

employer
brand research
2020



 randstad



greece.



human forward.

content.

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



introduction.



why employer branding matters.



Companies are overpaying on salaries by 10% if they don't have a strong brand.¹

50%

of candidates say they wouldn't work for a company with a bad reputation – even with a pay increase.²

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.⁴ 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.

19%

Only 19% of employees globally perceive a strong alignment between what their employer says about itself and their experience working there.⁵

52%

52 % of candidates first seek out the company's website and social media to learn more about an employer.⁶

#1

#1 obstacle to candidates in the application process is not knowing what it's like to work at an organization.⁷

1-2x

Companies with a strong employer brand have a 1- 2 x faster time to hire.⁸

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.⁹



the employer brand roadmap.



what is the randstad employer brand research?

- a representative employer brand research based on perceptions of the general audience. Optimizing over 20 years of successful employer branding insights.
- an independent survey with nearly 185,000 respondents in 33 markets worldwide.
- a reflection of employer attractiveness for the market's 150 largest employers known by at least 10% of the population.
- provides valuable insights to help employers shape their employer brand.



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

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



● markets surveyed

worldwide

- nearly 185,000 respondents
- 6,136 companies surveyed

sample

- aged 18 to 64
- representative on gender
- overrepresentation of age 25 – 44
- comprised of students, employed and unemployed workforce

country

- 3,504 respondents

fieldwork

- online interviews
- between 27 december 2019 and 17 january 2020

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

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



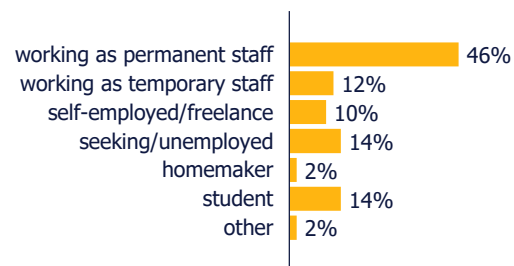
sample composition in greece

socio-demographics, employment status, region.

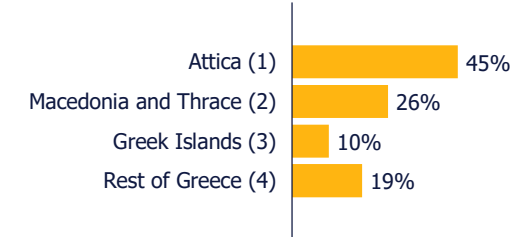
gender



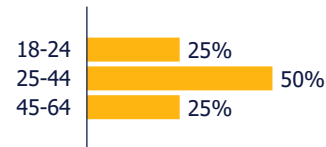
employment status



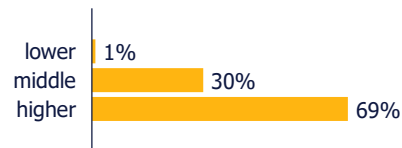
region



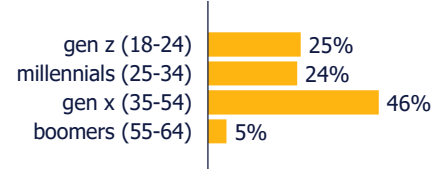
age



education



generation



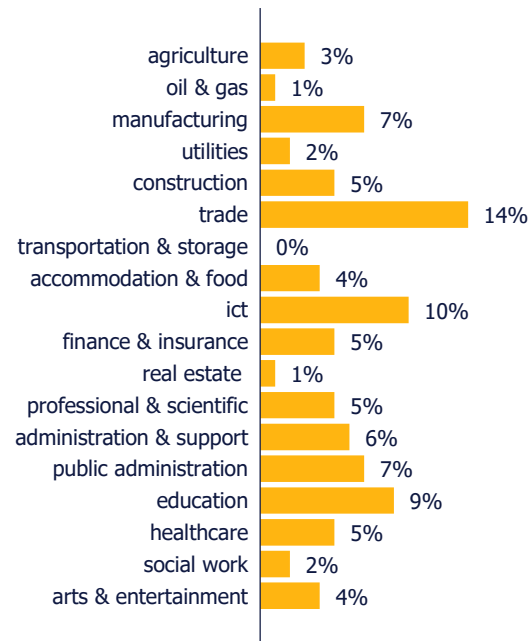
1. Attica
2. Central Greece, Epirus, Peloponnese, Thessaly, West Greece
3. Central Macedonia, East Macedonia and Thrace, West Macedonia
4. Crete, Ionian Islands, North Aegean, South Aegean

total sample: 3,504
fieldwork: between 27 december 2019 and 17 january 2020

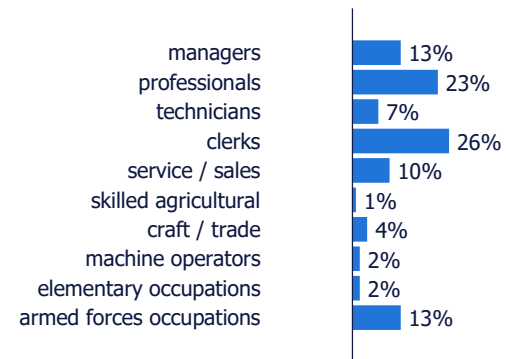


sample composition in greece.

sector



function

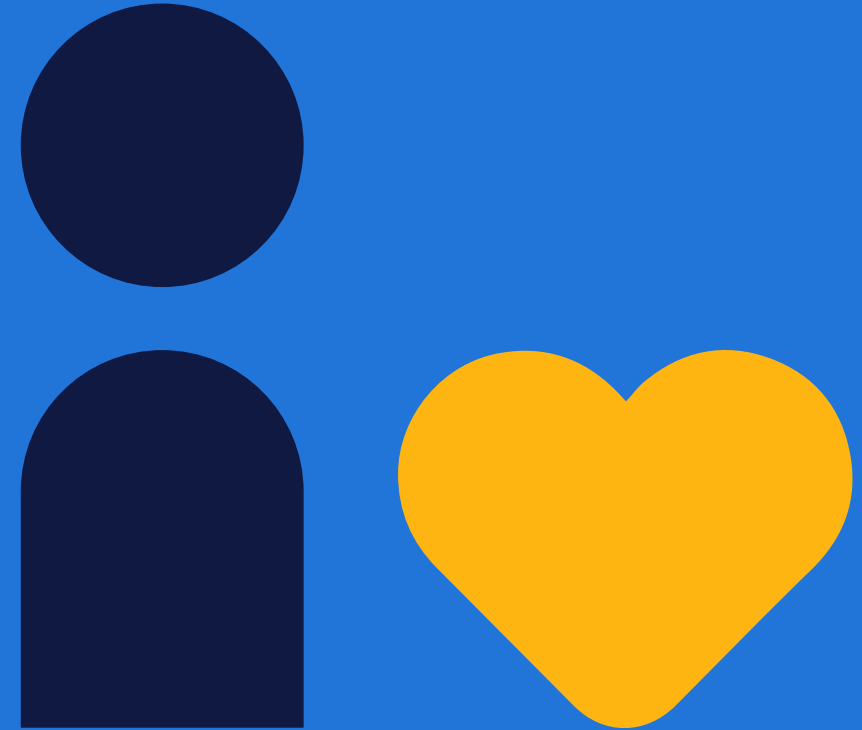


base: currently employed (n=2,389)



greece

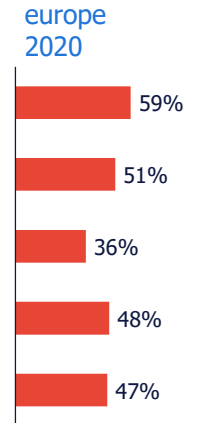
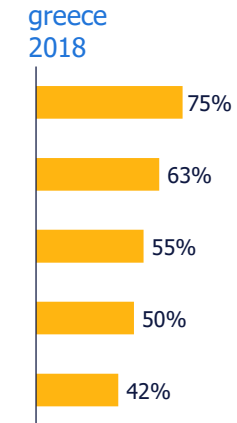
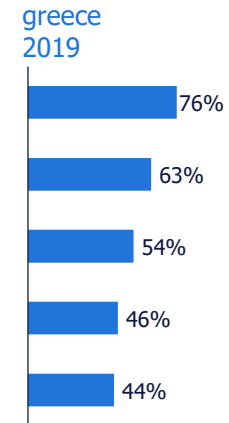
EVP drivers.



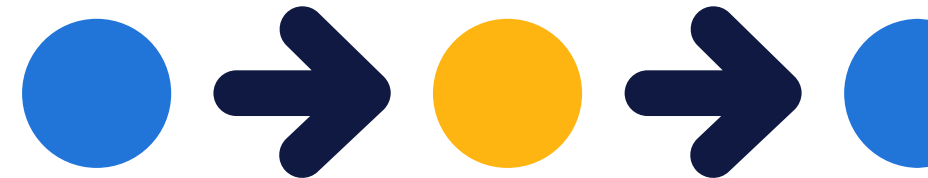
what potential employees want when choosing an employer.

most important criteria

greece 2020



[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.

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.	general perception of employers in greece.	profile of ideal employer.
1 very good reputation	1 financially healthy	1 attractive salary & benefits
2 financially healthy	2 uses latest technologies	2 pleasant work atmosphere
3 job security	3 very good reputation	3 career progression
4 pleasant work atmosphere	4 job security	4 job security
5 interesting job content	5 career progression	5 work-life balance
6 work-life balance	6 interesting job content	6 financially healthy
7 uses latest technologies	7 pleasant work atmosphere	7 gives back to society
8 gives back to society	8 attractive salary & benefits	8 interesting job content
9 career progression	9 work-life balance	9 uses latest technologies
10 attractive salary & benefits	10 gives back to society	10 very good reputation

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

Employers in a market 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

attractive salary & benefits

pleasant work atmosphere

career progression



what do potential employees want by generational profile.

gen z (18-24)

29%

of the gen z's value the opportunity for good training from their ideal employer. This is higher when compared to gen x (22%) and boomers (19%).

gen x (35-54)

55%

of the gen x's find attractive job security a very important pull factor towards an employer. Among gen z and millennials, this factor is deemed less important (35% and 45%, respectively).

millennials (25-34)

38%

of the millennials seek flexible arrangements. Gen x and boomers are less interested in this offering from their employer (22% respectively).

boomers (55-64)

45%

of the boomers are attracted to a financially healthy employer. This is less so among the other cohorts (gen z – 20%, millennials - 24% and gen x- 32%).

