

| greece

country report
employer
brand research
2023



randstad



human forward.



contents.

1. introduction
2. employer attractiveness
3. top employers
4. job-switching behavior
5. training & career development
6. remote working & diversity and inclusion

introduction.



what is the randstad employer brand research?

- A representative employer brand research based on perceptions of the general audience. Optimizing over 22 years of successful employer branding insights.
- An independent survey with nearly 163,000 respondents and 6,022 companies surveyed worldwide.
- A reflection of employer attractiveness for this market's 150 largest employers known by at least 10% of the population.
- Provides valuable insights to help employers shape their employer brand.



32 markets surveyed covering more than 75% of the global economy.

worldwide

- nearly 163,000 respondents
- 6,022 companies surveyed

sample

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

fieldwork

- online interviews
- january 2023

length of interview

- 16 minutes

sample country

- greece, 3547



argentina
australia
austria
belgium
brazil
canada
china

czech
republic
france
germany
greece
hong kong
SAR hungary
india

italy
japan
luxembourg
malaysia
mexico
the netherlands
new zealand

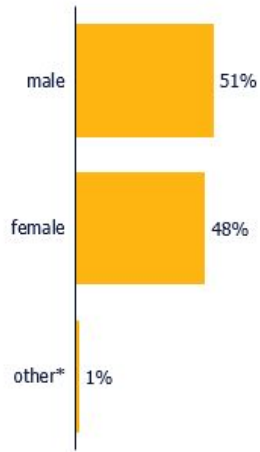
norway
poland
portugal
romania
singapor
e spain
sweden

switzerlan
d uk
uruguay
usa

sample composition in greece

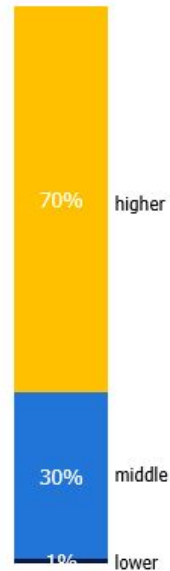
socio-demographics, education, region.

gender

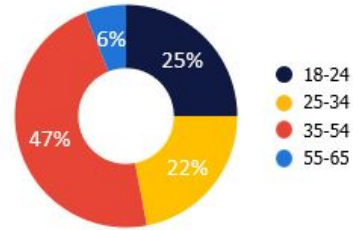


*other is comprised of non-binary, intersex, transgender man, transgender woman, gender non-conforming, gender fluid, other gender identities not listed above and people who prefer not to answer the question

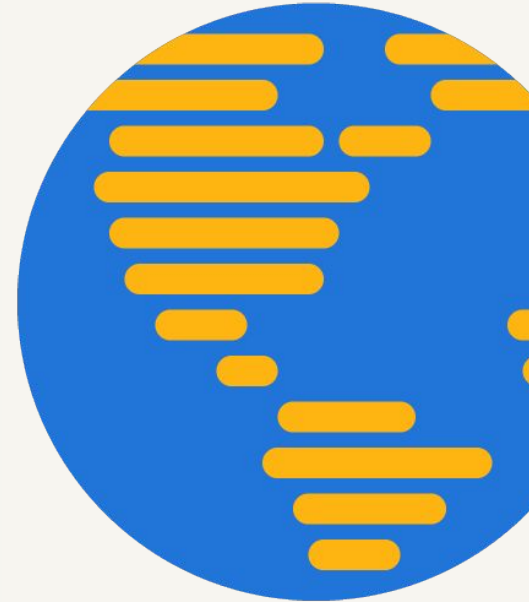
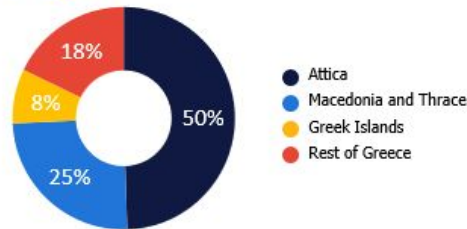
education



age



region



executive summary

key takeaways



EVP drivers

salary and benefits has become the most important driver by far, which may be driven by the rising costs of living. Employer brands can not afford to turn a blind eye to this trend. Since non-material benefits are valued as well, it is recommendable to show (prospective) employees the full picture in order for them to have a proper understanding of what is offered.



attracting talent

switching behavior is just slightly higher than a year ago. In order to succeed in attracting talent, employer brands need to use a broad selection of channels. They can not do without job boards and social media, nor LinkedIn and Google (for Jobs). Next to that, brands need to have a proper strategy on how to attract workers through personal connections. This can be done for instance by tapping into the network of (former) employees.



diversity and inclusion

employer brands have to take a strong position on inclusion and diversity as half of the workers expect them to do so. Admittedly, the offer of well-being benefits are considered more important by employees, but this should not be a reason to stay silent on D&I. This especially concerns the younger age groups who feel even more strongly about these topics.

