. Advertising, recruitment companies and the company website were also used frequently. College recruitment, meanwhile, was unpopular in our sample.

As shown in fig. 6.3, people who used networking sites mostly used them to look for staff level or

Figure 6.2 What sources are primarily used to recruit talent

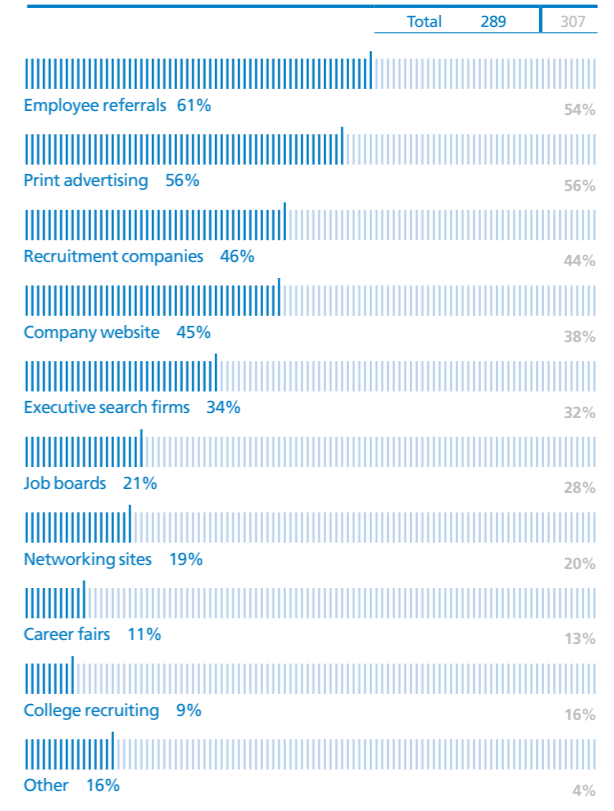
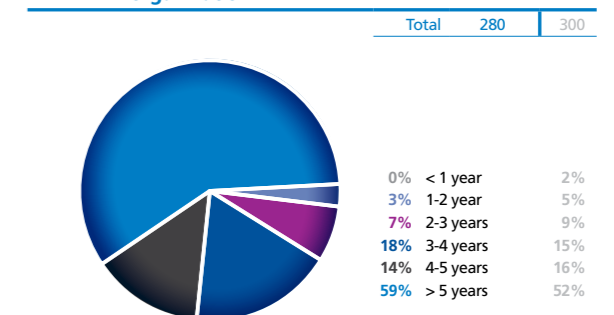


Figure 6.4 What is the estimated attrition rate in your organization?



management candidates. Only 6% find them useful for finding executives while 63% did not use networking sites at all for this purpose.

Fig. 6.4 shows that most companies predicted job turnover to be the highest with employees that had been with the company for more than 5 years on average.

trends and innovation in the workplace



Entering the second decade of the 21st century, baby boomers are starting to retire and the outflow of young talent into the workforce is greater than the inflow. At this moment there are three generations in the workforce, which presents a different challenge for HR. This section gives a short overview on new trends and resources companies use to deal with different generations.

When we look at trends and innovation in recruitment, we can see that professional and social networks scored highest in this category. Still very uncommon were more innovative methods such as virtual career fairs, video résumés etc. No less than 68% of all respondents could not answer this question (fig. 7.1).

When asked about the methods companies used to handle changes in the workplace, 68% said they prepared their managers and supervisors. In second place we see that companies involved people in change processes. Other popular methods included creating a “we can do better” spirit amongst employees and providing clear information early on (fig. 7.2).

Figure 7.1 Innovative recruitment methods used

Total	289
Professional networks	24%
Social networks	23%
Virtual career fairs	2%
Hosting a free lunch to chat with potential candidates	1%
Speed dating version of recruitment	1%
Holding a contest	1%
Video resumes	1%
Other	1%
No answer	68%

Figure 6.5 Did you use temporary staff or hire permanent staff in your department?

