

HR trends

in hospitality.



introduction.

The 2023 Randstad HR trends in hospitality report is dedicated to delivering insights into how hospitality companies are adapting to the current economic situation.

The report uses data from the 2023 HR Trends Survey, and focuses on the 66 respondents from the hospitality sector. The business leaders in Greece completed the survey in June – July 2023.

Key topics covered in the report include expected headcount evolution, salaries, and benefits offered by the respondent companies.





business

evolution.



expected business evolution.

40% of the respondents expect their company's sales volume to grow.



40%

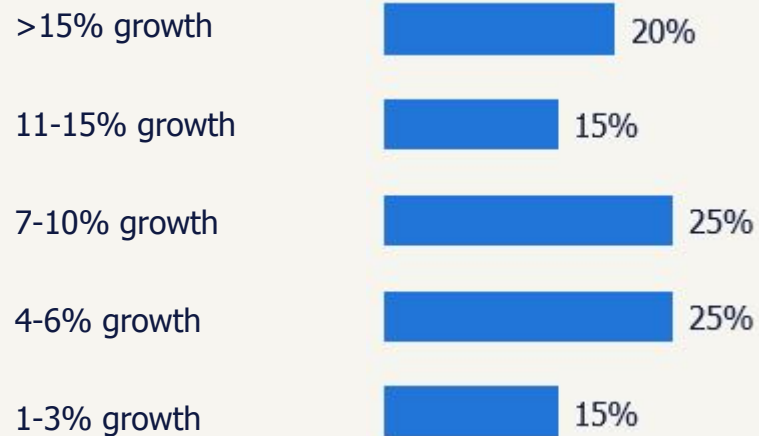
of respondents expect their sales volume to increase



0%

of respondents expect their sales volume to decrease

expected sales increase.



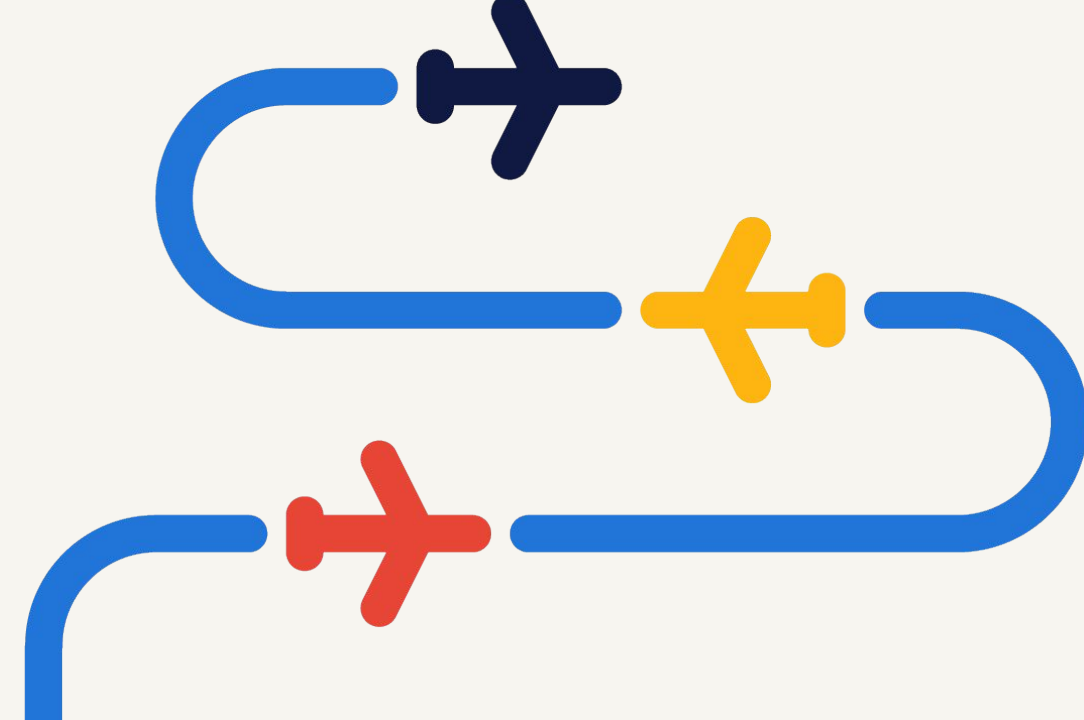
48%

of respondents expect their sales volume to remain stable

the remaining of the respondents, up to 100%, corresponds to "I don't know".

