

2022 Inflation and Reward Actions Pulse Survey

Greece results

October 2022

About the survey - Greece



34

Respondents from Greece completed the survey



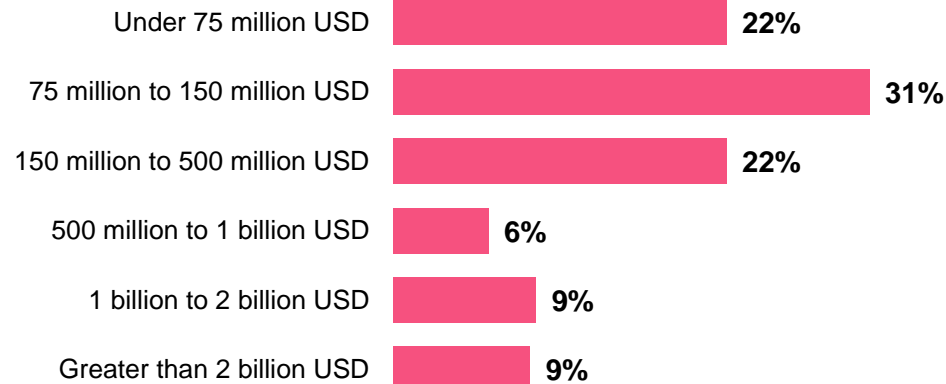
Local company / group

Subsidiary of international company

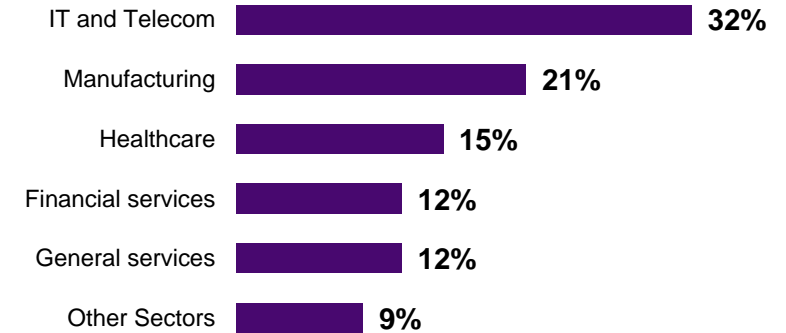
56%

44%

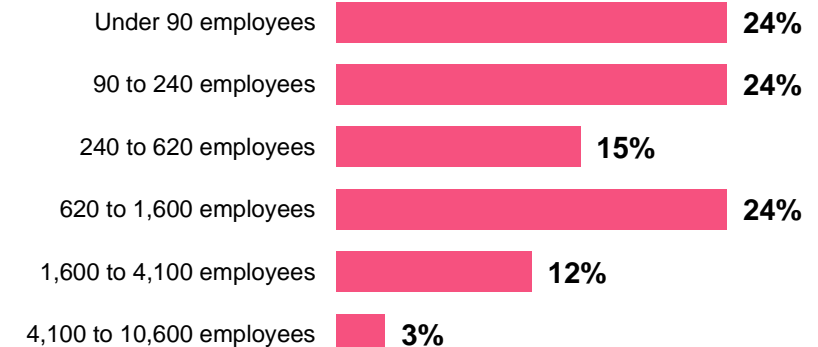
Annual revenue in 2021



Industry



Workforce



Source: 2022 CEEMEA Inflation and Rewards Actions Survey, Greece



Executive summary

Concerns about possible global recession coupled with tight labour market and inflationary pressures in some economies led us to conduct a recent Inflation and Reward Actions Pulse Survey across CEEMEA.

This study provides insights on how organisations in Greece approach current challenges related to attraction, retention and managing rewards in a high inflation / tight labour market environment.

In Greece, companies are focusing on targeted salary increases, once-off payments, revisiting salary increase budgets and reviewing salary structures, but are also considering increasing workplace flexibility in order to enhance attraction and retention.

The median employee attrition stands at around 5,5%. While the vast majority see their attrition levels in line with the market, there are segments of talent that are reportedly more difficult to attract and retain than others – most notably digital talent.

Inflation, attraction & retention issues push organizations to rethink compensation programs

These actions are being undertaken amidst scrutiny from stakeholders

Inflation is high and expected to remain so

- Annual Inflation in Europe stood at 8.1% at end of May*.
- Over half (65%) expect it to last over 12 months and nearly a third (24%) expect the current period of high inflation to last more than 18 months.
- The annual inflation rate in Greece accelerated to 10.6% in September of 2022, holding close to levels not seen since 1993. *

Attraction & Retention are at the top of the HR agenda

- Nearly 3 out of 5 organizations increased recruitment since the start of the year.
- Organizations are currently experiencing problems attracting or retaining: Talent with digital skills (88%), Professionals (61%) & Sales Staff (53%).

Organizations are attempting to address these challenges by re-thinking their compensation programs and through informal actions such as hiring higher in salary range, increasing workplace flexibility, targeted use of training, modifying and leveraging benefits.