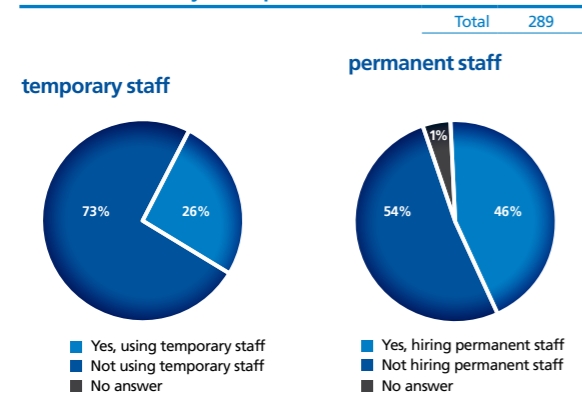


Figure 6.6 Standard practices background checks in our hiring process

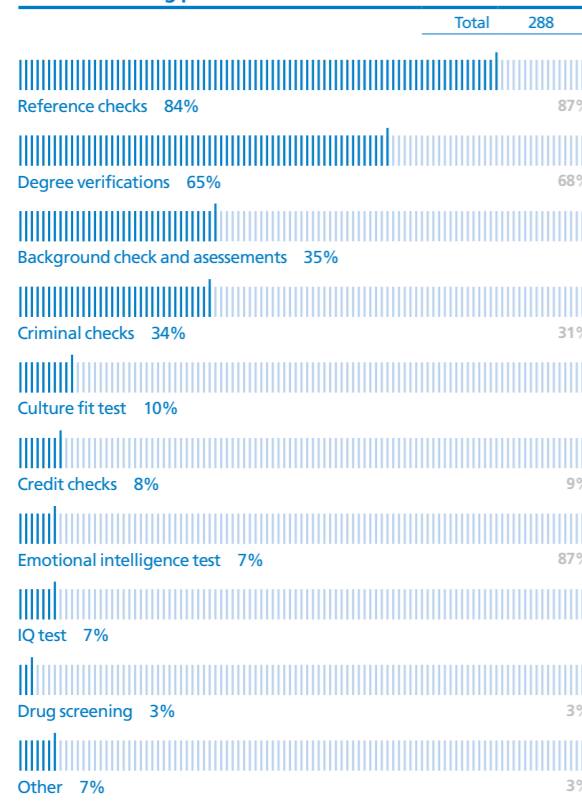
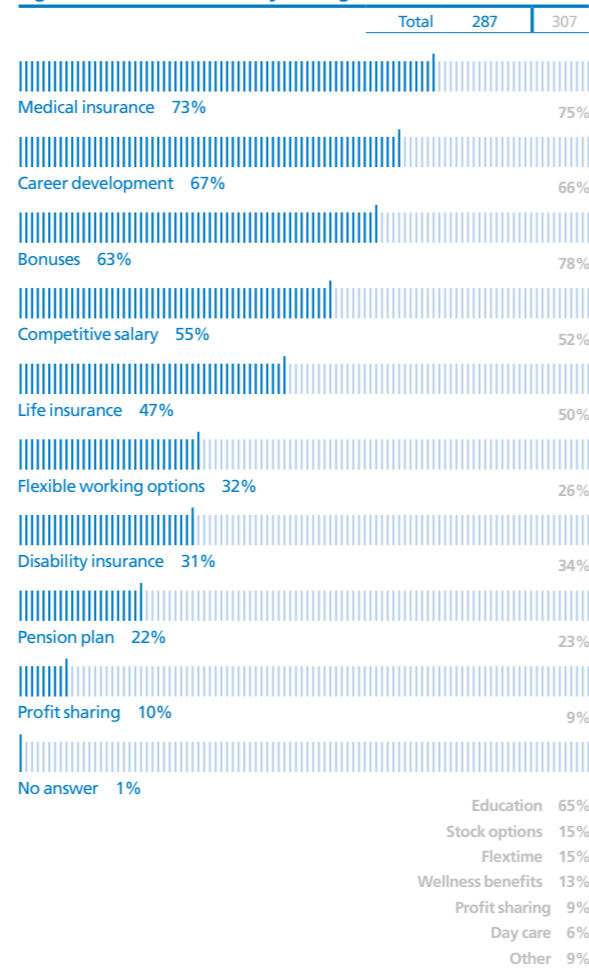


Figure 6.7 Benefits within your organization



Almost 1 in 2 respondents hired permanent staff in 2012 and 1 in 4 used temporary staff to fill vacancies (fig. 6.5).

