

employer brand research 2019



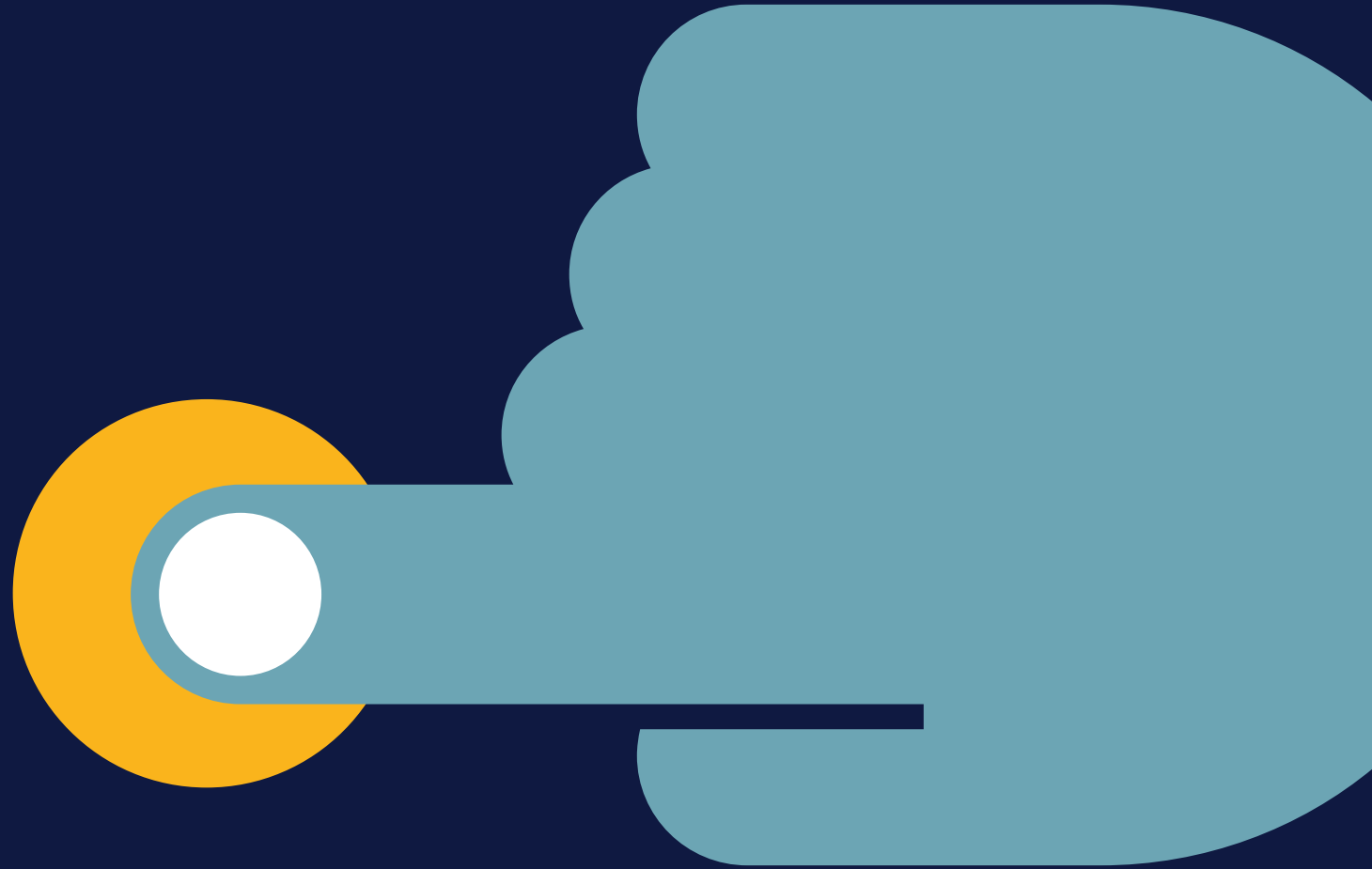
country report
greece.

contents.

- 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.¹

50%

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

96%

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

80%

of workforce leaders agree that a strong employer brand has a significant impact on their ability to hire great workforce.² 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.

70%

Organizations that invest in strong candidate experience improve quality of hire by 70%.⁸

62%

of candidates research companies on social media before applying.⁵



Companies with bad reputations pay 10% more per hire.⁴

67%

Companies with a formal employee engagement strategy in place are 67% more likely to improve their revenue per full-time equivalent on a year-over-year basis.⁶

76%

Employees who experience a strong alignment between what their employer says about itself and their experience working there are more likely to recommend their employer as a place to work.⁷

the employer brand roadmap.



what is the randstad employer brand research?

- **representative employer brand research** based on perceptions of the general audience. Optimizing 19 years of successful employer branding insights.
- **independent survey** with over 200,000 respondents in 32 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.



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

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



worldwide

- over 200,000 respondents
- 6,162 companies surveyed

sample

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

country

- 4,329 respondents

fieldwork

- online interviews
- between 6 december 2018 and 21 january 2019

length of interview

- 16 minutes

employer brand research set up.

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.

smart sampling

Each respondent is shown 30 companies. Each company is evaluated only by respondents who are aware of that particular brand.

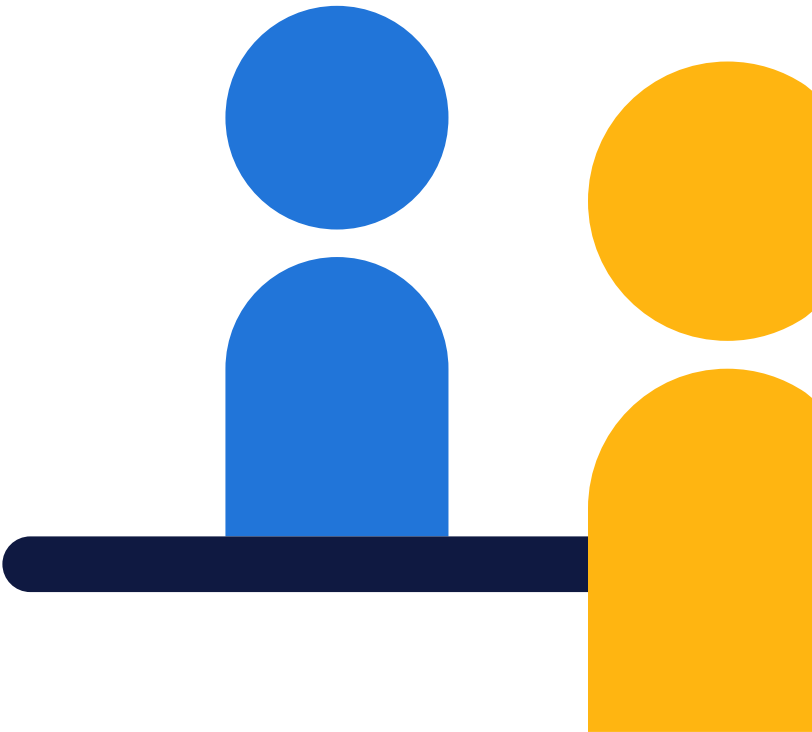
In order to make sure that the less well known brands are assessed by a sufficient number of respondents, we make use of a smart sampling method.

This method ensures that the lesser known companies are shown to more respondents in order to realize a sufficient robust sample. That way the Randstad Employer Brand Research assures dependable insights for both well known and lesser known employer brands.

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 & benefits



KANTAR TNS

For this research, Randstad partners with Kantar TNS, one of the world's largest insight, information and consultancy networks.



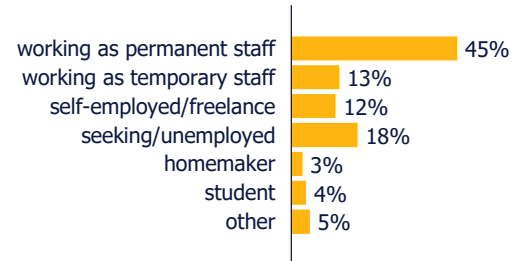
sample composition in greece

socio-demographics, employment situation, region.

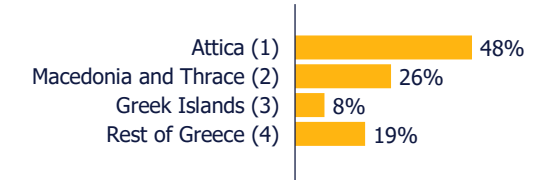
gender



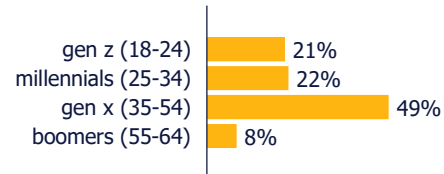
situation



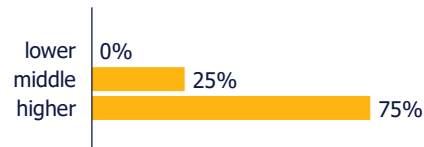
region



age



education



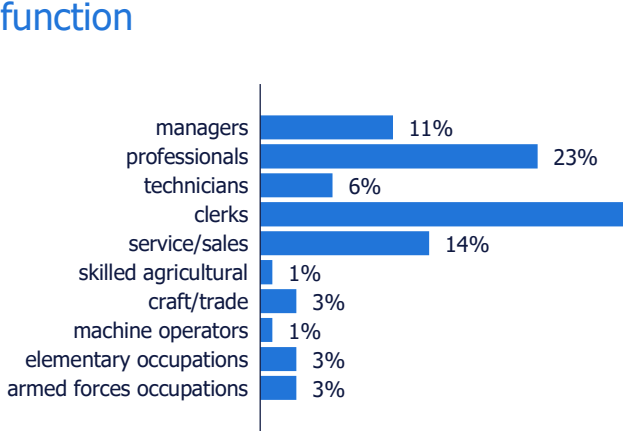
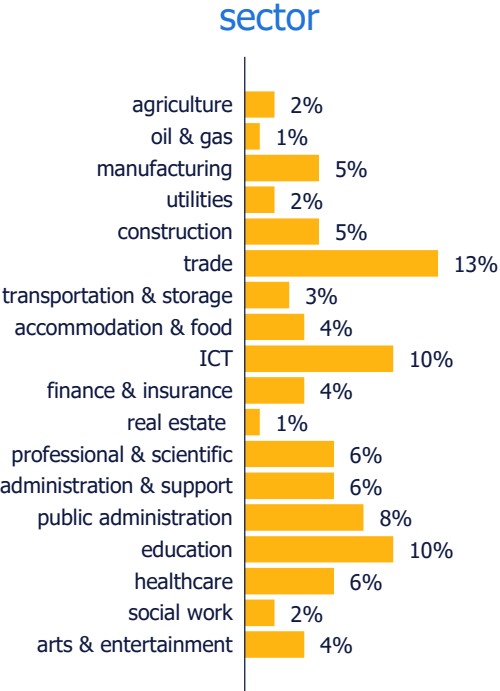
1. Attica
2. Central Macedonia, East Macedonia and Thrace, West Macedonia
3. Crete, Ionian Islands, North Aegean, South Aegean
4. Central Greece, Epirus, Peloponnese, Thessaly, West Greece

