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Creating People Advantage 2023 Focus on Greece

Presentation to the Greek People Management Association

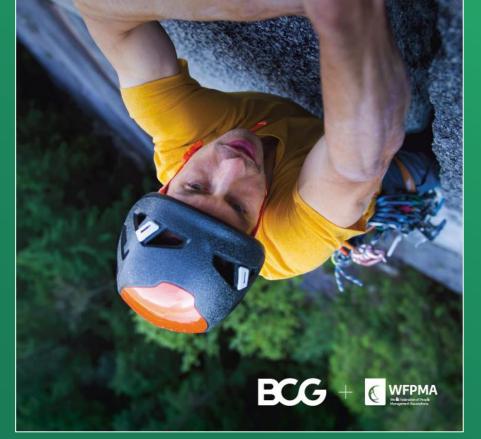


25 JANUARY 2024

CREATING PEOPLE ADVANTAGE 2023

Set the Right People Priorities for Challenging Times

November 2023 By Jens Baier, Vinciane Beauchene, Julie Bedard, Jean-Michel Caye, Philipp Kolo, Fang Ruan, Alexander Alonso, Anthony Ariganello, ikai Helfritz, Bob Morton, Lucas van Wees, and Wilson Wong



Since 2008, BCG and the World Federation of People Management Associations (WFPMA) have partnered on a series of comprehensive global surveys of people leaders

The latest "Creating People Advantage" report from 2023 provides an updated picture on the state of capabilities and the evolving priorities of companies on people topics

The goal is to help people management leaders identify and act on the most urgent priorities

Download the full report:





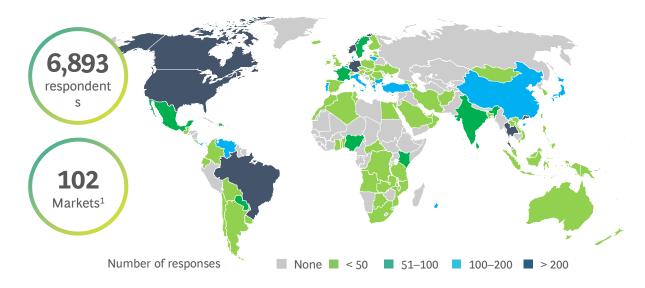


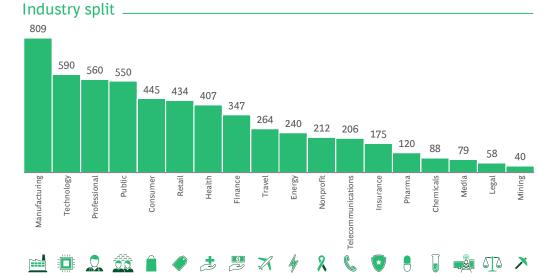
Global overview of results

Country results - Greece



Our survey drew responses from almost 6,900 participants in 102 markets across various industries and seniority levels







Source: 2023 BCG/WFPMA proprietary web survey and analysis (n = 6,893).

Note: "Other" and "N/A" responses are not included in this overview. Because of rounding, not all sector percentages add up to 100%.

Global



32 HR and People Management topics were assessed along nine clusters on current internal capabilities and future importance

Clusters	The and Feople Mai	lagement ropi	63				
People and HR Strategy, Planning and Analytics	People and HR S	Strategy		orkforce Planning ure and skills taxor	nomy) Pec	ple Ana	llytics and Reporting
Talent Acquisition	Employer Branding	Talent	Sourcing Ecosystem		ecruiting and Process		Onboarding
People Development	Upskilling and Reskilling Scale	g at C	areer Pathing	Top Talen	t Management	I	Staffing and Mobility Management
Performance, Rewards and Engagement	Performance Mar	nagement	Rewards	And Recognition			yee Engagement d Well-being
Purpose, Behavior, Leadership and Culture Change	Purpose and Culture Activation	Change Manage Capabilities		ip Behaviors evelopment	Diversity, Equality Inclusion Managen		Sustainability and ESG Standards
Labor and Employee Relations	Policy Manage	ement	Emplo	yee Relations		Hea	lth and Safety
Organizational Transformation	Agile Principles	Organization Development and		Vork Schemes F	Restructuring Manag	ement	Employee Journey Management
HR Tech Stack	HR IT Architecture	e, Operation and Clo	oud Software		HR Digital Solutions	(e.g., H	IR Robotics)
HR Operating Model	HR Organization and	Governance	HR Sh	ared Services		HR St	aff Capabilities