Reference checks and degree verifications were the main standard background checks in the hiring process across all of the organizations surveyed. Drug screening and IQ tests were rarely performed, as shown in fig. 6.6.

The four most popular benefits offered are (fig. 6.7):

1. Medical insurance (73%)
2. Career development (>50%)
3. Bonuses (>50%)
4. Competitive salary (>50%)

Very few offered disability insurance, profit sharing or a pension plan as a benefit.

Figure 7.2 Methods to affect change in the workplace

Total	273
Preparing managers and supervisors	68%
Involve people into the change	60%
Creating a 'we can do better' "	52%
Information early and often	51%
Building up a strategy to implement change	47%
Initiate a follow up after changes have been implemented	39%
Showing people how change will contribute to their working environment	38%
Give people time to adjust to the changes	36%
Have a mechanism in place to answer any questions regarding change	29%
Acknowledge emotions	27%
Reviewing compensation and performance to support the change initiative	22%
Increase emotional intelligence	15%
Build up strategies to for dealing with emotions regarding te changes that will be implemented	11%
Other	0%
No answer	6%

3 in 4 mentioned that adding new duties to existing jobs was the change they implemented the most often in the workplace, followed by different forms of training and education. About 1 in 3 had provided more internal career opportunities, as shown in fig. 7.3.

Fig. 7.4 illustrates that new ways of working mainly included adapting specific technologies that made smarter working practices valuable and resulted in a broader and more embedded collaboration. Almost 1 in 4 implemented a process and skill reconfiguration system and an environment in which employees both learned and taught.

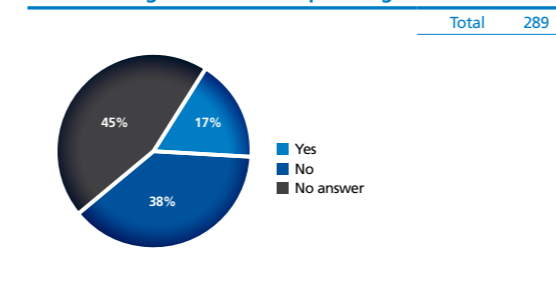
Figure 7.3 Changes implemented in the workplace

Total	267
New duties added to existing jobs	76%
Different ways of Training and Education	39%
More internal career opportunities	35%
New leadership styles	30%
Nice work atmosphere/environment	27%
More international wareer opportunities/ international exchange	27%
Flexible work hours	24%
Possibility for home office	19%
Better working conditions	19%
Different wages and benefits based on alternative options	18%
Other	3%
None	2%
No answer	8%

Figure 7.4 Introducing new ways of working

Total	289
Adapted specific technologies that make smarter working practices valuable	34%
Broader and more embedded collaboration	30%
Process and skill reconfiguration	24%
An environment in which employees equally learn and teach (learning organization)	22%
Increased creative capable workforce	19%
Integrated real time information into decision making	18%
Don't know	2%
No answer	31%

Figure 7.5 Is your organization prepared for 3 generation work planning



Only 17% said they were prepared to handle a workforce of 3 different generations, as shown in fig. 7.5, while 45% of the companies could not or would not answer this question.

In fig. 7.6, 7.7 and 7.8 we have identified the preferred working policies offered by companies for each of the three generations. For the youngest group, generation Y, job variation (56%) scored the highest, followed by more international career opportunities (48%) and career development plans (48%).

Figure 7.6 Generation Y working policy (born 1981-1999)

Total	48
Different work tasks (variation in job)	56%
More international career opportunities	48%
Career development plan	48%
Customized training programs	44%
Flexible work hours	40%
Involvement in research and development projects	40%
Use of social networks in the company	33%
Involve in company strategy	29%
Part-time options	21%
Possibility for sabbatical leave	10%
More leisure time	8%
Other	10%
No answer	2%

Figure 7.7 Generation X working policy (born 1965-1981)

Total	49
Career development plan	37%
Flexible work hours	33%
More working social events	33%
Offering different ways of compensation benefits	31%
Home office opportunities	29%
Adapting internal communication strategies	24%
Use of social networks in the company	20%
Part-time options	10%
Less time to travel to work	10%
Other	8%

For generation X we see that career development plans was the most frequently mentioned option. In second place, 1 in 3 respondents mentioned flexible working hours. In 3rd place we find more working social events (33%). The most senior generation quoted being part of mentoring programs (33%) and re-training programs (33%) and flexible working hours (28%) as their top three preferred working policies.

