

The background of the slide is a photograph of two call center agents, a woman on the left and a man on the right, both wearing large black over-ear headphones and smiling. They are sitting at a desk with microphones in front of them. The image is overlaid with a semi-transparent blue gradient that darkens towards the right. The text 'Voice of the candidate' is written in large, white, bold, sans-serif font across the lower half of the image.

Voice of the candidate

Survey overview

November 2023

Introduction

In anticipating the dynamics of the constantly shifting job market, KPMG in Greece carried out the “Voice of the candidate” survey exploring key talent attraction and retention drivers, as well as the value of Employer Branding.

The survey was conducted in a sample of 320 executives in Greece and abroad last September, as a follow-up to the first phase of the survey that was implemented in February 2023.

Reasons to stay / quit current employer

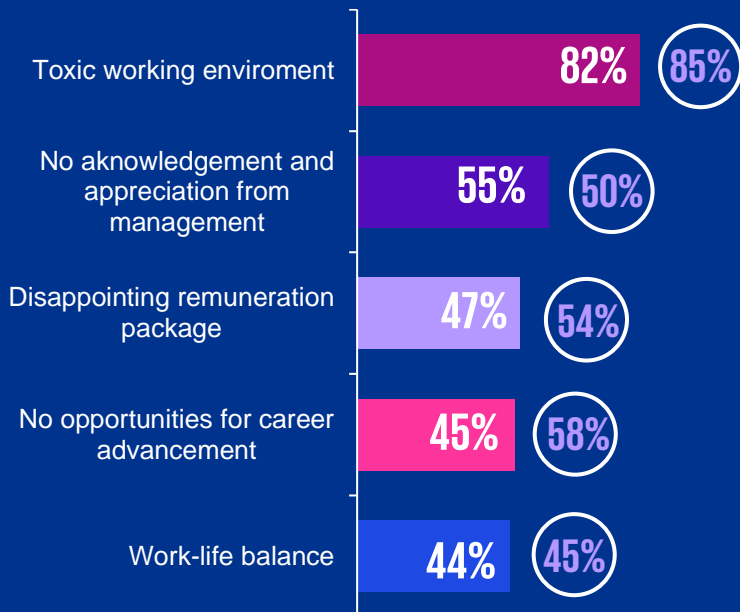
One of the findings that stand out in the research is the fact that the toxic work environment is the main reason why professionals in Greece are willing to leave their current employers. In an environment where fairness is absent, ideas are stifled and initiative is discouraged, workers are eager to jump ship. The message here is clear: cultivating a healthy, supportive work culture is vital to employee retention.

The main reasons that strengthen the employees' stay in an organization are the **positive work environment** (69%), the **satisfactory remuneration package** (56%) and the **care shown by the management** of the organization for its executives (52%).

While an attractive remuneration package may entice employees to stay, it is not the only criterion that influences their decision. Lack of recognition of individual contribution is also important and can alienate employees.

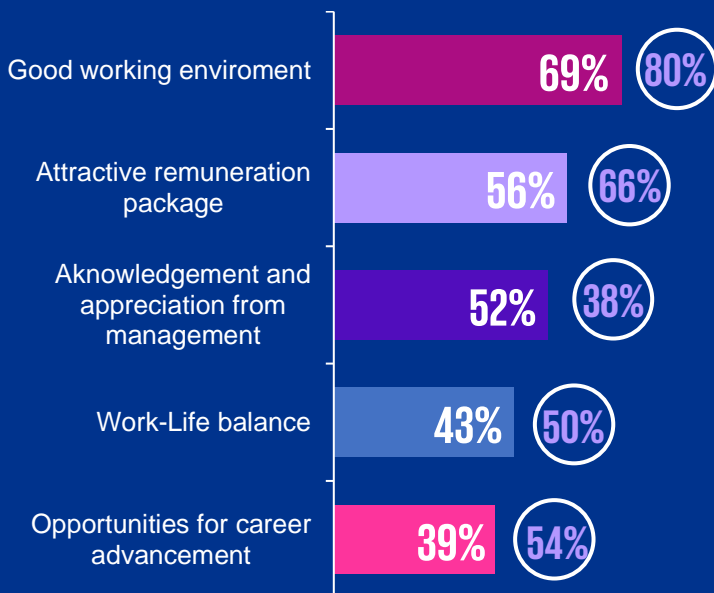
Employers need to remember that compensation is only part of the puzzle, and recognition and appreciation play an equally critical role in retaining talent.