business challenges expected in 2023.

total employment cost (compensation & benefits)	64%
managing high energy costs	54%
dealing with the higher 'cost of doing business'	54%
managing unexpected costs	36%
ensuring processes and guaranteeing productivity	34%
avoiding significant financial losses	18%
maintaining relationships with clients and/or suppliers	14%
dealing with an extraordinary increase in business	12%
maintaining trade margins	12%
managing expenses incurred as a result of layoffs	6%
increasing digital security	6%
keeping the business operational	4%
guaranteeing access to supplies needed to operate	2%
dealing with the temporary closure/cessation of business	2%
other	8%



64%

consider that dealing with the total employment cost is their greatest challenge this year.

54%

of respondents think managing high energy costs will be difficult during 2023.

plans to deal with recession.

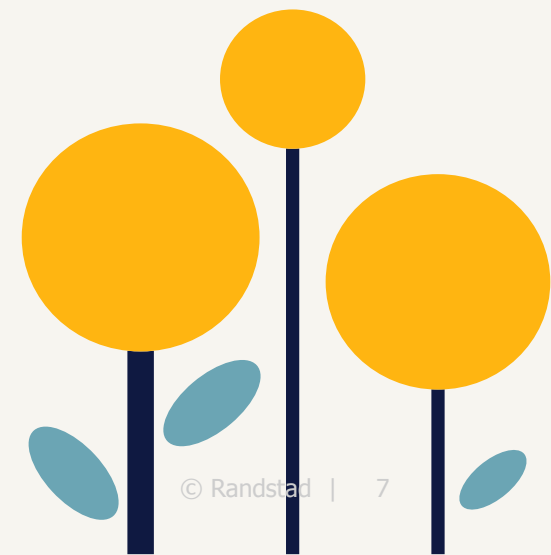
only 6% will reduce salaries to deal with a possible recession.

reassess workforce needs or restructure the organizational chart	50%
build-up employee skills	44%
raise prices	42%
cutting back operating expenses	40%
hire more seasonal/temporary workers	32%
adjust products and services - offering only cost-efficient products	16%
offer more work from home days (decrease office energy costs)	10%
reduce headcount	8%
reduce the compensation & benefits packages	6%
shorter schedule	4%
turn off heat to cut energy costs	2%
other	4%

In order to deal with a recession, **50%** of the respondents say their company would reassess workforce needs or restructure the organizational chart.

Another important measure, considered by **44%** of the companies, is to reskill or upskill their employees.

only **6%** would reduce the compensation & benefits packages to deal with a potential economic downturn.





attracting

talent.



impediments when recruiting.

unrealistic salary expectations is the most frequent obstacle when recruiting.

unrealistic salary expectations	90%
no/limited industry working experience	68%
required years of working experience	58%
specific educational skills	52%
work life balance expectations	26%
management tools experience	12%
long notice period	6%
international experience	6%
other	4%



HR challenges.

82% of the participants find it difficult to keep their employees engaged.

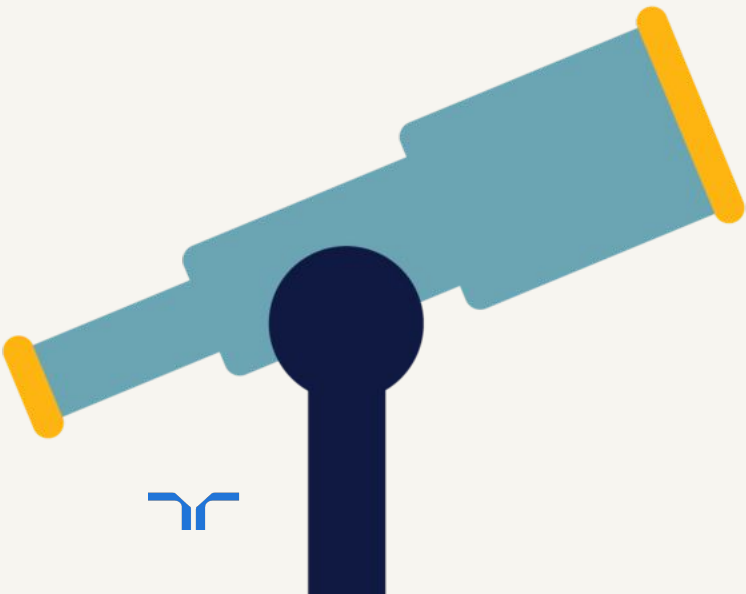
80%

of respondents consider attracting talent a major challenge while recruiting.