HR and People Management Topics

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Clusters

Global

89%

86%

86%

83% 82%

82% 81%

80%

80% 79% 78% 78% 78% 77% 77% 77% 76%

76%

76% 75%

75% 75%

74% 73% 70%

67%

66%

65% 65%

65%

63%

60%

Ranking of 32 topics for Current Capabilities and Future Importance

60%

Ranking Current Capabilities

Health & safety	1				52%
Employee relations	2				51%
Policy management	3			4	8%
People & HR strategy	4			44%	
Employer branding	5			43%	
Flexible work schemes	6			43%	
Purpose & culture activation	7			42%	
Recruiting strategy & process	8			42%	
Employee engagement & well-being	9			42%	
Onboarding	10			41%	
Performance management	11			40%	
HR staff capabilities	12			40%	
HR organization & governance	13			39%	
Rewards & recognition	14			38%	
Leadership behaviors & development	15			35%	
Diversity, equity & inclusion mgmt.	16			34%	
Upskilling & reskilling at scale	17			34%	
Strategic workforce planning	18			33%	
Talent sourcing ecosystem	19			32%	
Change management capabilities	20			32%	
Organizational development & design	21			32%	
Top talent management	22			31%	
HR shared services	23			31%	
People analytics & reporting	24			30%	
Agile principles	25			29%	
HR IT architecture & operation & cloud software	26			29%	
Sustainability & ESG standards	27			28%	
Restructuring management	28			28%	
Career pathing	29			28%	
Staffing & mobility mgmt	30			27%	
Employee journey management	31		23%	6	
HR digital solutions (e.g., HR robotics)	32		19%		
	(0%	20%	40%	6

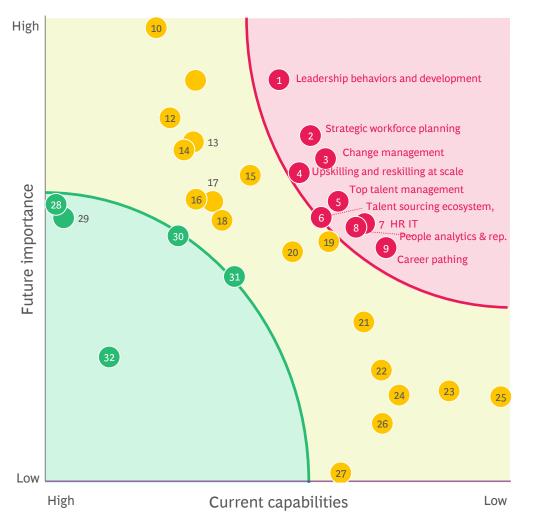
Ranking Future Importance

People & HR strategy	1			
Leadership behaviors & development	2			
Employee engagement & wellbeing	3			
Employer branding	4			
Strategic workforce planning	5			
Recruiting strategy & process	6			
Purpose & culture activation	7			
Change management capabilities	8			
Upskilling and reskilling at scale	9			
Rewards & recognition	10			
Onboarding	11			
Top talent management	12			
Performance management	13			
Health & safety	14			
Talent sourcing ecosystem	15			
Employee relations	16			
HR staff capabilities	17			
HR IT architecture, operation & cloud software	18			
People analytics & reporting	19			
Flexible work schemes	20			
Organizational development & design	21			
Career pathing	22			
Diversity, equality & inclusion management	23			
HR organization & governance	24			
Agile principles	25			
Policy management	26			
Sustainability & ESG standards	27			
Employee journey management	28			
Staffing & mobility management	29			
HR digital solutions (e.g., HR robotics)	30			
Restructuring management	31			
HR shared services	32			
		0%		50%
		Llimle	Correct	

High Somewhat high

Advanced AI HR solutions have not been ranked in 2023. Source: 2023 BCG/WFPMA proprietary web survey and analysis (n = 6,842).

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



-				
	Strong	need	to	act

 Leadership behaviors and development
 Strategic workforce planning
 Change management capabilities
 Upskilling & reskilling at scale
 Top talent management
 Talent sourcing ecosystem
 HR IT architecture, operation & cloud software
 People analytics & reporting
 Career pathing

Medium need to act 10 People & HR strategy 11 Employee engagement & wellbeing 12 Employer branding 13 Recruiting strategy & process 14 Purpose & culture activation 15 Rewards & recognition 16 Onboarding 17 Performance management 18 HR staff capabilities 19 Organizational development and design 20 Diversity, equality & inclusion mgmt. 21 Agile principles 22 Sustainability & ESG standards 23 Employee journey management 24 Staffing & mobility management 25 HR digital solutions (e.g., HR robotics) 26 Restructuring management 27 HR Shared services

Low need to act
28 Health & safety
29 Employee relations
30 Flexible work schemes
31 HR organization & governance
32 Policy management

Globa

7

Source: 2023 BCG/WFPMA proprietary web survey and analysis (n = 6,842). Note: Based on answers "high" and "somewhat high"