[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.

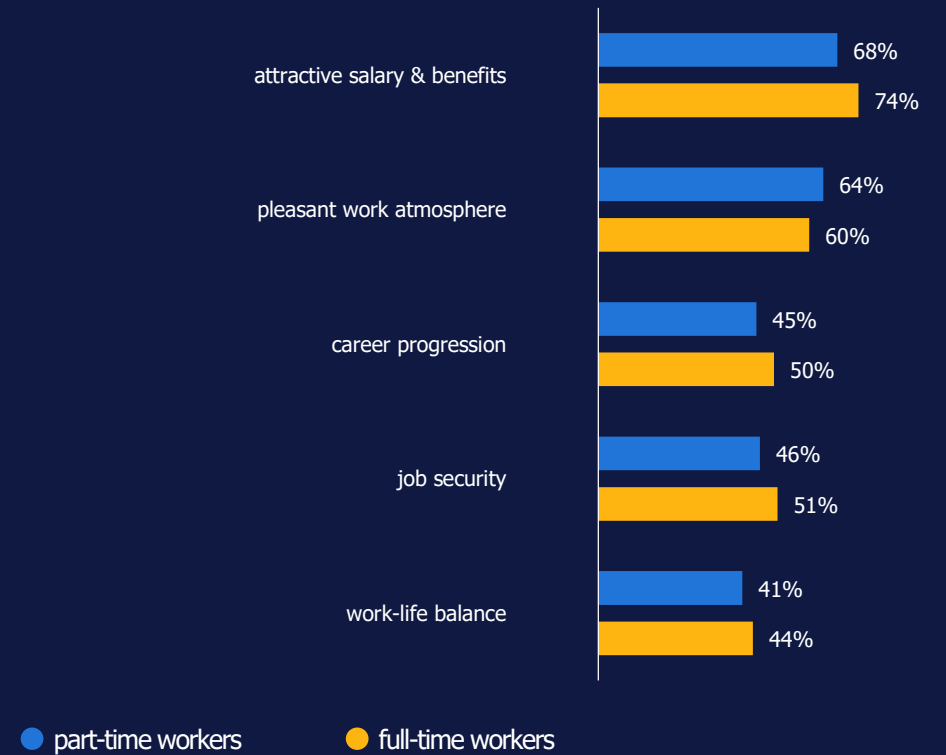


15%

of today's workforce
works part-time.
(less than 30 hours per week)



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.



most important attributes switchers vs stayers.

switchers

2019

20%



2020

18%

changed employer in the past year.

stayers

2019

80%

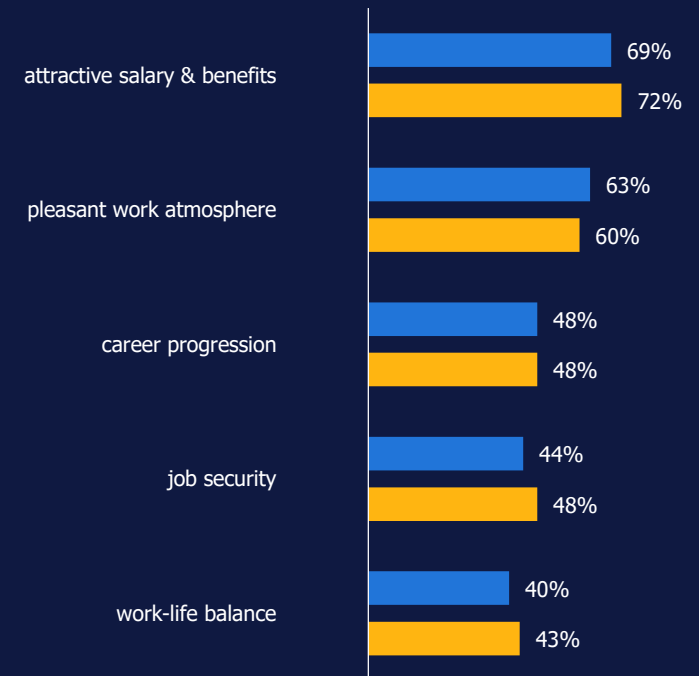


2020

82%

stayed with their employer in the past year.

most important attributes



● switchers

● stayers



most important attributes intenders.

intenders

2019

30%

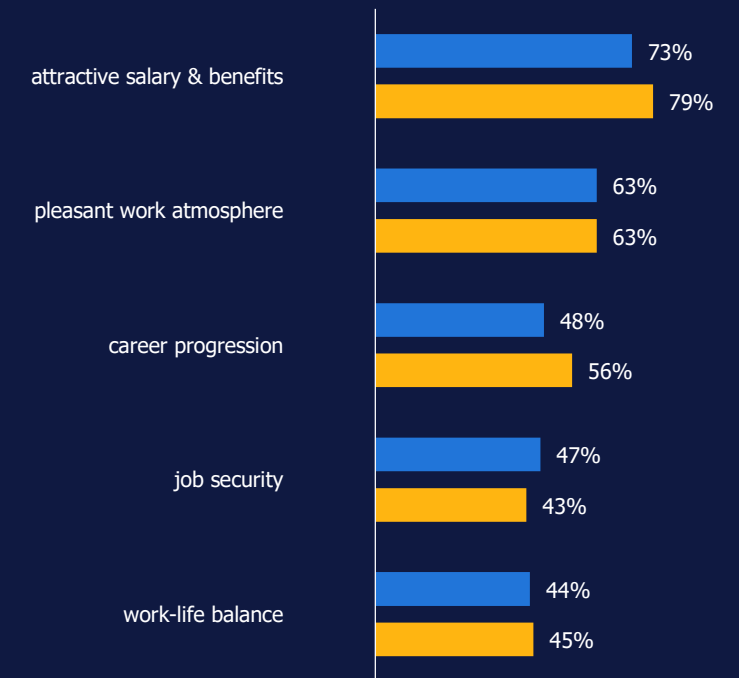
→

2020

29%

plan to change employer
within the next year.

most important attributes among intenders



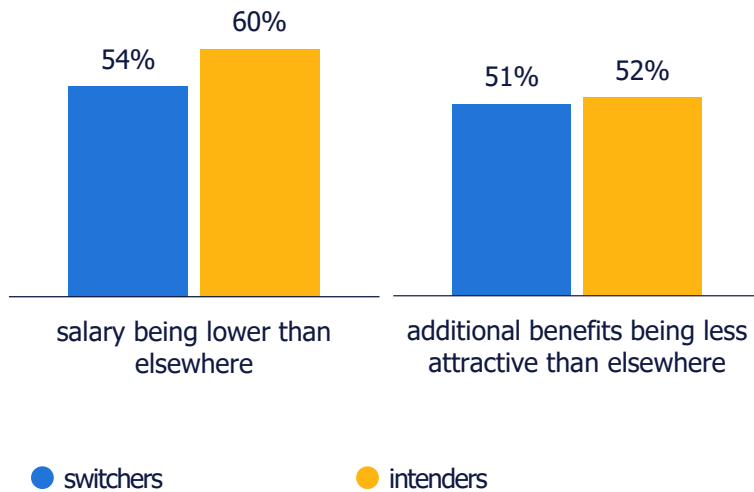
● 2020

● 2019



switchers vs intenders financial reasons.

% (completely) agrees with the statement
"I changed my job or plan to do so" because of:



greece

58%

is leaving or planning to do so because of a lower salary compared to elsewhere.

europa

52%

is leaving or planning to do so because of a lower salary compared to elsewhere.

52%

is leaving or planning to do so because of less attractive additional benefits compared to elsewhere.

45%

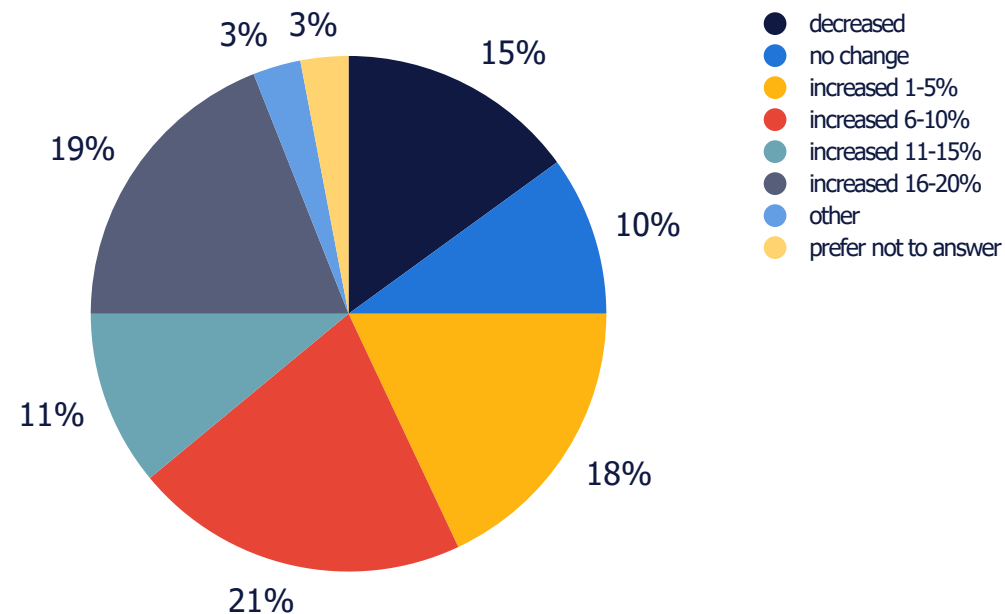
is leaving or planning to do so because of less attractive additional benefits compared to elsewhere.



