

Creating People Advantage - Revisiting a success story

Greece country results







Global overview on results

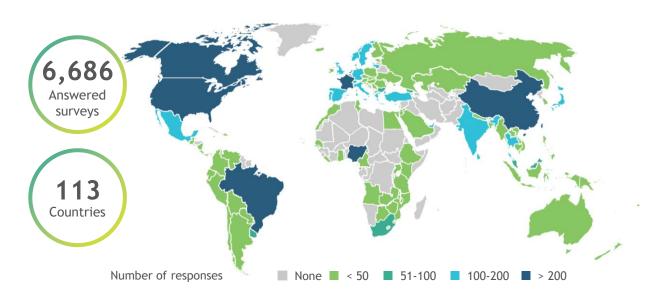
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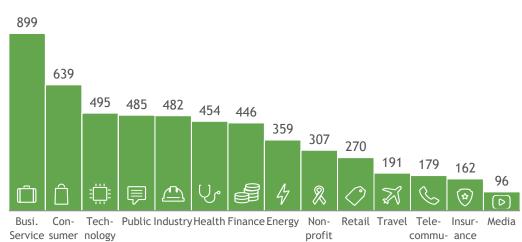


Creating People Advantage—A survey of 6,686 respondents in 113 countries

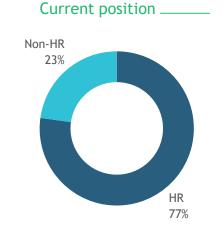
Industry split

Level of Seniority











Source: 2021 BCG/WFPMA proprietary web survey and analysis. Note: Not Included: N/A and other answers.

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32 HR and People Management topics in nine clusters were assessed

Clusters	HR and People Management Topics												
People and HR strategy, planning and analytics	People and HR strategy	,	Strategic workf	force planning	People analytics and reporting								
Talent acquisition	Employer branding	Talent ec	osystem management	Recruiting strategy and pro	cess	C	Onboarding						
People development	Up- and reskilling and learning and development	Career r	models management	Top talent management			taffing and ement mgmt.						
Performance, rewards and engagement	Performance management	nt	Rewards and	recognition	Em	nployee er and well	ngagement -being						
Purpose, behavior, leadership and culture change	Purpose and culture activation	Change ma	anagement capabilities	Leadership behavio development			ity and inclusion anagement						
Labor and employee relations	Policy management		Employee	relations	I	Health and	d safety						
Organizational transformation		evelop- nd design	Smart work	Shared services implement.	Restructur manageme								
Digital and IT	HR IT architectu	re and opera	ation	Digital	al, Al, cloud, and robotics in HR								
HR operating model	HR organization and governance		HR shared	I services	HR staff capabilities								

Source: 2021 BCG/WFPMA proprietary web survey and analysis.