48%

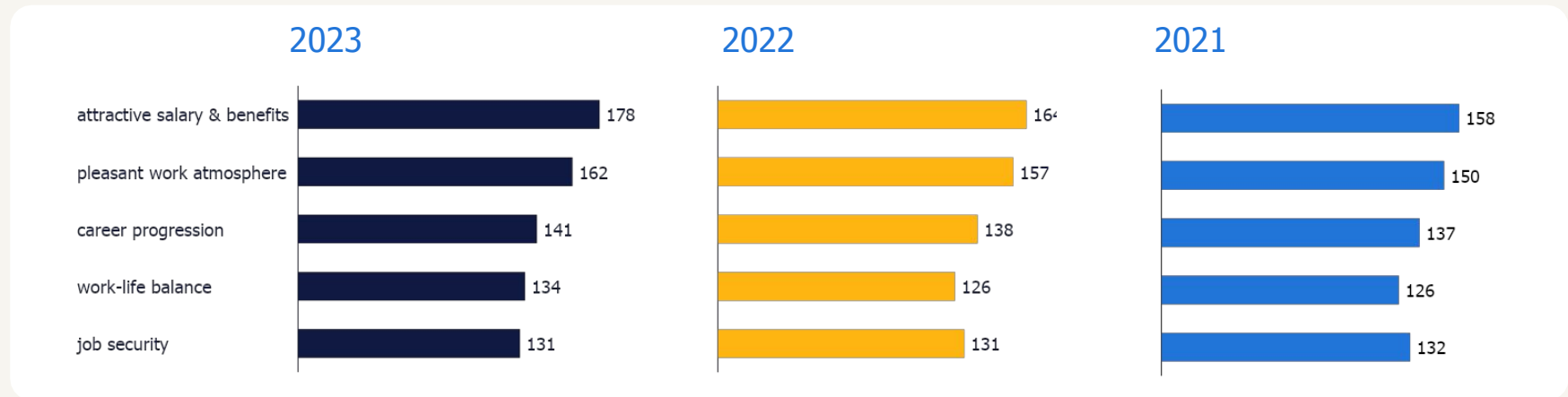
consider it important to work for a company that actively supports equity, diversity and inclusion

employer attractiveness



what potential employees want, the 5 most important drivers when choosing an employer.

salary & benefits is always on top and now even more by distancing itself from the other drivers, probably due to the rising cost of living. Fostering a pleasant work atmosphere holds on to a strong second position; women feel somewhat more strongly about this. Career progression opportunities and long-term job security stay put, while offering a good work-life balance increased in relative importance, albeit not as much as in other markets.



how to read the above indexed scores:

150: driver is chosen 50% more often than the average driver to be important

75: driver is chosen 25% less often than the average driver to be important

perception of employer offer in greece.

Understanding the gap between what employees want and what they think employers offer provides valuable insights into building an employer brand. Furthermore, benchmarking against what employees perceive being offered by their current employer gives more context to the gaps that need to be bridged.

evaluation of current employer

1.	long-term job security
2.	is conveniently located
3.	financially healthy
4.	good reputation
5.	pleasant work atmosphere
6.	interesting job content
7.	good work-life balance
8.	attractive salary and benefits
9.	gives back to society
10.	career progression

profile of ideal employer

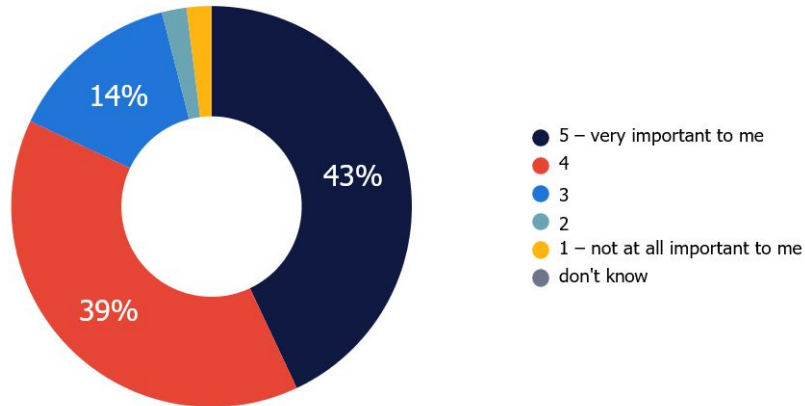
1.	attractive salary and benefits
2.	pleasant work atmosphere
3.	career progression
4.	good work-life balance
5.	long-term job security
6.	good training
7.	interesting job content
8.	is conveniently located
9.	possibility to work remotely/from home
10.	gives back to society

top drivers merit attention

while attractive salary and benefits is the increasingly dominating driver, Greek workers rate their current employer relatively low on this aspect. In fact, barely half of workers feel they are quite well compensated as salary & benefits ranks 8th in the evaluation of the current employer. A pleasant work atmosphere, the second most important driver, ranks only 5th for the current employer, while the other top 3 driver career progression is evaluated worst of all drivers for the current employer.

importance of non- material benefits.