switching for higher salary

nearly 4 in 10 switchers get a 1 to 10% pay increase.

salary change after switch



greece

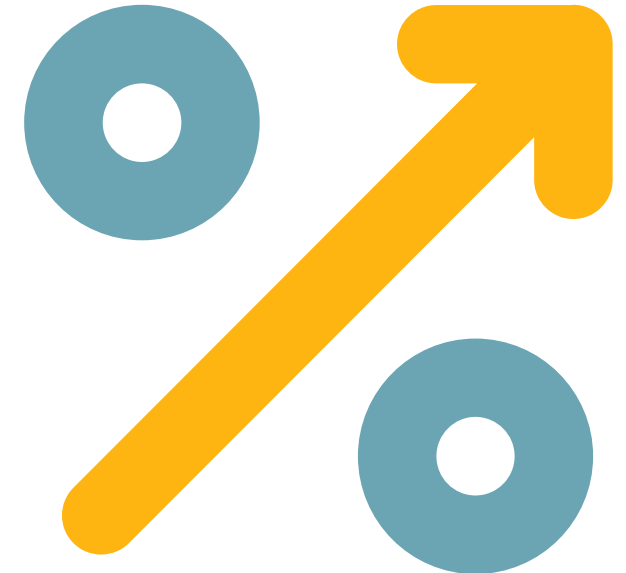
39%

employees who left previous employer for a higher salary elsewhere saw a salary increase between 1% and 10%.

europe

39%

employees who left previous employer for a higher salary elsewhere saw a salary increase between 1% and 10%.



switchers vs intenders

emotional reasons.

% (completely) agrees with the statement
"I changed my job or plan to do so" because of:

greece

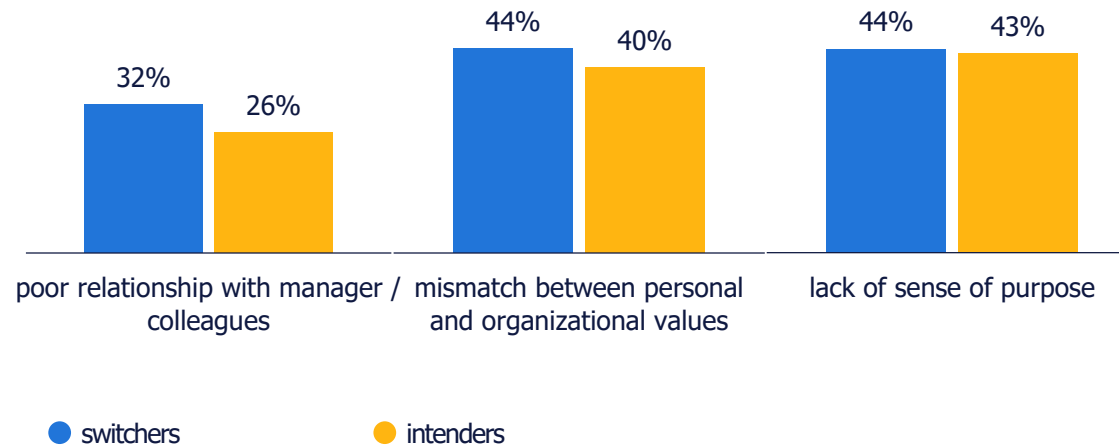
79%

find non-monetary benefits important.

europa

62%

find non-monetary benefits important.



reasons to leave by profile.

salary being lower than elsewhere

61%

of the **gen x** are likely to leave an employer if they receive a higher salary elsewhere.

additional benefits being less attractive

53%

of the **millennials** and **gen x** are likely to leave their employer if additional benefits offered by other employers are more attractive.

poor relationship with manager

35%

of the **boomers** agree that a poor relationship with their manager is a serious reason to consider working elsewhere.

mismatch between personal and organizational values

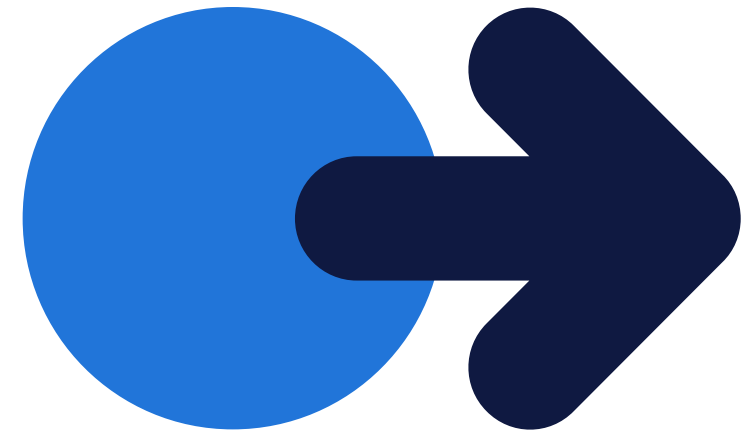
44%

of the **boomers** would leave their employer if the organizational values do not match their personal values.

lack of sense of purpose

45%

of the **millennials** may leave or have left their employer if they lack a sense of purpose in their job.



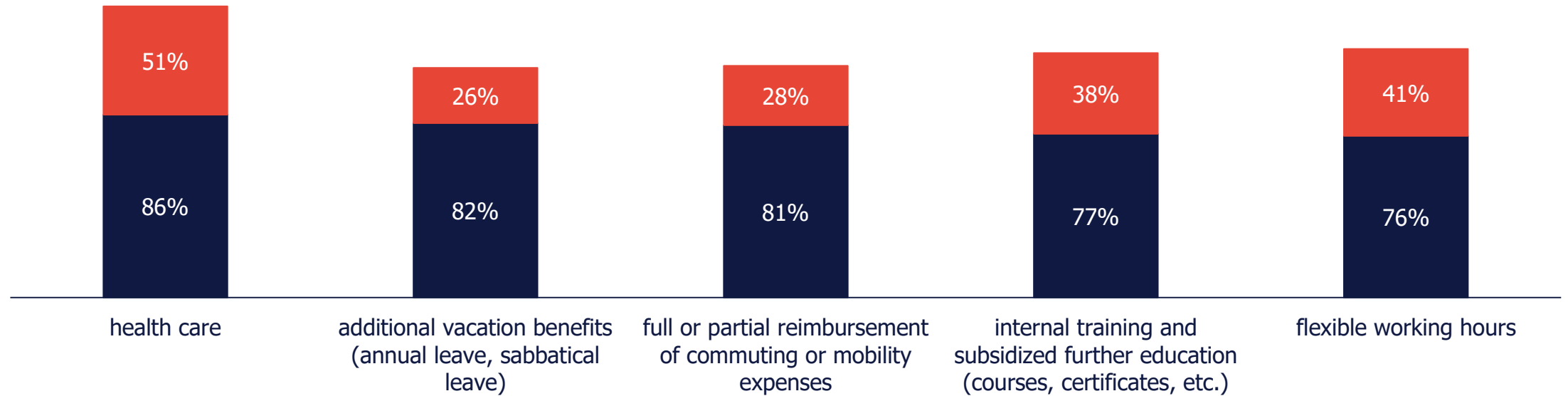
additional
benefits

in focus.



employee benefits that workforce in greece finds attractive and are received.

top 5 most attractive benefits & received



● attractive ● attractive & received

[click here](#) for full results.



most attractive benefits by profile.

gen z (18-24)

78%

of the gen z's find health care attractive as an employment benefit.

gen x (35-54)

86%

of the gen x's find additional vacation benefits (annual leave, sabbatical leave) attractive as an employment benefit. This is higher when compared to gen z (74%) and millennials (80%).

millennials (25-34)

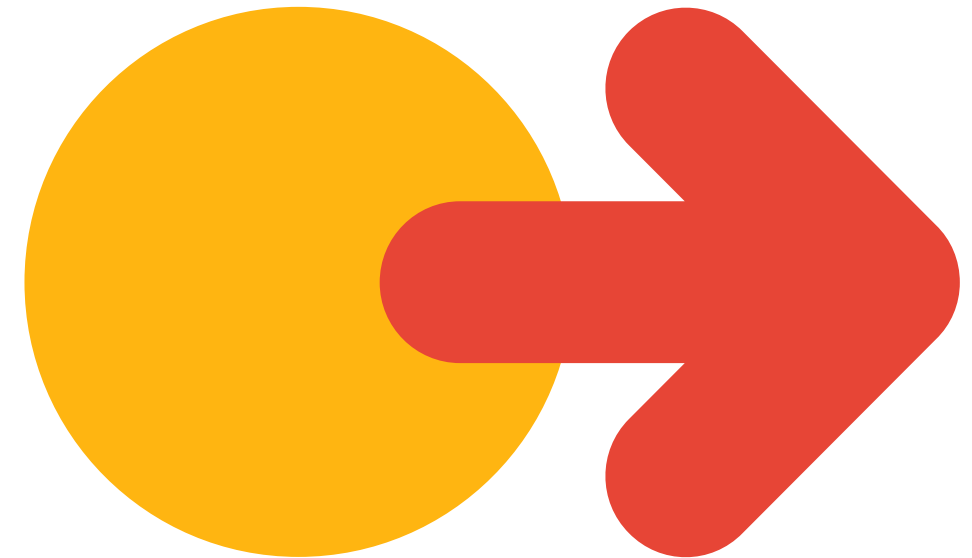
69%

of the millennials find childcare services and support attractive as an employment benefit. This is higher when compared to gen z (57%).

boomers (55-64)

67%

of the boomers find being offered a company phones attractive as an employment benefit.