Global overview of results

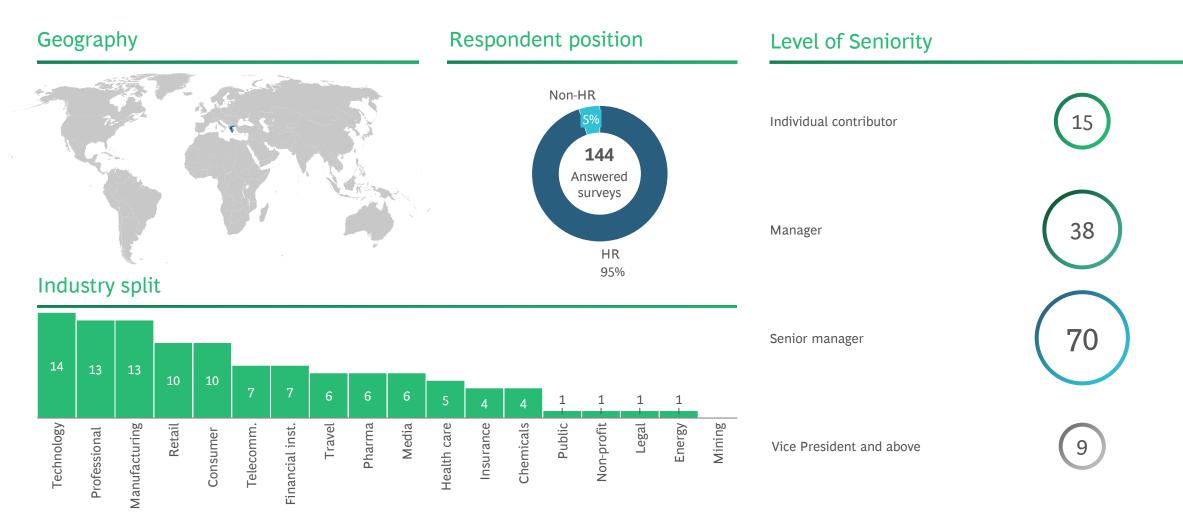
Country results - Greece





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Our survey drew 144 responses from Greece



Source: 2023 BCG/WFPMA proprietary web survey and analysis (Global n = 6,893, Greece total n = 144). Not Included: N/A and other answers (Industry split: 35 respondents in other industries, Level of Seniority split: 12 respondents in other categories) Greece

Current Capabilities | Ranking of nine clusters across economies

				-e,								3	Ā	uñ.							*					and the		
	Global			America	as								Europe								Africa				Asia F	Pacific		
Order by global ranking		Canada	JSA	Metico	Venetuel	o Bratil	Belejun	France	Germany	Switzer	Dennait	5 ^{rue} der	HOLNOT	Lithuania	BULGALIO	POTUPAL	HON TO AND	Greece	LUITEN	Higeria	tellys	SOUTH CO	India	sineapore	China	Horos	Tholland	Japan .
Labor and Employee Relations	1	1	1	1	1	2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	2	2	1	2	8	3	1	1
Performance, Rewards and Engagement	2	3	3	2	4	4	2	2	2	4	3	3	2	2	3	3	2	3	6	6	4	1	3	1	7	2	2	2
Talent Acquisition	3	2	2	5	6	3	3	5	3	5	5	2	3	3	2	2	3	2	3	2	1	5	2	5	1	4	7	3
HR Operating Model	4	4	5	6	5	6	4	3	7	2	4	6	5	5	8	6	8	5	2	4	5	8	4	3	5	1	8	7
People and HR Strategy, Planning and Analytics	5	5	4	4	2	1	7	7	8	8	7	5	6	6	4	5	5	4	4	3	3	6	5	8	2	5	4	6
Purpose, Behavior, Leadership and Culture Change	6	6	6	3	3	5	5	4	4	3	2	4	4	7	5	4	4	6	5	7	7	3	6	4	4	7	3	5
Organizational Transformation	7	7	7	8	8	9	6	8	5	6	6	7	7	4	7	8	7	7	8	8	8	7	7	6	9	8	5	4
People Development	8	8	8	7	7	7	8	9	6	9	8	8	9	8	6	7	6	8	7	5	6	4	8	7	3	9	6	8
HR Tech Stack	9	9	9	9	9	8	9	6	9	7	9	9	8	9	9	9	9	9	9	9	9	9	9	9	6	6	9	9
Number of responses	6,893	423	1,371	74	155	207	154	69	210	109	128	98	212	150	133	101	161	144	•	98	55	45	67	48	180	502	234	144

1. Hong Kong is a special administrative region of The People's Republic of China Source: 2023 BCG/WFPMA proprietary web survey and analysis (n = 6,842).





