



Greek Workforce Hopes and Fears Survey 2026

PwC Greece
October 2026



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Overview

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Greek workers report **higher job satisfaction** and confidence in job security, despite rapid change, declining trust in management, heavier workloads, and **rising living costs**.

While **AI adoption is growing**, access to learning and development is shrinking, even as workers remain confident in their ability to upskill. This **unequal access to opportunity** is splitting the workforce into groups with varying levels of access to technology and career advancement.



1 Employee sentiment

Greek workers report higher job satisfaction and motivation, while financial pressure and lower trust in management continue to create an uneven work experience



How workers feel about their work

64%

satisfied
with work

+15 pp**

73%

proud
of work

+4 pp*

58%

confident about
job security

+3 pp*

66%

go above
and beyond

+5pp*



The pressures they face

46%

trust their
direct manager

-5 pp*

72%

face cost of
living pressure***

39%

trust top
management

-2 pp*

10%

have money
left after bills

-7 pp*

*Compared to the Greek Hopes and Fears Workforce Survey 2025.
**Compared to the Greek Hopes and Fears Workforce Survey 2024.
***No data for 2025.

2 Pace of change

As AI adoption accelerates and workloads intensify, investment in learning and development is falling behind, leaving workers to rely on self-confidence rather than structured support to keep pace with change

Nearly half of workers have experienced significant change over the past year

46% has experienced more change in the last year
-5 pp**

Applied new skills in my role **38%**

Had to learn to use new tools and tech for the job **39%**

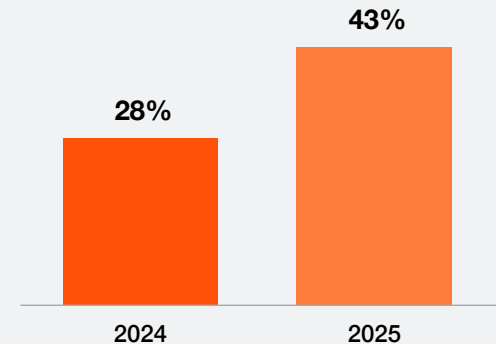
Workload has increased **39%**

Responsibilities have changed **35%**

AI use at work is increasing



64% used AI at work in the past 12 months



Access to learning and development is declining

41% have access to learning and development resources
-7 pp*

58% is confident in their ability to learn new skills

*Compared to the Greek Hopes and Fears Workforce Survey 2025.

**Compared to the Greek Hopes and Fears Workforce Survey 2024.

3 GenAI adoption

The more workers engage with GenAI, the more empowered they feel, with daily users consistently reporting higher job security and skills confidence than infrequent users, suggesting familiarity with AI builds broader workplace confidence