* Source: IMF

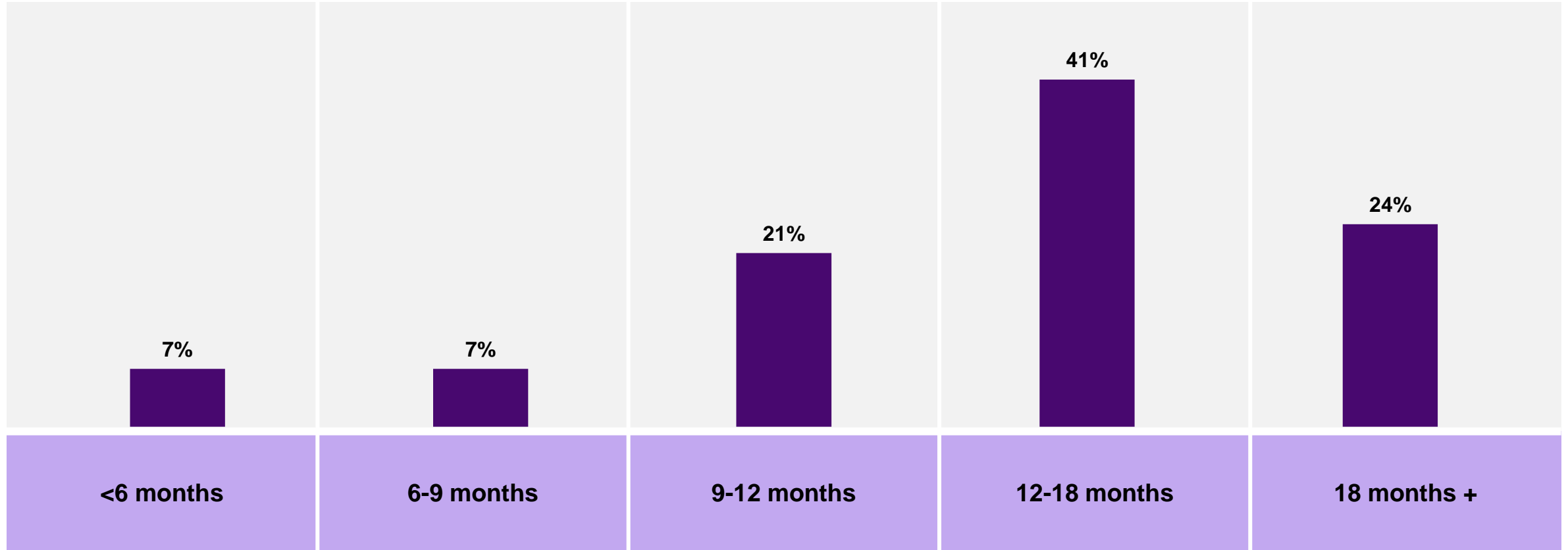
Source: 2022 Inflation and Reward Actions Pulse Survey , Greece

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Two out of three respondents expect high inflation to last at least another 12-18 months

How long do you expect the current period of high inflation to last?

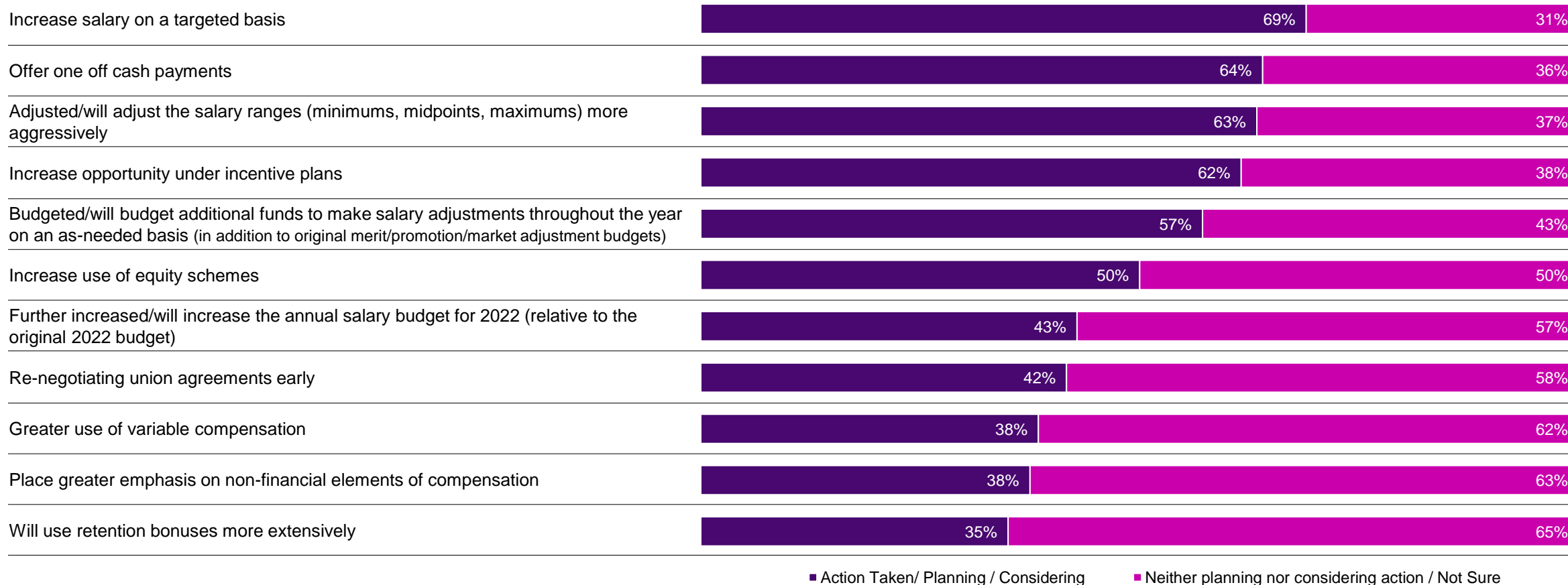


Source: 2022 CEEMEA Inflation and Rewards Actions Survey, Greece

Actions organizations are planning to take...