total sample: 4,329

fieldwork: between 6 december 2018 and 21 january 2019



sample composition in greece

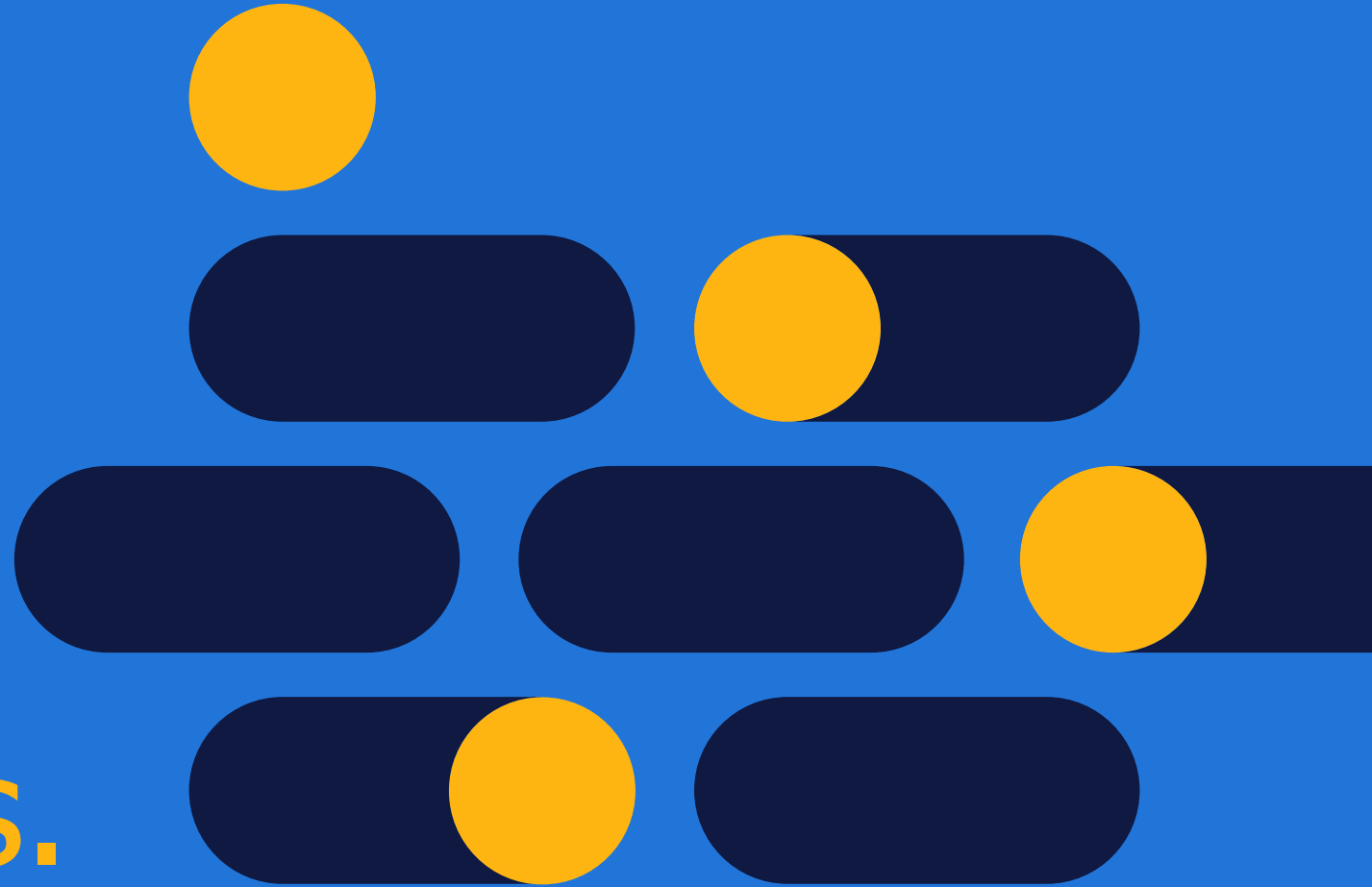


base: currently employed (n=3,047)



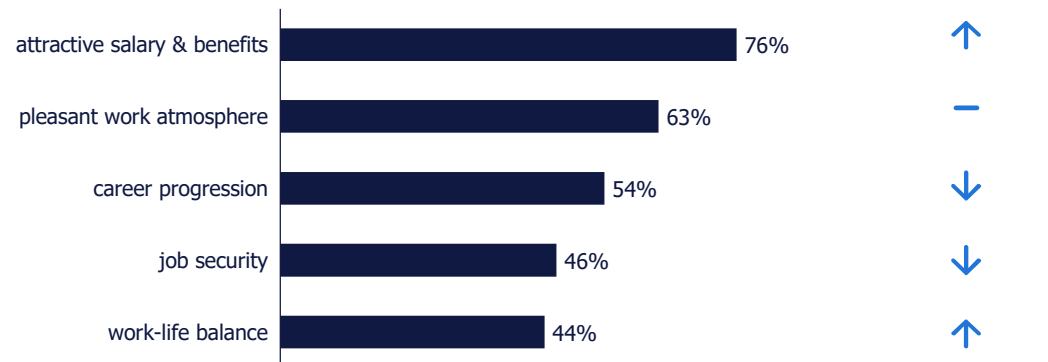
country

EVP drivers.

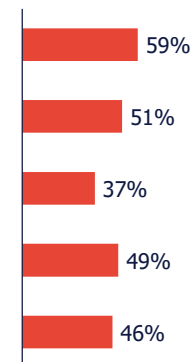


what potential employees want when choosing an employer.

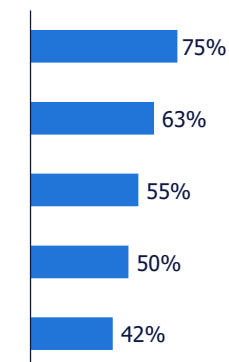
most important criteria



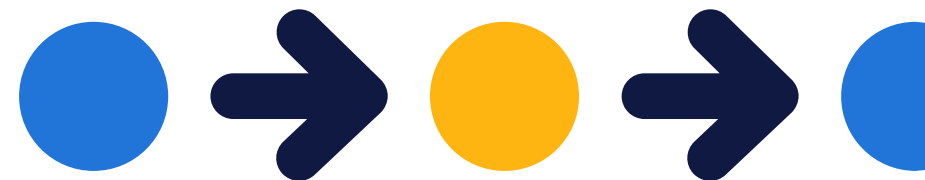
europa



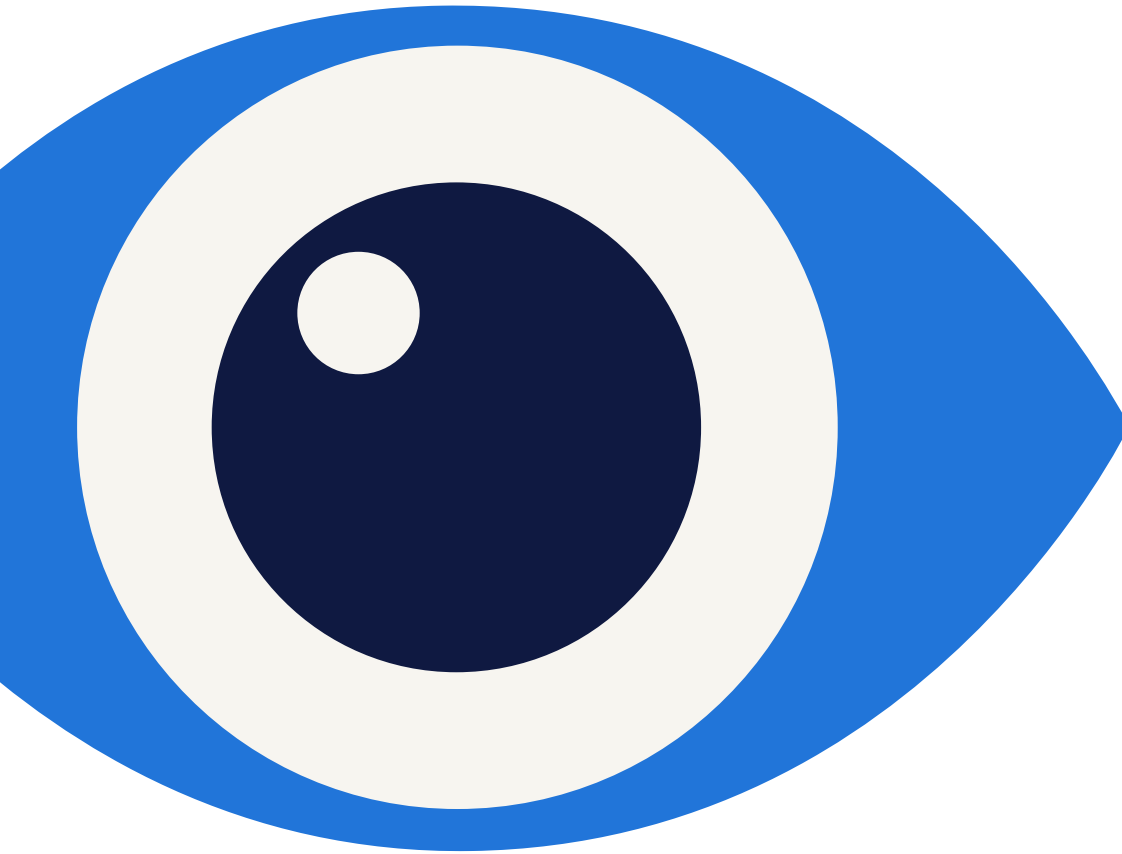
2018



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



perception of employer offer in greece and the region.



Understanding the gap between what employees want and what they think employers offer in greece and in the region provides valuable insights into building an employer brand.

employers in greece are perceived to offer.

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

employers in europe are perceived to offer.

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

gap between what (potential) employees seek and what employees perceive employers to offer in greece.

Employers in a country may not always be perceived to be offering what (potential) employees are looking for. Below you see the 3 main attributes employees look for but which they believe employers do not sufficiently offer.

gap top 3

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



what do potential employees want by generational profile.

gen z (18-24)

33%

of the gen z's are looking for good training in their employer. This is higher when compared to older workforce.

gen x (35-54)

48%

of the gen x's find good work-life balance a very important pull factor towards an employer. Among gen z and boomers, this factor is deemed less important.

millennials (25-34)

66%

of the millennials seek pleasant work atmosphere. Boomers are less interested in this offering from their employer.

boomers (55-64)

33%

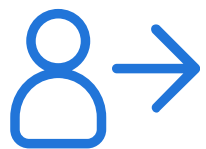
of the boomers are attracted to a financially healthy company. This is less so among the other cohorts.



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



important attributes by type of contract.