Top5 Reasons to quit current employer (multiple choice up to 5 answers)



* vs. Feb23

Top5 Reasons to stay at current employer (multiple choice up to 5 answers)



Mobility

Greece has long struggled with the issue of "Brain Drain", as in recent years a large proportion of its talented professionals have sought opportunities abroad.

The survey shows that while **almost half of Greeks working abroad would consider returning to Greece if they received a satisfactory job offer, 45% of executives living in our country say they would leave for a better job abroad.**

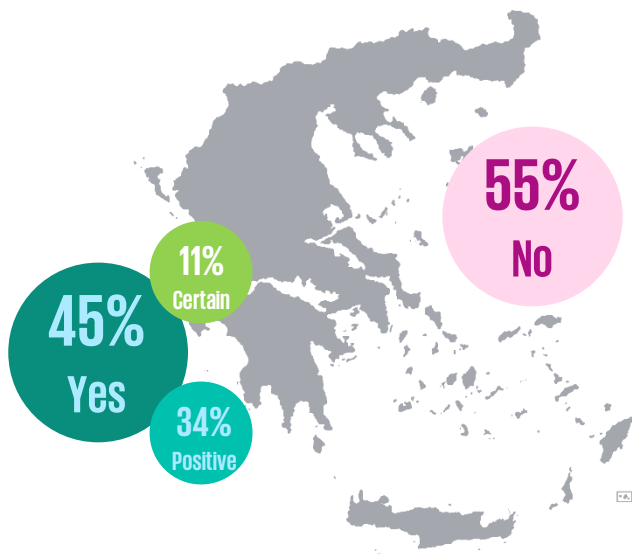
This fact emphasizes once again the need to create the conditions that will act as incentives for Greek talents to stay and excel in our country.

Reasons to return

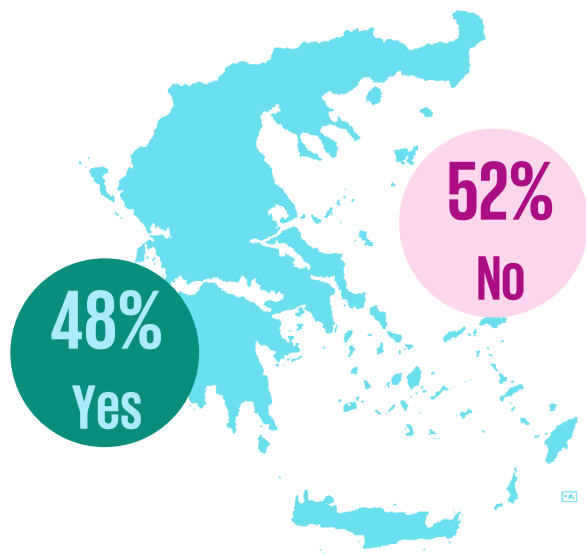
(multiple choices)



Possibility to move abroad within the next 12 months if received a satisfying offer (for Greek residents)



Possibility to return in Greece within the next 12 months if received a satisfying offer (for Expatriates)