Topic ranking across economies by Current Capabilities

Top & bottom five topics: Current Capabilities

				-									Â	ph.							-					Star -		
	Global			America	IS								Europe								Africa				Asia F	Pacific		
Order by global ranking		Carada	5 ⁴	Metico	Venetuela	Bratil	Belejun	France	Cernany	smitter	Dennait	Sweden	Holman	Lithuania	BUIGATIO	Potugal	Tol Tol	Greece	rutter	Higeria	to the second se	SON ALLO	India	singapore	Chillio	Horos	Thailand	Jaga .
Health & safety	1	2	2	1	2	3	1	3	3	1	1	1	1	2	1	1	1	1	1	1	5	8	1	2	17	26	1	4
Employee relations	2	1	1	4	1	5	3	2	4	4	4	5	2	3	2	2	2	2	2	5	3	4	2	10	30	16	4	8
Policy management	3	3	3	2	4	12	5	1	1	2	2	14	4	8	8	5	6	3	3	2	8	10	2	4	24	6	8	2
People & HR strategy	4	5	5	6	7	1	9	11	23	18	7	6	7	7	4	6	8	7	5	6	9	4	5	15	16	10	9	11
Employer branding	5	6	6	4	13	11	12	22	9	12	9	8	14	16	11	9	10	18	6	7	4	13	17	20	1	3	12	7
Restructuring management	28	22	29	27	16	30	21	21	14	23	21	20	21	21	24	31	24	26	27	27	27	16	26	25	31	23	20	23
Career pathing	29	29	24	26	29	26	29	25	27	29	31	27	32	30	29	28	28	31	29	25	28	23	31	30	21	17	25	28
Staffing & mobility mgmt	30	28	27	24	23	31	19	23	25	30	27	29	25	17	25	21	25	25	25	17	29	28	29	28	11	30	25	24
Employee journey management	31	31	31	32	30	24	25	27	26	24	29	30	30	24	26	30	29	20	30	31	31	22	30	26	32	32	31	30
HR digital solutions (e.g., HR robotics)	32	32	32	31	32	29	32	27	31	27	32	32	31	32	32	32	32	32	32	32	32	32	32	31	26	21	32	32
Number of responses	6,842	423	1,371	74	155	207	154	69	210	109	128	98	212	150	133	101	161	144	147	98	55	45	67	48	180	502	234	144

1. Hong Kong is a special administrative region of The People's Republic of China Source: 2023 BCG/WFPMA proprietary web survey and analysis (n = 6,842).



Color code for global ranking

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High focus needed 11

Greece

Ranking of 32 topics for Current Capabilities Global vs Greece; significant differences in 4 topics

Health & safety Employee relations		,			
Employee relations		76%	1	1	0 →
Employee relations		66%	2	2	0 🔶
Policy management		61%	3	3	0 🕇
Onboarding		59%	4	10	6 🕇
Recruiting strategy & process		58%	5	8	3 🕇
Flexible work schemes		55%	6	6	0 🗕
People & HR strategy		54%	7	4	-3 🕹
Employee engagement & well-being		54%	8	9	1 🕇
Diversity, equity & inclusion mgmt		52%	9	16	7 🕇
Performance management		51%	10	11	1 🕇
HR staff capabilities		51%	11	12	1 🕇
Talent sourcing ecosystem	4	48%	12	19	7 🕇
HR organization & governance	4	7%	13	13	0 -
Rewards & recognition	4	7%	14	14	<u> </u>
Sustainability & ESG standards	459	%	15	27	(12)
Upskilling & reskilling at scale	449	%	16	17	¥1
Purpose & culture activation	44%	/0	17	7	-10
Employer branding	43%	Ď	18	5	(-10) (-13)
Organizational development & design	43%)	19	21	2 1
Employee journey management	41%		20	31	(11)
Strategic workforce planning	41%	1	21	18	-3
Leadership behaviors & development	40%	[22	15	-7 🚽
HR IT architecture & operation & cloud software	40%	[23	26	3 🕇
People analytics & reporting	40%		24	24	0 1
Staffing & mobility mgmt	39%		25	30	5 🕇
Restructuring management	38%	[26	28	2 1
Top talent management	37%		27	22	-5 🤳
Change management capabilities	34%	,	28	20	-8 🦊
Agile principles	33%	[29	25	-4 🦊
HR shared services	33%	(30	23	-7 👃
Career pathing	32%		31	29	-2 🦊
HR digital solutions (e.g., HR robotics)	26%	ſ	32	32	0 -

Greece vs. Global comparison

Current capabilities of Sustainability & ESG standards and Employee Journey Management ranked significantly <u>higher</u>

Greece

Current capabilities of Purpose & culture activation and Employer branding ranked significantly <u>lower</u>

Source: 2023 BCG/WFPMA proprietary web survey and analysis (Global n = 6,842, Greece total n = 144).