When choosing an employer over another one, how important are other non-material benefits to you?



non-material benefits are almost as important

- 82% find non-material benefits (very) important when choosing an employer over another, which is not that much less than the importance of material benefits (87%).
- The value of non-material benefits is recognized even somewhat more by women (86%) than men (76%), while those younger than 35 consider it relatively less important, albeit it that still 76% of them do so.

what potential employees want - employer takeaways.

top 3 takeaways

- Salary & benefits has become more important than ever compared to other drivers. Since non-material benefits are quite relevant as well, employers are recommended to make sure their (prospective) employees have a good view of the total package that is offered.
- Although compensation, a pleasant work atmosphere and career opportunities are the most important drivers, barely half of the workers agree that these are offered by their employer, showing there is a gap between employee need and employer offer.
- On the other hand, it also shows that for the individual employee it is a mix of drivers that determines their willingness to stay with or to leave an employer. Employee needs vary from person to person, so employers should tailor as much as possible at the individual level.



top employers and sector insights.



top employers to work for in greece.

top employers

2023

1.	PAPASTRATOS
2.	ION S.A. COCOA & CHOCOLATE
3.	Aegean Airlines
4.	INTRALOT S.A.
5.	ELPEN PHARMACEUTICAL
6.	SKLAVENITIS
7.	LAMPSA Hotels (Grand Bretagne, King George)
8.	Bank of Greece S.A.
9.	Papadopoulou Biscuits
10.	Costa Navarino (T.E.MES SA)

2022

1.	PAPASTRATOS
2.	ION S.A. COCOA & CHOCOLATE
3.	LAMPSA Hotels (Grand Bretagne, King George)
4.	SKLAVENITIS
5.	Papadopoulou Biscuits
6.	HELLENIC PETROLEUM
7.	Vianex Pharmaceutical
8.	Atlantica Hotel Management
9.	ELPEN PHARMACEUTICAL
10.	Bank of Greece S.A.

2021

1.	PAPASTRATOS
2.	Aegean Airlines
3.	ION S.A.
4.	Bank of Greece S.A.
5.	Papadopoulou Biscuits
6.	SKLAVENITIS
7.	ELPEN PHARMACEUTICAL
8.	DEMO Pharmaceuticals
9.	National Bank of Greece
10.	Vianex

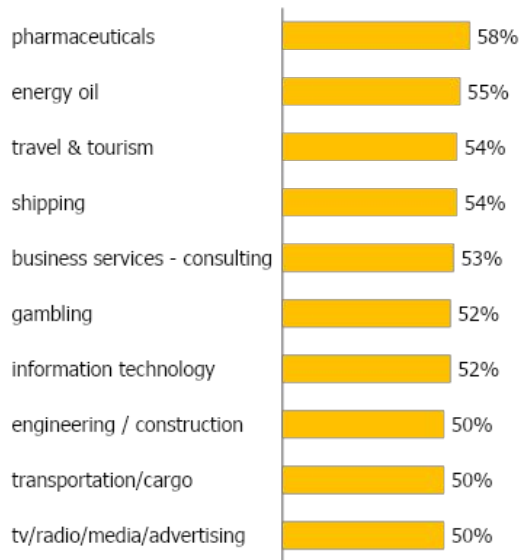
greece top 3 EVP drivers of the top 5 companies.

top companies

companies	1	2	3
1. PAPASTRATOS	financially healthy	very good reputation	attractive salary & benefits
2. ION S.A. COCOA & CHOCOLATE	financially healthy	very good reputation	job security
3. Aegean Airlines	financially healthy	very good reputation	interesting job content
4. INTRALOT S.A.	financially healthy	very good reputation	job security
5. ELPEN PHARMACEUTICAL	financially healthy	job security	career progression

sector attractiveness in greece.

top 10 best performing sectors



pharmaceuticals

58%

is the winner in this year's research.

energy oil

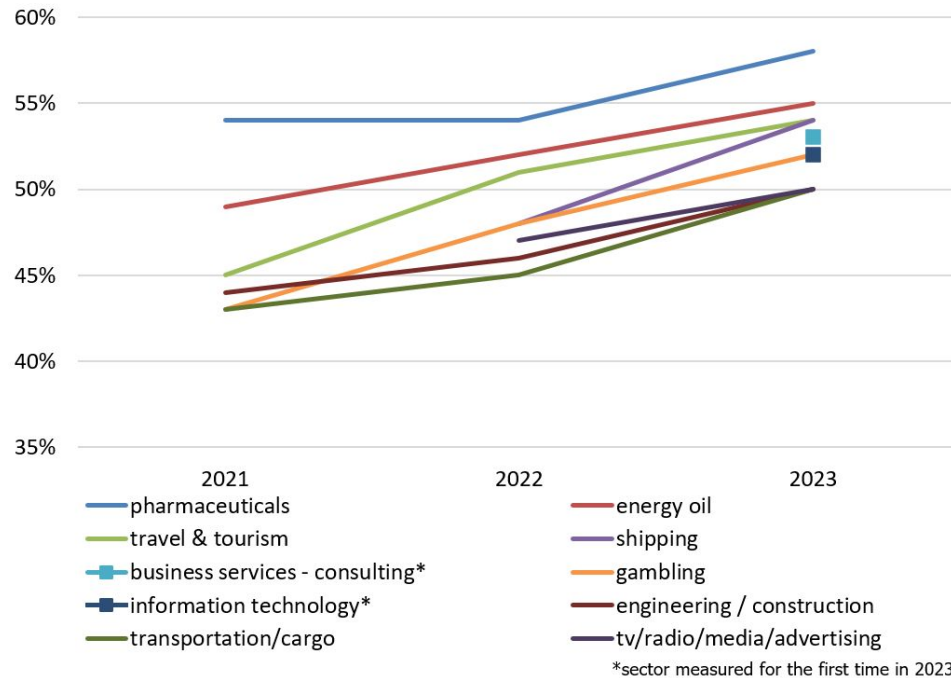
55%

is the runner up in this year's research.