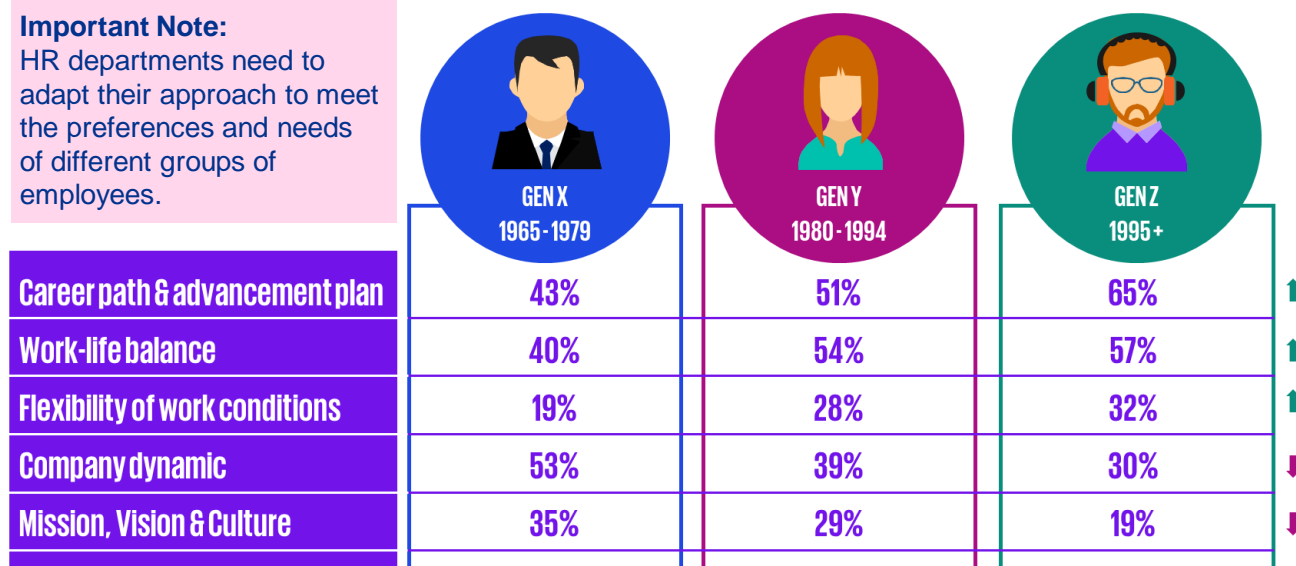
The Generation Gap

The research also highlights the differences in the priorities of different age groups in the workplace. **Generation Z clearly emphasizes personal development and career opportunities, while also valuing**

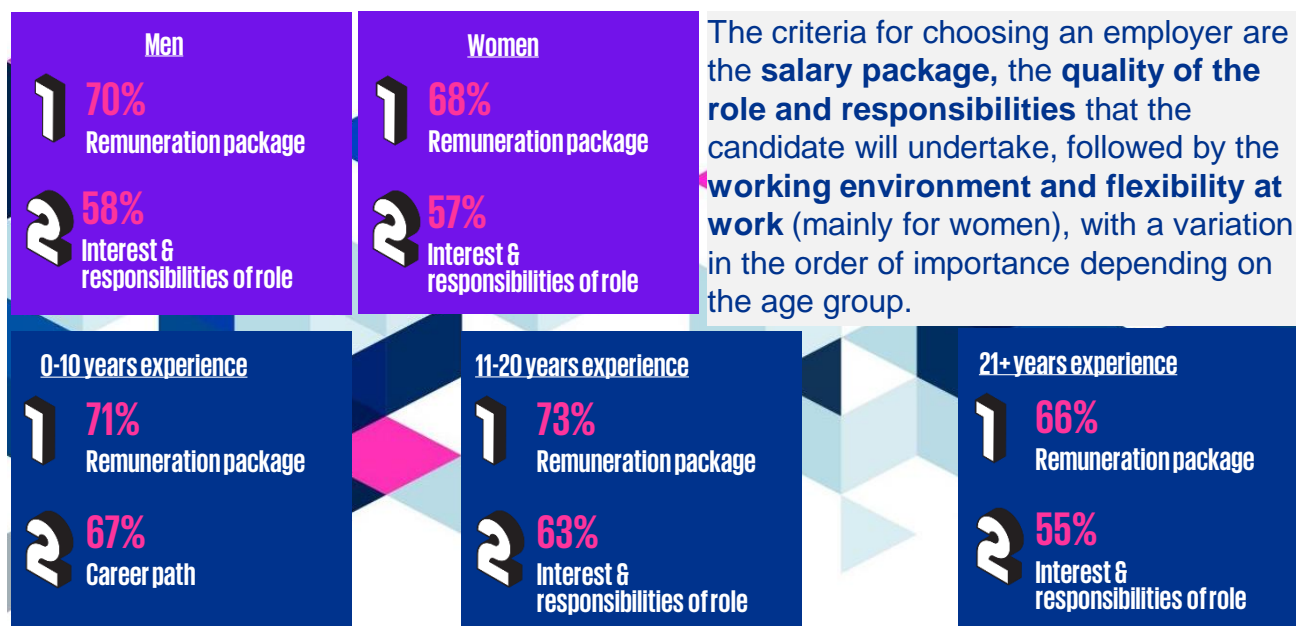
work-life balance and flexible working conditions. However, older generations focus on the dynamics of the company as well as the mission, vision and culture.