Ranking of 32 topics for Current Capabilities and Future Importance

58%

50%

47%

44%

43%

42%

42%

41%

36%

36%

36%

35%

35%

32%

31%

31%

31%

30%

30%

29%

28%

26%

24%

40%

60%

80%

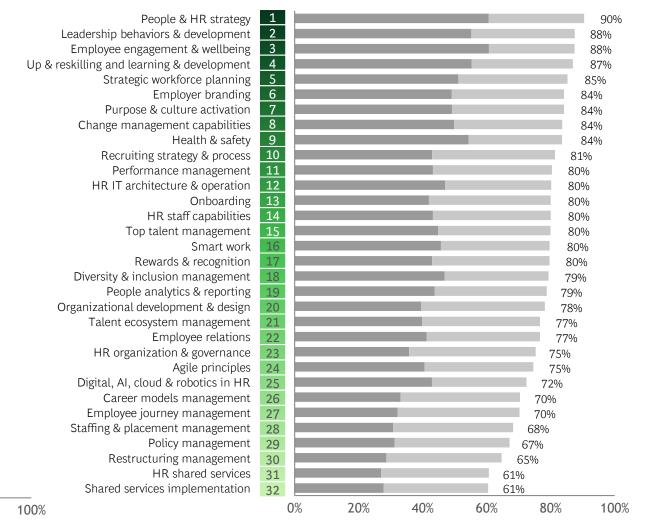
21%

20%

Ranking Current Capabilities

Health & safety Employee relations Policy management People & HR strategy Recruiting strategy & process Employee engagement & wellbeing Onboarding Employer branding Performance management Purpose & culture activation 11 HR staff capabilities 12 Up & reskilling and learning & development Rewards & recognition 14 Strategic workforce planning Leadership behaviors & development Diversity & inclusion management HR organization & governance Change management capabilities Top talent management Organizational development & design Smart work People analytics & reporting Staffing & placement management Shared services implementation Restructuring management HR shared services HR IT architecture & operation 28 Talent ecosystem management 29 Agile principles Employee journey management Career models management 32 Digital, AI, cloud & robotics in HR

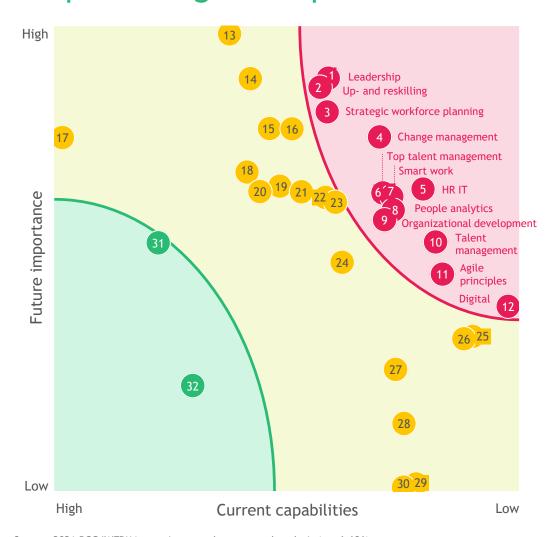
Ranking Future Importance



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Segmenting HR topics by Current Capabilities and Future Importance identifies People Management priorities



Strong need to act

- 1 Leadership behaviors and development
- 2 Up and reskilling and learning and development
- 3 Strategic workforce planning
- 4 Change management capabilities
- 5 HR IT architecture and operation
- 6 Top talent management
- 7 Smart work
- 8 People analytics and reporting
- 9 Organizational development and design
- 10 Talent ecosystem management
- 11 Agile principles
- 12 Digital, AI, cloud and robotics in HR