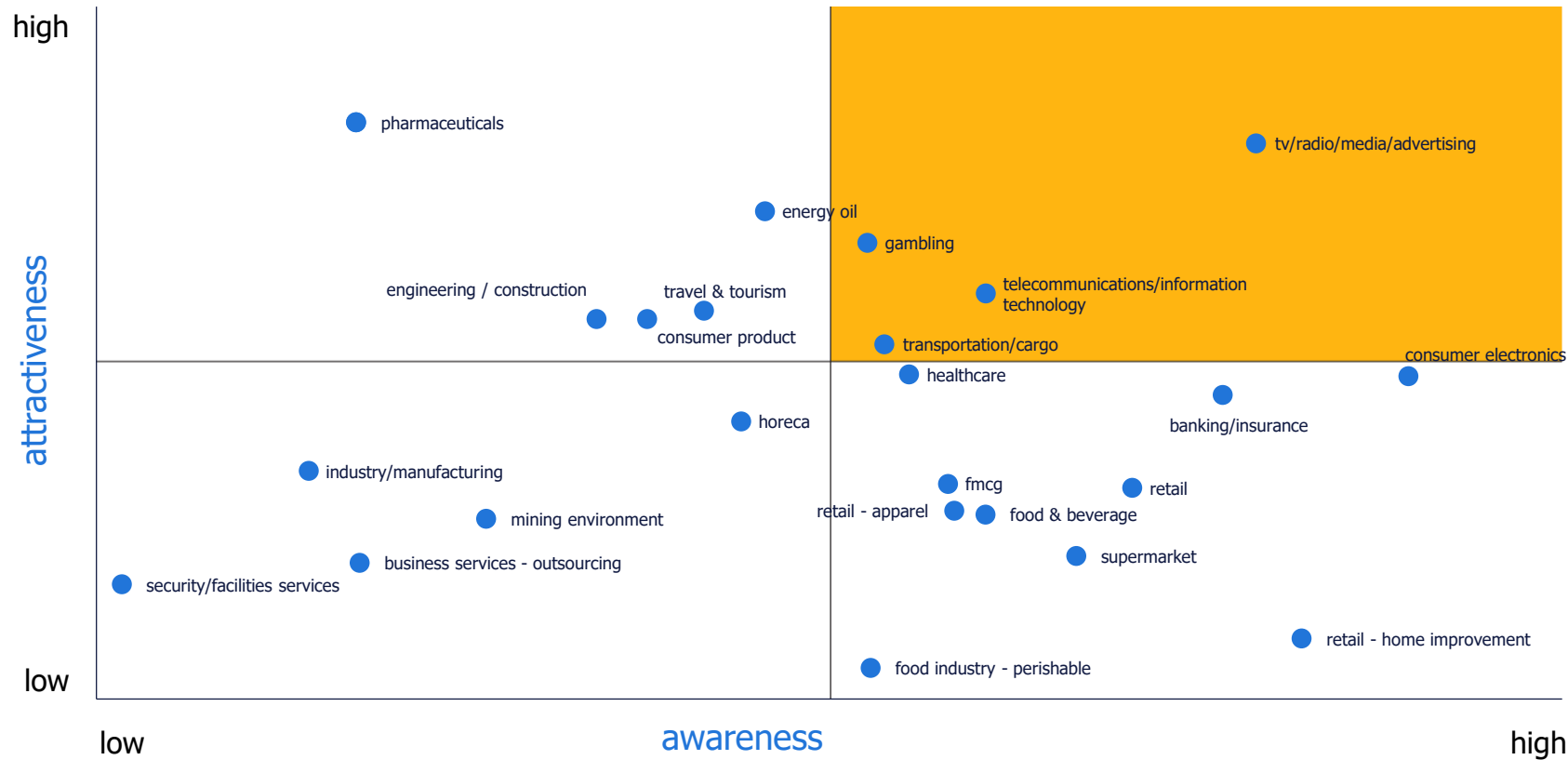


sector



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 best performing companies by sector.

1/3

sector	top 3 companies		
	1	2	3
01 pharmaceuticals	Pharmathen	Vianex	DEMO Pharmaceuticals
02 tv/radio/media/advertising	ERT TV		
03 energy oil	Independent Power Transmission Operator I.P.TO. (ADMIE)	HELLENIC PETROLEUM	DEDDIE
04 gambling	INTRALOT S.A.	OPAP	Regency Casino
05 telecommunications/information technology	Hellenic Telecommunications Organisation SA (OTE)	INTRACOM HOLDINGS	Intrasoft International SA
06 travel & tourism	Aegean Airlines	Sani Resort	LAMPSA Hotels (Grand Bretagne, King George, Sheraton Rhodes)
07 engineering / construction	Hellenic Aerospace Industry	AKTOR	GEK Terna Holding Real Estate Construction
08 consumer product	Estée Lauder	Bic Violex	Hellenic Duty Free Shops
09 transportation/cargo	Aegean Airlines	Hellenic Post (ELTA)	Hellenic Railways Organisation SA (OSE)
10 healthcare	IATRIKO KENTRO	iaso hospital	Mitera Hospital



greece's best performing companies by sector.

2/3

sector	top 3 companies		
	1	2	3
11 consumer electronics	Public	KOTSOVOLOS DIXON	MEDIA MARKT
12 banking/insurance	Bank of Greece S.A.	National Bank of Greece	ALPHA BANK
13 horeca	Sani Resort	LAMPSPA Hotels (Grand Bretagne, King George, Sheraton Rhodes)	Regency Casino
14 industry/manufacturing	ELVAL HALCOR	Bic Violex	Mytilineos Holdings SA (Metka, Aluminium of Greece, Proterga)
15 fmcg	ION S.A.	Papadopoulou	Coca Cola
16 retail	Estée Lauder	Hellenic Duty Free Shops	Public
17 retail-apparel	ATTICA DEPARTMENT STORES	H & M	Notos Galleries
18 food & beverage	ION S.A.	Papadopoulou	Coca Cola
19 mining environment	EYDAP	SUNLIGHT SYSTEMS	Helector
20 supermarket	SKLAVENITIS	AB Vasilopoulos	MASOUTIS



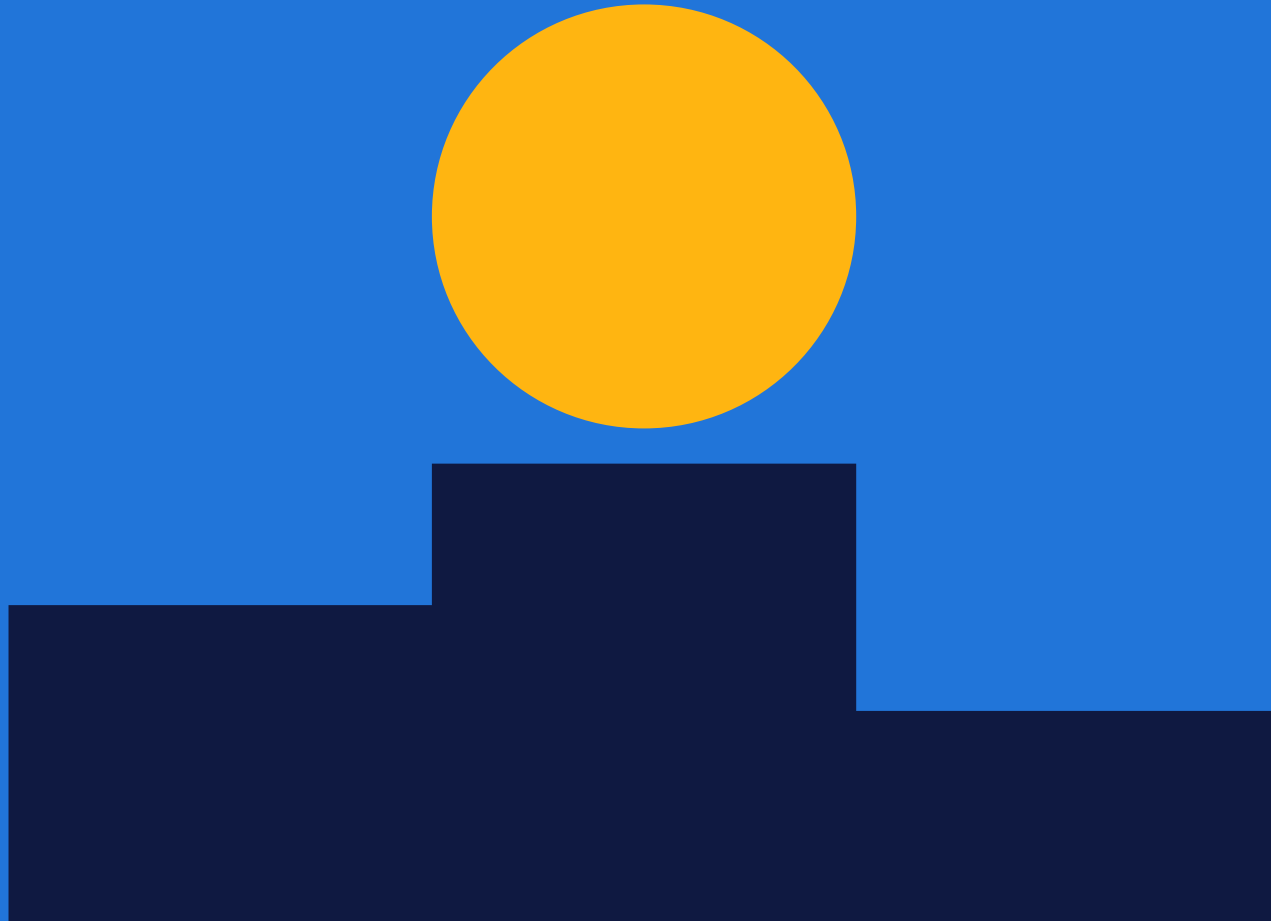
greece's best performing companies by sector.