Ranking of 32 topics for Current Capabilities Greece 2023 vs. 2021; significant differences in 4 topics

anking Current Capabilities			Ranking Greece '23	Ranking Greece '21	'23 vs '2
Health & safety		76%	1	1	0 🗕
Employee relations		66%	2	2	0 🗕
Policy management		61%	3	3	0 🗕
Onboarding		59%	4	8	4 🕇
Recruiting strategy & process		58%	5	6	11
Flexible work schemes		55%	6	17	(11)
People & HR strategy		54%	7	5	-2 🖡
Employee engagement & well-being		54%	8	7	-1 🖊
Diversity, equity & inclusion mgmt		52%	9	13	4 🕇
Performance management		51%	10	4	-6 🦊
HR staff capabilities		51%	11	9	-2 🗸
Talent sourcing ecosystem	4	48%	12	28	(16)
HR organization & governance		17%	13	15	21
Rewards & recognition	4	7%	14	14	0 =
Sustainability & ESG standards	45	%	15		
Upskilling & reskilling at scale	44	%	16	11	-5 🦊
Purpose & culture activation	449	%	17	10	-7 🦊
Employer branding	43%	6	18	16	-2 🚽
Organizational development & design	43%	Ď	19	18	-1 4
Employee journey management	41%		20	30	10
Strategic workforce planning	41%		21	12	(-9)
Leadership behaviors & development	40%		22	19	-3
HR IT architecture & operation & cloud software	40%	!	23	29	6 🕇
People analytics & reporting	40%		24	27	3 1
Staffing & mobility mgmt	39%		25	20	-5 🦊
Restructuring management	38%	1	26	25	-1 🦊
Top talent management	37%		27	24	-3 🦊
Change management capabilities	34%		28	21	-7 👃
Agile principles	33%	1	29	23	-6 🦊
HR shared services	33%	1	30	26	-4 🦊
Career pathing	32%		31	31	0 -
HR digital solutions (e.g., HR robotics)	26%	1	32	32	0 =
0% High Capability Somewhat High Capabilit	20% 40%	60% 80%			

Greece 2023 vs. 2021 comparison

Current capabilities of **Talent sourcing** ecosystem, Flexible work schemes and **Employee journey** management ranked significantly <u>higher</u>

Greece

Current capabilities of Strategic workforce planning ranked significantly lower

Source: 2023 BCG/WFPMA proprietary web survey and analysis (Global n = 6,842, Greece total n = 144), 2021 BCG/WFPMA proprietary web survey and analysis (Global n = 6,686, Greece n = 131)

Future Importance | Ranking of nine clusters across economies

				-									Â								-					a red and		
	<u>Global</u>		A	America									Europe	•							Africa				Asia	Pacific		
Order by global ranking		Canada	55A	Metico	Venetuela	Bratil	Belejum	4 COLCE	Cermany	Switted ,	Denmait	Sheder	HOLMON	Littuaria	BULGATIO	Portugal	The North		1 June 1	4100 Lio	teller of the second	Southico	mdia	Singapore	Chillo	Horosós	Thailand	, Japan
People and HR Strategy, Planning and Analytics	1	5	3	4	3	1	3	2	1	2	2	1	2	3	2	2	4	3	1	4	7	1	1	1	1	4	1	1
Performance, Rewards and Engagement	2	2	1	3	2	2	5	1	5	4	7	3	5	2	1	1	1	2	4	2	1	2	4	3	3	5	2	3
Talent Acquisition	3	1	2	6	7	4	2	3	4	1	3	4	3	1	5	4	3	1	2	5	5	5	2	2	9	9	5	5
Purpose, Behavior, Leadership and Culture Change	4	3	6	2	6	3	1	4	3	3	1	2	1	4	6	3	2	4	3	6	3	3	6	4	4	8	3	4
People Development	5	6	5	7	8	8	4	6	7	7	6	6	8	5	4	5	5	6	5	3	8	4	5	5	2	6	4	2
Labor and Employee Relations	6	4	4	1	1	5	9	7	9	8	9	8	7	8	3	6	8	5	9	1	2	8	3	6	8	3	8	9
HR Tech Stack	7	9	9	5	9	6	6	5	2	5	4	5	4	7	8	8	7	7	6	9	9	7	8	8	7	1	7	6
Organizational Transformation	8	8	8	8	5	9	7	9	6	6	5	7	6	6	7	7	6	8	8	7	4	6	9	7	5	7	6	7
HR Operating Model	9	7	7	9	4	7	8	8	8	9	8	9	9	9	9	9	9	9	7	8	6	9	7	9	6	2	9	8
Number of responses	6,893	423	1,371	74	155	207	154	69	210	109	128	98	212	150	133	101	161	144	147	98	55	45	67	48	180	502	234	144

1. Hong Kong is a special administrative region of The People's Republic of China Source: 2023 BCG/WFPMA proprietary web survey and analysis (n = 6,842).