workers consider many sectors to be attractive

- pharmaceuticals is the most attractive sector as well over half (58%) would be willing to work for a company in this sector. Unlike in other markets this is not driven by a strong position of pharmaceutical companies in the top 10 as only 1 pharmaceutical company is in the top 10 employers.
- Sectors are close to each other in terms of attractiveness; each of the top 10 sectors is within the 50-58% bracket. In other words: employers face competition from many different sectors when attracting talent.

sector attractiveness over time.



sectors increase their attractiveness

- Each sector witnesses a growth in attractiveness over the past three years.
- Travel/tourism and gambling go up relatively faster than others, thus inching closer to pharmaceuticals.
- Business services (53%) and information technology (52%), measured for the first time this year, have similar degrees of attractiveness as the other sectors.

greece best performing companies by sector.

top 3 companies by sector

slide
1/3

sector	1	2	3
1. pharmaceuticals	ELPEN PHARMACEUTICAL	Vianex Pharmaceutical	DEMO Pharmaceuticals
2. energy oil	DEDDIE	HELLENIC PETROLEUM	Independent Power Transmission Operator I.P.TO. (ADMIE)
3. travel & tourism	Aegean Airlines	LAMPASA Hotels (Grand Bretagne, King George)	Costa Navarino (T.E.MES SA)
4. shipping	Diana Shipping Inc	Attica SA Holdings (Blue Star Ferries, Hellenic Seaways)	DANAOS SHIPPING CO. LTD
5. business services - consulting	Grant Thornton	PRICEWATERHOUSECOPPERS (PWC)	Deloitte
6. gambling	INTRALOT S.A.	OPAP	Regency Casino
7. information technology	OTE (Cosmote)	INTRACOM HOLDINGS	Intrasoft International SA
8. engineering / construction	Costa Navarino (T.E.MES SA)	Terna	AVAX SA (J & P Avax)
9. transportation/cargo	Aegean Airlines	TRAINOSE	Attica SA Holdings (Blue Star Ferries, Hellenic Seaways)
10. tv/radio/media/advertising	ERT TV	Nova SMSA	

greece best performing companies by sector.

top 3 companies by sector

slide
2/3

sector	1	2	3
11. fmcg	PÁPASTRATOS	ION S.A. COCOA & CHOCOLATE	Papadopoulou Biscuits
12. mining environment	EYDAP	Helector	Hellas Gold
13. consumer electronics	Public Media Markt	Quest Holding S.A. (istorm, isquare, you.gr)	Plaisio Computers
14. consumer product	Hellenic Duty Free Shops	Sarantis (Carroten, STR8, AVA, Sanitas, Prada, Cartier, Tous, etc)	Bic Violex
15. industry/manufacturing	PAPASTRATOS	SUNLIGHT SYSTEMS	Mytilineos Holdings SA (Metka, Aluminium of Greece, Protergia)
16. telecommunications	OTE (Cosmote)	Intracom S.A. Telecom Solutions	Nokia
17. horeca	LAMPASA Hotels (Grand Bretagne, King George)	Regency Casino	HELLENIC CASINO OF PARNITHA S.A.
18. healthcare	ONASSIS CARDIAC SURGERY CENTER	HYGEIA HOSPITAL	Iaso hospital
19. food & beverage	ION S.A. COCOA & CHOCOLATE	Papadopoulou Biscuits	Coca Cola
20. banking/insurance	Bank of Greece S.A.	National Bank of Greece	Piraeus Bank

greece best performing companies by sector.

top 3 companies by sector

slide
3/3

sector	1	2	3
21. business services - outsourcing	UNISYSTEMS S.M.S.A.	Épsilon Net (Singularlogic)	Cosmote E-Value
22. food industry - perishable	NESTLE HELLAS	HELLENIC DAIRIES S.A. (Olympos, Tyras, Rodopi)	Delta Foods
23. security/facilities services	My Services Security	ESA SECURITY SOLUTIONS S.A.	Mega Guard
24. retail	Hellenic Duty Free Shops	Public Media Markt	Estee Lauder
25. supermarket	SKLAVENTIS	SYN.KA SUPERMARKET	AB Vasilopoulos
26. retail - apparel	ATTICA DEPARTMENT STORES	Notos Galleries	Zara, Pull & Bear, Bershka, Massimo Dutti, Zara Home
27. retail - home improvement	LEROY MERLIN	IKEA	Praktiker

top employers and sector insights.

employers can not do without a strong brand

- There is limited variation in attractiveness of individual sectors. It means that an employer brand is in competition with brands from various other sectors when attracting talent. This highlights that one can not do without building a strong employer brand as just offering attractive compensation will not suffice.
- Due to this, we see that the top employer brands are foremost built on being financially healthy and having a good reputation, which are not even top 10 drivers in Greece. To become a true top employer brand, one must thus be strong in many different aspects.



58%

of the Greek employable population consider pharmaceutical companies as attractive, turning it into the strongest sector in this regard.

job-switching behavior in focus.



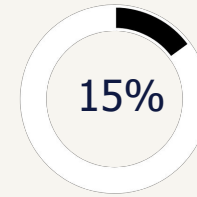
switching behavior finding another employer.

switching behavior is stable

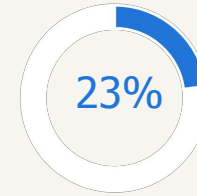
15% have changed employer in the last six months which is slightly more than a year ago (13%), while the intention to switch (23%) is not that much different (22% last year). So, all in all, the Greek labour market appears to be just slightly more in flux now.