37%

use GenAI at work daily

↑ 23% in 2025

52%

feel confident and empowered towards AI

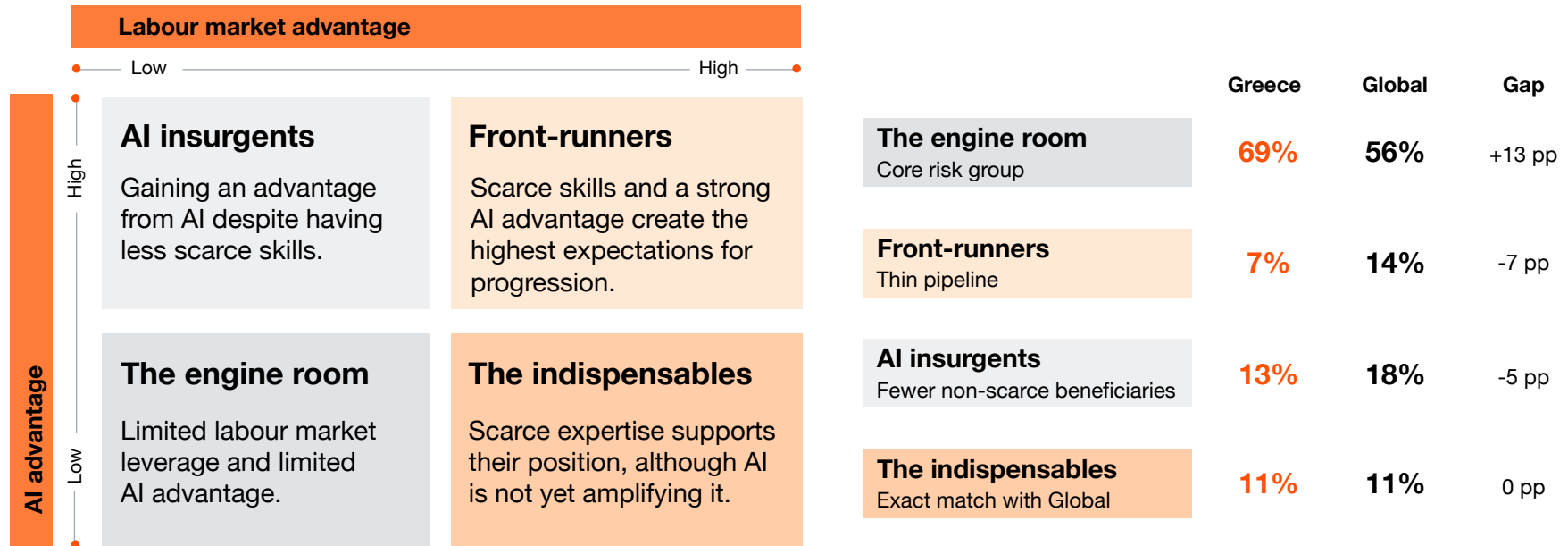


Confident or positive about each of the following statements

		Daily	Infrequent
Trust in manager	46%	52%	35%
Trust in top management	39%	43%	35%
Job security	58%	60%	52%
Positive view of AI's long-term impact	27%	48%	26%
Ask for a promotion	23%	32%	24%
Confident in ability to learn new skills	58%	70%	46%

4 Greek workers' readiness

Greek workers are disproportionately concentrated in the highest-risk segment, with far fewer positioned to capitalise on AI's career benefits compared to the global workforce, signaling a wider readiness gap in Greece



AI advantage (vertical): career benefit from AI use / Labour market advantage (horizontal): scarcity of core skills.

5 Closing the gap

**AI adoption is racing ahead as trust, skills and opportunity aren't keeping pace.
Employers must convert AI use into real value for the whole workforce, not just the few**

1

Rebuild trust

Trust has declined to **46%** for direct managers and **39%** for top management.

Equip managers to explain change, involve employees in decisions and connect AI adoption with clear benefits for their teams.

2

Turn AI use into everyday value

64% of Greek workers use GenAI weekly, but only **20%** belong to the two high-AI-advantage groups.

Move beyond access by embedding relevant use cases into roles, workflows and team objectives.

3

Target L&D where the gap is greatest

Only **41%** have access to the learning and development resources they need, despite **58%** being confident in their ability to learn new skills.

Prioritise role-specific development starting with the high-risk **69%** Engine Room.

4

Make progression and rewards visible

Only **47%** feel fairly paid relative to their contribution, and Greek workers rarely push for promotion.

Set transparent criteria linking skills, AI use, and career progression, then reward those who lead.

“

The data tells a story of a **workforce moving at different speeds.**

Leaders need to act now by investing in skills, giving people the **opportunity to adapt**, and holding on to the capabilities they most need, before the gap widens further.





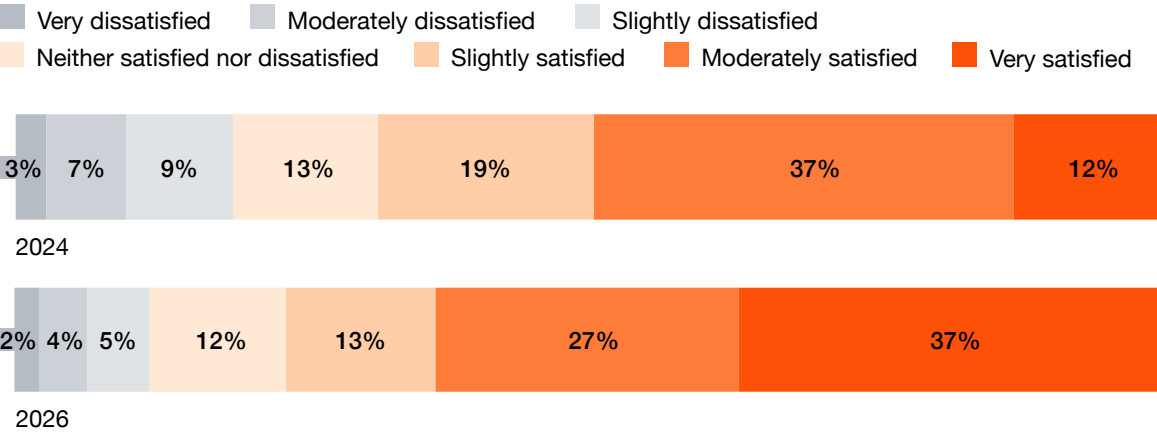
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Employee experience