3/3

sector	top 3 companies		
	1	2	3
21 business services - outsourcing	First Data	Cosmote E-Value	Mellon Technologies
22 security/facilities services	ESA SECURITY SOLUTIONS S.A.	ICTS Hellas	Brink's Security Services S.A
23 retail - home improvement	IKEA	Praktiker	LEROY MERLIN
24 food industry - perishable	Delta Foods	HELLENIC QUALITY FOODS (KANAKI - MIMIKOS)	HELLENIC DAIRIES S.A. (Olympos, Tyras, Rodopi)



top



employers.

top employers to work for in greece.

top 10 employers 2020

- 01 Aegean Airlines
- 02 Hellenic Aerospace Industry
- 03 SKLAVENITIS
- 04 ION S.A.
- 05 Hellenic Telecommunications Organisation SA (OTE)
- 06 INTRALOT S.A.
- 07 Bank of Greece S.A.
- 08 Pharmathen
- 09 Papadopoulou
- 10 Independent Power Transmission Operator I.P.TO. (ADMIE)

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

greece's top 3 EVP drivers of the top 5 companies.

top 5 companies	1	2	3
1 Aegean Airlines	financially healthy	very good reputation	uses latest technologies
2 Hellenic Aerospace Industry	uses latest technologies	financially healthy	very good reputation
3 SKLAVENITIS	very good reputation	financially healthy	job security
4 ION S.A.	very good reputation	financially healthy	job security
5 Hellenic Telecommunications Organisation SA (OTE)	uses latest technologies	financially healthy	job security

greece's top employers by EVP driver.

EVP driver	1	2	3
attractive salary & benefits	ELPEN PHARMACEUTICAL	Bank of Greece S.A.	Motor Oil Hellas
career progression	ELPEN PHARMACEUTICAL	Vianex	INTRACOM HOLDINGS
financially healthy	Coca Cola	Motor Oil Hellas	OPAP
gives back to society	SKLAVENITIS	AB Vasilopoulos	ELPEN PHARMACEUTICAL
interesting job content	ELPEN PHARMACEUTICAL	Aegean Airlines	iaso hospital
job security	Bank of Greece S.A.	SKLAVENITIS	Motor Oil Hellas
pleasant work atmosphere	SKLAVENITIS	Aegean Airlines	ELPEN PHARMACEUTICAL
uses latest technologies	COSMOTE	INTRACOM HOLDINGS	Intrasoft International SA
very good reputation	SKLAVENITIS	Aegean Airlines	ION S.A.
work-life balance	SKLAVENITIS	ELPEN PHARMACEUTICAL	Bank of Greece S.A.

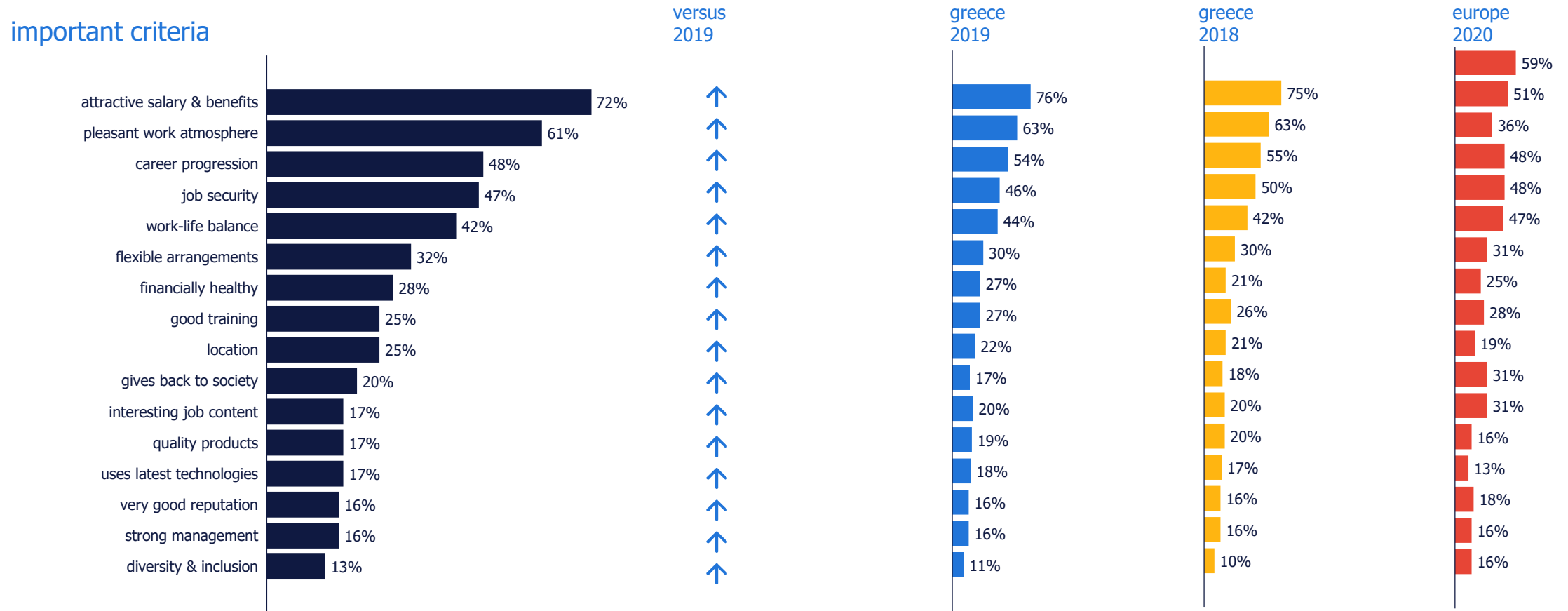
deep dive
EVP drivers

2020 employer
brand research.



what potential employees want

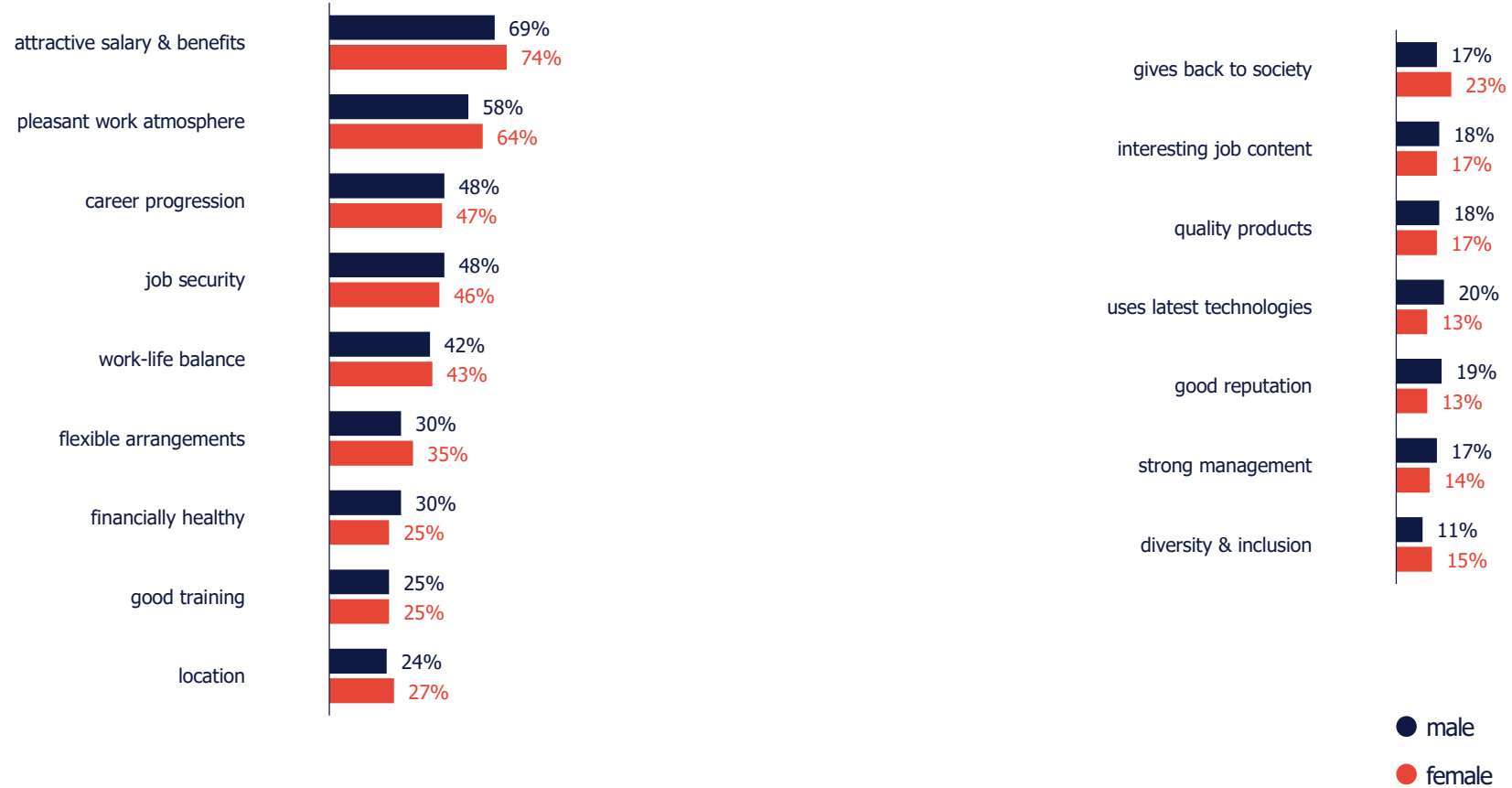
the most important criteria when choosing an employer.