As always, the young (up to 34 yrs) have switched more often (21%) or have the intention to do so (27%). Gender or education level do not appear to play a role in switching behavior.

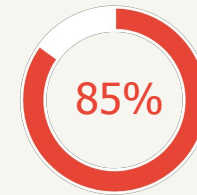
16% of workers are afraid of losing their job, which is slightly less than in 2022 (19%). That fear is markedly higher in Macedonia and Thrace (20%) than in Attica (14%). About three out of ten (31%) that are afraid intend to switch employer, which is similar to last year.



Have changed employer
in the last 6 months



Is planning to change
jobs within the next 6
months



Have stayed at the same
organization

reasons to leave and the intention to switch.

compensation is the major reason to consider leaving

no less than two out of three Greek workers (64%) would consider leaving their employer due to their low compensation in view of the rising cost of living. This is way more than in most other markets and this attitude cuts through every segment, apart from the youngest (18-24) of whom slightly less (53%) thinks likewise.

other factors weigh in as well

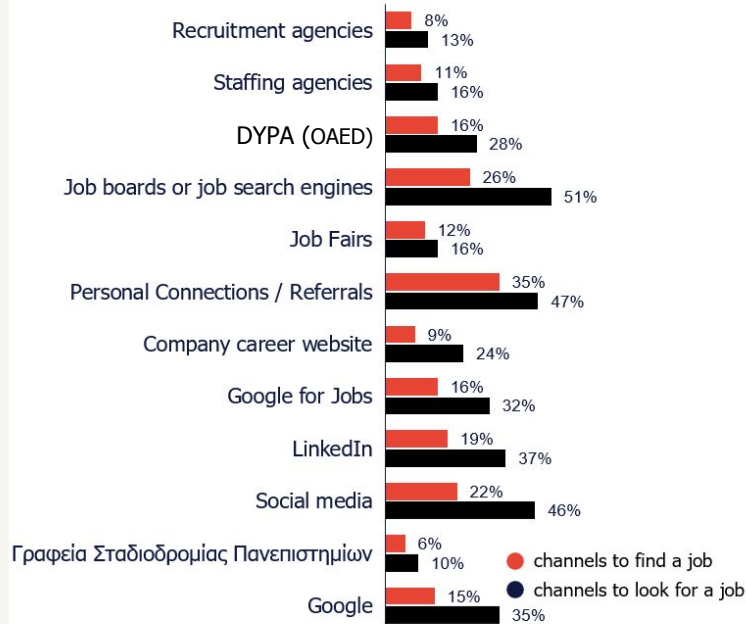
apart from receiving an offer one could not refuse (which rarely happens in real life) five other factors, each of about equal weight, can trigger a decision to leave. Fear of losing their job, improving work-life balance, decreasing commuting time, lacking interest in their job or career growth opportunities can play a role as well. These drivers are relevant for each segment, albeit that improving their work-life balance is not that important to those older than 54 (22%).

reasons to leave an employer



how do employees in greece find new job opportunities.

sources for job opportunities

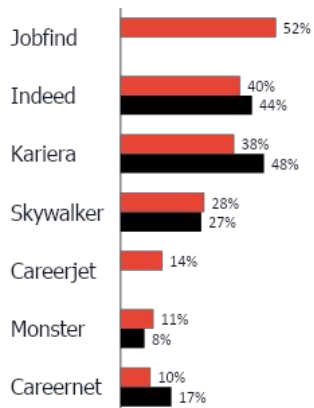


job boards, personal connections and social media are on top

- Three categories of channels stand out: job boards / search engines, personal connections and social media are used each by about half of those looking for a job. Personal connections are most important for actually finding a job, leaving the other two channels trailing.
- LinkedIn and Google/Google for Jobs are the most used individual channels, especially by those younger than 35. Public Employment Services is the runner up compared to them, catering relatively more often to the lower educated and older than 54.
- Female switchers and intenders to switch make use of more different channels when looking for a job (3.9) than men (3.2).

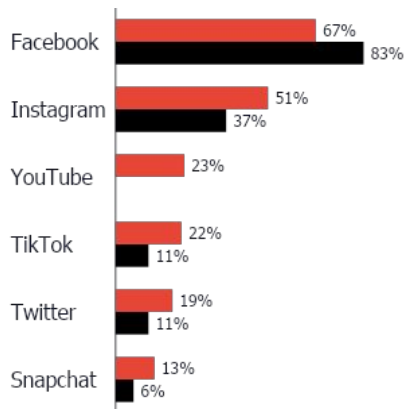
deepdive into job boards and social media.