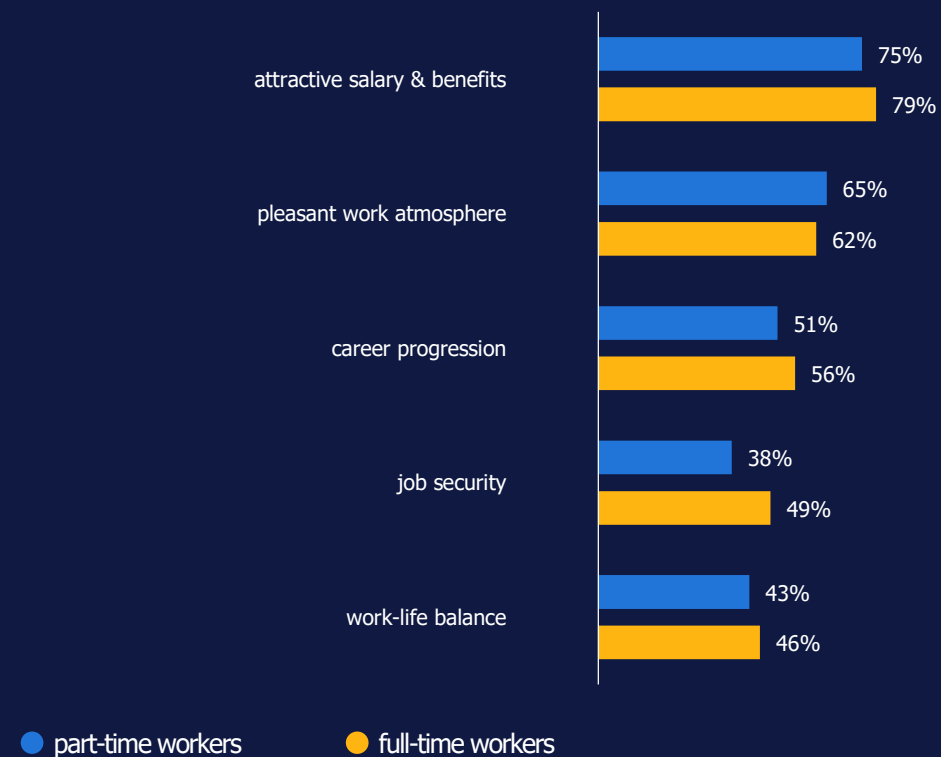


16%

of today's workforce
works part-time.

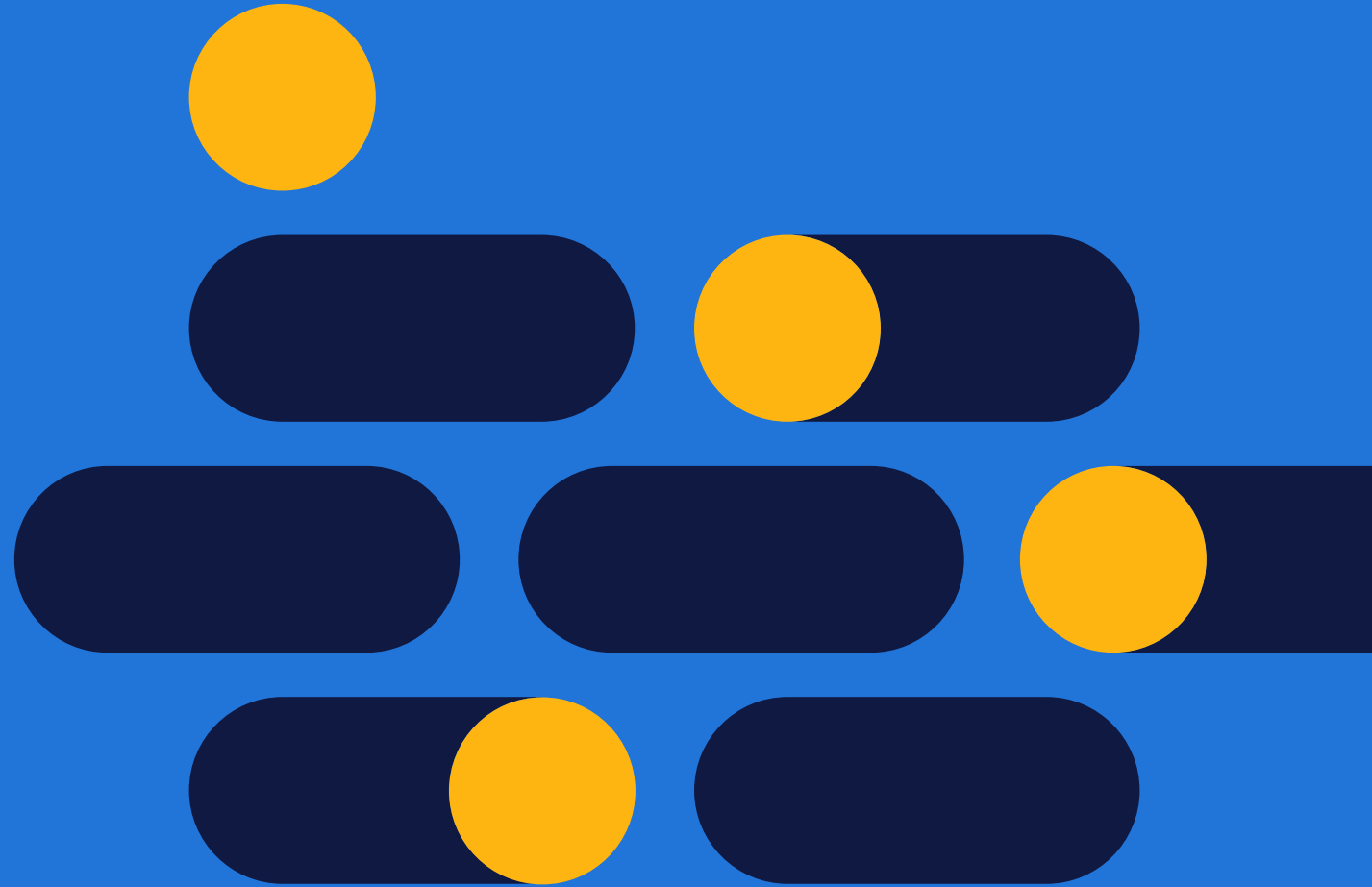


most important attributes



switchers and stayers

in focus.



changing employer greece vs europe.

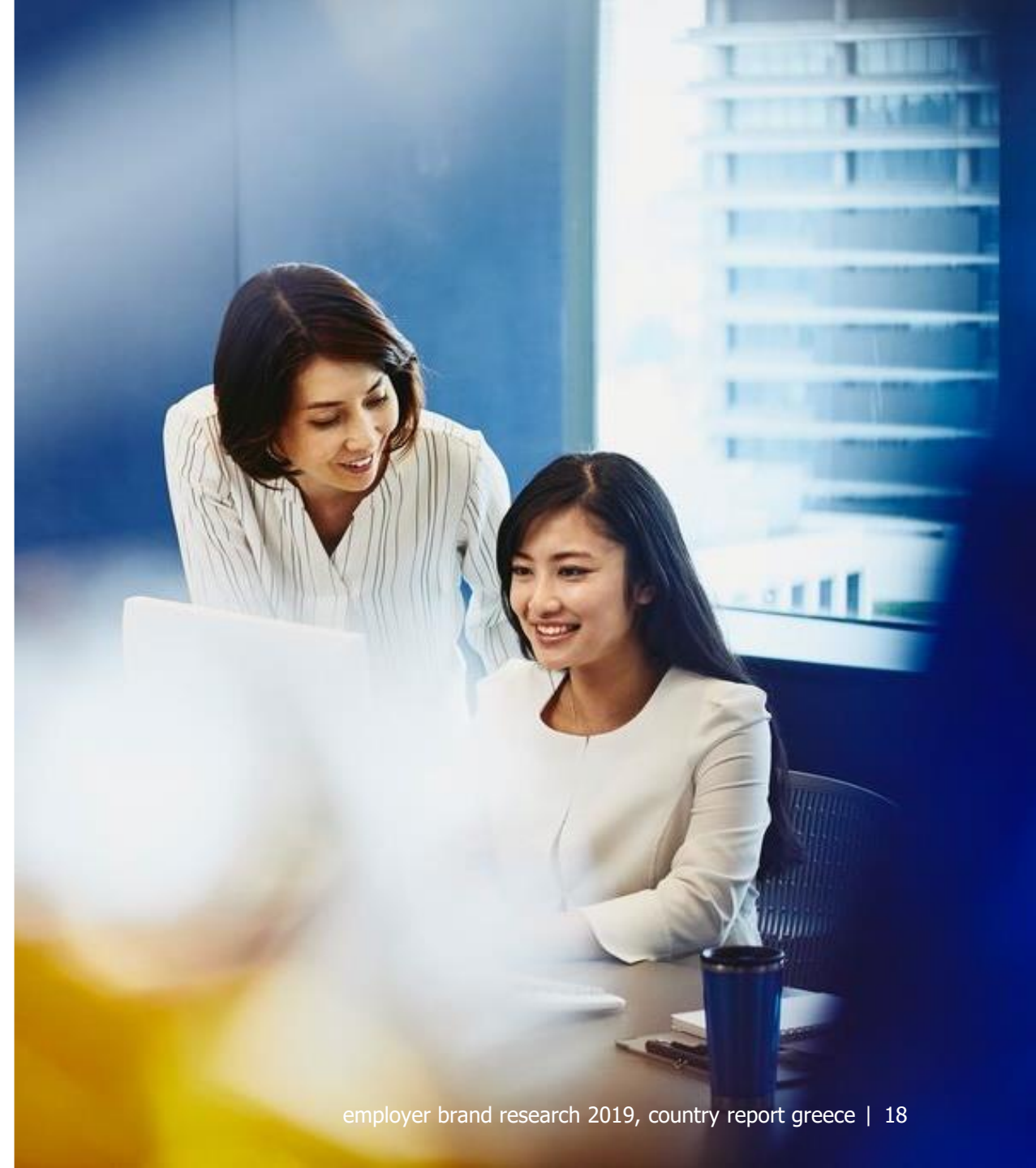
switchers: changed employer in the past year.



stayers: stayed with their employer in the past year.

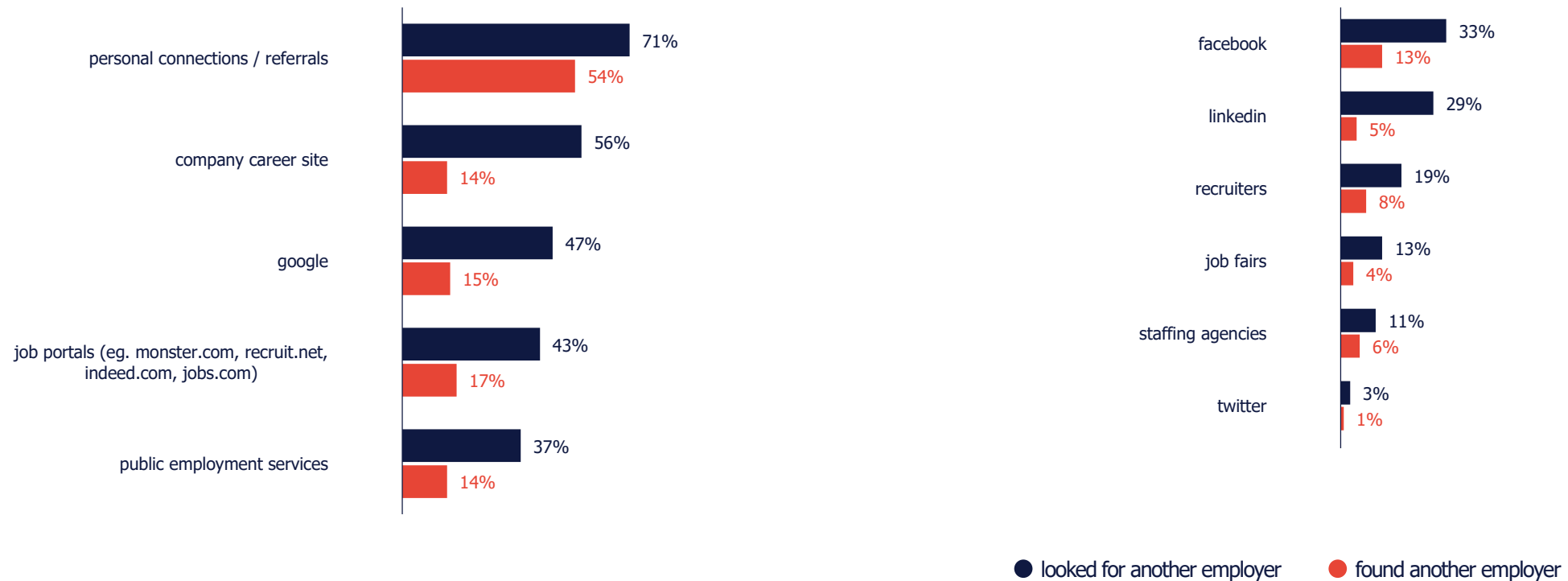


intenders: plan to change employer within the next year.