72%

find it difficult to find local talent for their positions.

keeping employees engaged	82%
attracting talent	80%
shortage of local talent	72%
managing expectations on compensations and benefits	60%
managing skill shortage	44%
retaining top performers and developing talented leaders	38%
onboarding new employees	34%
internal/external mobility	32%
employer branding	26%
managing high turnover	18%
ensuring employees' mental health	12%
managing internal change programs	8%
workplace inclusivity (e.g. diversity, transparency, etc.)	4%
aligning flexible working-hours with the business needs	4%



addressing HR challenges.

salary improvement and training programs are the top ways to overcome HR challenges.

improve salary	76%
education and training programs	68%
hire talent from other countries	54%
offer personalized benefits pack	46%
increase use of externally hired contractors	18%
offer remote - hybrid model of working	16%
outsource business functions	14%
offer more flexible work options to employees	12%
hire more part-time workers	4%
other	2%



salary improvement

is the measure most respondent companies are willing to implement or already implemented in order to manage the human resources challenges they encounter.

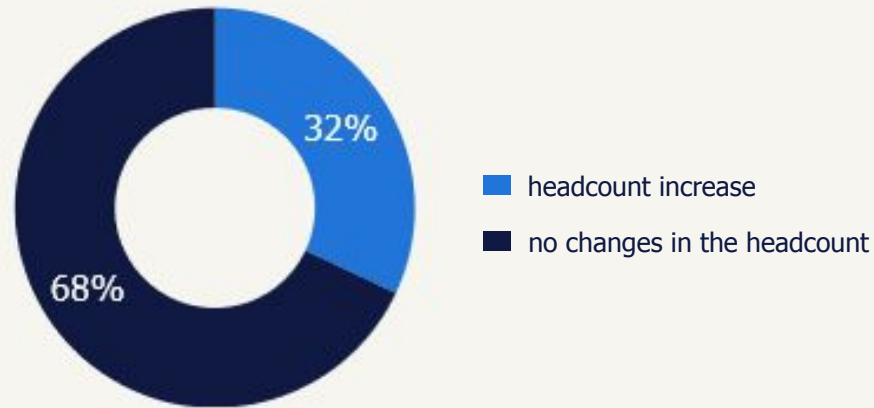
hiring talent from other countries

becomes the third most effective way to overcome HR challenges.

offering personalized benefits pack

to employees also represents an important method of addressing HR challenges.

hiring plans for 2023.



75%
of the participant companies that have open positions this year state they need to hire new employees because their companies are growing.

number of temporary open positions

2-3	4%
5-6	4%
20-50	8%
>50	12%



number of permanent open positions

3-10	4%
10-100	6%
>100	18%

hiring intentions.

most companies are looking for candidates in the operations or sales departments.

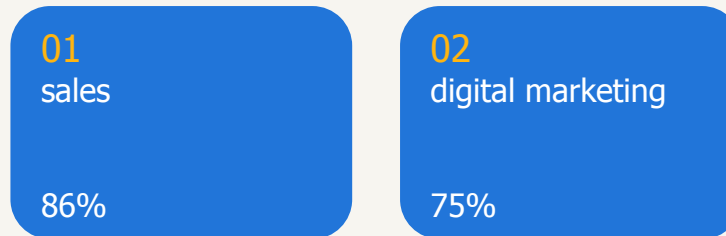


hiring intentions by department.



For each department the respondents are planning to hire talent in, they were asked how likely it is to find difficulties in finding candidates with those specific skills.