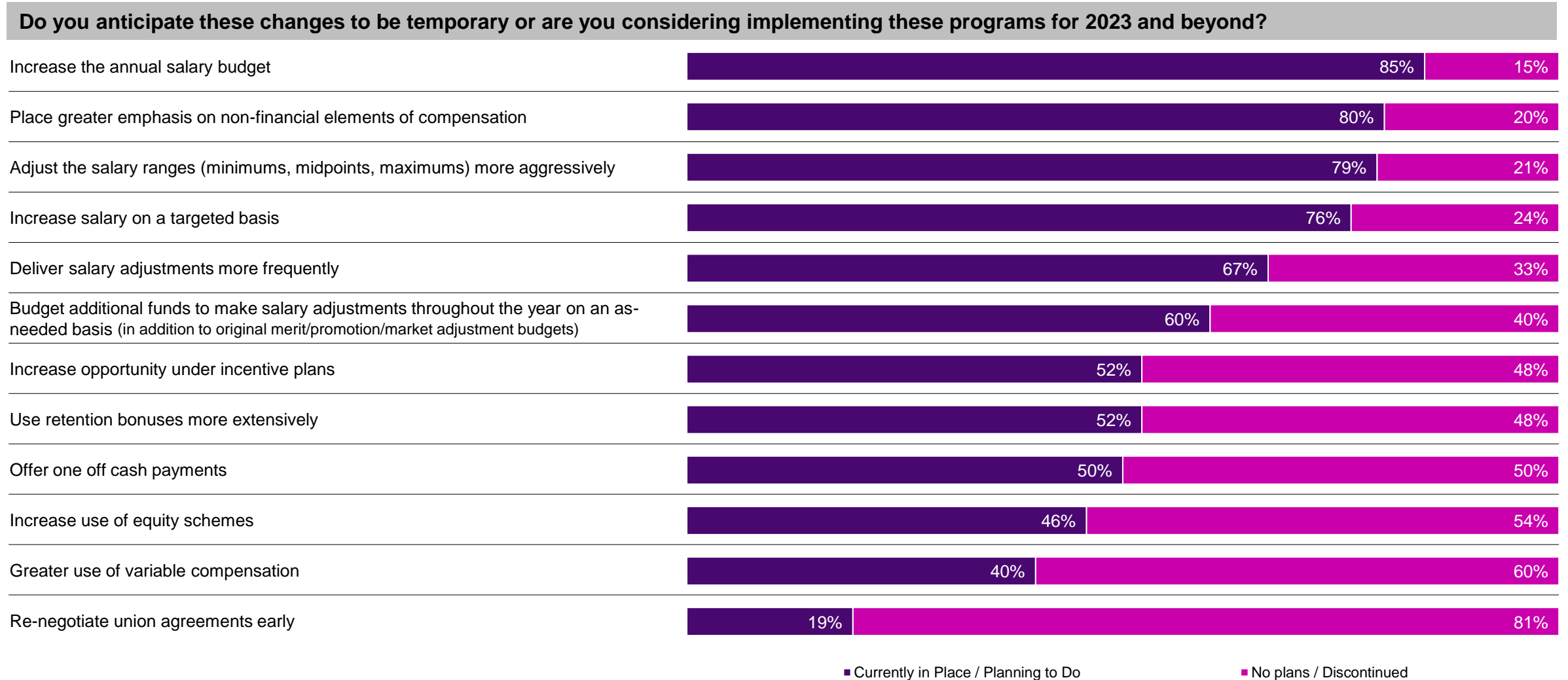
Half of organizations are planning or considering budgeting additional funds for salary adjustments and adjusting salary ranges

What approaches are you taking today to address the impact of the competitive labor market and inflationary pressures on compensation management?



Source: 2022 CEEMEA Inflation and Rewards Actions Survey, Greece

...Are likely to last beyond 2023

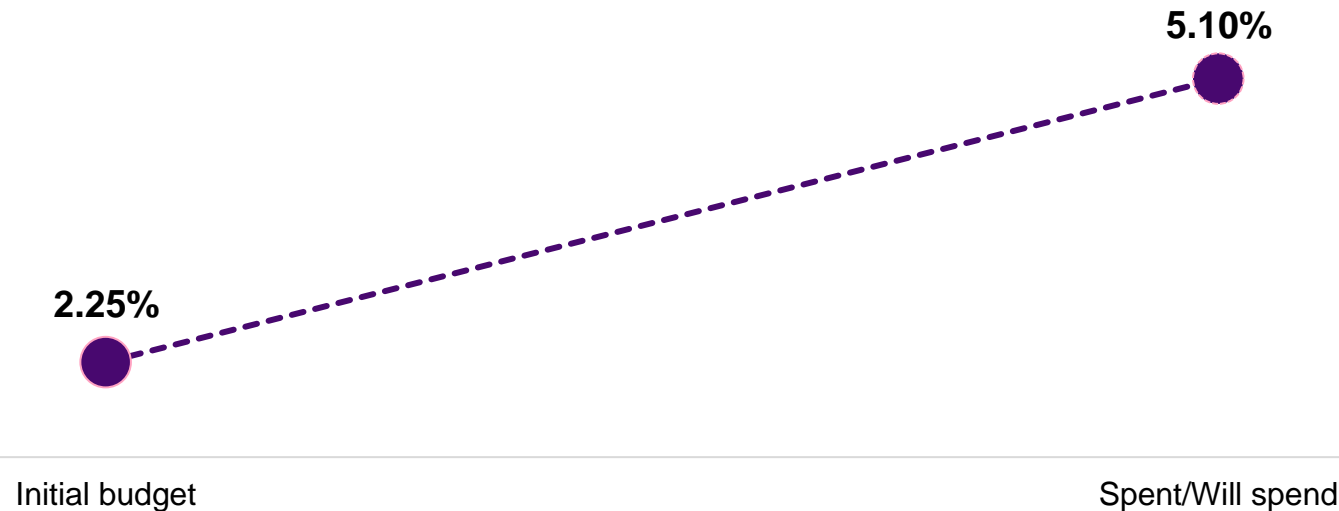


Source: 2022 CEEMEA Inflation and Rewards Actions Survey, Greece

The typical increase of the annual salary budget is around 3% more than originally anticipated

Further Increased/will increase the annual salary budget for 2022 (relative to the original 2022 budget)

Typically, the budget (as % of payroll) is:



If merit/salary review has already taken place for 2022, the actual total budget spent was typically 5% of payroll

NB: This slide was developed based on responses collected during the summer of 2022. WTW is closely monitoring the evolution of responses that relate to increases in salary budgets as organizations draw closer to taking their final decision before year end.