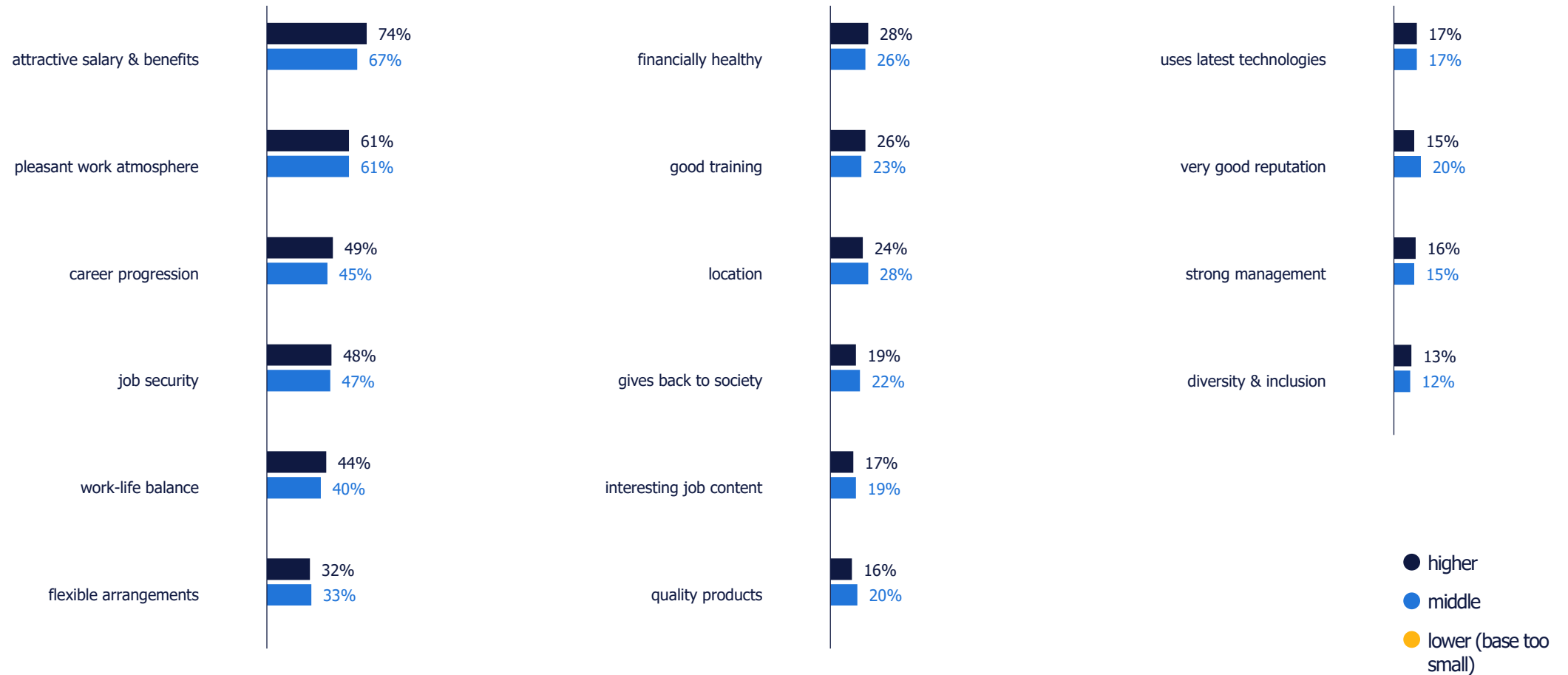
Characteristics highest rated by the labor force. Stressing these elements or improving them is critical for your EVP because they contribute most to the strength of your employer brand.



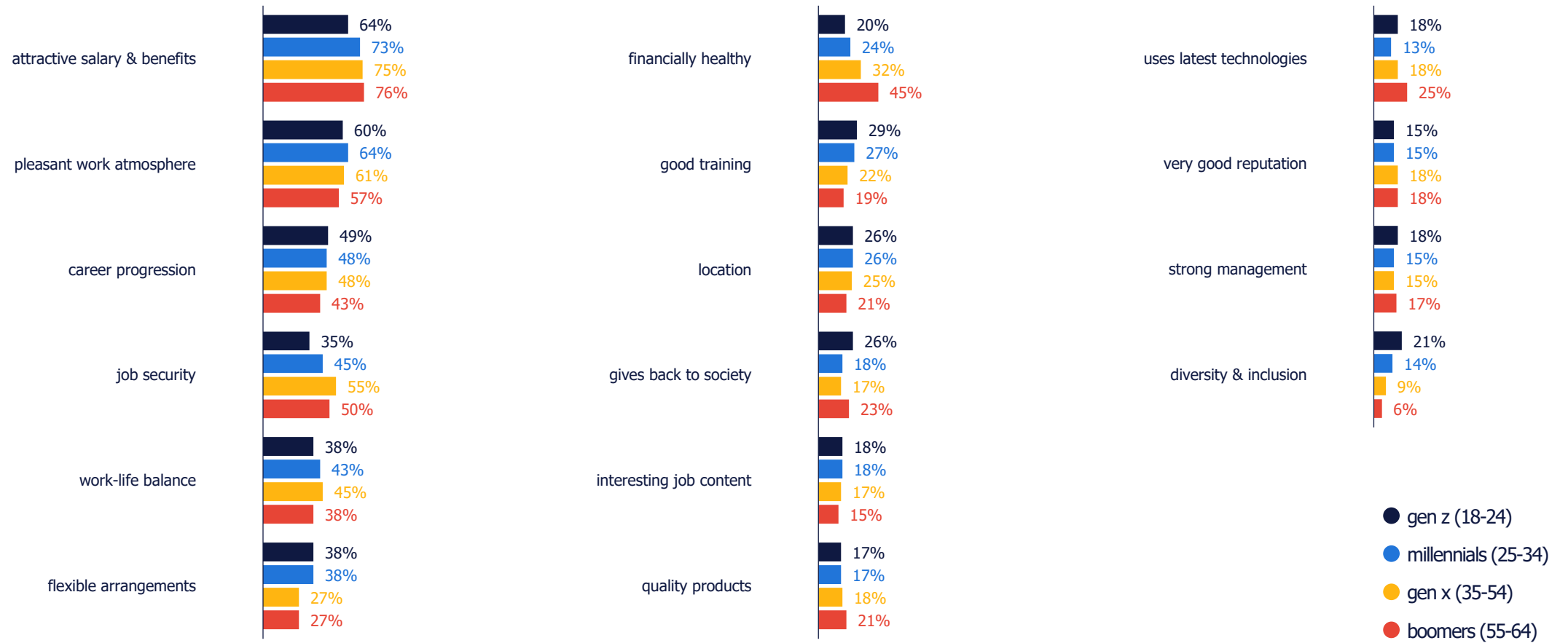
EVP driver importance by gender.



EVP driver importance by education.



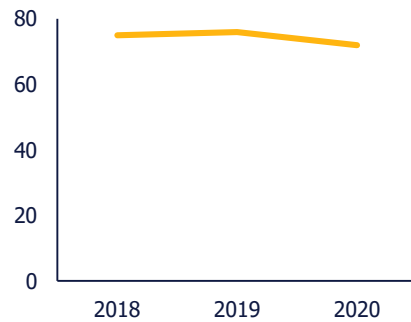
EVP driver importance by age.



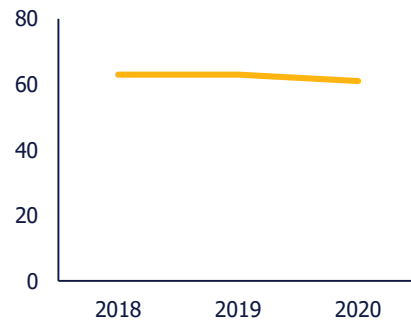
EVP driver importance trends, total.