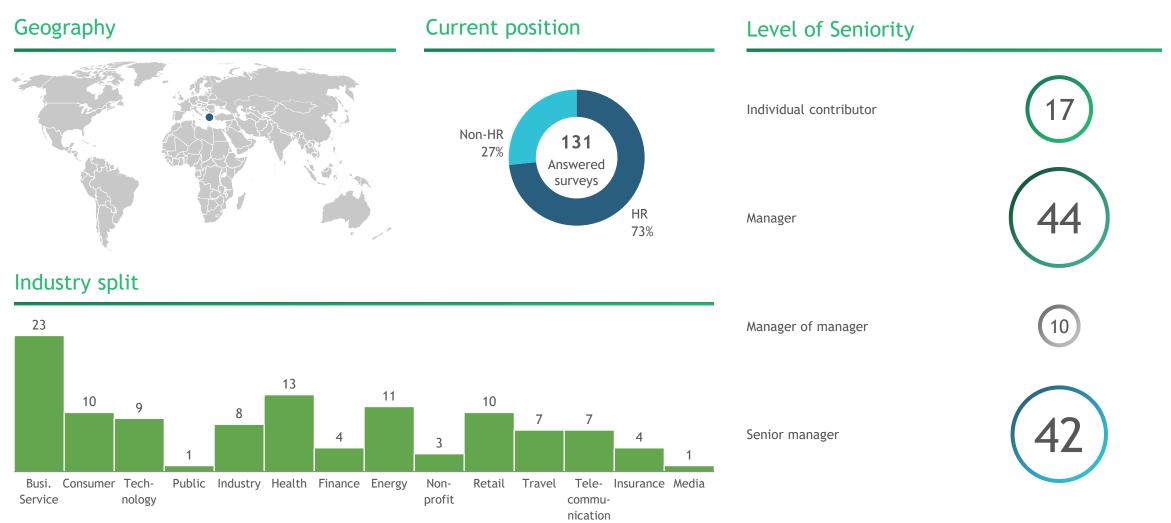
Medium need to act

- 13 People and HR strategy
- 14 Employee engagement and well-being
- 15 Employer branding
- 16 Purpose and culture activation
- 17 Health and safety
- 18 Recruiting strategy and process
- 19 Performance management
- 20 Onboarding
- 21 HR staff capabilities
- 22 Rewards and recognition
- 23 Diversity and inclusion management
- 24 HR organization and governance
- 25 Career models management
- 26 Employee journey management
- 27 Staffing and placement management
- 28 Restructuring management
- 29 HR shared services
- 30 Shared services implementation

Low need to act

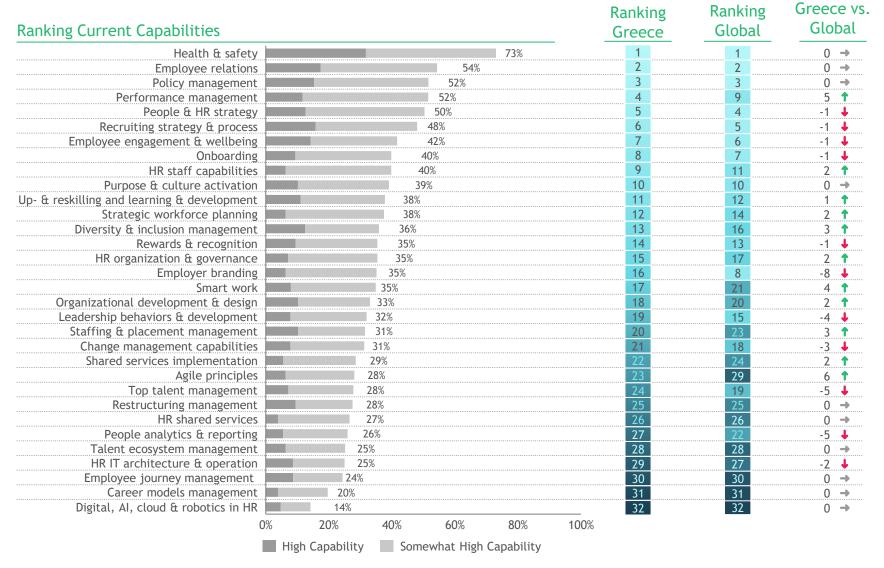
Greece country results

Our survey drew responses from 131 Greek participants



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Ranking of 32 topics for Current Capabilities