Source: 2022 Inflation and Reward Actions Pulse Survey , Greece

Colleagues identified as having rare/hot skills or retention risks are most likely to take priority for targeted salary increases

Groups that are taking priority for targeted salary increases

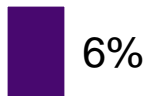
Colleagues identified as having rare/hot skills	56%	Specific business unit/divisions	22%
Colleagues identified as retention risk	44%	Salaried employees	11%
Highest performers	44%	Lowest paid	11%
Talent with digital skills	44%	Executives	11%
Non-Management (professionals)	33%	Sales positions	11%
Managers (excluding executives)	33%		

Source: 2022 Inflation and Reward Actions Pulse Survey , Greece

Organizations are more likely to experience problems attracting or retaining talent with digital skills, professionals and sales staff

Is your company planning to add, reduce or maintain headcount in the next 12 months?

Add significantly



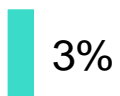
Add



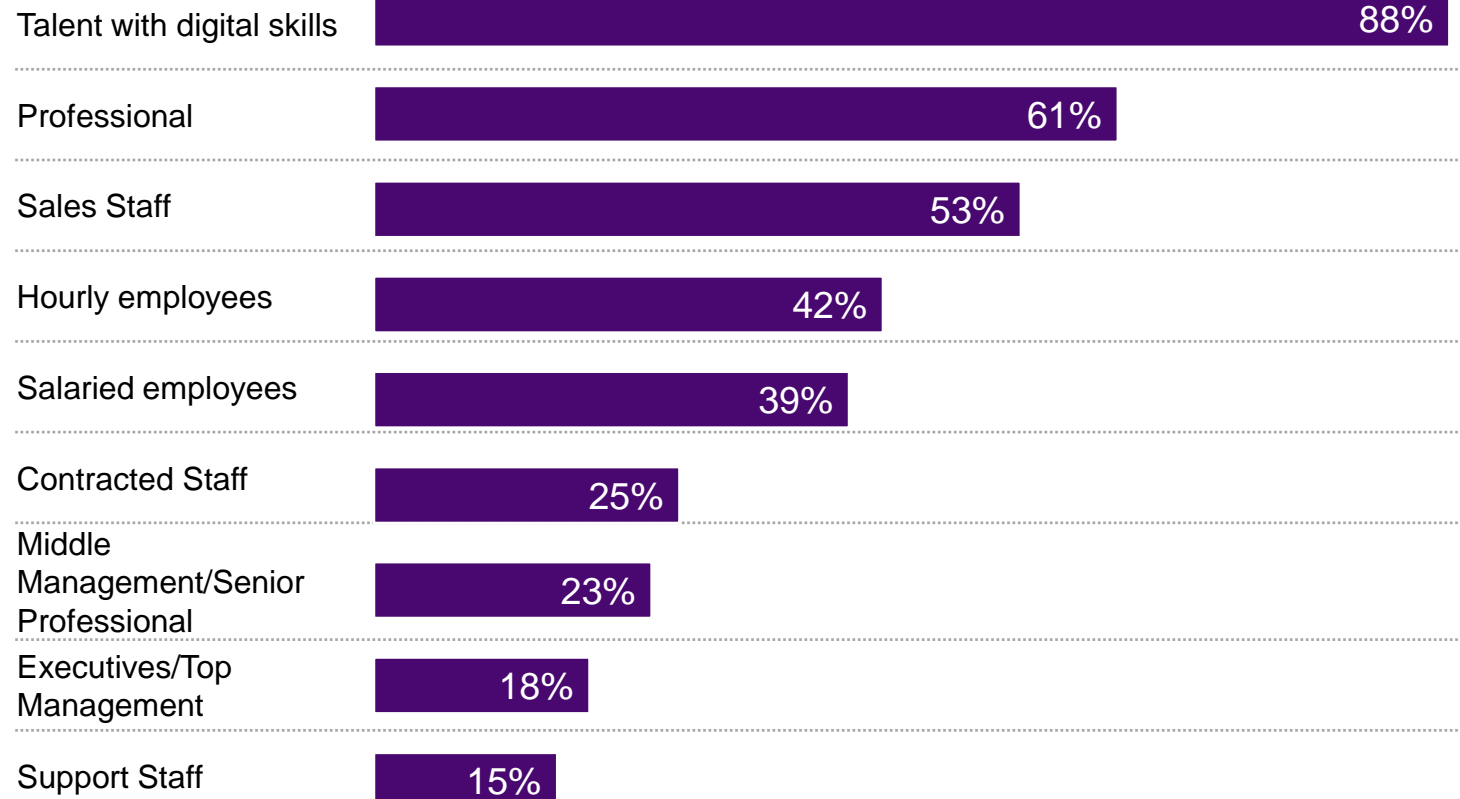
Maintain



Reduce



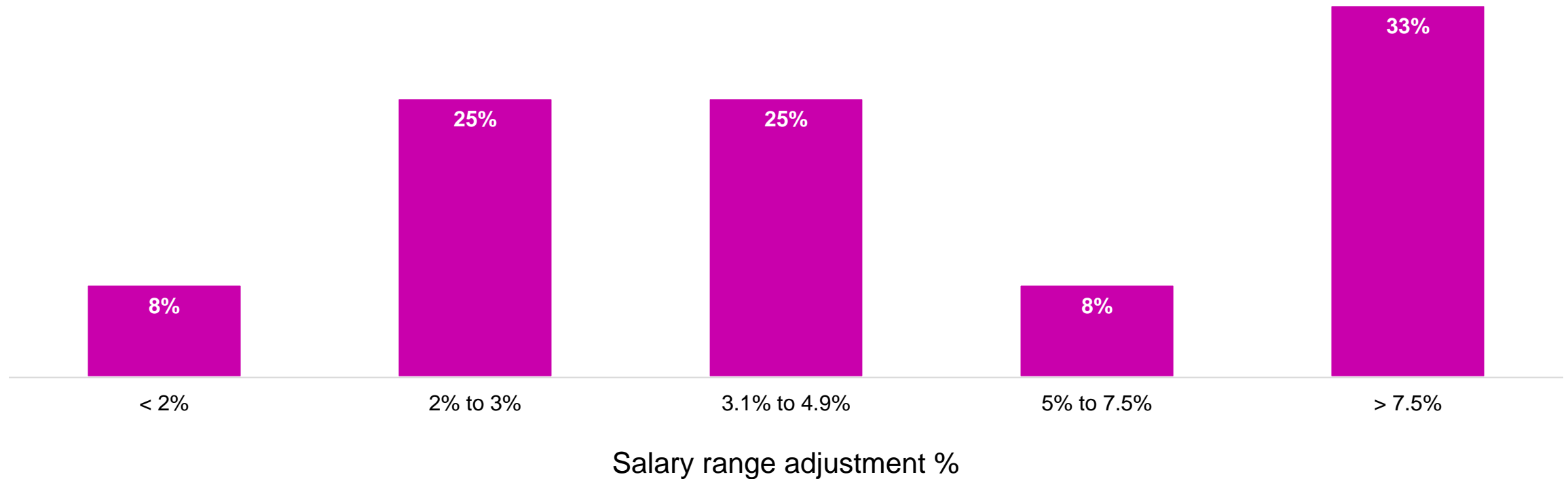