1 Job satisfaction

Job satisfaction has risen, driven by a near-tripling of the “very satisfied” group, with higher satisfaction among employees in management roles

Share of respondents by level of job satisfaction



Share of respondents who are moderately or very satisfied with their job by role



“How satisfied are you with your job?” Asked of all respondents.

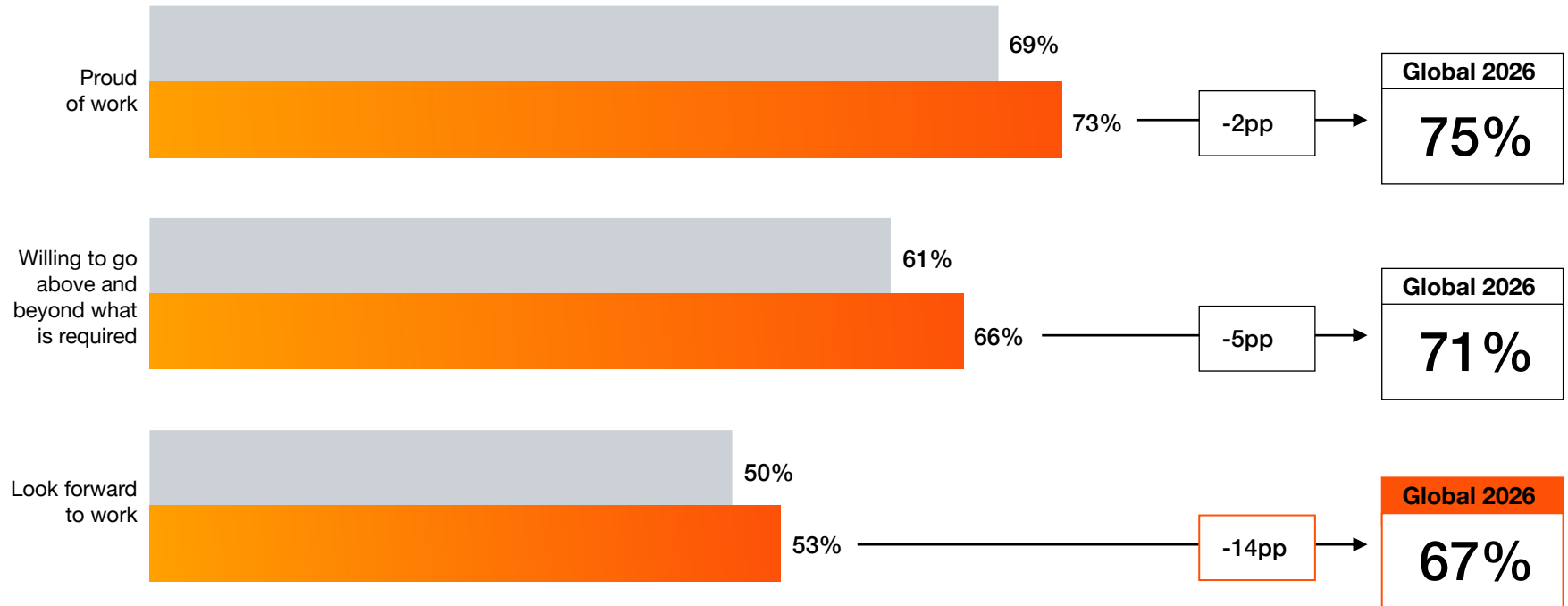


2 Worker motivation

Motivation indicators have improved since last year, while enthusiasm for work remains well below the global benchmark