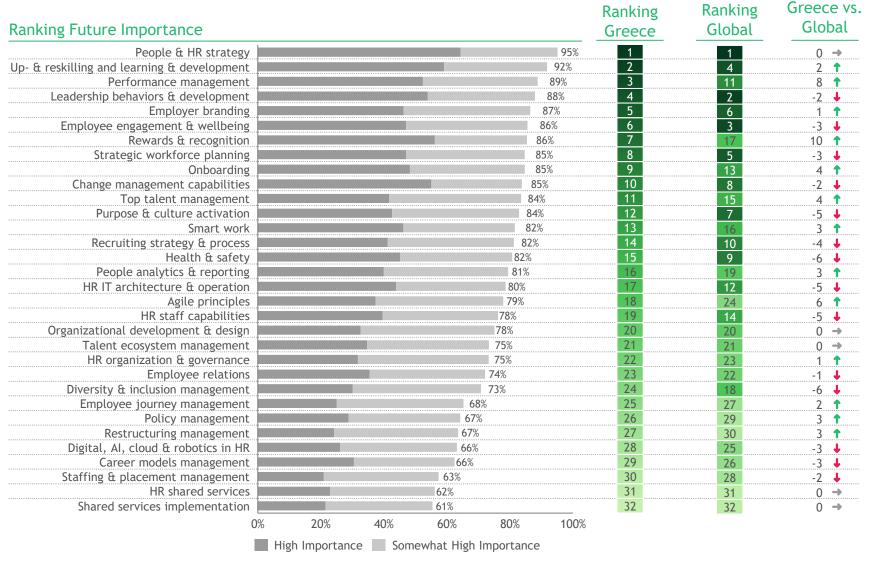


Key highlights

- Current Agile principles capabilities ranked <u>higher</u> by Greek respondents vs. global average (+6 positions)
- Current Employer
 Branding capabilities
 ranked <u>lower</u> by Greek
 respondents vs. global
 average (-8 positions)

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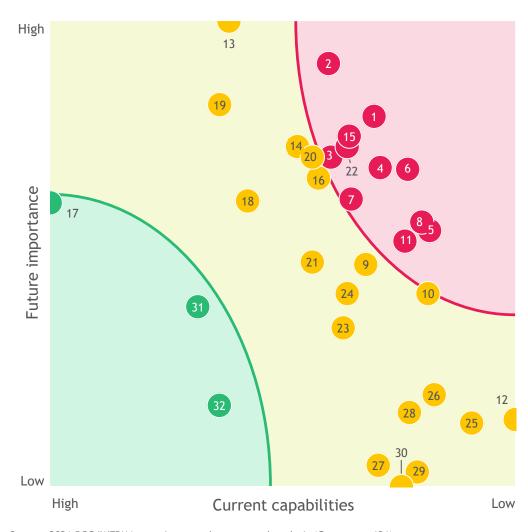
Ranking of 32 topics for Future Importance



Key highlights

- Future importance of Rewards & recognition ranked much <u>higher</u> by Greek respondents vs. global average (+10 positions)
- Future importance of Health & safety and Diversity & inclusion management ranked lower by Greek respondents vs. global average (-6 positions)

Segmenting HR topics by Current Capabilities and Future Importance identifies People Management priorities



- Strong need to act
- 1 Leadership behaviors & development
- Up- & reskilling & learning & development
- 3 Strategic workforce planning
- 4 Change management capabilities
- 5 HR IT architecture & operation
- 6 Top talent management
- 7 Smart work
- 8 People analytics & reporting
- 111 Agile principles
- 15 Employer branding
- 22 Rewards & recognition

- Medium need to act
- 9 Organizational development & design
- 10 Talent ecosystem management
- 12 Digital, AI, cloud & robotics in HR
- 13 People & HR strategy
- 14 Employee engagement & wellbeing
- 16 Purpose & culture activation
- 18 Recruiting strategy & process
- 19 Performance management
- 20 Onboarding
- 21 HR staff capabilities
- 23 Diversity & inclusion management
- 24 HR organization & governance
- 25 Career models management
- 26 Employee journey management
- 27 Staffing & placement management
- 28 Restructuring management
- 29 HR shared services
- 30 Shared services implementation