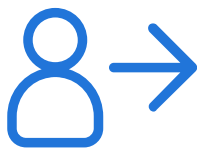


how do the greek workers look for and find employers.

channels used to look for and find employers



most important attributes switchers vs stayers.



20% (18%)*

switchers: changed
employer in
the past year.



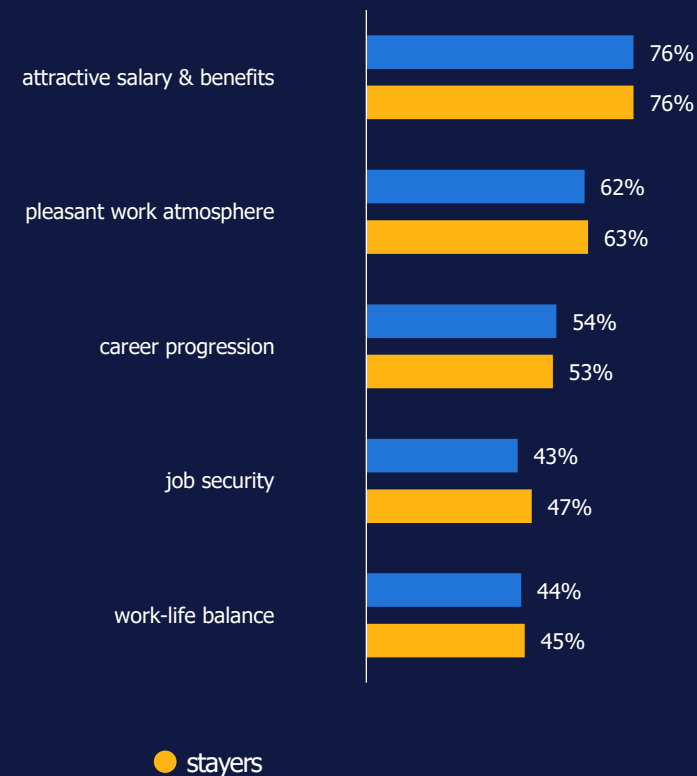
80% (82%)*

stayers: stayed with their
employer in
the past year.

*in 2018



most important attributes



most important attributes intenders.



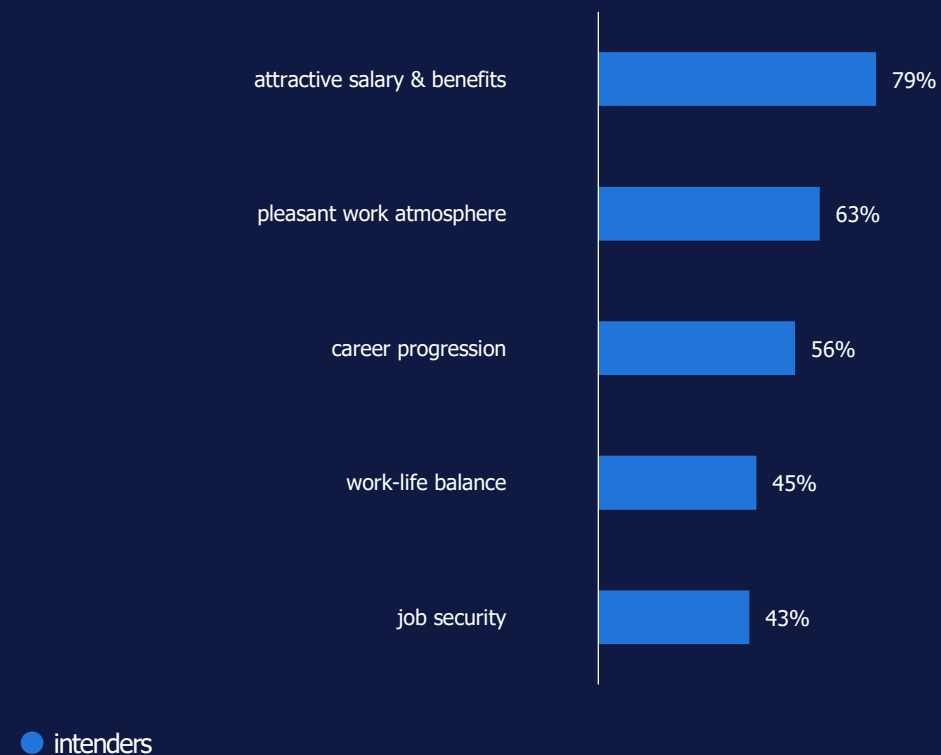
30% (31%)*

intenders: plan to
change employer
within the next year.

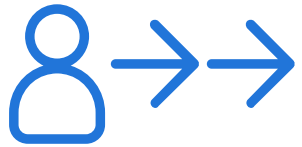
*in 2018



most important attributes



channels to look for employers intenders.



49% (54%)*

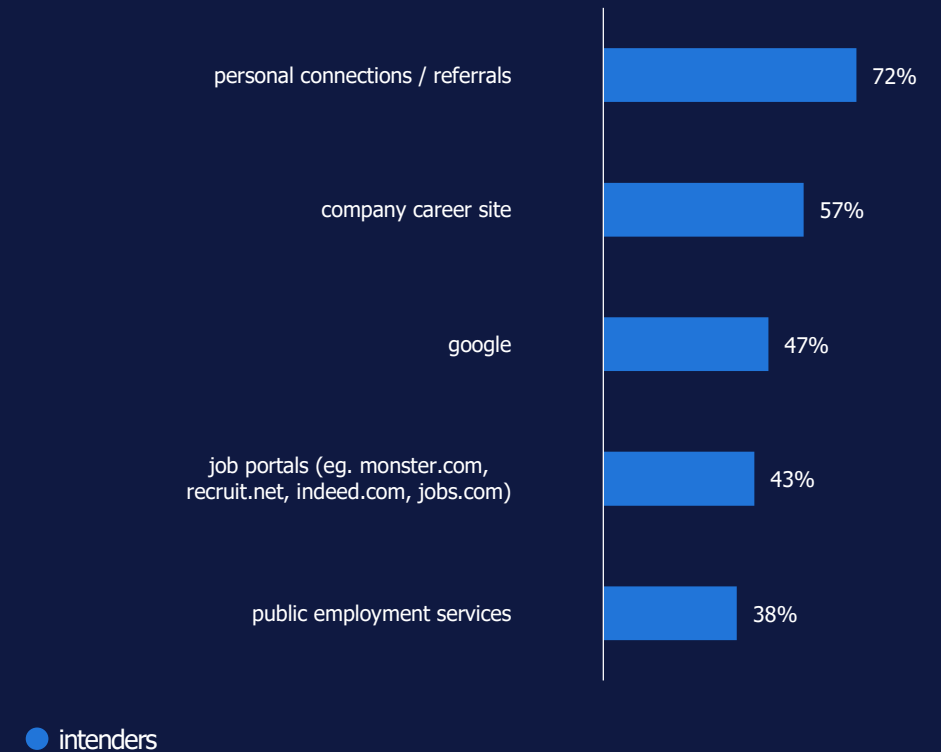
of last year's switchers**
intend to switch again
next year.

** n= 850 switched last year

*in 2018



channels to look for employers

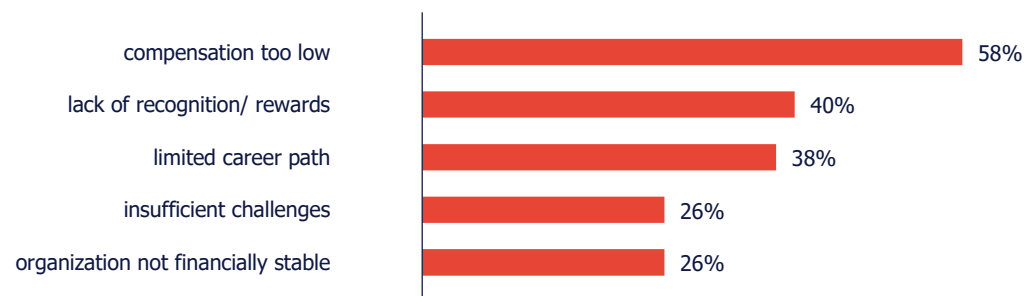


why do greeks stay or leave.

main reasons to stay

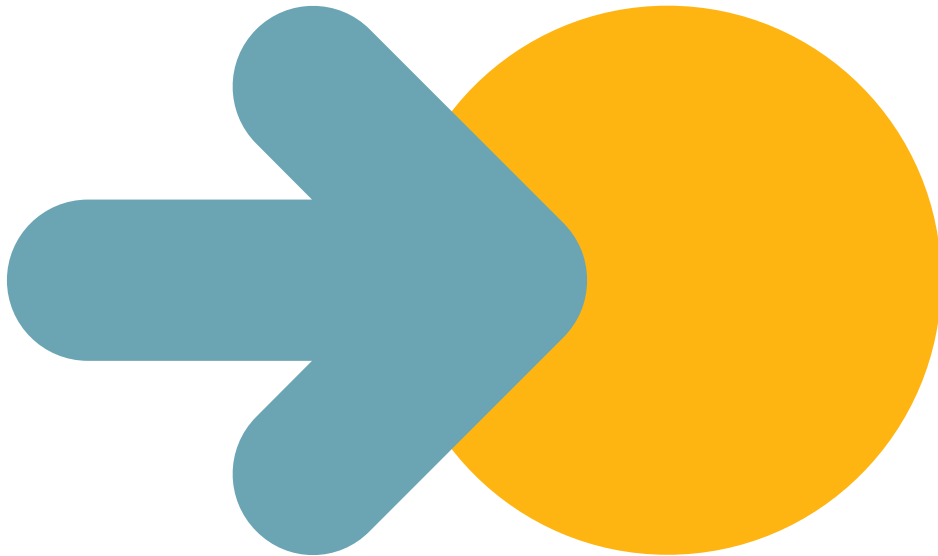


main reasons to leave



what factors do the greeks stay for

reasons to stay, by profile.



gen z (18-24)

35%

of the gen z's are staying with their employer for flexible arrangements. This is higher when compared to boomers.

gen x (35-54)

55%

of the gen x's stay with their employer for job security. Among other generations, this factor is deemed less important.

millennials (25-34)

41%

of the millennials stay if their employer is convenient located. Gen z and boomers are less interested in this offering from their employer.

boomers (55-64)

50%

of the boomers are more likely to stay if they have career opportunities. This is less so among gen x and millennials.

[click here](#) for a breakdown of all results.