job portals*



● 2023 ● 2022

social media channels*



● 2023 ● 2022

Jobfind and Facebook are leading

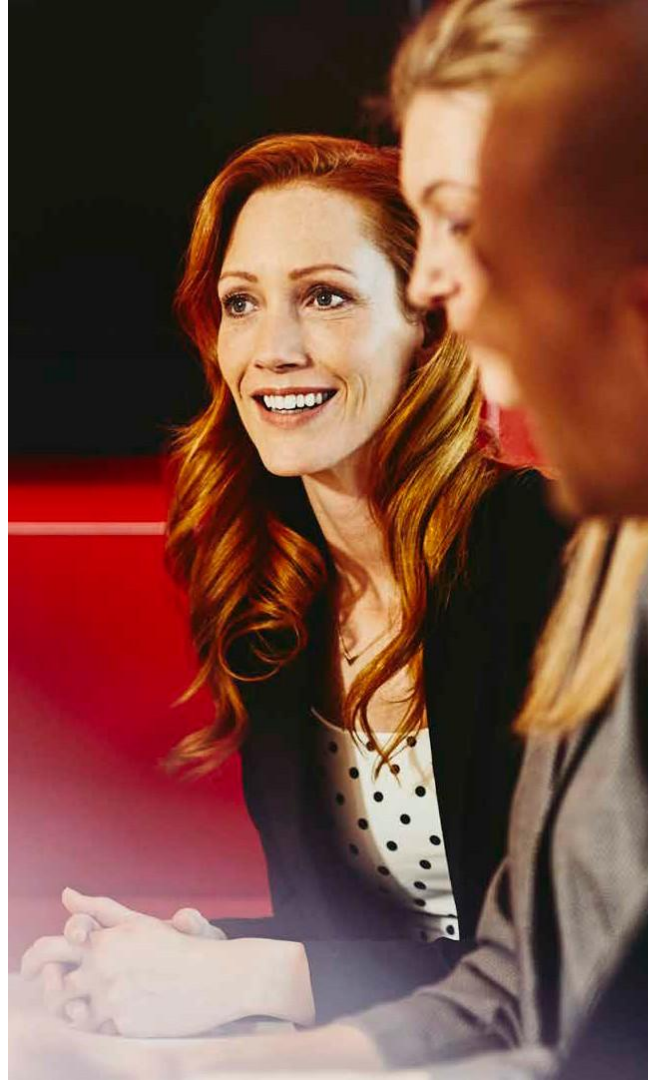
- Jobfind is the leading brand among job portal users, ahead of Indeed and Kariera which both seem to have slipped somewhat. Skywalker follows at a distance.
- Though lowering its reach, Facebook remains strongest among social media users looking for a job. As in other markets we do see Instagram closing in on Facebook. Although TikTok doubled its reach, it still trails at a distance, as do the other social media brands.

*note: job portals & social media are follow up questions from channels used to find new jobs.

job-switching and job channel insights.

personal connections & job boards stand out

- Switching behavior of Greek workers is just slightly higher than last year. Too low compensation is the major reason to (potentially) leave. Employers should take this into account when developing their retention strategy.
- A broadly balanced channel strategy is needed to support the goal of attracting talent. Employer brands can not do without job boards and social media, nor LinkedIn and Google (for Jobs), whilst personal connections are very important as well. Tapping into the network of (former) employees could be helpful in this regard as well.



35%

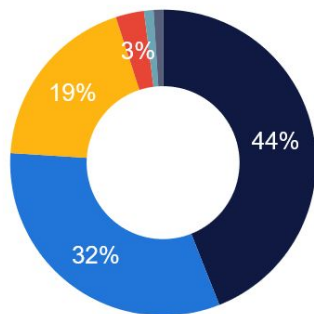
of those that switched jobs found their new employer through a personal connection.

training & career development in 2023.



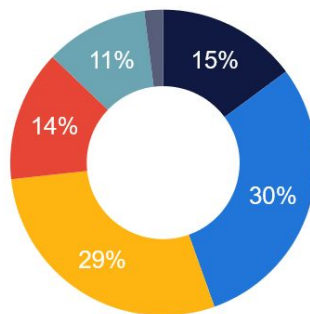
importance of personal career growth/progression.

importance of personal career growth



- 5 - very important to me
- 4
- 3
- 2
- 1 - not at all important to me
- don't know

enough opportunity to develop in your role



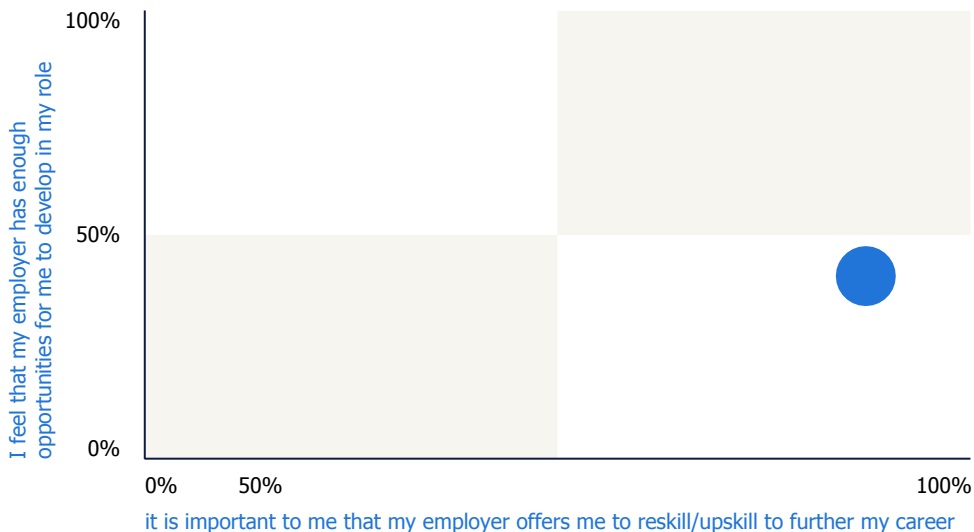
- 5 - completely true
- 4
- 3
- 2
- 1 - not at all true
- don't know

personal career growth is important

- Personal career growth is important to three out of four workers (76%) and more so for those aged 18-24 (81%).
- 45% feel that they are given the opportunity to develop themselves. Those younger than 35 do so slightly more often (50%).
- Receiving opportunities is barely related to the need of personal growth: only 51% of those who consider it important to grow professionally, actually get opportunities to do so.