Share of workers that feel the following about their jobs at least once a week

■ 2025
 ■ 2026



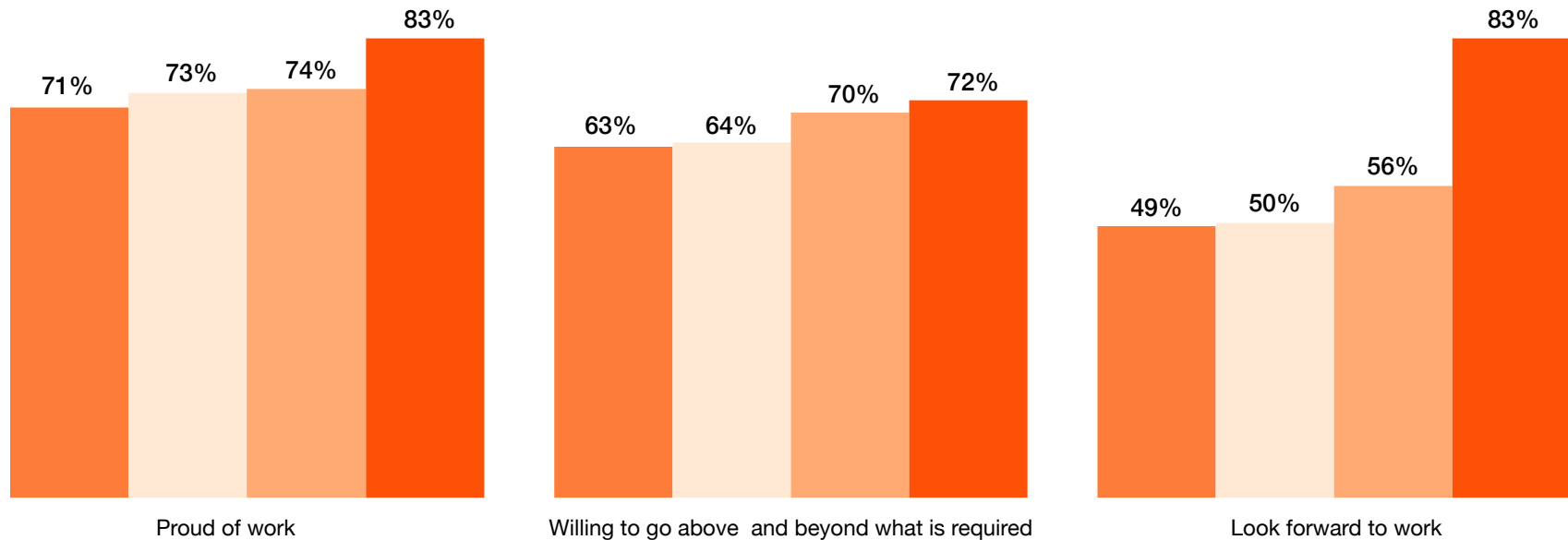
"How often do you have the following feelings about your job? " (Showing NET: 'Often (once a week)', 'Very often (a few times a week)' or 'Always (every day)' responses).
 Asked of all respondents.

3 Worker motivation by generation

Across generations, Baby Boomers and GenX lead on all three motivation indicators

Share of workers that feel the following about their jobs at least once a week

GenZ Millennial GenX Baby Boomer+



"How often do you have the following feelings about your job?" (Showing NET: 'Often (once a week)', 'Very often (a few times a week)' or 'Always (every day)' responses).
Asked of all respondents.

4 Motivation profiles

Workers with low motivation (32%) outnumber those with high motivation (22%), with distinct patterns across the workforce

Demographic overview of low/high motivation workers



Low motivation

Base: 249 (32%) Median age: 42

Most distinctive locally

- 1 Industry: Technology, Media & Telecommunications (2.3x)
- 2 Company Size: 10,000+ (1.5x)
- 3 Type of Office Work: Business strategy (1.3x)
- 4 Type of Work: Skilled trades person (1.2x)



High motivation

Base: 177 (22%) Median age: 45

Most distinctive locally

- 1 Type of Work: Other manual work (1.9x)
- 2 Industry: Health Industries (1.6x)
- 3 Company Size: 1–9 (1.5x)
- 4 Seniority: Senior executive (1.4x)

Note: Low and High motivation were defined using the bottom and top quartiles of global motivation index scores. Percentages show the share of workers within the selected territory. Respondents selecting 'Don't know' on any question used to construct the motivation index were excluded from the motivation analysis. Indices compare each motivation profile with the overall workforce in the same territory; 1.0x = territory average.