Here are the departments in which respondents find it hardest to hire:

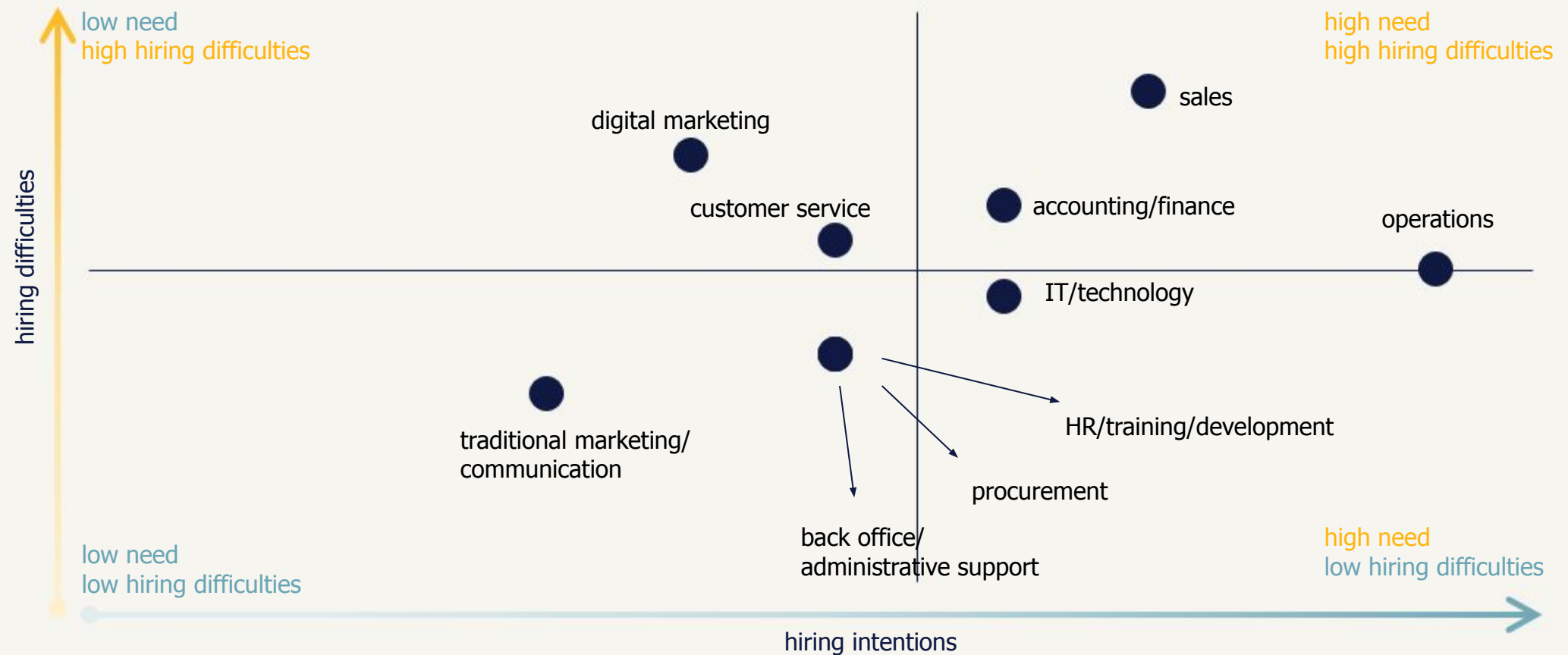


Some of the departments where the respondents are having troubles in finding the most suitable candidates are also among the departments with the highest hiring intentions.

You can find more details about which are the departments that are hardest to hire in and what is the demand of employees in those departments in the next slide.

difficulty to hire matrix.

most companies expect difficulties to hire in the production area.





salary



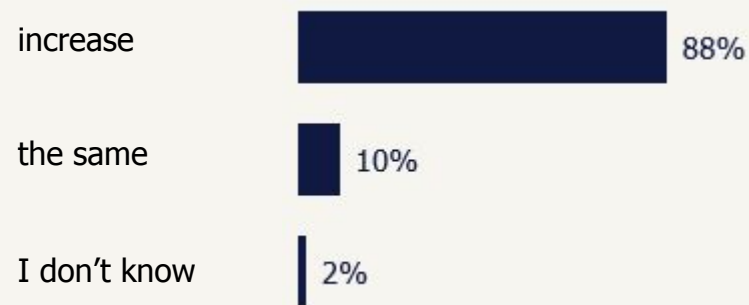
evolution.