Higher Importance

14

Lower Importance

Topic ranking across economies by Future Importance

Top & bottom five topics: Future Importance

				-e									Ā	ph.							Þ					100		
	Global			America									Europe								Africa				Asia F	Pacific		
Order by global ranking		Canada	SA	metico	Venetuela	Bratil	Belejum	France	Germany	Switter	Dennatt	Sheden	HOLMEN	Lithuania	BULGALS	Pottugal	HON	Greece	rutter	Hinger to	tellino	Southing	HOID	Singapore	China	Horosós	Thailand	Jacob Land
People & HR strategy	1	1	2	5	7	4	3	6	1	1	1	2	1	2	1	3	2	1	10	20	5	1	6	13	11	28	4	3
Leadership behaviors & development	2	3	4	3	5	2	1	5	2	5	2	1	2	6	7	4	3	4	7	6	6	3	4	4	6	18	2	4
Employee engagement & well-being	3	28	1	1	1	1	2	7	3	2	3	3	3	1	3	1	1	6	2	3	15	1	1	1	2	10	1	1
Employer branding	4	9	10	12	19	5	11	8	5	10	12	6	6	10	10	10	14	2	4	15	27	10	2	2	1	12	8	2
Strategic workforce planning	5	4	6	7	24	8	5	14	9	3	4	4	8	5	18	6	5	15	2	11	22	13	5	3	10	14	11	5
Employee journey management	28	31	32	23	32	23	27	28	11	24	13	21	20	22	30	27	28	24	17	32	32	29	30	20	22	8	28	26
Staffing & mobility mgmt	29	25	28	27	26	29	22	11	23	27	25	15	25	15	29	27	21	29	29	25	18	28	27	21	31	31	26	25
HR digital solutions (e.g., HR robotics)	30	32	29	31	20	31	30	31	28	31	29	29	28	23	27	31	29	30	28	28	29	30	29	29	15	25	24	28
Restructuring management	31	26	25	29	27	32	17	26	30	29	22	28	31	26	31	30	30	31	27	31	31	21	25	30	20	29	29	10
HR shared services	32	30	31	32	23	28	32	32	31	32	30	31	32	32	32	32	32	32	31	29	30	32	32	32	17	6	31	31
Number of responses	6,893	423	1,371	74	155	207	154	69	210	109	128	98	212	150	133	101	161	144	147	98	55	45	67	48	180	502	234	144
1. Hong Kong is a s	pecial	admin	istrativ	ve reg	ion of	The Pe	eople's	Repul	blic of	China										(Color co	de for gl	obal rar	nking				

1. Hong Kong is a special administrative region of The People's Republic of China Source: 2023 BCG/WFPMA proprietary web survey and analysis (n = 6,842).



Higher Importance₁₅

Greece

Ranking of 32 topics for Future Importance Global vs Greece; significant differences in 3 topics

anking Future Importance		Ranking Greece	Ranking Global	Greece vs Global
People & HR strategy	95%	1	1	0 →
Employer branding	94%	2	4	2 1
Health & safety	93%	3	14	(11)↑
Leadership behaviors & development	93%	4	2	-2 🖊
Upskilling & reskilling at scale	91%	5	9	4 🕇
Employee engagement & well-being	91%	6	3	-3 🕹
Rewards & recognition	91%	7	10	3 🕇
Recruiting strategy & process	89%	8	6	-2 🕹
Onboarding	89%	8	11	3 🕇
Top talent management	89%	8	12	4 🕇
Talent sourcing ecosystem	89%	11	15	4 🕇
Performance management	88%	12	13	1 🕇
HR IT architecture & operation & cloud software	88%	13	18	5 🕇
Diversity, equity & inclusion mgmt	87%	14	23	1 و
Strategic workforce planning	87%	15	5	(10)↓
Change management capabilities	86%	16	8	-8 ↓
HR staff capabilities	86%	17	17	0 🔶
Purpose & culture activation	86%	18	7	€ 11)↓
Sustainability & ESG standards	86%	18	27	→ ↑
Employee relations	86%	20	16	-4 👃
Organizational development & design	85%	21	21	0 🔶
HR organization & governance	84%	22	24	2 🕇
People analytics & reporting	84%	23	19	-4 🕹
Employee journey management	82%	24	28	4 🕇
Agile principles	81%	25	25	0 🔶
Career pathing	79%	26	22	-4 👃
Flexible work schemes	79%	27	20	-7 🕹
Policy management	78%	28	26	-2 🕹
Staffing & mobility mgmt	78%	29	29	0 →
HR digital solutions (e.g., HR robotics)	78%	30	30	0 →
Restructuring management	76%	31	31	0 →
HR shared services	68%	32	32	0 →

Greece vs. Global comparison

Future importance of Health & safety ranked significantly <u>higher</u>

Greece

Future importance of Strategic workforce planning, and People analytics & reporting ranked significantly <u>lower</u>

Source: 2023 BCG/WFPMA proprietary web survey and analysis (Global n = 6,842, Greece total n = 144).