1/2

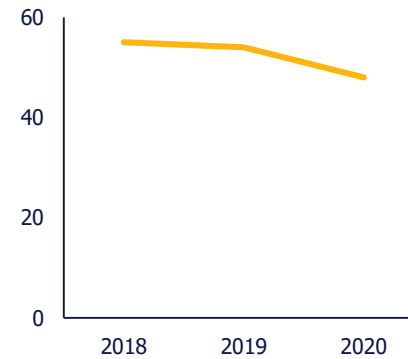
attractive salary & benefits



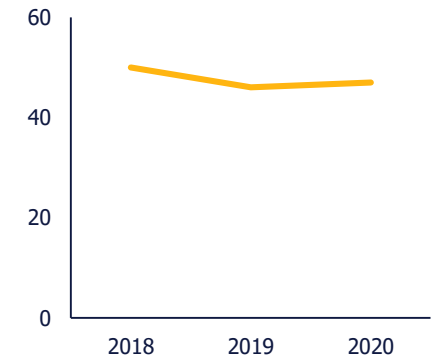
pleasant work atmosphere



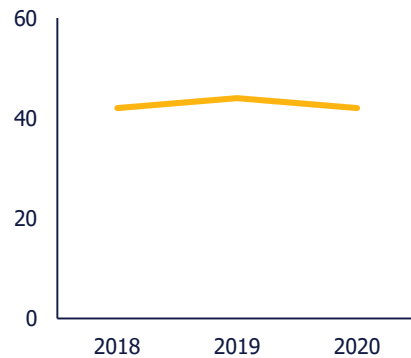
career progression



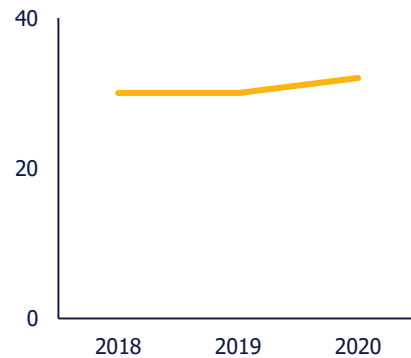
job security



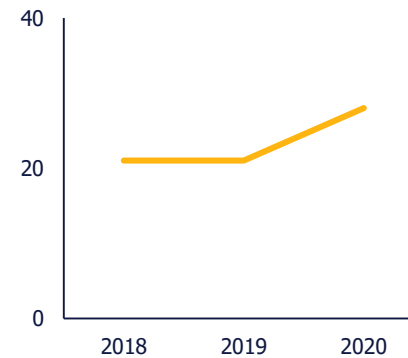
work-life balance



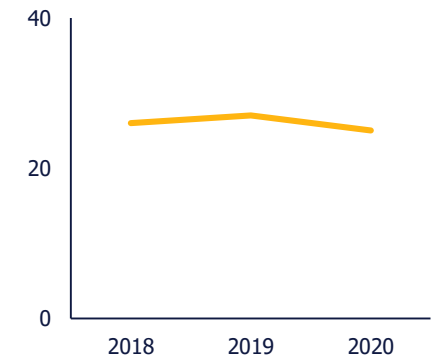
flexible arrangements



financially healthy

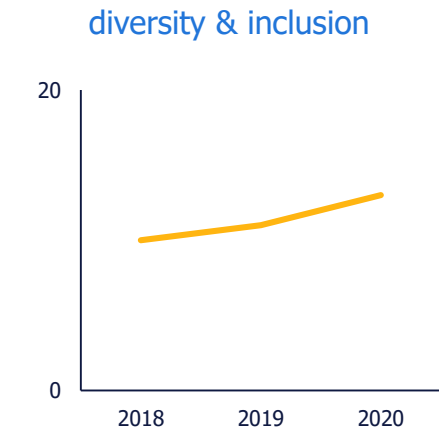
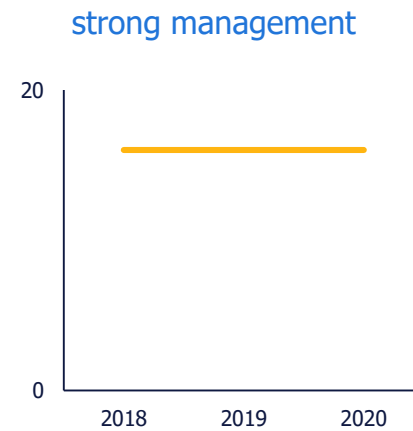
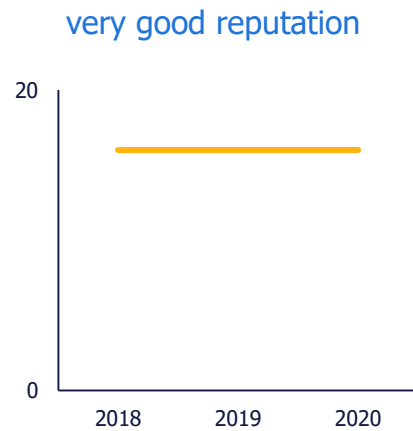
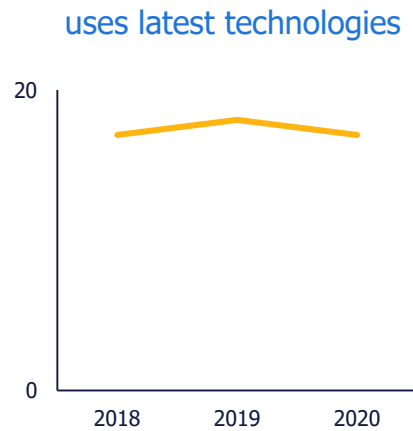
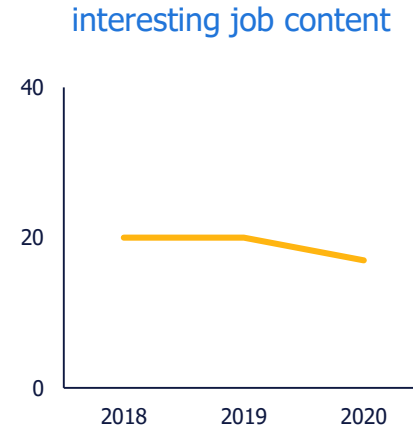
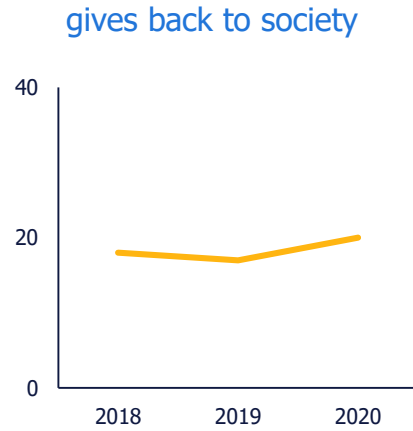
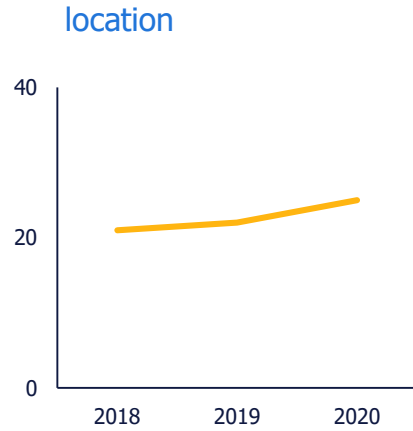


good training



EVP driver importance trends, total.

2/2



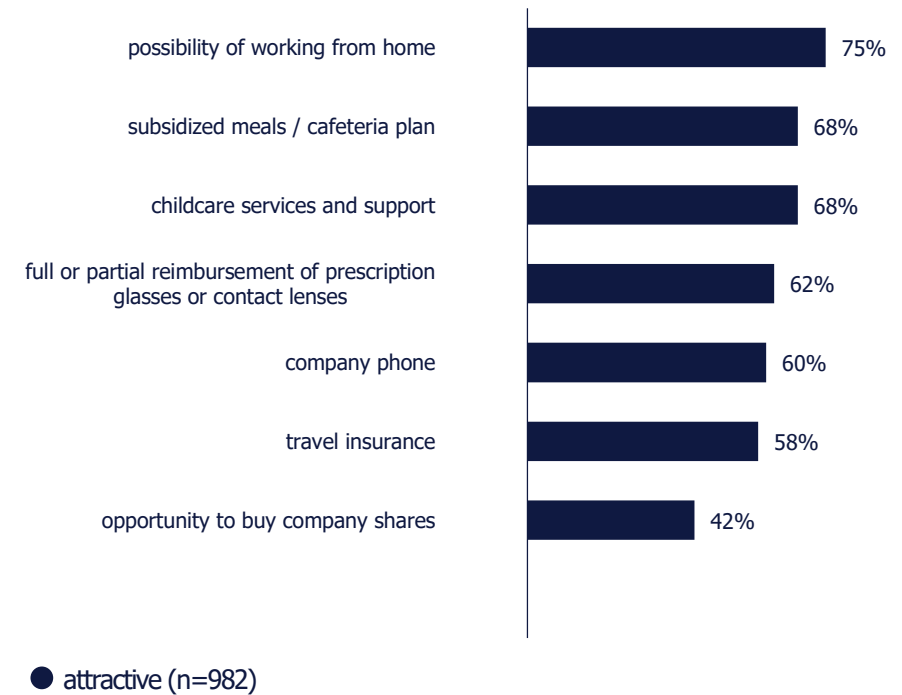
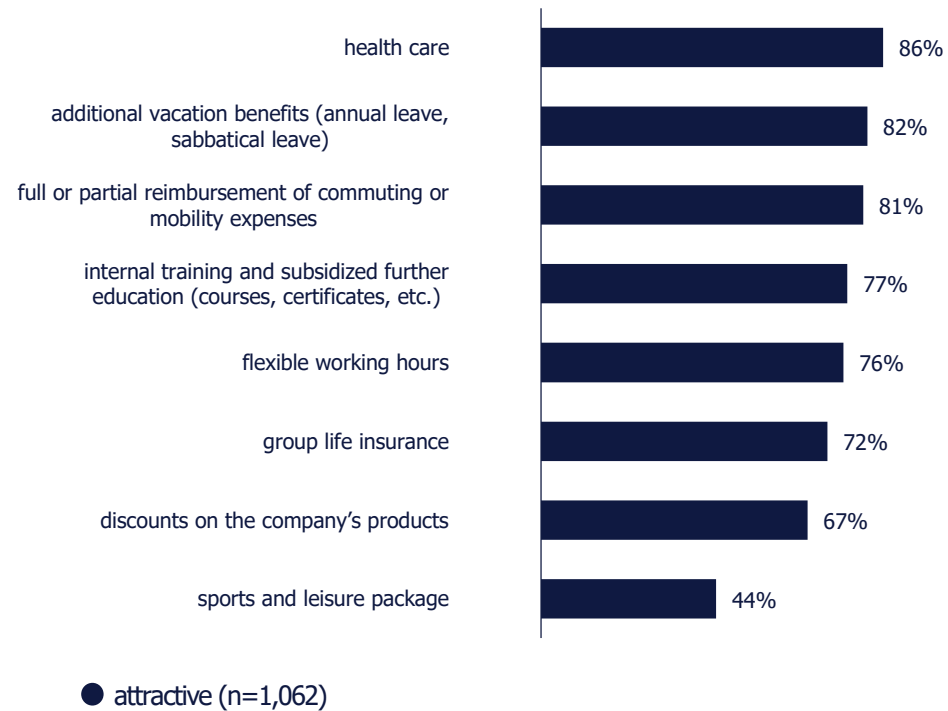
deep dive
employers



2020 employer
brand research.

employee benefits that greek find attractive.

attractive benefits

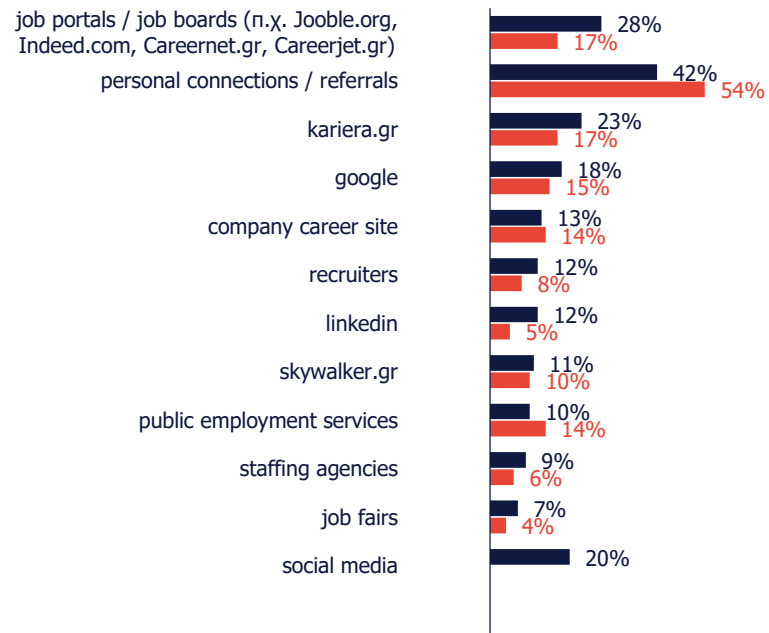


*the 15 benefits were shown randomly in two sets of 8 and 7 benefits, respectively, each set shown to 50% of the sample. For each bar chart, the base is respondents who are employed and received that particular set on the screen.