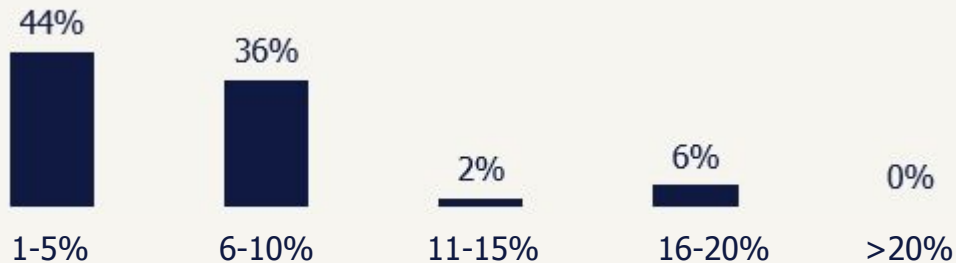
salary evolution.

most of the participant companies in the hospitality sector plan to increase salaries in 2023.

salaries evolution in the next twelve months.



the 88% respondents who plan a higher remuneration for their employees in 2023 will apply the raise as follows:



88%

of the participant companies are planning to increase their employees' salaries in 2023, while for 10%, the salaries will remain the same.

none of the respondents are planning to a salary decrease.

6% of the respondents

are planning to offer a salary increase of 16% or higher.

salary report highlights.

The table presents the band bottom and band top salaries for different job positions in the hospitality sector.

The listed earnings refer to gross salaries and are based on 14 salaries per year.



position	band bottom	band top
bar manager	1.500	2.500
bartender	1.200	1.600
cook a	1.800	2.500
cook b	1.200	1.600
executive chef	4.500	9.000
f&b controller	1.500	2.200
food and beverage manager	2.500	5.000
food and beverage supervisor	1.500	2.400
front desk	1.200	1.600
front office manager	1.600	2.600
guest relations manager	1.700	2.500
guest relations officer	1.200	1.500
hotel manager	5.000	9.000
housekeeping assistant	1.300	1.900
housekeeping executive	2.200	6.050
housekeeping linen attendant	1.100	1.650
housekeeping maids	1.100	1.600
housekeeping manager	1.800	3.100
operations manager	4.000	8.000
reception clerk	1.200	1.600
reservation manager	2.500	4.000
rooms division manager	2.200	5.400
sous chef/pastry chef	2.500	3.500
waiter	1.200	1.600



human capital

strategy.

what makes a company attractive?

have a good work-life balance is considered an important attribute.

to offer competitive salary & employee benefits	42%
to offer career progression opportunities	42%
to have a pleasant working atmosphere	38%
to have a strong image/strong values	36%
to be financially healthy	34%
to ensure a good work-life balance	32%
to have a strong employer branding	30%
to offer long-term job security	28%
to offer interesting job content	28%
to offer good training	26%
to offer quality products/services	24%
to be conveniently located	22%
to have strong management	22%
to use latest technologies (innovative)	22%
to be environmentally & socially aware (CSR)	16%
to offer flexible working arrangements (flexitime)	16%
to offer hybrid or remote working model	12%
to offer international/global career opportunities	10%
to promote diversity management (e.g. age, gender, race)	10%

Most of the responding companies consider that offering an **attractive salary and benefits** alongside **career progression opportunities** are the top attributes that make their company attractive for candidates.

Almost 40% consider that it is very important for their companies to offer a **pleasant working atmosphere** or **strong image and values**, in order to attract and retain talent.

benefits offered by the companies.

wellbeing and skilling benefits.

training	93%
non-financial rewards/recognition	44%
possibility to work from home (remote or hybrid model)	27%
health and wellness programs (gym access, fitness tracker)	27%
flexible working schedule	24%
coaching & mentorship	22%
paid parental leave/childcare benefits	20%
psychological support	20%
employee support programs/tools	16%
additional leave days/sick days/sabbatical leave	11%

financial benefits.

mobile phone	77%
bonuses/individual performance bonuses	59%
ticket restaurant coupons/lunch subsidy	57%
medical insurance/disability insurance	43%
reimbursing travel expenses (e.g., public transport, gas)	41%
parking slots	39%
holiday vouchers	36%
company car	36%
life insurance	27%
pension plan	11%
profit sharing	9%
deductible expenses*	7%

*deductible expenses refer to stationery, courier charges, home internet, etc.

what determines employees to leave the company?

receiving a better offer elsewhere (better pay, conditions)	82%
more opportunities for career improvement elsewhere	38%
relocating	36%
the workload is too heavy	36%
to pursue a different career path	28%
not having a cultural fit	16%
poor relationship with direct report	14%
no work-life balance	12%
looking for more flexible work schedule	10%
limited to no leadership direction or vision	6%
not happy with the company's reputation	2%
other	10%



82%

of the employees leave their job due to receiving a better pay or better conditions at another employer.