Ranking of 32 topics for Future Importance Greece 2023 vs. 2021; significant differences in 4 topics

a bina Eutomotiva Inconstante e o		Ranking	Ranking	'23 vs '21
anking Future Importance		Greece '23	Greece '21	<u> </u>
People & HR strategy	95%	1	1	0 🗕
Employer branding	94%	2	5	_3 🕇
Health & safety	93%	3	15	(12) 🕇
Leadership behaviors & development	93%	4	4	-
Upskilling & reskilling at scale	91%	5	2	-3 🦊
Employee engagement & well-being	91%	6	6	0 -
Rewards & recognition	91%	7	7	0 🚽
Recruiting strategy & process	89%	8	14	6 🕇
Onboarding	89%	9	9	0 -
Top talent management	89%	10	11	_1 1
Talent sourcing ecosystem	89%	11	21	(10) 1
Performance management	88%	12	3	-9 🖡
HR IT architecture & operation & cloud software	88%	13	17	_4 1
Diversity, equity & inclusion mgmt	87%	14	24	10 1
Strategic workforce planning	87%	15	8	-7
Change management capabilities	86%	16	10	-6 🦊
HR staff capabilities	86%	17	19	2 1
Purpose & culture activation	86%	18	12	-6 🦊
Sustainability & ESG standards	86%	19		
Employee relations	86%	20	23	3 1
Organizational development & design	85%	21	20	-1
HR organization & governance	84%	22	22	0 -
People analytics & reporting	84%	23	16	-7 🦊
Employee journey management	82%	24	25	1 1
Agile principles	81%	25	18	-7 🦊
Career pathing	79%	26	29	_3 1
Flexible work schemes	79%	27	13	-14
Policy management	78%	28	26	-2
Staffing & mobility mgmt	78%	29	30	1 1
HR digital solutions (e.g., HR robotics)	78%	30	28	-2 🦊
Restructuring management	76%	31	27	-4 🦊
HR shared services	 68%	32	31	-1 4

Source: 2023 BCG/WFPMA proprietary web survey and analysis (Global n = 6,842, Greece total n = 144), 2021 BCG/WFPMA proprietary web survey and analysis (Global n = 6,686, Greece n = 131)

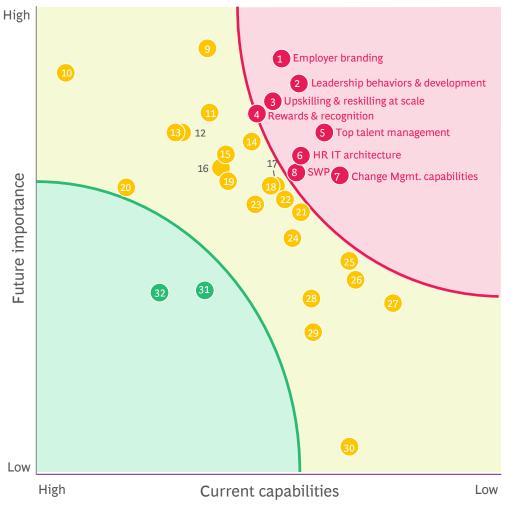
Greece 2023 vs. 2021 comparison

Future importance of Health & safety, Talent sourcing ecosystem and Diversity, equity & inclusion mgnt. ranked significantly <u>higher</u>

Greece

Future importance of Flexible work schemes ranked significantly <u>lower</u>

Segmenting HR topics by Current Capabilities and Future Importance identifies People Management priorities in the Greek market



Strong need to act

Employer branding

- 2 Leadership behaviors & development
- 3 Upskilling & reskilling at scale
- 4 Rewards & recognition
- 5 Top talent management
- 6 HR IT architecture & operation & cloud
- software 7 Change management capabilities
- 8 Strategic workforce planning

- Medium need to act
- 9 People & HR strategy
- 10 Health & safety
- 11 Employee engagement & well-being
- 12 Recruiting strategy & process
- 13 Onboarding
- 14 Talent sourcing ecosystem
- 15 Performance management
- 16 Diversity, equity & inclusion mgmt
- 17 Purpose & culture activation
- 18 Sustainability & ESG standards
- 19 HR staff capabilities
- 20 Employee relations
- 21 People analytics & reporting
- 22 Organizational development & design
- 23 HR organization & governance
- 24 Employee journey management
- 25 Agile principles
- 26 Career pathing
- 27 HR digital solutions (e.g., HR robotics)
- 28 Staffing & mobility mgmt
- 29 Restructuring management
- 30 HR shared services