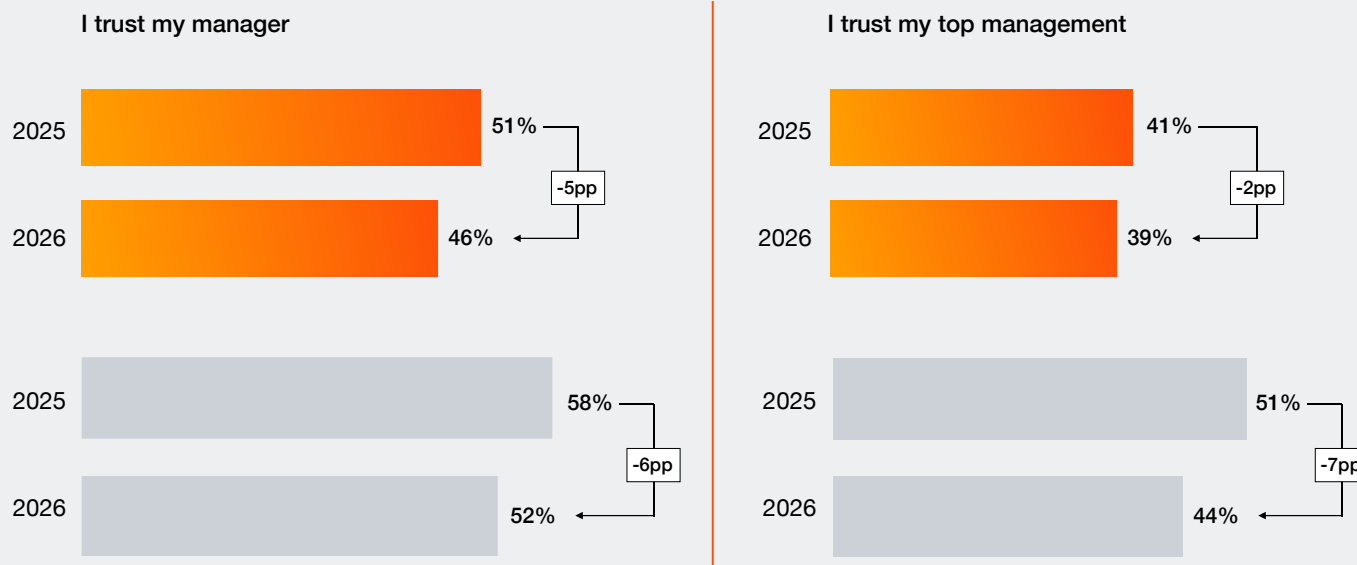


5 Trust in management

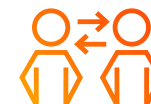
While trust in management is declining, Greece is experiencing a more moderate shift than the global workforce

Share of workers who moderately or strongly agree with the following statements about their management

■ Greece ■ Global



“To what extent do you agree or disagree with the following statements?” (Showing NET: Moderately/Strongly agree responses).
Asked of all respondents.



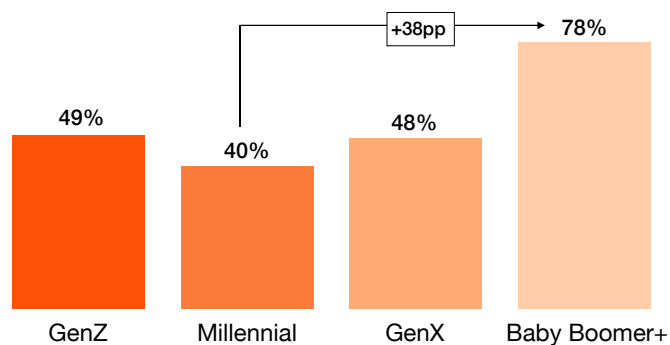
- **Trust** in direct managers is broadly **consistent across seniority levels**.
- **Men** report **higher trust** in direct managers **than women**.