Cluster ranking across economies by Current Capabilities

Current Capabilities

			~																											
	Global		Ame	ericas								Europe							Af	rica			Α	sia Paci	fic					
Order by global ranking		Bratil	Canada	Metico	JSA	france	,			Likhudilo	Hetlet's	HOLYON	QOKUQQ	Spain	Sheder	skitlet,	ZJIHE ^A	34	Higgira	Solitico	Childo	House	India	Jalai .	si alto	Trollord	JAÉ			
Labor & Employee relations	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	5	1	1	1	1	1			
Performance rewards & engagement	2	3	2	4	2	2	2	2	2	2	2	2	3	3	3	2	5	2	4	2	3	1	2	3	2	2	2			
Talent acquisition	3	5	3	2	3	4	3	4	4	3	3	4	4	2	6	3	3	5	2	4	2	6	5	2	4	3	9			
People & HR strategy, planning & analytics	4	2	4	3	4	5	8	3	3	4	4	6	2	4	4	5	4	6	5	6	5	3	4	8	5	4	3			
Purpose, behavior, leadership & culture change	5	4	5	5	5	6	4	5	5	5	5	3	5	5	2	6	6	3	7	7	6	9	7	5	3	5	8			
HR Operating Model	6	7	6	6	6	3	7	6	7	6	7	5	6	7	5	4	2	4	3	3	7	2	6	4	6	7	4			
People development	7	6	8	7	9	7	5	8	8	7	6	9	7	6	8	8	7	7	8	5	4	8	3	6	7	6	5			
Organizational transformation	8	8	7	8	8	8	6	7	6	8	9	7	8	8	7	7	8	8	6	9	8	7	8	7	9	9	6			
Digital and Information Technology	9	9	9	9	7	9	9	9	9	9	8	8	9	9	9	9	9	9	9	8	9	4	9	9	8	8	7			
Number of responses	6,686	222	245	173	1,162	204	158	130	141	153	209	153	117	103	131	63	109	121	290	74	230	143	145	196	191	148	106			

^{1.} Hong Kong is a special administrative region of The People's Republic of China Source: $2021\ BCG/WFPMA$ proprietary web survey and analysis (Global n=6,686).

Topic ranking across economies by Current Capabilities

Top & bottom five topics: Current Capabilities

			~	-																									
	Global		Ame	ericas								Europe	<u>;</u>						Af	rica			А	sia Paci	fic				
Order by global ranking		Bratil	Callaga	Hetico	SA	stance	-\	7		Lithuania	HE'TE'	HOLYION	Pottuga	Sport	Sheden	suitled's	Zulke4	34	Higgio	Solitico	Childo	Holos	India	YaQali	si gito	Thologo	JAÉ		
21. Health & safety	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	3	21	1	1	2	1	1		
20. Employee relations	2	3	2	5	2	2	3	2	2	3	4	2	3	2	3	4	2	5	3	3	8	23	2	3	1	2	3		
19. Policy management	3	10	4	2	3	9	2	3	3	2	10	5	6	5	2	2	4	4	2	4	6	6	9	2	3	6	2		
1. People & HR strategy	4	2	5	7	4	7	11	5	4	6	3	8	2	7	4	9	5	2	19	21	12	7	7	17	4	4	6		
6. Recruiting strategy & process	5	7	7	3	9	6	9	6	5	5	13	7	5	6	9	3	7	11	5	6	2	8	5	4	15	10	18		
5. Talent ecosystem management	28	22	28	21	29	29	31	28	28	28	29	32	28	10	32	32	28	26	26	26	19	18	24	26	20	18	32		
22. Agile principles	29	26	21	29	28	26	26	23	18	27	22	24	31	32	24	28	30	30	29	31	30	18	32	21	32	29	31		
27. Employee journey management	30	17	30	23	31	23	28	30	29	29	26	26	26	30	31	29	28	29	28	32	32	31	29	29	30	31	29		
9. Career models management	31	25	31	31	32	27	30	31	29	30	31	31	30	26	28	30	30	31	31	29	13	16	12	21	31	28	22		
29. Digital, AI, cloud & robotics in HR	32	32	32	32	30	32	32	32	32	32	32	30	32	31	29	31	32	32	32	26	28	13	31	32	26	30	28		
Number of responses	6,686	222	245	173	1,162	204	158	130	141	153	209	153	117	103	131	63	109	121	290	74	230	143	145	196	191	148	106		