To what extent is your organization currently experiencing problems attracting or retaining employees in the following groups?



■ Great extent / moderate extent

Half of organizations are adjusting salary ranges between 2% to 5% but one third mentioned adjusting salary ranges by more than 7.5%

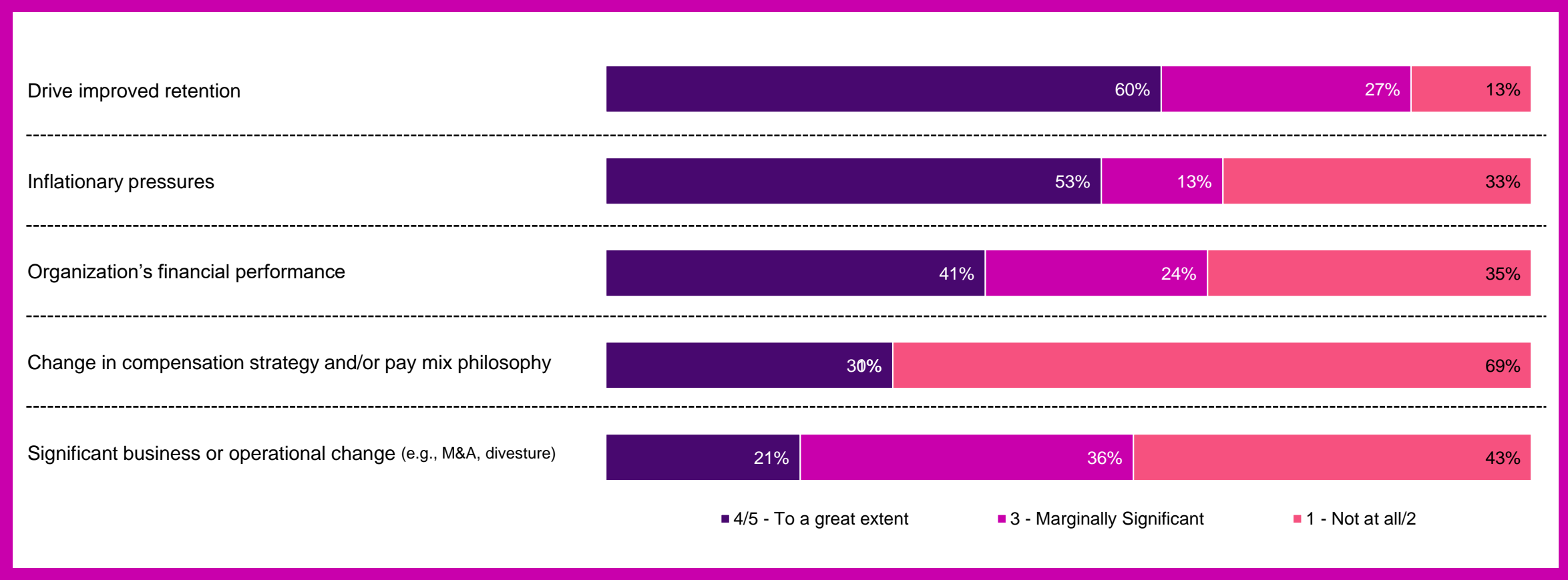
Adjusted/will adjust the salary ranges (minimums, midpoints, maximums)



Source: 2022 Inflation and Reward Actions Pulse Survey , Greece

Organizations are budgeting for salary increases to improve retention and respond to inflationary pressures

To what extent are the following primary reasons for budgeting higher salary increases?



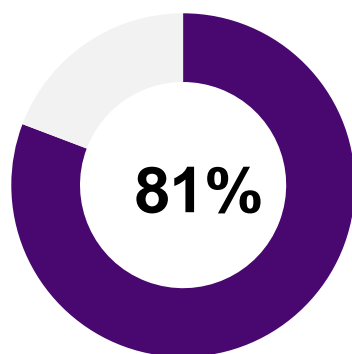
Source: 2022 Inflation and Reward Actions Pulse Survey , Greece

About 3 out of 4 organizations hire people high in the salary range, increase workplace flexibility to address attraction & retention difficulties

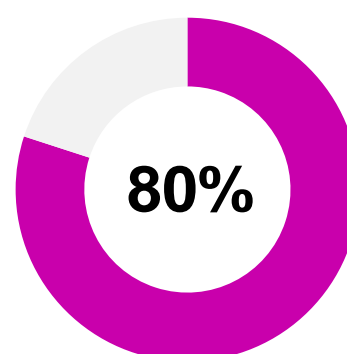
What informal actions do managers at your organization take to address the attraction, retention of these employee segments in their department?