6 Trust in management by generation

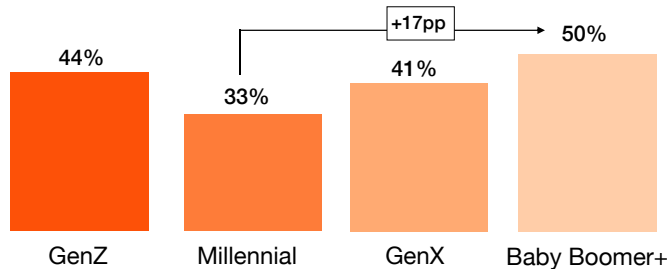
Baby boomers report the highest trust in both direct managers and top management, followed by GenZ

Share of workers who moderately or strongly agree with the following statement about their management

I trust my manager



I trust my top management



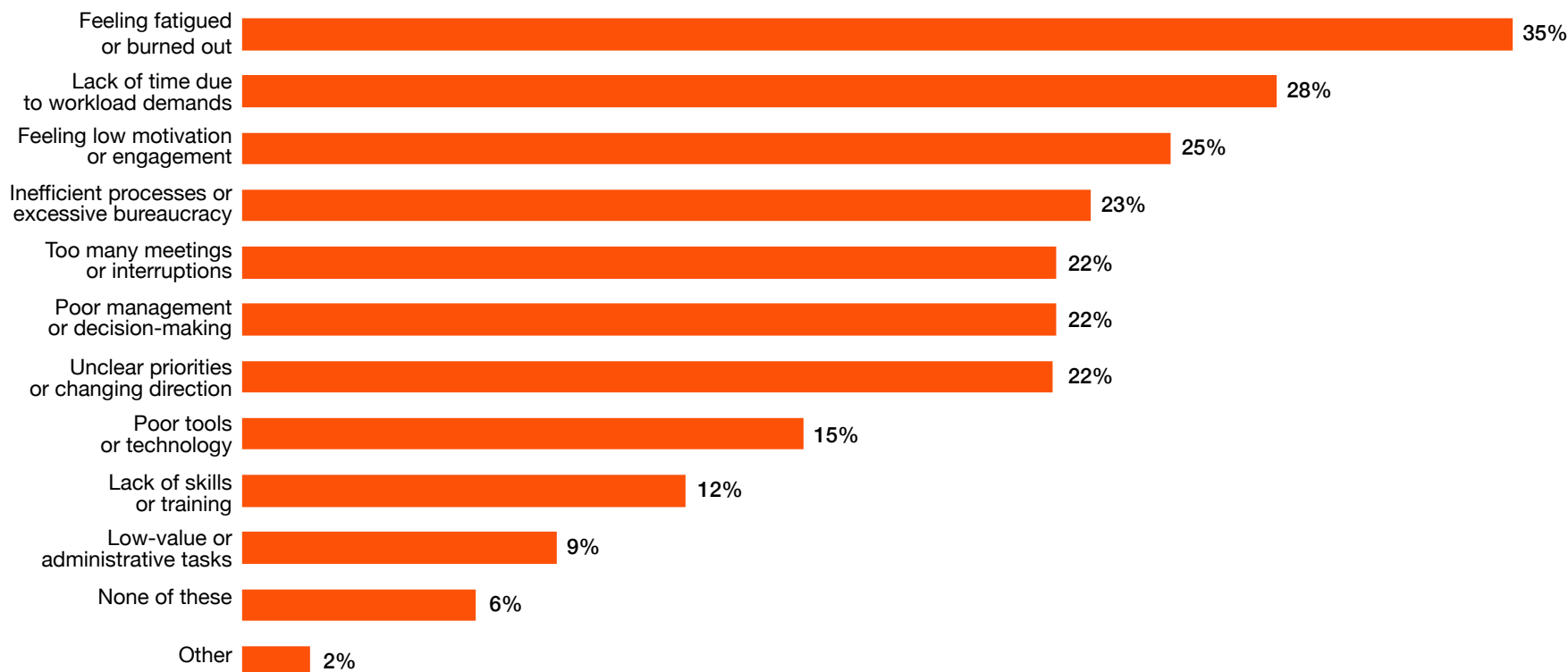
“To what extent do you agree or disagree with the following statements?” (Showing NET: Moderately/Strongly agree responses). Asked of all respondents.