Important Note:

HR departments need to adapt their approach to meet the preferences and needs of different groups of employees.



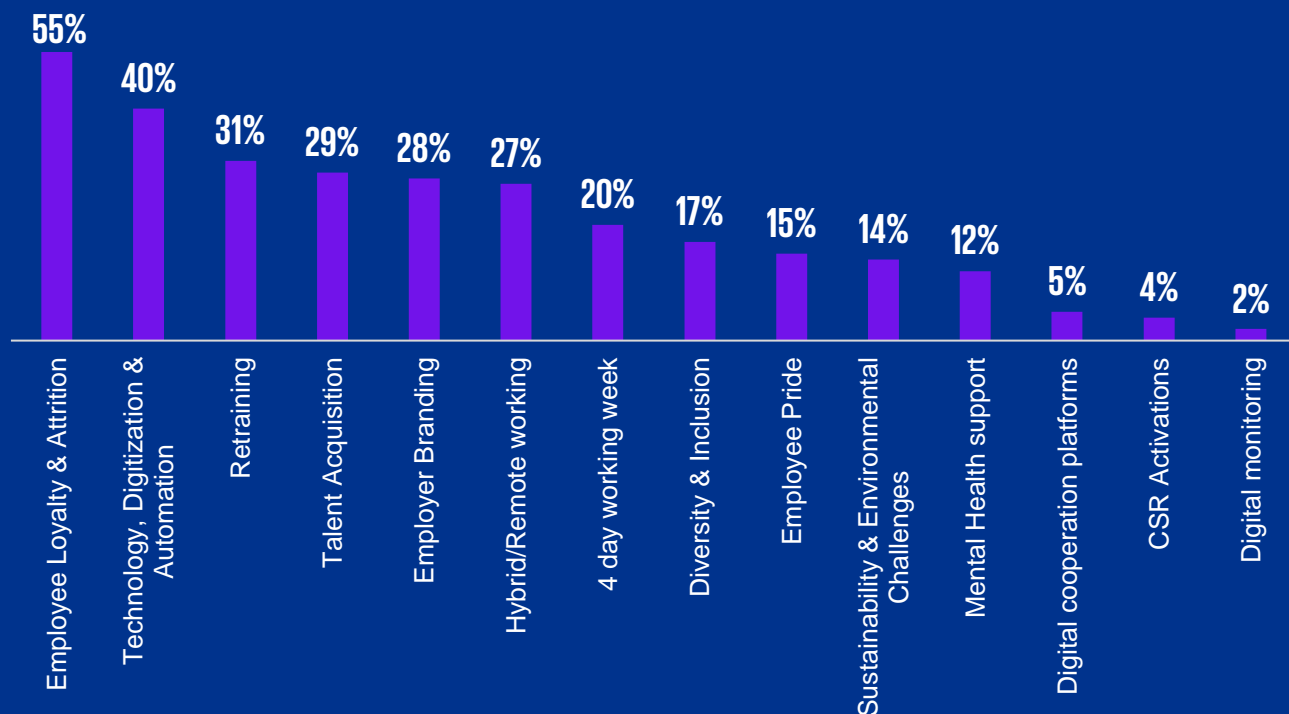
Employer choice criteria per profile



Importance of HR pillars for candidates

At the same time, candidates expect the organizations' HR departments to focus on **developing employee loyalty** (55%), **incorporating digitalization and automation of processes** (40%), as well