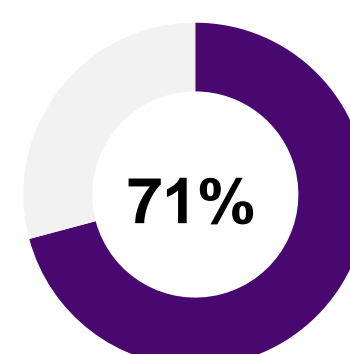
Hiring people high in the relevant salary range



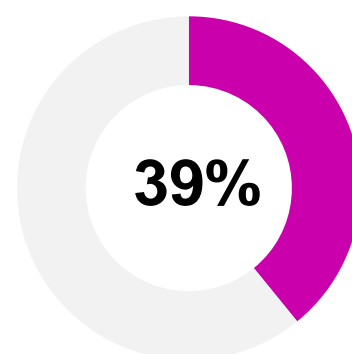
Increased workplace flexibility



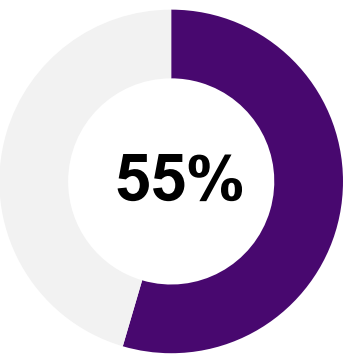
Increased/targeted use of training opportunities



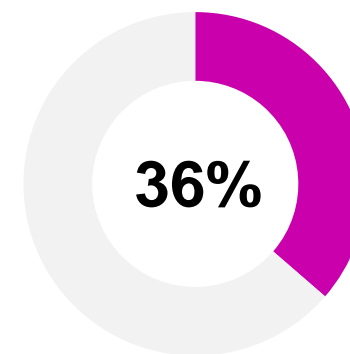
Use of retention bonuses



Sign-on bonuses



Use of spot rewards

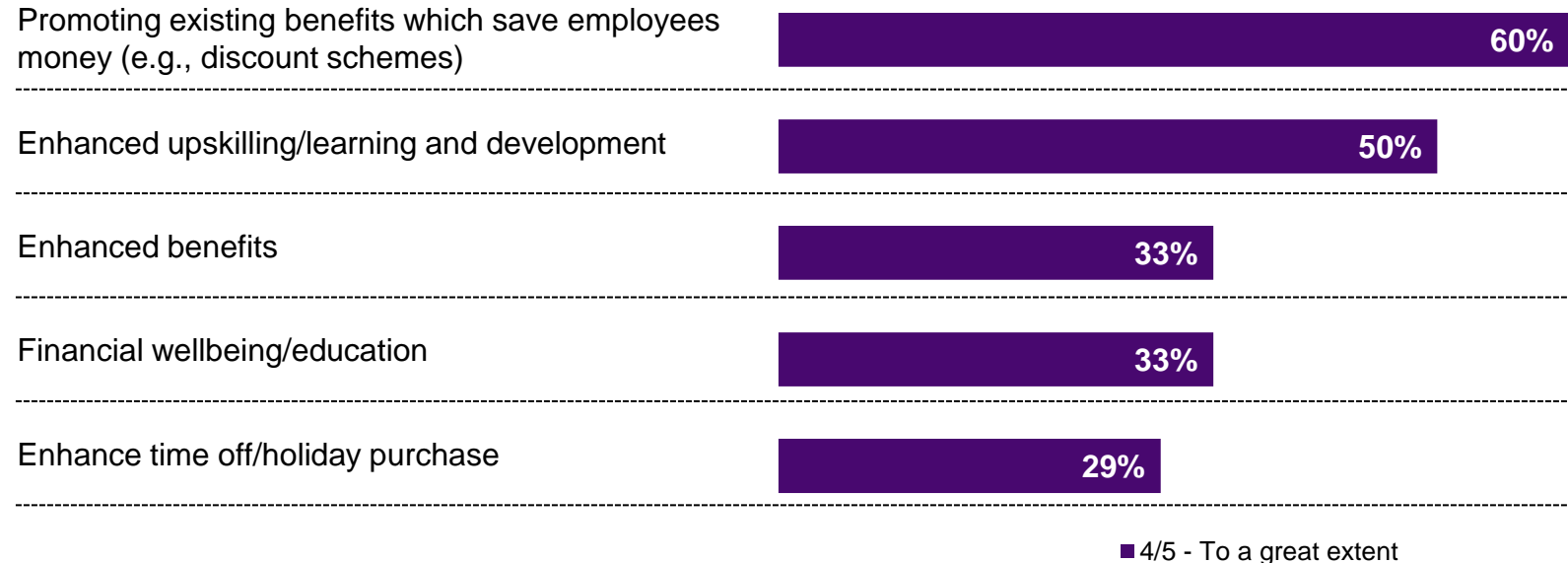


Source: 2022 CEEMEA Inflation and Rewards Actions Survey, Greece

Over half of organizations are promoting existing benefits, focusing on enhancing upskilling/L&D and enhancing benefits

Place greater emphasis on non-financial elements of compensation

To what extent is your organization
focusing on
these **additional**
elements?