7 Productivity barriers

Productivity barriers are primarily human rather than technical, with burnout and workload ranking higher than technology tools or training

Share of respondents selecting each factor as a limit to their productivity

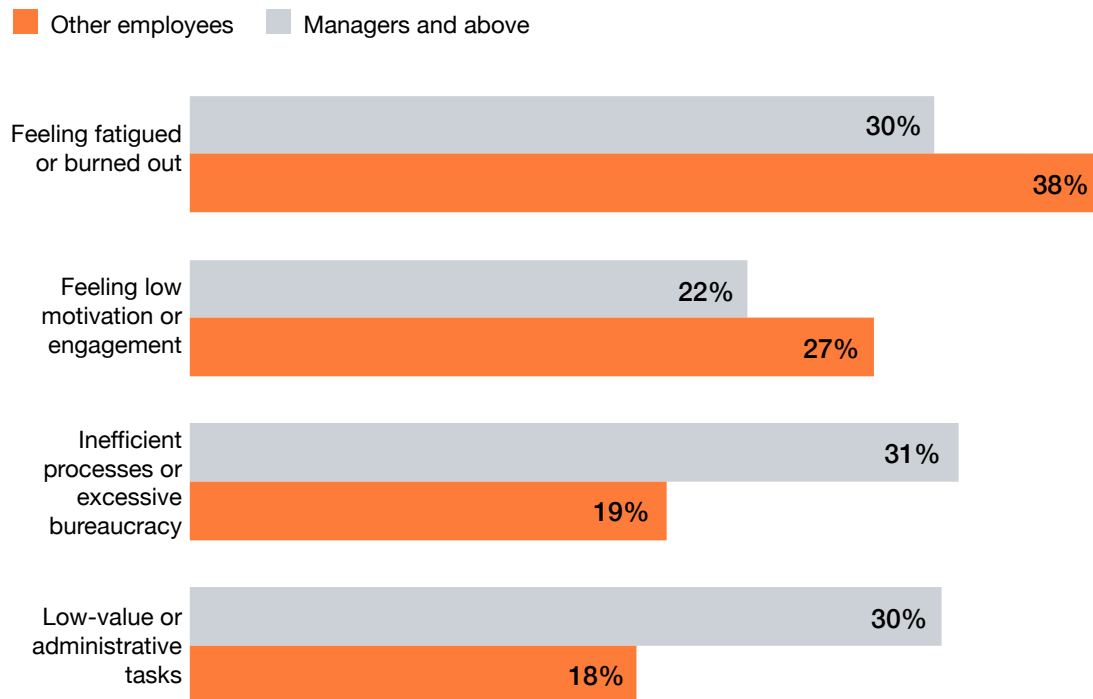


“What limits your productivity at work the most?” (Respondents could choose up to 3 options). Asked of all respondents. ‘Leaders’: Senior executive & Managers; ‘Other employees’: Non-manager & Entry level non-managers.

8 Productivity barriers by seniority

Productivity barriers shift with seniority: employees face wellbeing challenges while managers are constrained by organisational inefficiencies

Selected productivity barriers with the largest differences by seniority



“What limits your productivity at work the most?” (Respondents could choose up to 3 options). Asked of all respondents. ‘Managers and above’: Senior executive & Managers; ‘Other employees’: Non-manager & Entry-level non-managers.