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

gen z (18-24)

20%

of the gen z's are leaving their employer if they have insufficient flexible work options. This is higher when compared to older workforce.

gen x (35-54)

29%

of the gen x's leave their employer if the organization is not financially stable. Among gen z, this factor is deemed less important.

millennials (25-34)

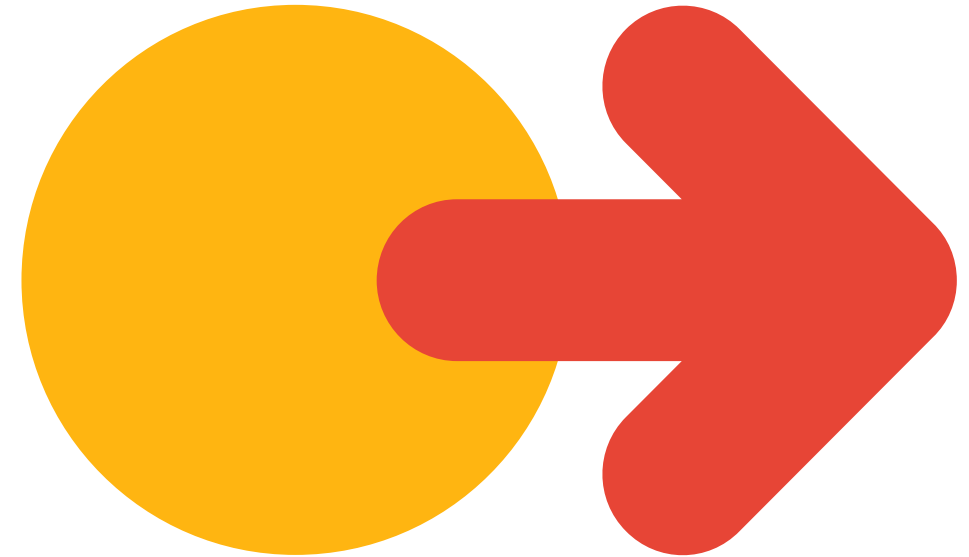
40%

of the millennials leave if they lack recognition or rewards.

boomers (55-64)

65%

of the boomers are more likely to leave their employer if their compensation is too low. This is less so among gen z.

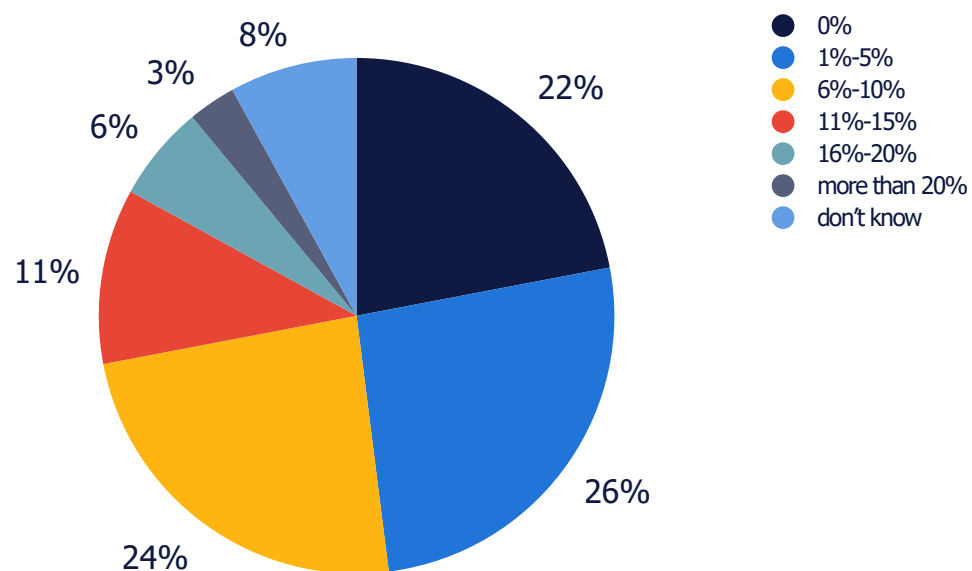


[click here](#) for a breakdown of all results.



willingness to forfeit salary for more work security.

amount of salary employees are willing to forfeit



greece

20%

is willing to forfeit more than 10% of their salary in this exchange

europe

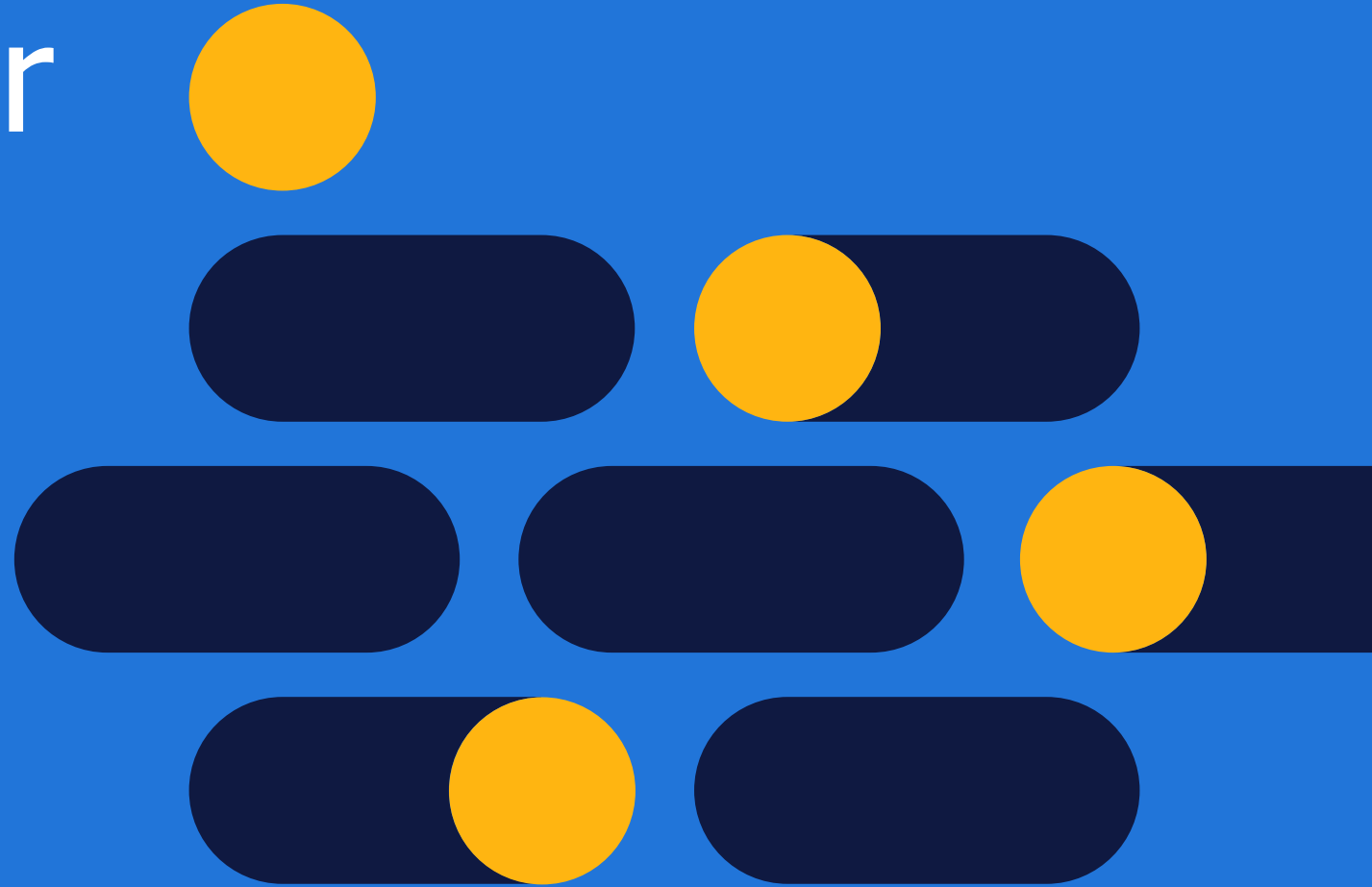
16%

is willing to forfeit more than 10% of their salary in this exchange



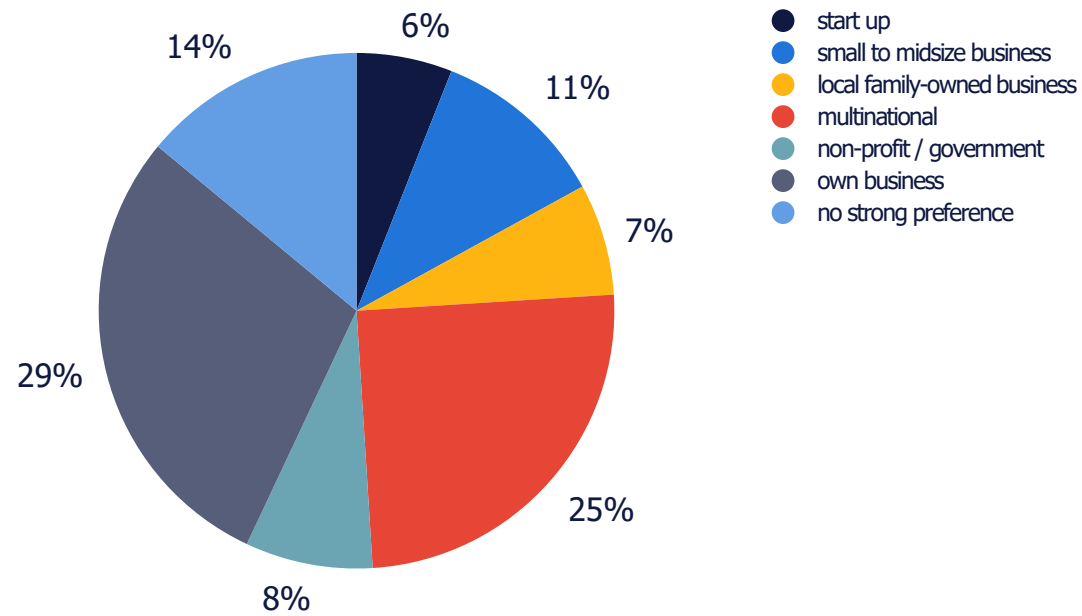
ideal employer

in focus.



29% of the greeks prefer to have their own business.

preferred company type



gen z (18-24)

33%

would rather have own business

gen x (35-54)

17%

have no strong preference

millennials (25-34)

28%

would rather work for a large (multinational) corporation

boomers (55-64)

32%

would prefer to work for a large (multinational) corporation

company type preference

reasons why.

own business (29%)

pleasant work atmosphere

interesting job content

work-life balance

non-profit / government (8%)

interesting job content

gives back to society

work-life balance

multinational (25%)

financial health

career progression

job security

local family-owned (7%)

pleasant work atmosphere

job security

work-life balance

small to midsize (11%)

pleasant work atmosphere

job security

work-life balance

start-up (6%)

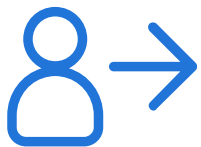
career progression

interesting job content

pleasant work atmosphere



company type preference switchers vs stayers.



31%

of the switchers prefer
to rather have their own
business.