10%

of the employees also consider a flexible work schedule a reason to leave their job and search for a more convenient one.



respondent

profile.



summary.

The Randstad 2023 HR trends in the hospitality sector report presents data gathered from Greek companies operating in accommodation & food and arts and entertainment industries.

Organizations employing more than 500 people represent 28% of the sample.

60% of the respondents work in the HR department and 32% in general management.

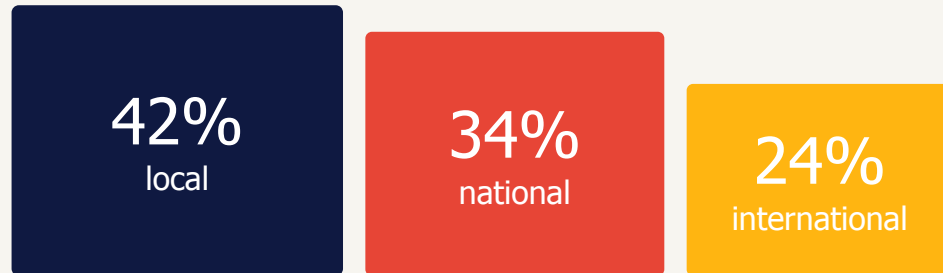
Also, 82% of the respondents are involved in the recruitment process, having either a decisional or recommending role.

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

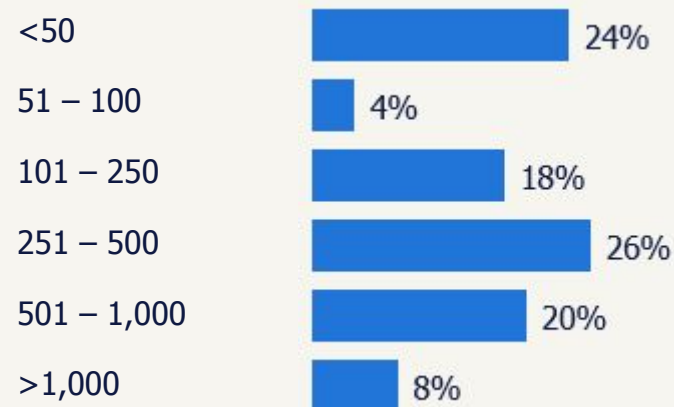


respondent profile.

by the level of the company's presence.



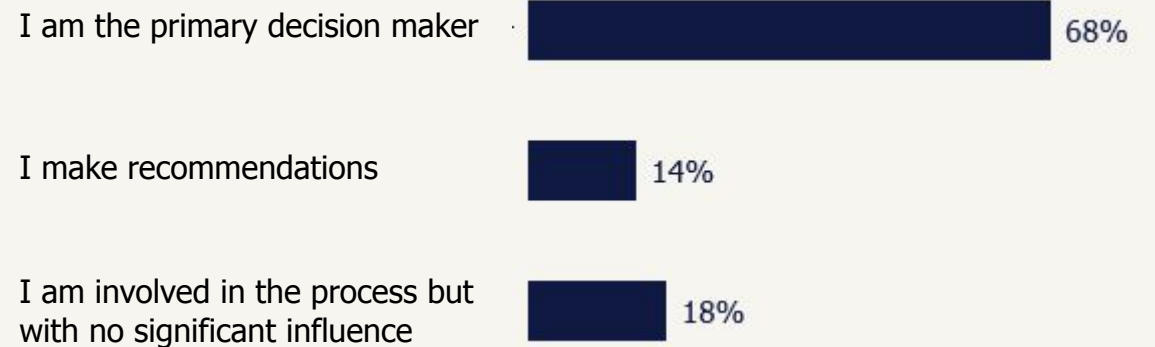
by number of employees.



by department.

human resources	60%
general management	32%
finance	4%
sales/marketing	2%
other	2%

by participant's role.



human

forward.

 randstad