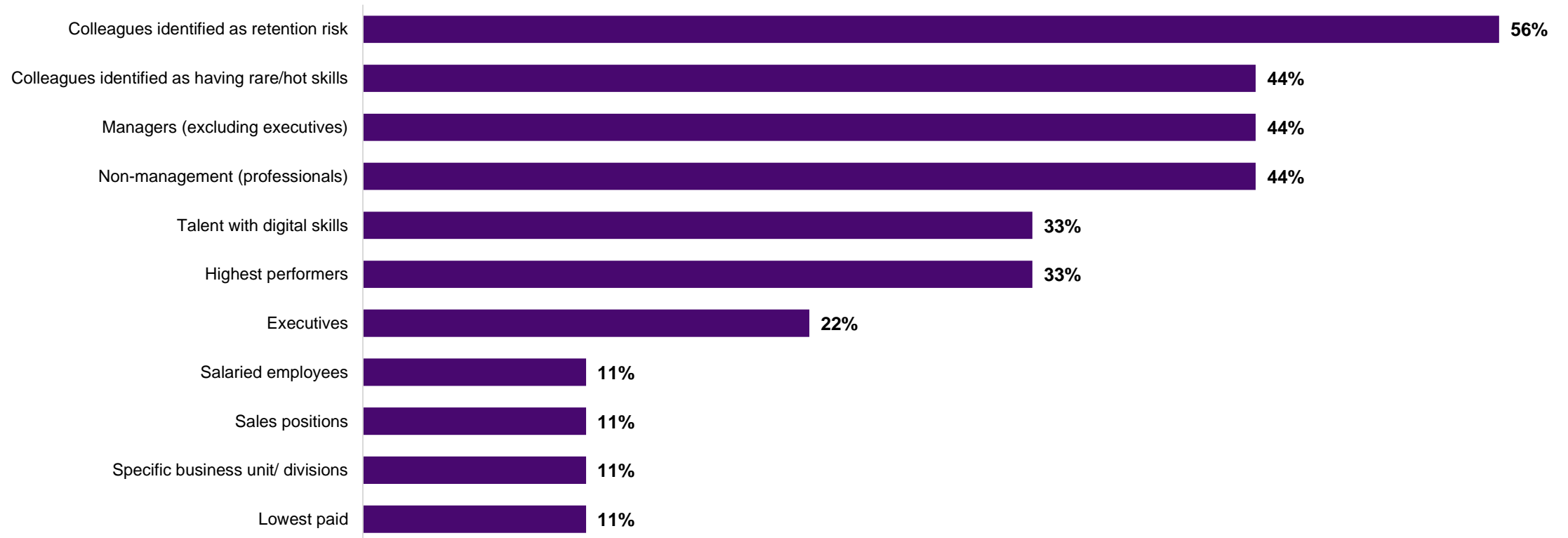
Other forms of non-financial elements include flexible work, broadening range of benefits and participation criteria, and recognition and reward programs

Source: 2022 Inflation and Reward Actions Pulse Survey , Greece

Retention bonuses are most commonly targeted to employees with retention risks

Retention bonuses

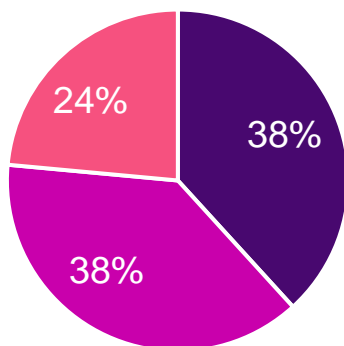
Which of the following groups are you targeting for retention bonuses?



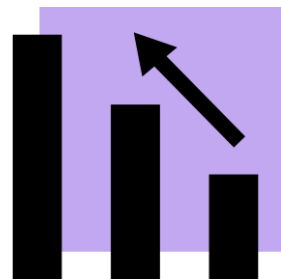
Source: 2022 Inflation and Reward Actions Pulse Survey , Greece

Over half of organizations increased recruitment since the start of the year...

By end 2022, where will you expect your company performance to be vs. last year's results?



- About the same as last year
- Slightly above last year
- Substantially above last year