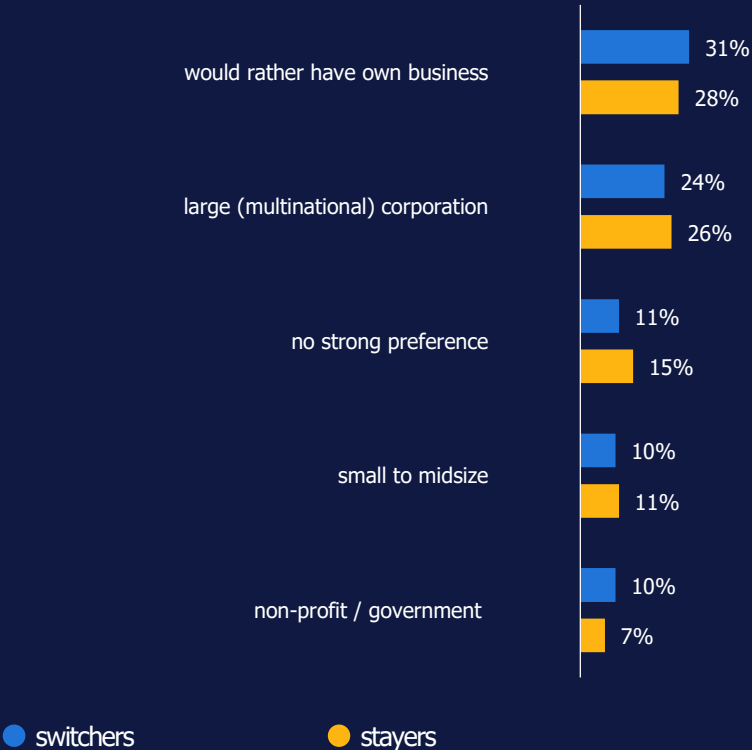


15%

of the stayers have no
strong preference.

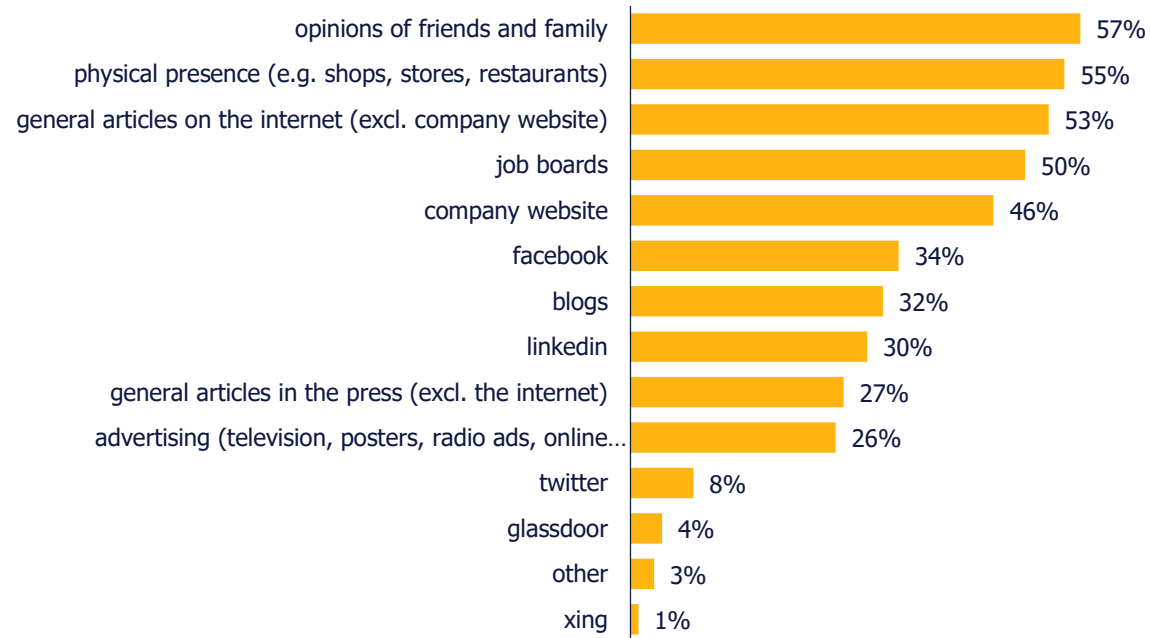


company type preference



96% of the greeks check potential employer's reputation.

channels for reputation check



gen z (18-24)

48%

facebook

gen x (35-54)

29%

general articles in the press
(excl. the internet)

millennials (25-34)

62%

opinions of friends and family

boomers (55-64)

58%

physical presence (e.g. shops,
stores, restaurants)

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.

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

1/2

sector	top 3 EVP drivers		
	1	2	3
01 pharmaceuticals	financially healthy	uses latest technologies	very good reputation
02 energy oil	financially healthy	job security	uses latest technologies
03 gambling	financially healthy	uses latest technologies	very good reputation
04 travel & tourism	financially healthy	very good reputation	uses latest technologies
05 healthcare	uses latest technologies	financially healthy	very good reputation
06 engineering / construction	financially healthy	uses latest technologies	very good reputation
07 transportation/cargo	job security	financially healthy	very good reputation
08 telecommunications/information technology	uses latest technologies	financially healthy	very good reputation
09 banking/insurance	financially healthy	uses latest technologies	job security
10 consumer product	financially healthy	very good reputation	uses latest technologies

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

2/2

sector	top 3 EVP drivers		
	1	2	3
11 industry/manufacturing	financially healthy	uses latest technologies	very good reputation
12 food & beverage	financially healthy	very good reputation	uses latest technologies
13 recruiting/hr services	financially healthy	uses latest technologies	career progression
14 mining environment	financially healthy	job security	uses latest technologies
15 supermarket	financially healthy	very good reputation	job security
16 retail	financially healthy	uses latest technologies	very good reputation
17 business services	financially healthy	uses latest technologies	career progression
18 security services	uses latest technologies	financially healthy	very good reputation

top



employers.

top employers in greece.

top 10 employers 2019

- 01 SKLAVENITIS
 - 02 Bank of Greece S.A.
 - 03 Aegean Airlines
 - 04 HELLENIC PETROLEUM
 - 05 Papadopoulou
 - 06 ION S.A.
 - 07 National Bank of Greece
 - 08 DEMO Pharmaceuticals
 - 09 DEI
 - 10 Vianex
-

top 10 employers 2018

- 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 of the top 5 companies.

	top 3 EVP drivers		
top 5 companies	1	2	3
1 SKLAVENITIS	very good reputation	financially healthy	job security
2 Bank of Greece S.A.	financially healthy	job security	very good reputation
3 Aegean Airlines	financially healthy	uses latest technologies	very good reputation
4 HELLENIC PETROLEUM	financially healthy	job security	very good reputation
5 Papadopoulou	financially healthy	very good reputation	job security

top employers by EVP driver.

EVP driver	1	2	3
attractive salary & benefits	Bank of Greece S.A.	HELLENIC PETROLEUM	SKLAVENITIS
career progression	HELLENIC PETROLEUM	ELPEN PHARMACEUTICAL	DEMO Pharmaceuticals
financially healthy	OPAP	Coca Cola	HELLENIC PETROLEUM
gives back to society	SKLAVENITIS	Mitera Hospital	SUNLIGHT SYSTEMS
interesting job content	IATRIKO KENTRO	ELPEN PHARMACEUTICAL	Vianex
job security	SKLAVENITIS	Bank of Greece S.A.	DEDDIE
pleasant work atmosphere	SKLAVENITIS	Papadopoulou	Aegean Airlines
uses latest technologies	Nokia Solutions and Networks Hellas	Public	COSMOTE
very good reputation	SKLAVENITIS	Papadopoulou	Aegean Airlines
work-life balance	SKLAVENITIS	DEI	Bank of Greece S.A.

deep dive

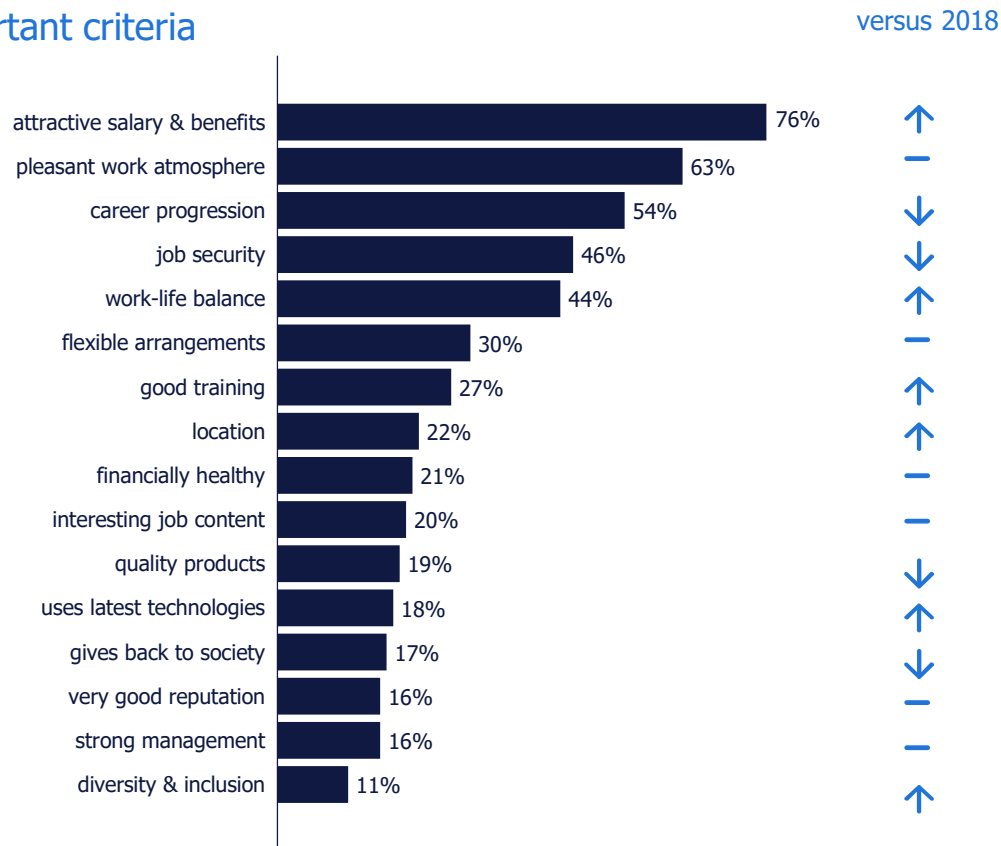
appendix 1.



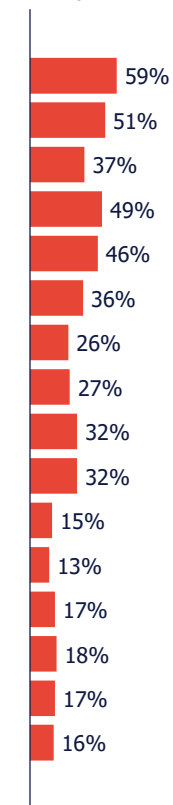
what potential employees want

the most important criteria when choosing an employer.