importance vs. offer on reskilling/upskilling.

gap in employees' perception of the reskilling/upskilling importance and employers actually offering such opportunities



the need for skilling is not sufficiently met

- Though the majority of workers (80%) consider it important that their employer offers reskilling/upskilling, less than half (45%) feels they are provided with such opportunities.
- Upskilling is considered equally important as reskilling (both 80%). Women feel somewhat more strongly about both (84%).

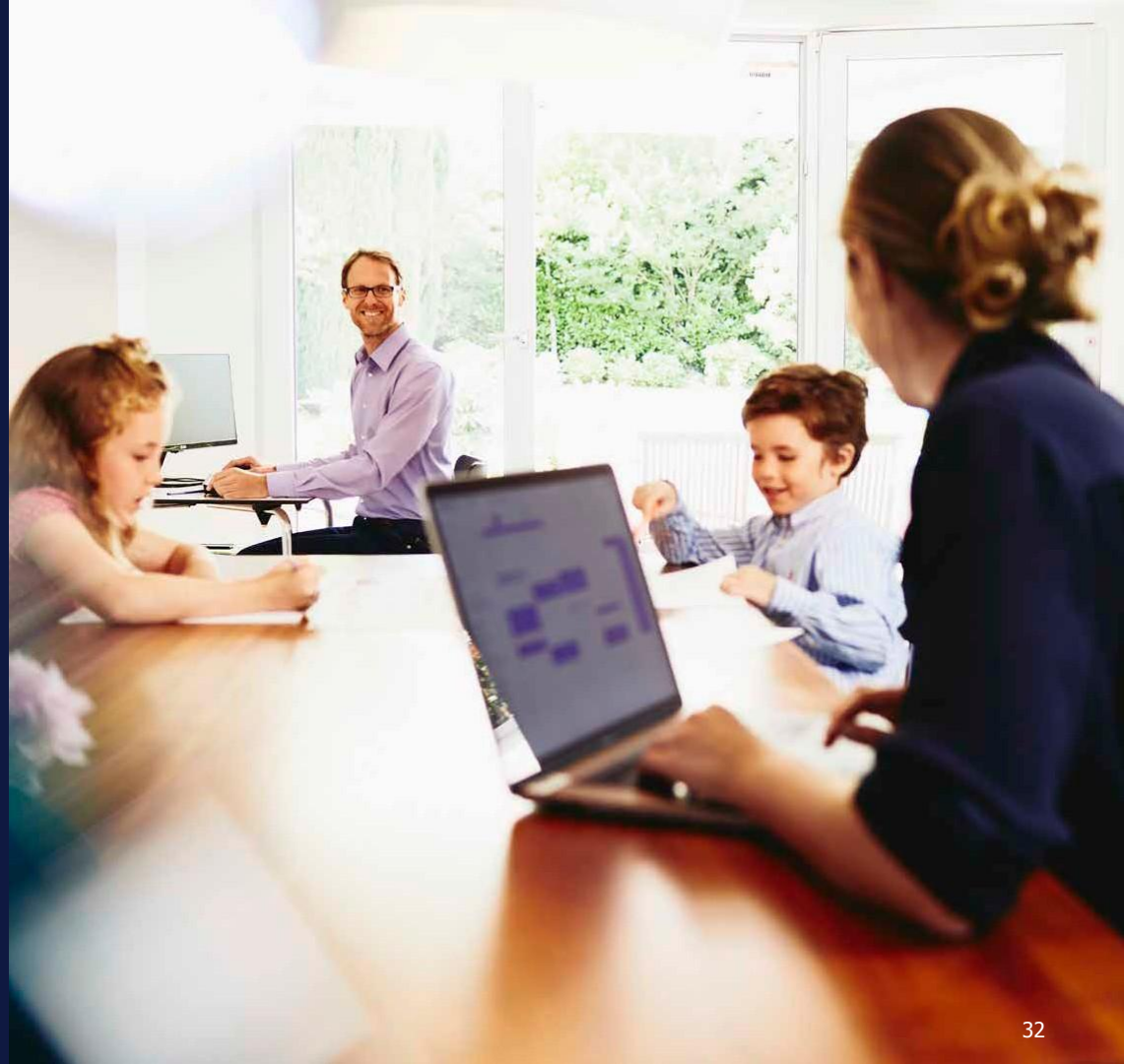
training & career development - employer takeaways.

top takeaways

- Greek employers lack offering opportunities to those who feel the need for personal growth. Only half of the workers who feel that need to grow actually get the possibilities to develop themselves. It is recommendable for employers to determine who is lacking needed opportunities, and possibly also who is receiving them without even having the need in order to save resources.
- Offering opportunities for growth is a strong tool to retain employees. As shown in the previous chapter, lacking opportunities and losing interest in their job is a substantial reason to leave an employer.
- Employers need not prioritise reskilling or upskilling from an employee point of view as they are valued equally.