• Low need to act

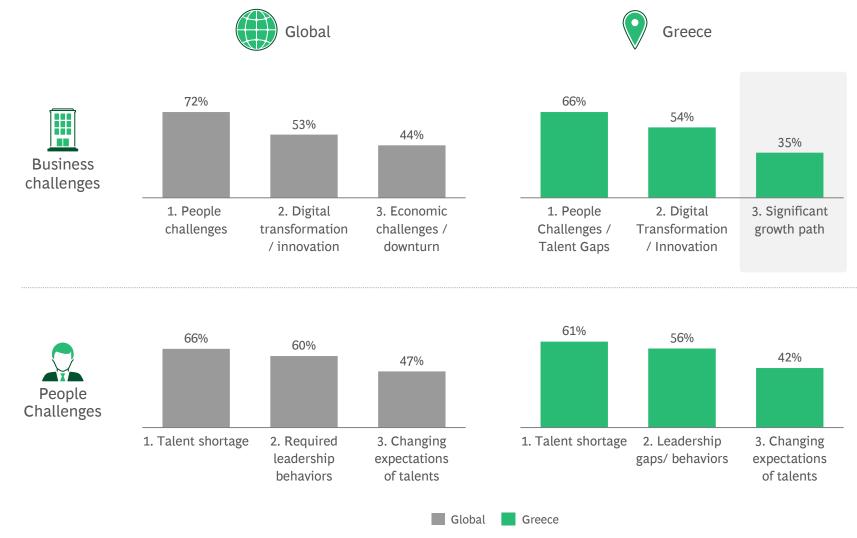
31 Flexible work schemes

Greece

32 Policy management

Source: 2023 BCG/WFPMA proprietary web survey and analysis (n = 6,842). Note: Based on answers "high" and "somewhat high"

Top people and business challenges in Greece barely deviate from global averages; there is only 1 difference



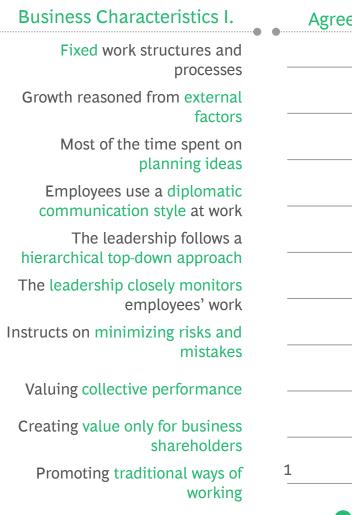
Greece vs. Global comparison

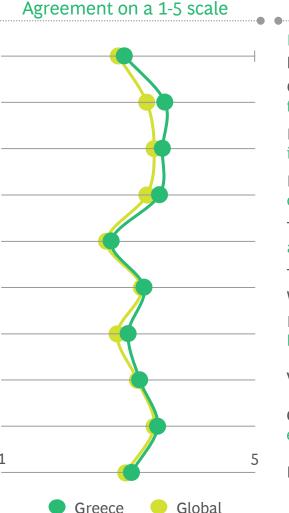
Business and people challenges are almost the same with global result

Greece

Only major deviation in Significant growth path, which is a bigger challenge in Greece than the economic challenges

Core business characteristics; Greek results correlate strongly with global averages





Business Characteristics II.

Flexible work structures and processes

Growth reasoned from internal factors

Most of the time spent on implementing ideas

Employees use direct communication style at work

The leadership follows a bottom-up approach

The leadership trusts employees' work

Instructs on risk-taking actions & to learn from them

Valuing individual performance

Creating value for society, environment and shareholders,

Promoting new ways of working

Greece vs. Global comparison

- Business characteristics in Greece are very comparable to global results
- This similarity indicates that business characteristics are not a major factor for capability and priority divergences
- These divergences are better explained by the cultural and legal context, as well as the economic phase and evolution of the Greek market in comparison with other countries

Using of data and analytics seems to be the biggest HR challenge in Greece



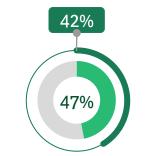
30%

41%

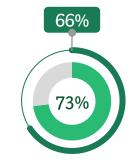
41% of survey respondents



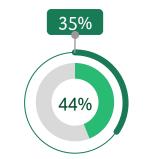
69% of survey respondents say that within the organization, the People Perspective is strongly supported and defended



47% of survey respondents say that sustainability people practices



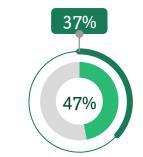
73% of survey respondents say that HR is proactively shaping the strategic agenda with regards to people & organization topics



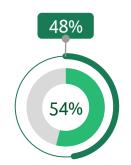
44% of survey respondents say that HR is using relevant digital technologies



75% of survey respondents say that HR is an important part of the corporate strategic decision-making process



47% of survey respondents say that HR finds proactive and effective ways to mitigate talent scarcity



Greece

54% of survey respondents say that diversity is engrained on all processes and ways to benefit from the positive impacts are in place



55% of survey respondents say that HR processes are seamlessly integrated



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