as **retraining (retaining) employees** (31%). Inclusion/Diversity, ESG criteria and CSR actions are judged to be less important pillars for HR.



In contrast to the sample as a whole:

Mental health support seems to be significantly more important for:

Ages up to 33

30%

Women

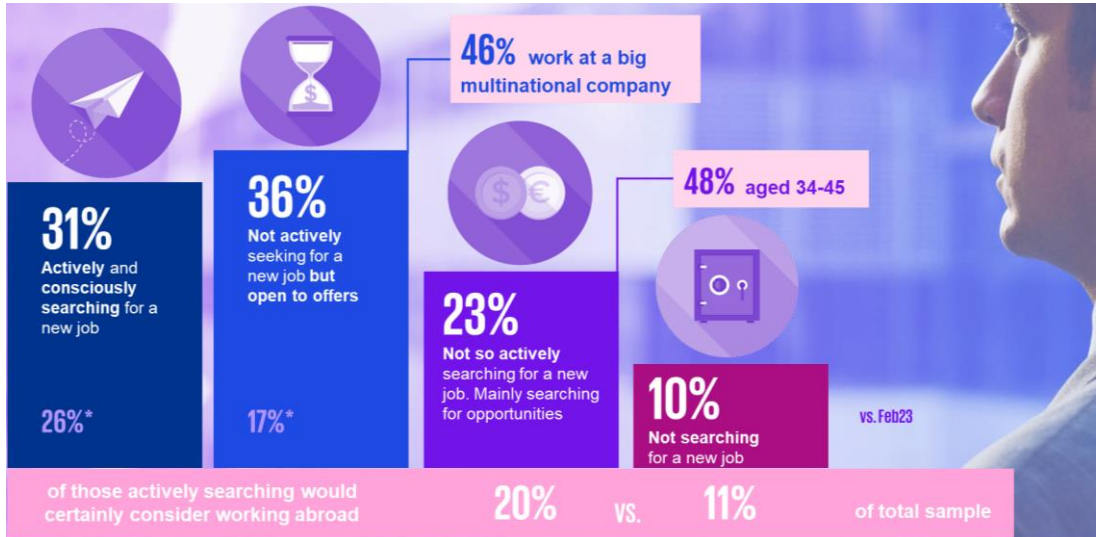
18%

9% of Younger people seem to be more sensitized and open towards mental health in comparison with older generations.

For ages up to 33 years, it is the **2nd** trend of choice!