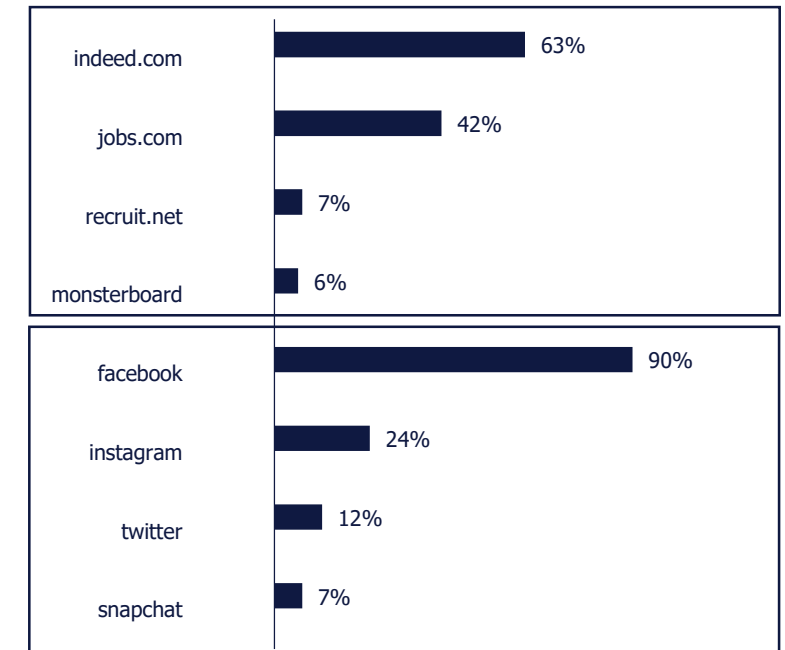


how do workers in greece find new job opportunities.

channels used to find new job opportunities



channels used to find new job opportunities deep dive social media & job portals

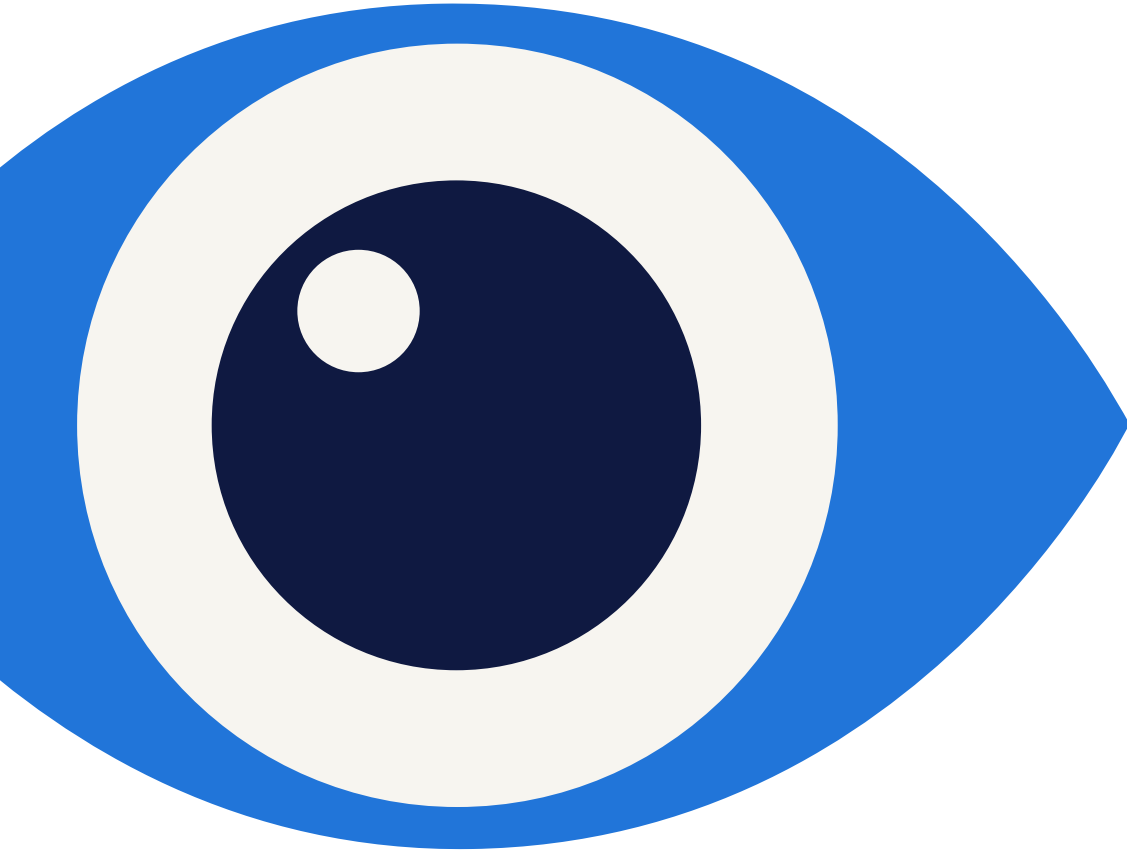


● 2020

● 2019



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 job security
- 4 very good reputation
- 5 career progression
- 6 attractive salary & benefits
- 7 pleasant work atmosphere
- 8 interesting job content
- 9 work-life balance
- 10 gives back to society

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

1/3

sector	top 3 EVP drivers		
	1	2	3
01 pharmaceuticals	financially healthy	uses latest technologies	very good reputation
02 tv/radio/media/advertising	job security	attractive salary & benefits	pleasant work atmosphere
03 energy oil	financially healthy	job security	uses latest technologies
04 gambling	financially healthy	uses latest technologies	very good reputation
05 telecommunications/information technology	uses latest technologies	financially healthy	very good reputation
06 travel & tourism	financially healthy	uses latest technologies	very good reputation
07 engineering / construction	financially healthy	uses latest technologies	very good reputation
08 consumer product	financially healthy	very good reputation	uses latest technologies
09 transportation/cargo	financially healthy	job security	very good reputation
10 healthcare	uses latest technologies	financially healthy	very good reputation



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

2/3

	top 3 EVP drivers		
sector	1	2	3
11 consumer electronics	uses latest technologies	financially healthy	very good reputation
12 banking/insurance	financially healthy	uses latest technologies	job security
13 horeca	financially healthy	uses latest technologies	very good reputation
14 industry/manufacturing	financially healthy	uses latest technologies	very good reputation
15 fmcg	financially healthy	very good reputation	uses latest technologies
16 retail	financially healthy	uses latest technologies	very good reputation
17 retail - apparel	financially healthy	very good reputation	uses latest technologies
18 food & beverage	financially healthy	very good reputation	uses latest technologies
19 mining environment	financially healthy	job security	uses latest technologies
20 supermarket	financially healthy	very good reputation	job security



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

3/3

	top 3 EVP drivers		
sector	1	2	3
21 business services - outsourcing	uses latest technologies	financially healthy	career progression
22 security/facilities services	uses latest technologies	financially healthy	very good reputation
23 retail - home improvement	financially healthy	uses latest technologies	very good reputation
24 food industry - perishable	financially healthy	very good reputation	uses latest technologies



methodology

2020 employer
brand research.



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

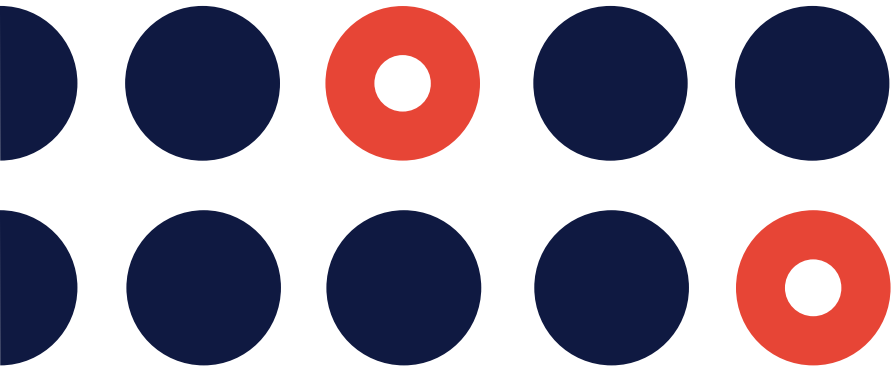
140 respondents have evaluated company X. Of these 140, 50% find the company nice to work for. Taking the error margin at $n=140/50\%$ into account, the real answer lies between 42% and 58%.

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 <https://hbr.org/2016/03/a-bad-reputation-costs-company-at-least-10-more-per-hire>
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- 3 <https://www.slideshare.net/JWTINSIDE/culture-scape-1028-sm>
- 4 <https://www.pwc.com/gx/en/ceo-survey/2015/assets/pwc-18th-annual-global-ceo-survey-jan-2015.pdf>
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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

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- 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.

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randstad

human forward.