Cluster ranking across economies by Future Importance

Future Importance

	Global			ericas				Europe																			
Order by global ranking		Bratil	Callada		JSP	trance		Ge ^{ce} ce		jithialia	Heine's	Holyay		Spoil	sheden	shitlet's	Lutter	*	Hi ^o cio	Solitico	Chino	Holes		sia Paci	si anto	Thailand) JAE
People & HR strategy, planning & analytics	1	1	2	1	1	3	2	2	3	1	2	2	1	4	2	2	1	2	2	1	1	7	2	1	2	2	2
Purpose, behavior, leadership & culture change	2	3	1	4	2	4	1	4	2	3	1	1	4	1	1	1	6	1	6	9	7	5	5	3	4	3	5
Performance rewards & engagement	3	2	3	6	3	2	5	1	1	2	4	5	2	2	5	5	4	3	4	5	3	4	1	4	1	4	7
Talent acquisition	4	5	4	3	4	1	3	3	4	4	3	3	3	3	4	4	3	4	3	7	8	6	4	5	6	7	6
People development	5	7	6	5	6	5	6	5	6	6	6	9	6	6	7	6	5	5	5	2	2	3	7	2	3	5	4
Digital and Information Technology	6	4	7	7	7	6	4	7	5	5	5	4	5	5	3	3	2	8	9	3	4	8	8	7	7	1	1
Labor & Employee relations	7	6	5	2	5	7	9	6	7	8	7	6	7	7	6	9	8	7	1	8	6	2	3	9	5	9	8
HR Operating Model	8	8	8	9	8	8	8	9	9	9	9	8	9	8	9	8	9	9	7	4	5	1	6	6	8	8	9
Organizational transformation	9	9	9	8	9	9	7	8	8	7	8	7	8	9	8	7	7	6	8	6	9	9	9	8	9	6	3
Number of responses	6,686	222	245	173	1,162	204	158	130	141	153	209	153	117	103	131	63	109	121	290	74	230	143	145	196	191	148	106