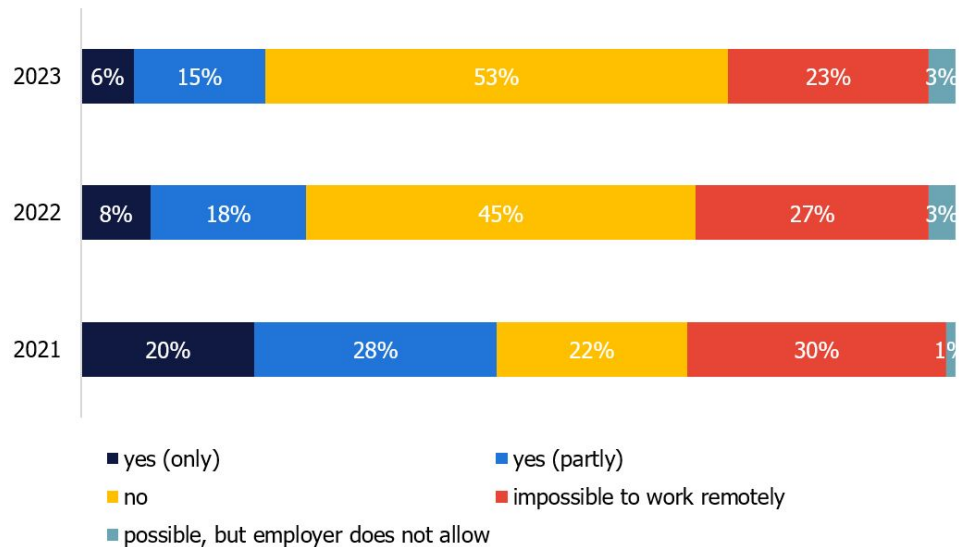


remote working & diversity and inclusion.



trend in remote working.

do you currently work remotely/from home?

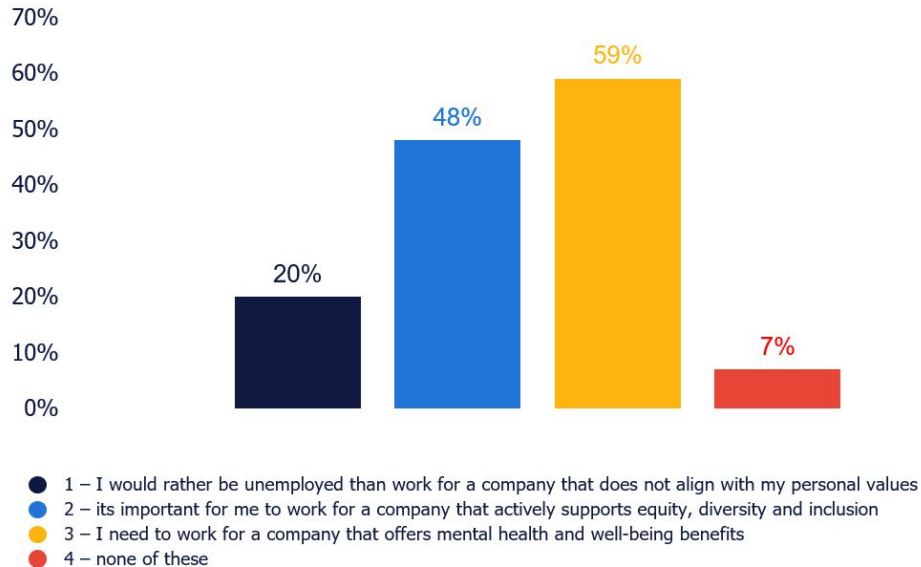


working remotely is declining

- Working remotely has declined by 5% as now 21% Greek workers do so, most of them just partly.
- Compared to 2021, working (partly) from home declined from 48% to now 21%. However, it looks like the current degree of remote working is becoming the norm.
- On the other hand, as more employees have come back into the office, top driver *pleasant work atmosphere* has increased in importance and may continue to do so.

what does the workforce find important.

With which of the following statements do you agree?



I&D support is important

- Four out of five workers would, rather than being unemployed, work for a company that is not aligned with their values: only 20% claims they would *not* do so.
- Actively supporting I&D (48%) is important though offering mental health and well-being benefits is applauded by substantially more workers (59%).
- Younger workers (aged 18-34) care more about I&D (56% of them do) than older workers (41%). To them it is as important as well-being benefits.

remote working & diversity and inclusion - employer takeaways.

top takeaways

- Remote working is far from as big as it was at the height of the covid-19 epidemic. Having said that, a substantial proportion still does so, albeit just partially. Remote working is here to stay and employers should therefore have a long-term plan on how to offer it and to which employees. However, as employees are coming back into the workplace, the importance of a pleasant work atmosphere is ever so important as well.
- Employers can not do without paying attention to inclusion & diversity as it is considered important by half of the workforce, though even more value the offer of mental health and well-being benefits. The youngest age group (18-34) deserves some attention when it comes to inclusion and diversity as they appreciate it considerably more than older workers.



A decorative graphic on the left side of the slide. It features a dark blue speech bubble at the top left with three white dots inside. Below it is a large, light cream-colored speech bubble. To the left of the bottom of the cream bubble is a small dark blue circle. Below the cream bubble is a large orange circle.

let's talk.

our research has many insightful, but complex insights so we'd love the opportunity to walk you through this document, share our thoughts and answer any questions you might have

randstad greece

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