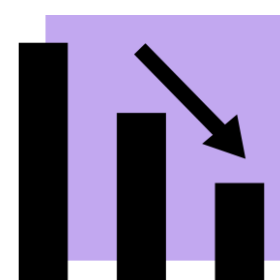
53%
Increased



32%
Stayed the same



15%
Decreased for
some job roles



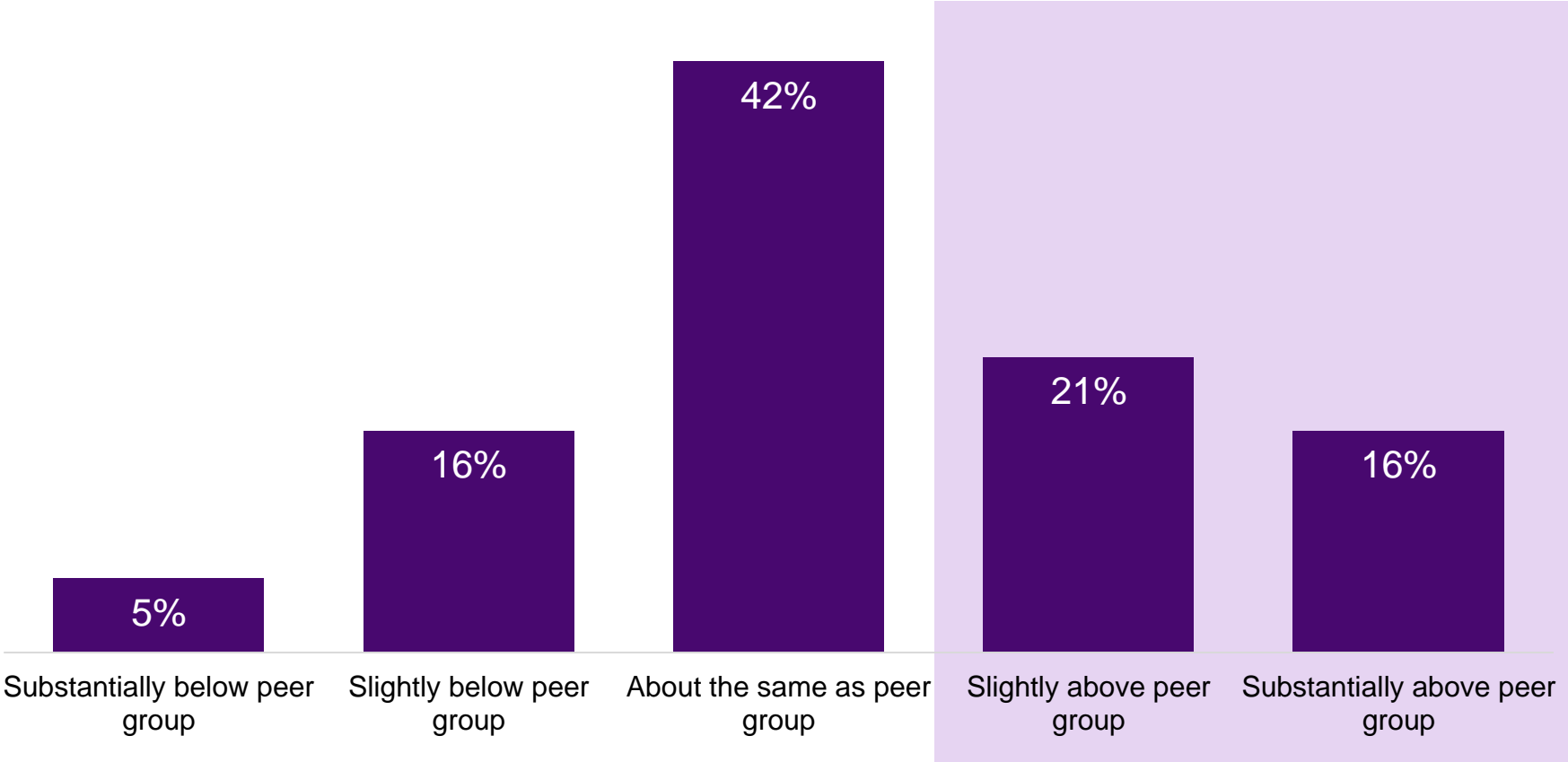
0%
Decreased
across the board

Source: 2022 CEEMEA Inflation and Rewards Actions Survey, Greece

...But four out of ten respondents consider their attrition rate to be above industry peers

The typical overall attrition rate is about 5.6%

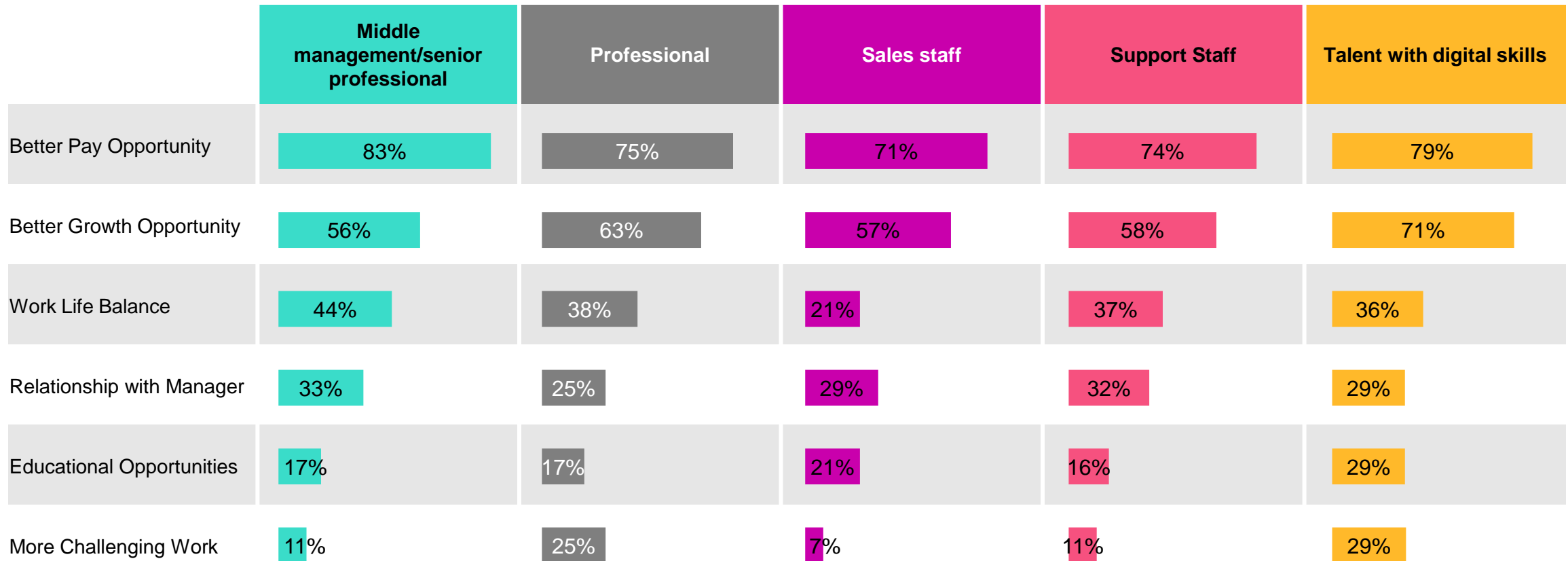
How would you consider your company attrition rate within your industry?



Source: 2022 CEEMEA Inflation and Rewards Actions Survey, Greece

Better pay opportunity and better growth opportunity are the most commonly cited reasons employees leave – work life balance is also a common selection

What is(are) employee’s main reason(s) for leaving your organization over past 6 months?



Source: 2022 CEEMEA Inflation and Rewards Actions Survey, Greece

Actions companies can take



Refine and enhance the organization's reward philosophy

Revisit reward levers and determine the purpose and eligibility of each within the context of the broader career and employee experience



Optimize reward spend

Conduct Total Rewards Prioritization/Optimization exercise to define optimal reward spend and increase employee retention and attraction



Review market data and update salary structures

Analyze pay relative to market, also confirming areas of pay pressure (hot in demand roles) and determine where salary structure ranges have not kept pace with actual pay increases



Enhance manager capability and accountability in work and rewards decisions

Educate managers on the full set of monetary and non-monetary programs to enable their autonomy in driving talent retention

Source: 2022 Inflation and Reward Actions Pulse Survey , Europe



Thank you!