Figure 7.8 Generation Babyboomers working policy (born 1946-1964)

Total	43
Being part of mentoring programs	33%
Re-training programs	33%
Flexible work hours	28%
Adapt the job their doing do their physical condition	28%
Work gatherings to keep older workers engaged and show that their contributions are appreciated	23%
Home office opportunities	21%
Free-lance programs	9%
Repeatedly cycle between periods of work and leisure	9%
Shorter week or adapted shifts	5%
Less travelling time to work	5%
Other	21%
No answer	12%

economic impact and outlook



In this section the impact of the economy is considered as well as how companies perceive their future and possible growth. Information is also provided on actions companies have taken to deal with the current economic climate and whether changes have had an impact on the loyalty of employees.

The impact of the economic downturn on the surveyed companies is shown in fig. 8.1 showing that 71% of respondents had to cut budgets. Other countermeasures included cut/frozen compensation (50%), employee layoffs (41%) and implementing hiring freezes (37%).

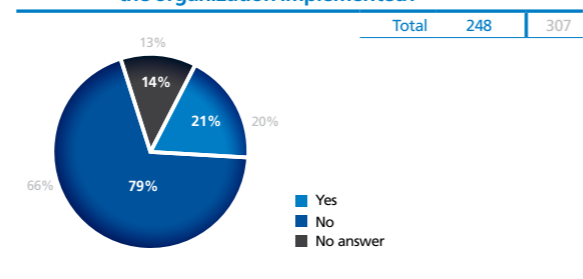
11% answered that they did not experience any impact due to the current economic situation. While the vast majority of respondents said they had not noticed a change in the loyalty of employees, 21% claimed that changes implemented by the organization had had an impact and 14% said they did not know, as illustrated in fig. 8.2. About half of all respondents said that the economic downturn had had an impact on their workload.

Fig. 8.3 illustrates that CSR initiatives had only been impacted by the current economy in 23% of organizations.

Figure 8.1 How has your organization been impacted by the economic downturn?

	288	307
Total	288	307
Budget cuts	71%	67%
Cut or froze compensation (bonus, wages)	50%	40%
Employee layoffs	41%	36%
Implemented hiring freezes	37%	47%
Reduced benefits offered	25%	19%
Elimination of consultants / temp employees	21%	21%
Other	4%	6%
Have not been impacted by the economic downturn	11%	10%

Figure 8.2 Has company loyalty been impacted by changes the organization implemented?



The great majority (89%) thought recovery would come after 2013 (fig. 8.4).

Fig. 8.5 illustrates that 32% anticipated growth for their company in 2013. 30% thought there might be a possibility for growth. A reason for this may be that 38% of the participants stated their company had seen an increase in sales volume and 11% remained stable. 52% of the companies mention they are currently hiring employees or they will be hiring new people during 2013. 16% of respondents said this will most likely be after 2013 and 32% are uncertain about new hires,

as illustrated in fig. 8.6. Most layoffs within the companies occurred within Sales (31%), Operations (28%) and Accounting/Finance (22%). Product management, Training/development and R&D were not really impacted. (fig. 8.7)

A factor that has been identified as positive due to the current economic situation is that almost 1 out of 2 companies negotiated better terms with their suppliers. More advantages are encouraging employees to think differently and restructuring as shown in fig. 8.8.

Figure 8.3 Has the economy impacted your company's involvement in Corporate and Social Responsibilities Initiatives?