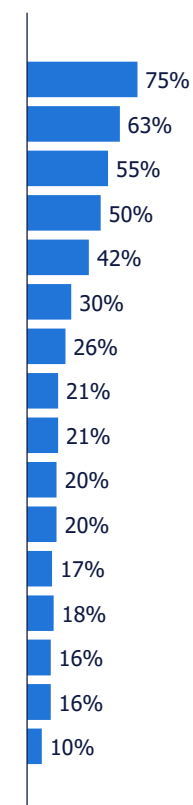
important criteria



europe



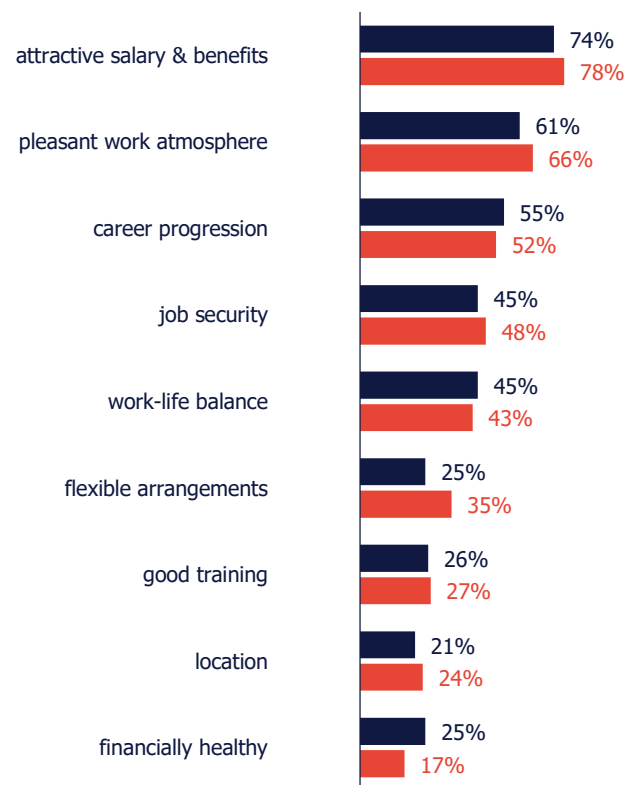
2018



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.

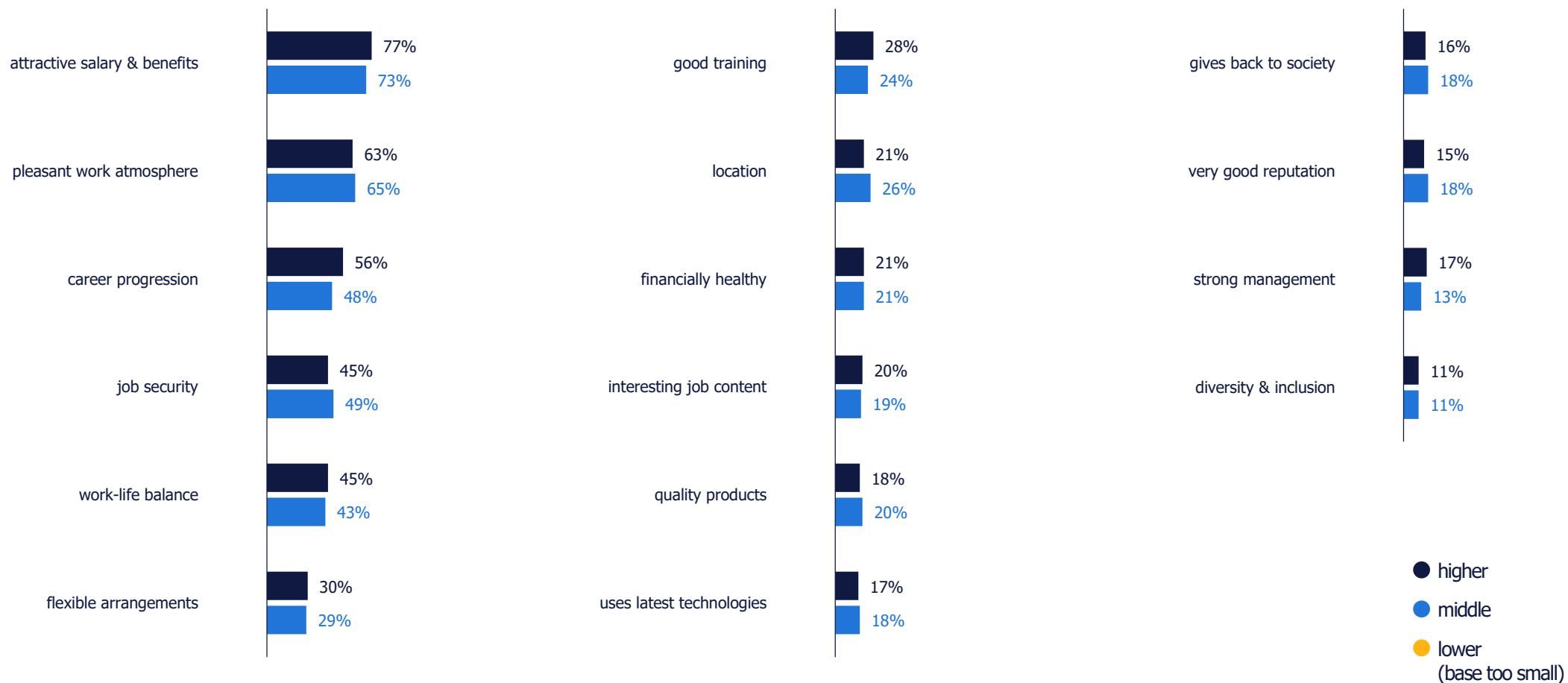


EVP driver importance by gender.

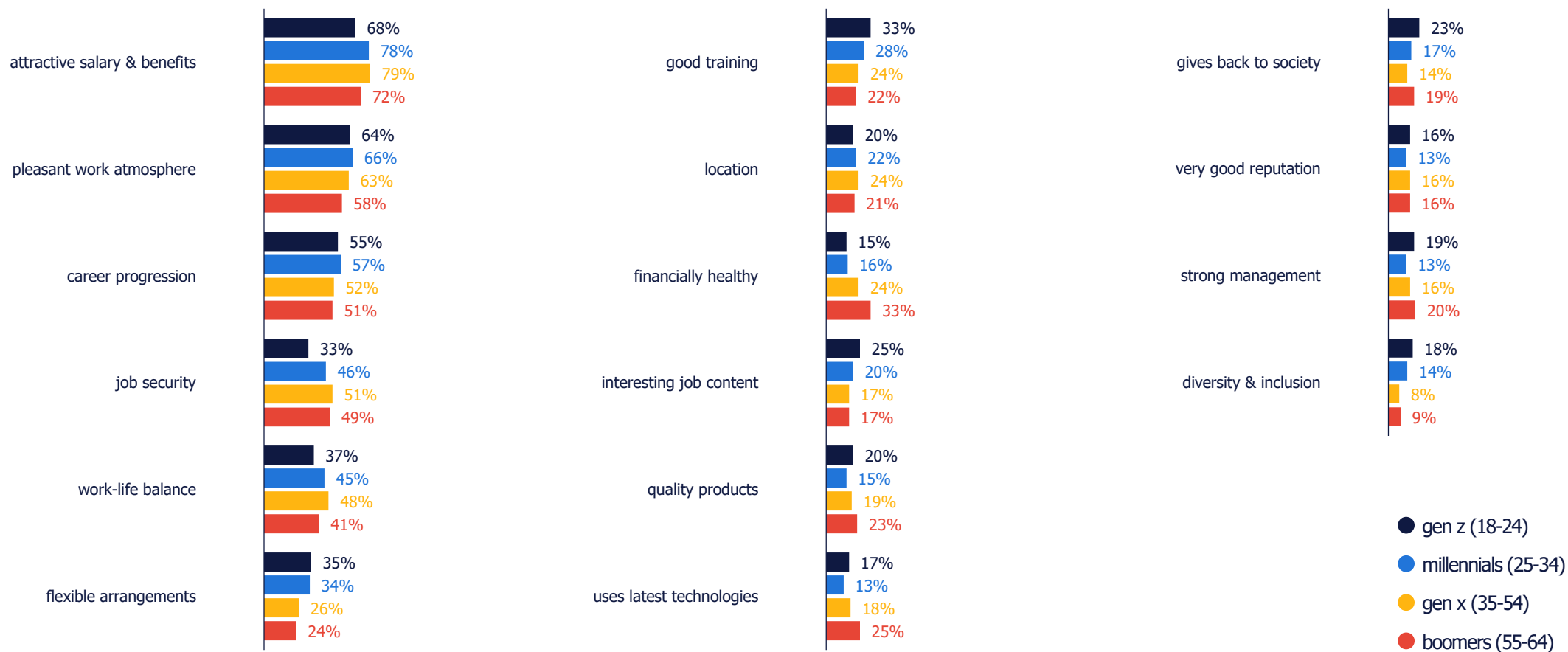


● male
● female

EVP driver importance by education.



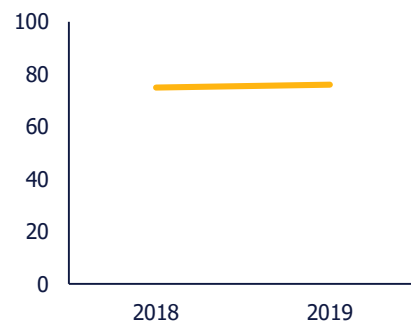
EVP driver importance by age.



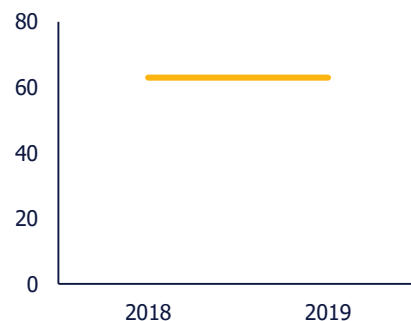
EVP driver importance trends, total.