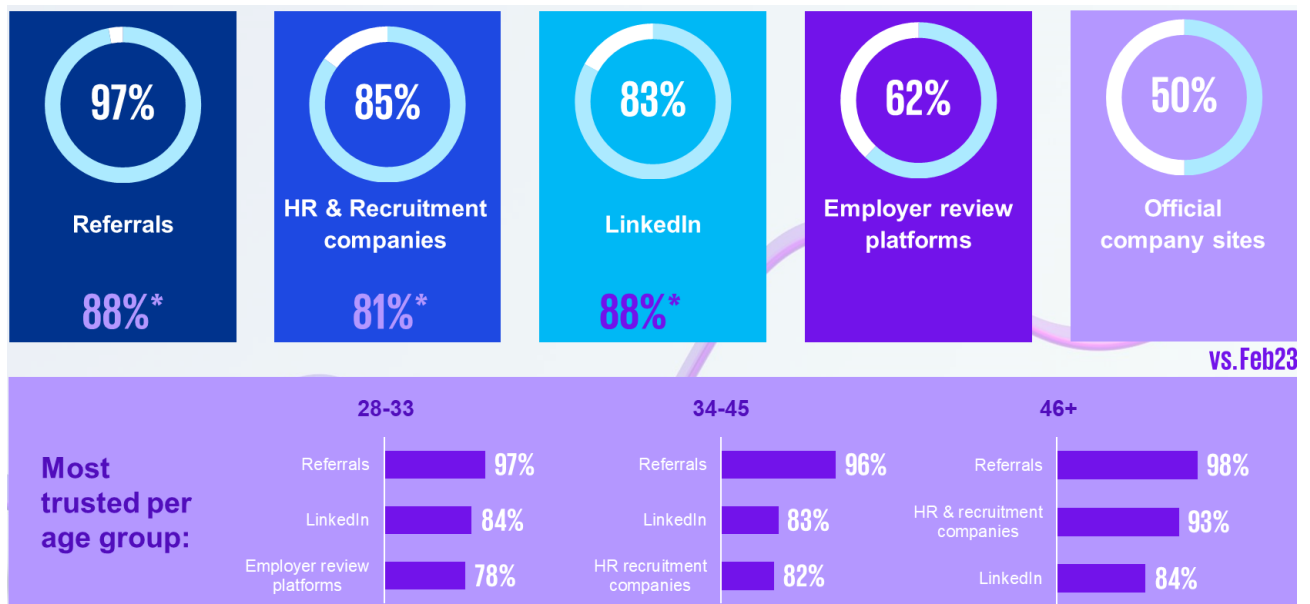
Active Seekers & Passive Candidates Status

Only 10% of respondents say they are not actively looking for a new job.



For the remaining 90%, **recommendations / referrals (97%), companies offering HR/Recruitment services (85%),** the

LinkedIn platform (83%) and Employer Rating platforms (62%) are judged to be the most reliable finding channels work.



The upward impact of the latter signals the need for better management of the employee journey including exit strategy by organizations.

Recruitment process & pain points to consider

Regarding the staffing process of an organization, respondents consider very disappointing the **lack of clarity about the accountability that a job entails** (60%), the **lack of transparency in the**

remuneration scheme (53%), **time-consuming procedures** or **inconsistency in communication** (52%) or **lack of communication about their final outcome** (43%).

Sep 2023

Most disappointing parts during recruitment process
(multiple choices)

Feb 2023



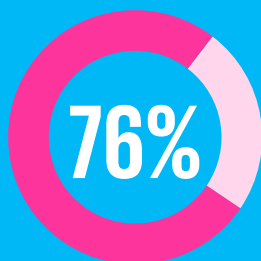
Employer branding

Employer branding plays a crucial role when looking for a new job or making a referral. **Almost all professionals investigate the reputation of the employer prior to job application**, while employee testimonials and reviews can really shape candidates' views of employers' reputation.

This is a **great opportunity for companies** since by building their employer brand towards their employees and making them their best ambassadors, they can be more effective in attracting the talent they seek.

98%

investigates the reputation of the employer prior to job application



has **rejected** a job due to **negative employer branding**

! Lower among men, 46+ y.o. & expats

77%

would encourage someone to work for an employer with a **positive/strong employer branding**

83%

is influenced by **testimonials & reviews** of other employees



Men declare to be less influenced vs. women



Conclusion

Based on the above research findings and the individual conclusions, it is imperative that we all listen to the particular needs of candidates of all generations and demonstrate flexibility and adaptability, so that we satisfy them for the benefit of the business.

From our side, we will continue to record developments in the labor market and be on the side of businesses and executives with the aim of highlighting, as Consultants, the big picture to all stakeholder groups and developing mutually beneficial business relationships.

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