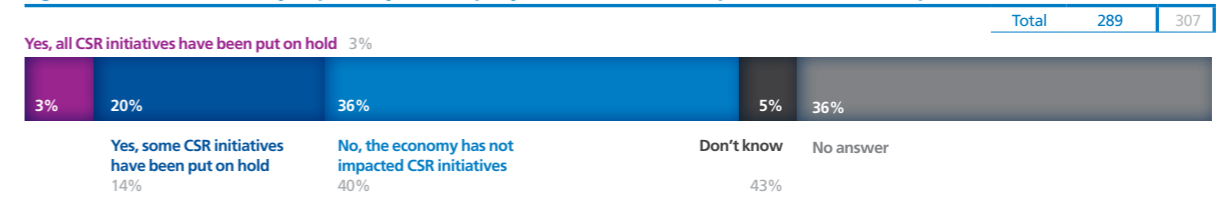


Figure 8.4 When do you believe your country will recover from the economic downturn?

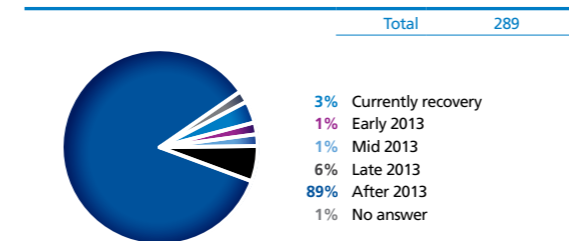


Figure 8.5 Do you anticipate growth in 2013?

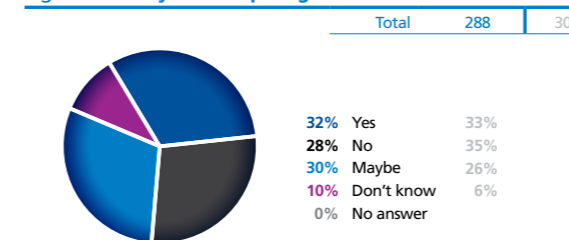


Figure 8.6 When will your company begin hiring (project) employees again?

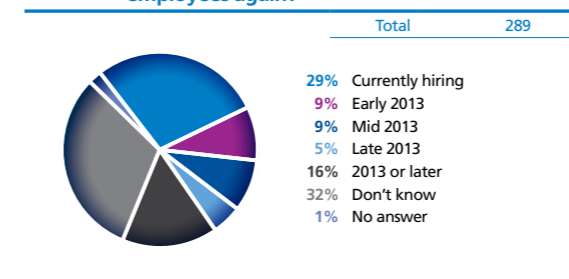


Figure 8.7 Department layoffs occurred in 2012

Department	289	307
Total	289	307
Sales	31%	27%
Operations	28%	26%
Accounting / Finance	22%	21%
IT	13%	11%
Marketing / Com.	12%	13%
HR	10%	10%
Facilities	10%	7%
Legal	4%	2%
Product management	3%	4%
Training / Development	3%	2%
R & D	2%	3%
Other	49%	57%
No answer	0%	0%

Figure 8.8 Advantages taken as a result of the economic downturn

Advantage	289
Total	289
Negotiating better terms with suppliers	79%
Encouraging employees to think differently	55%
Restructuring	46%
Targeting new customers segments	41%
Creating new partnerships	36%
Optimizing technology	31%
Improving products of services	30%
Other	2%
Not applicable	6%



Job titles vary from company to company. Respondents were asked to provide salaries (annual starting salaries) for the standardized titles in the questionnaire that clearly match the functional responsibilities for the position in the company. The salaries were averaged across industries and are not industry specific.

Figure 9.1 Financial Services

Job positions	Base salary only x 1000 euro			
	Total	10 th percentile	Median	90 th percentile
Compliance Officer	16	15	41	70
Investment Officer	7	24	37	66
Commercial Lending VP	3	51	61	77
Private Banking Officer	2	31	33	34
Branch Manager	9	17	48	111
Loan Operations Officer	9	20	28	59
Head of Corporate Banking	5	50	94	173
Sr. Relationship Manager (Corporate Banking)	4	23	79	98
Relationship Manager (Corporate Banking)	7	25	55	87
Ass. Relationship Manager (Corporate Banking)	4	20	35	66
Trade Support Officer	3	21	22	42
Trade Support Manager	1	35	35	35
Head Of Credit Risk	6	54	66	84
Jr. Manager Credit Risk	2	36	59	72
Credit Risk Manager	10	23	43	79
Credit Risk Officer	5	20	21	32
Sr. Credit Analyst	6	29	39	43
Credit Analyst	8	17	22	28
Treasury Officer	22	22	37	66
Reg. Financial Controller	11	15	42	55
Fin. Reporting Manager	13	17	34	52
Fin. Reporting Officer	7	15	24	41