1/2

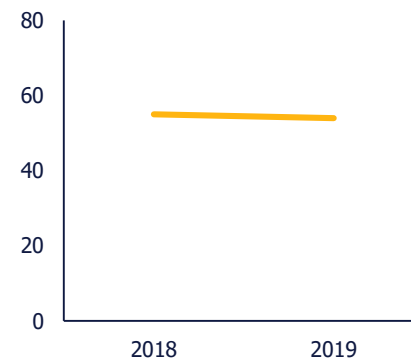
attractive salary & benefits



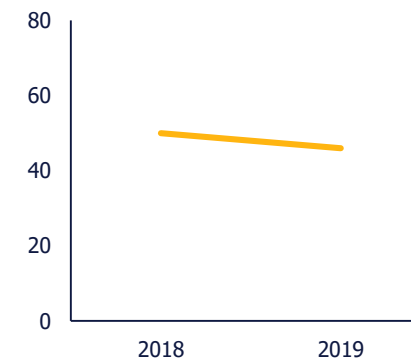
pleasant work atmosphere



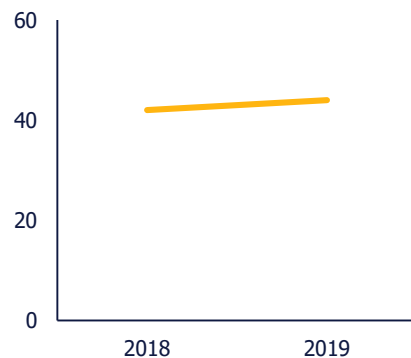
career progression



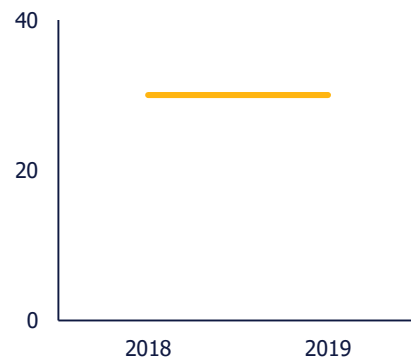
job security



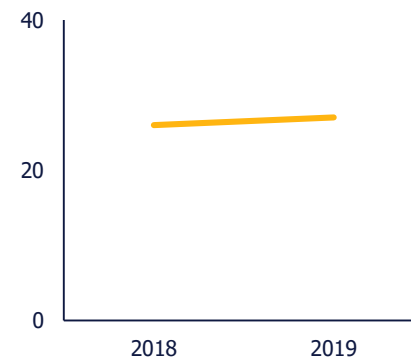
work-life balance



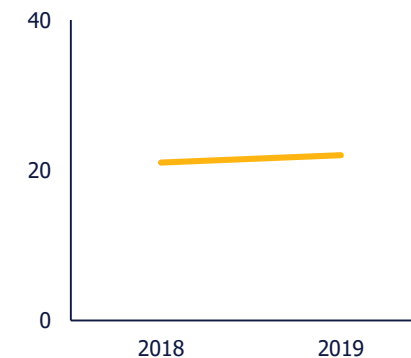
flexible arrangements



good training



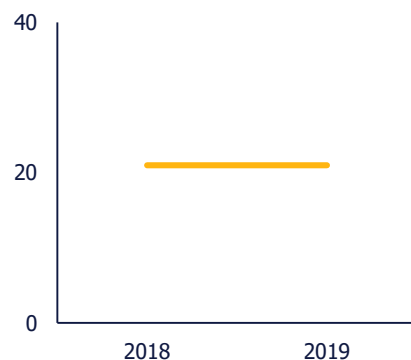
location



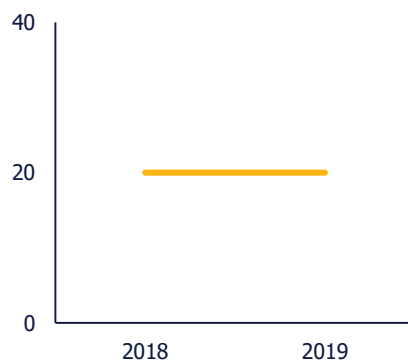
EVP driver importance trends, total.

2/2

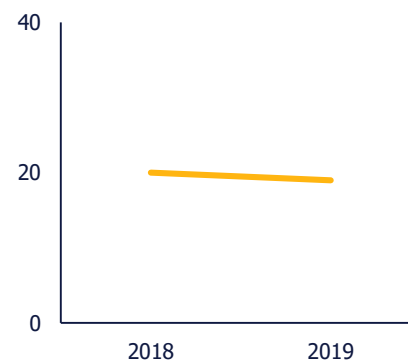
financially healthy



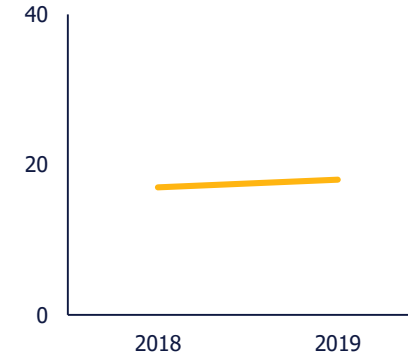
interesting job content



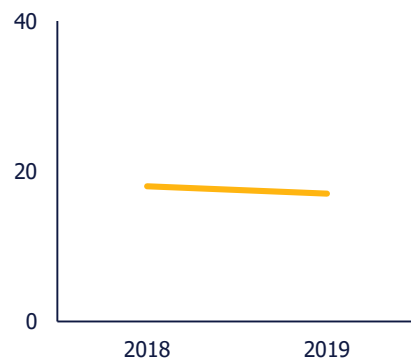
quality products



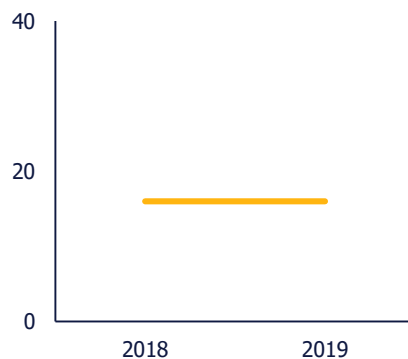
uses latest technologies



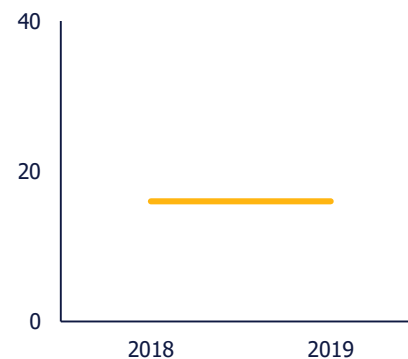
gives back to society



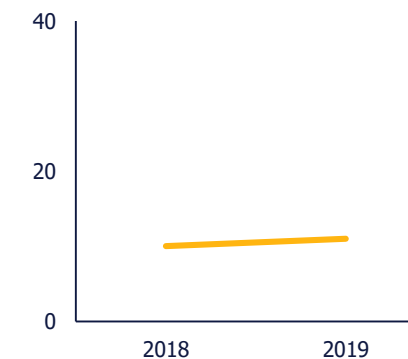
very good reputation



strong management

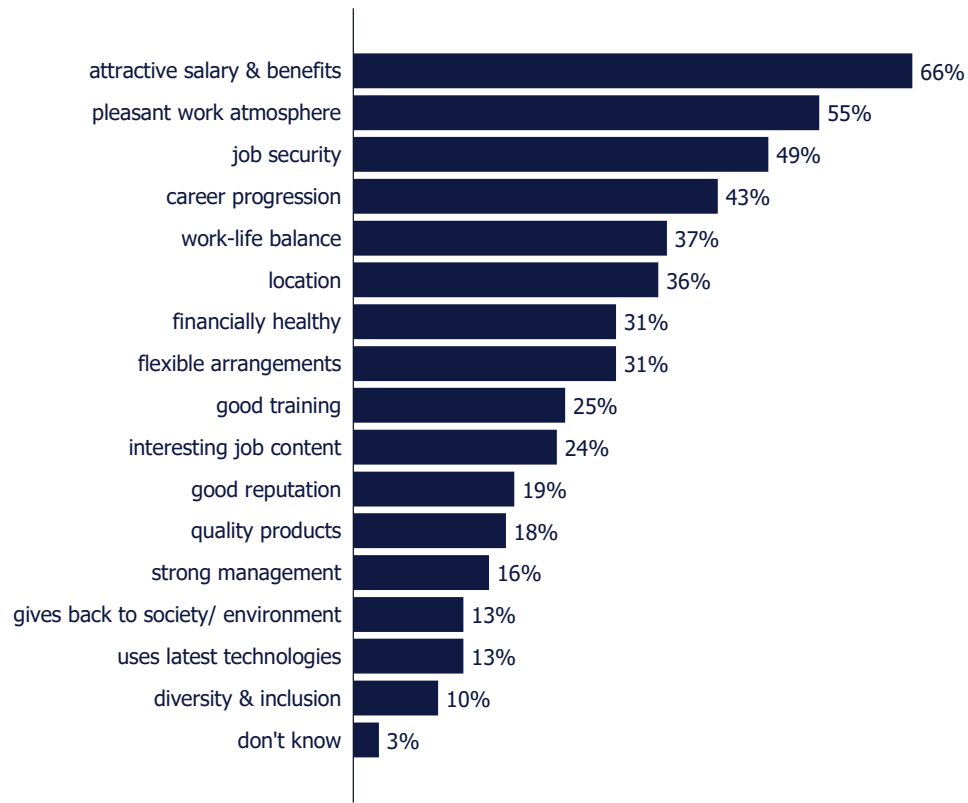


diversity & inclusion

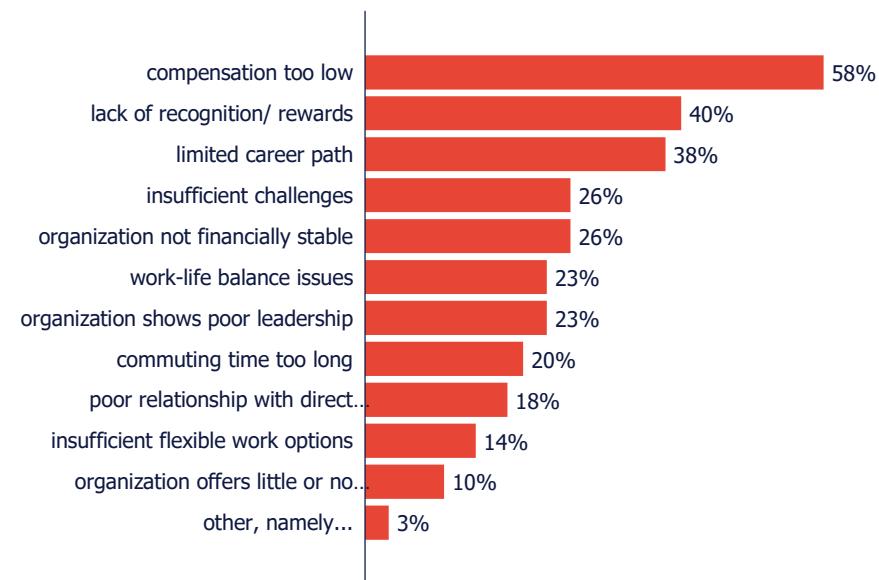


what factors do the greeks stay or leave for.

reasons to stay



reasons to leave



methodology



appendix 2.

methodology

why smart sampling?

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).



source bibliography.

1 Betterteam Blog

<https://www.betterteam.com/blog/employer-branding>

2 PwC, A marketplace without boundaries? Responding to disruption

<https://www.pwc.com/gx/en/ceo-survey/2015/assets/pwc-18th-annual-global-ceo-survey-jan-2015.pdf>

3 JWTInside, "The Evolving Culture-scape and Employee Expectation" Research Study 2014, High Performance Employees

<https://www.slideshare.net/JWTINSIDE/culture-scape-1028-sm>

4 Harvard Business Review, A Bad Reputation Costs a Company at Least 10% More Per Hire

<https://hbr.org/2016/03/a-bad-reputation-costs-company-at-least-10-more-per-hire>

5 HR in Asia, Do You Think Your Employer Brand Can Be Ruined by Social Media?

www.hrinasia.com/employer-branding/do-you-think-your-employer-brand-can-be-ruined-by-social-media/

6 The role of engagement

<https://www.aberdeen.com/hcm-essentials/role-engagement-performance-management/>

7 The Employer Brand Credibility Gap

<https://www.webershandwick.com/uploads/news/files/EmployerBrandCredibilityGap.pdf>

8 The true cost of a bad hire

http://go.brandonhall.com/the_true_cost_of_a_bad_hire

company specific slide.

your company

- What does it do/ what is it known for
- Active in x countries: name countries

few facts about their EVP (if any)

- Abc
- Abc

how can the RS consultant help them

- Ipient re laceatu riateni temquis coraectem volorro totasi ipsam dis sum quissinvenis enisti ut faccae.
- Obita qui qui as modisque pos est re, officataque dem ut atur sum nis assi nimo vollab ilit ratus, vid ut volo rem la idebis etur ressi deri dolo bearum remporenis.
- Alita ex ellupta tecusam que non repuda nimpe solum am dolecti re il ipsam fugiam volorum quam.



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.



name organization
name contact
person



name organization
name contact
person



name organization
name contact
person



name organization
name contact
person

randstad

human forward.