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Low Future Importance

High Future Importance

Topic ranking across economies by Future Importance

Top & bottom five topics: Future Importance

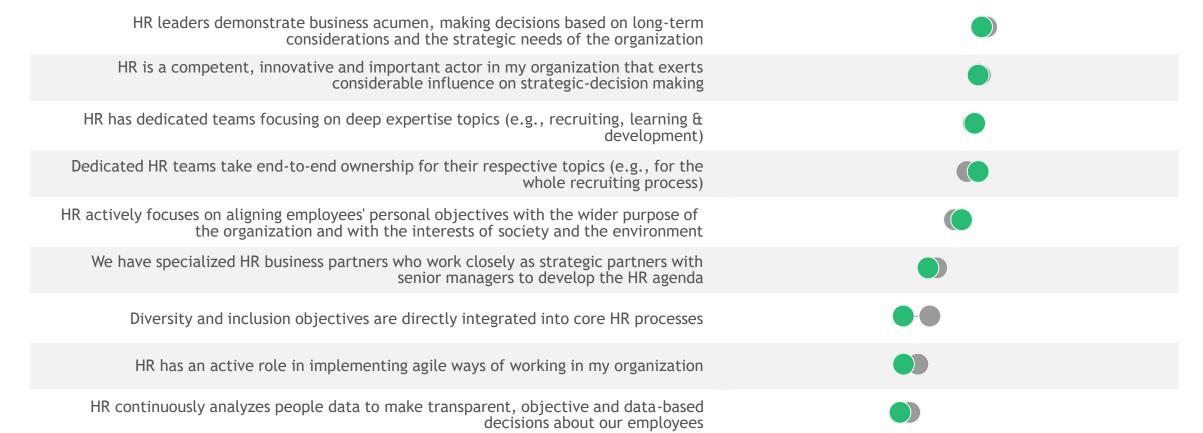
			~	-																							
	Global		Ame	ericas								Europe	9						Af	rica			Δ	sia Paci	fic		
Order by global ranking		Bratil	Collago	Metico	JSA	trance	-\	•	Kald	Likhudiio	Hether's	HOLMON	Politipa	Spail	Sweden	shitlet's	Luther 1	34	Hidelia	SOLITICO	Childo	Holos (s	India	Jogot S	si alto	Trailand) JAÉ
1. People & HR strategy	1	1	1	2	1	1	3	1	1	2	2	1	2	1	4	8	1	4	7	1	1	21	9	1	2	4	10
17. Leadership behaviors & dev't	2	2	3	7	3	10	2	4	4	1	4	4	4	4	3	1	16	2	5	16	19	4	8	3	7	2	10
14. Employee engagement & wellb.	3	6	2	9	2	3	1	6	3	3	1	2	3	5	1	11	13	1	20	19	11	23	3	11	3	13	12
8. Up- & reskilling and learning & dev't	4	2	10	3	13	2	6	2	1	7	3	3	1	2	5	2	3	6	3	2	2	1	2	2	1	1	2
2. Strategic workforce planning	5	8	4	6	4	9	10	8	21	9	11	8	7	9	9	8	14	9	10	5	3	16	5	5	11	11	3
11. Staffing & placement mgmt.	28	30	28	26	28	28	27	30	28	28	28	29	28	28	26	30	28	26	21	12	11	26	31	6	23	31	21
19. Policy management	29	29	29	30	21	29	32	26	30	32	32	26	29	29	30	32	31	25	1	31	23	12	15	28	24	32	17
26. Restructuring management	30	31	31	26	30	30	29	27	29	29	31	25	30	32	29	27	29	27	23	25	28	8	29	15	30	21	25
31. HR shared services	31	28	30	31	32	31	31	31	32	31	29	31	32	30	32	29	32	32	31	32	24	20	25	30	31	29	31
25. Shared services implementation	32	32	32	32	31	32	30	32	31	30	30	32	31	31	31	28	30	31	29	13	29	32	32	32	28	27	19
Number of responses	6,686	222	245	173	1,162	204	158	130	141	153	209	153	117	103	131	63	109	121	290	74	230	143	145	196	191	148	106

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Low Future Importance

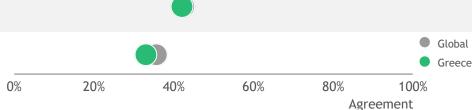
High Future Importance

Future of HR - Gap size between Greece and Global responses



HR actively forecasts future skill and capability needs and ensures a strong talent pipeline for critical positions and areas of expertise

A high percentage of HR tasks is covered via a shared service center and convenient selfservice options



Personalized experiences - Gap size between Greece and Global responses



HR has a good understanding of employees' individual skills, strengths and weaknesses, taking them into account in both short and long-term career planning processes

Business leaders are aware of the top priorities of employees (e.g., appreciation for work, sustainable work-life-balance) and actively work towards enabling them

We have effective ways of measuring and monitoring employee satisfaction and wellbeing, especially in light of increased remote work

> HR has developed a clear concept for how to best organize remote work, actively incorporating and addressing the needs and aspirations of employees

Business leaders demonstrate genuine appreciation for employees and actively engage with them (e.g., through personalized thank you notes for work achievements or personalized emails on anniversaries)

My organization strives to design processes from an employee perspective, aiming to create experiences that are as personalized as possible

HR has implemented concrete and personalized measures to support employees in achieving their career goals, e.g., via individualized career paths or tailored training programs

> The digital tools implemented by my organization offer a seamless, personalized experience and make every-day tasks easier

My organization offers personalized rewards and recognition packages to employees, taking their individual preferences into account

We have a strong HR IT system that helps to bundle and analyze employee data, thus forming a valuable basis for designing and offering personalized experiences to employees

