Figure 9.2 Sales and Marketing positions

Job positions	Base salary only x 1000 euro			
	Total	10 th percentile	Median	90 th percentile
Manager Regional Ventas	64	24	37	60
Sales Manager	88	26	49	71
Key Account Manager	65	22	34	57
Retail Sales Manager	17	23	38	64
Store Manager	29	16	23	51
Merchandiser	23	12	17	26
Marketing Assistant	55	14	20	29
Ass. Brand Manager	12	13	17	36
Brand Manager	23	18	30	50
Group Brand Manager	17	23	38	65
Sales Director	42	37	75	125
Commercial Manager	30	38	61	99
Category Manager	11	22	34	49
Trade Marketing Manager	16	24	40	49
Business Development Man.	24	23	47	76
Sales Analyst	24	15	25	39
Marketing Manager	67	23	47	73
Communications Manager	19	23	39	59
Online Marketing Manager	7	22	42	46
Visual Merchandiser (GPV)	6	17	32	41

Figure 9.2 Sales and Marketing positions (sequal)

Job positions	Base salary only x 1000 euro			
	Total	10 th percentile	Median	90 th percentile
Purchasing Manager	20	23	41	67
Country Manager	25	52	116	164
Sales Specialist	18	20	26	51
Sales Support Specialist	25	13	21	29
Sales Representative (Commercial)	64	12	20	31
Medical Sales Representative	12	15	21	28
Sales Assistant	26	11	17	21
Online Marketing Expert	6	16	27	36

Figure 9.3 Engineering & IT

Job positions	Base salary only x 1000 euro			
	Total	10 th percentile	Median	90 th percentile
Buyer	7	17	24	36
Construction Manager	9	25	67	104
Contracts Manager	9	24	41	108
Planning Manager	5	30	34	49
Electrical Maintenance Engineer	16	18	33	55
Electrical Engineer	16	19	25	45
Health & Safety Manager	14	20	40	80
Mechanical Engineer	20	21	29	84
Planner	5	18	29	36
Project Manager (Construction)	11	25	56	116
Project Engineer	5	21	31	61
Service Engineer	6	14	20	27
Field Engineer	10	16	21	56
Site Engineer	6	18	27	50
Production Manager	12	29	44	62
Plant Manager	14	23	47	88
Analyst Programmer	26	23	29	37
Administrator	8	18	20	26
IT Support	57	14	20	28
Help Desk Support Engineer	9	13	16	26
C/C++ Developer	6	14	23	28
.Net Developer	9	14	23	32
Software Developer	18	20	26	42
Web Developer	15	16	22	37
Java Developer	8	20	24	32
IT Director	16	25	70	125
IT Manager	92	25	44	76
Project Manager	22	21	41	51
Project Coordinator	8	23	26	37
Business Analyst	22	16	36	47
Database Administrator	14	18	27	36
Security Administrator	6	17	24	48
Management Information Systems	5	25	27	40
Network Engineer	21	17	27	42
System Administrator	32	17	24	35

Figure 9.4 Finance & Accounting

Job positions	Base salary only x 1000 euro			
	Total	10 th percentile	Median	90 th percentile
Junior Accountant	86	13	17	23
Accountant	81	14	22	30
Senior Accountant	76	20	28	41
Accounting Manager	75	28	48	69
Tax Accountant	14	18	31	67
Cost Accountant or Analyst	13	18	25	46
Sr. Cost Accountant / Analyst	8	21	39	50
Credit Analyst	19	15	21	26
Financial Analyst	57	18	28	40
Credit / Collections Manager	29	22	36	61
Manager Personal	36	20	31	58
Finance Manager	57	36	56	81
Audit Manager	12	24	53	92
Sr. Internal Auditor	22	19	38	65
Jr. Financial Controller	12	13	20	47
Chief Accountant	40	28	45	79
Controller	36	21	38	65
Director Of Finance	39	48	83	121
CFO	52	49	86	156

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