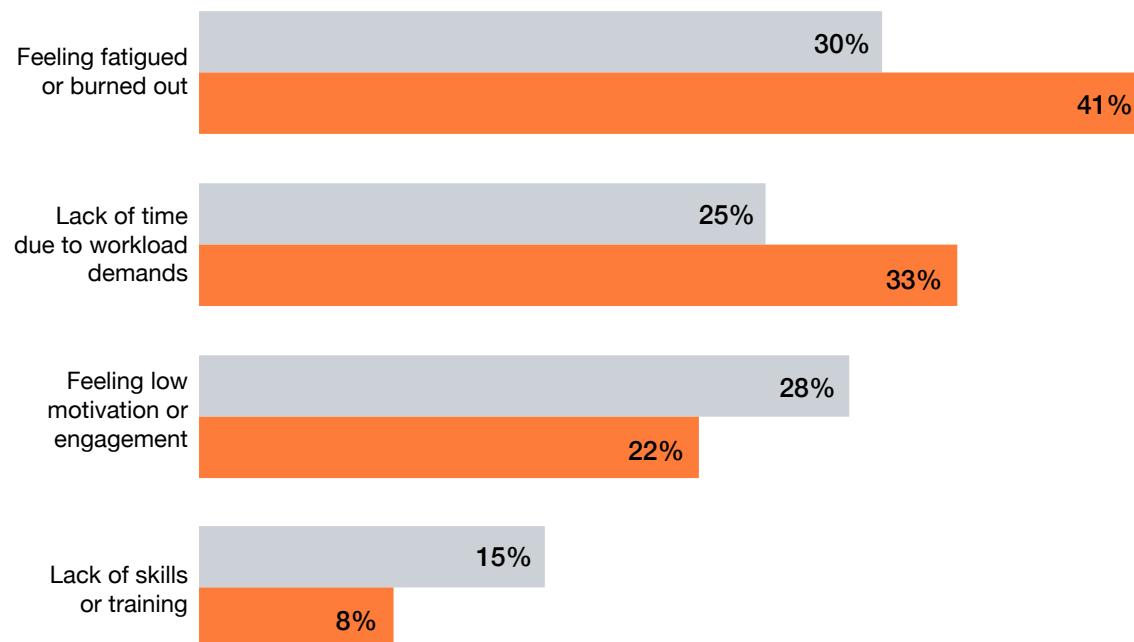


9 Productivity barriers by gender

Burnout and lack of time are the main productivity barriers for women, contrary to men who feel less motivated and skilled

Share of respondents selecting each factor as a limit to their productivity

Female Male



“What limits your productivity at work the most?” (Respondents could choose up to 3 options).
Asked of all respondents.



A low-angle shot of a woman with curly brown hair, wearing a blue blazer over a white top, looking upwards. She is positioned in the lower center of the frame. The background is a modern glass skyscraper with a complex network of steel beams and glass panels, reaching towards a blue sky with scattered white clouds. A large, bright orange number '3' is positioned in the upper right corner of the image.

3

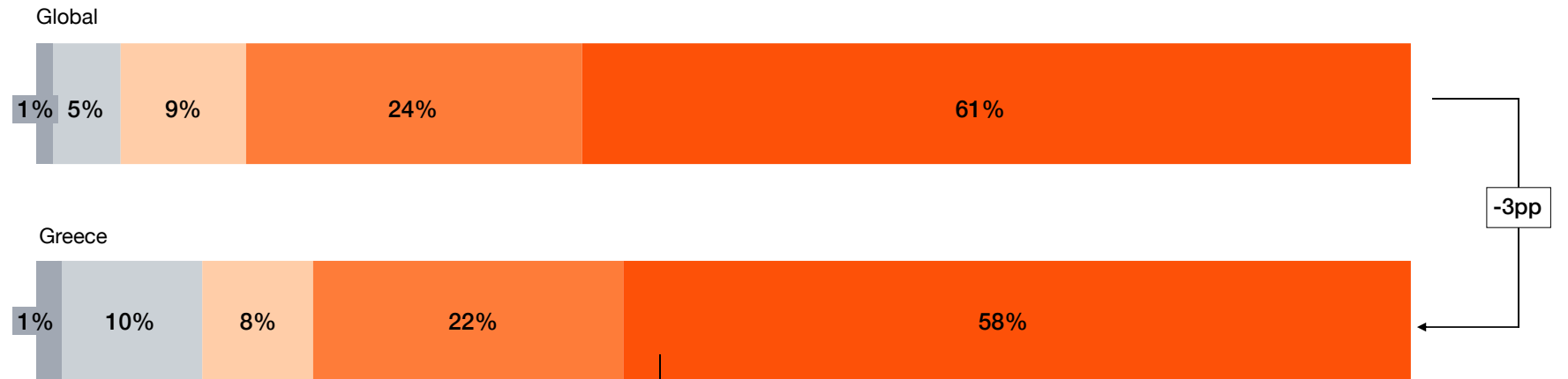
Career outlook

1 Job security

Nearly six in ten employees feel very or extremely confident about their job security, close to the global average

Share of respondents by level of confidence

■ Don't know
■ Not confident
■ Slightly confident
■ Moderately confident
■ NET: Very/Extremely confident



Who is confident in their job security?

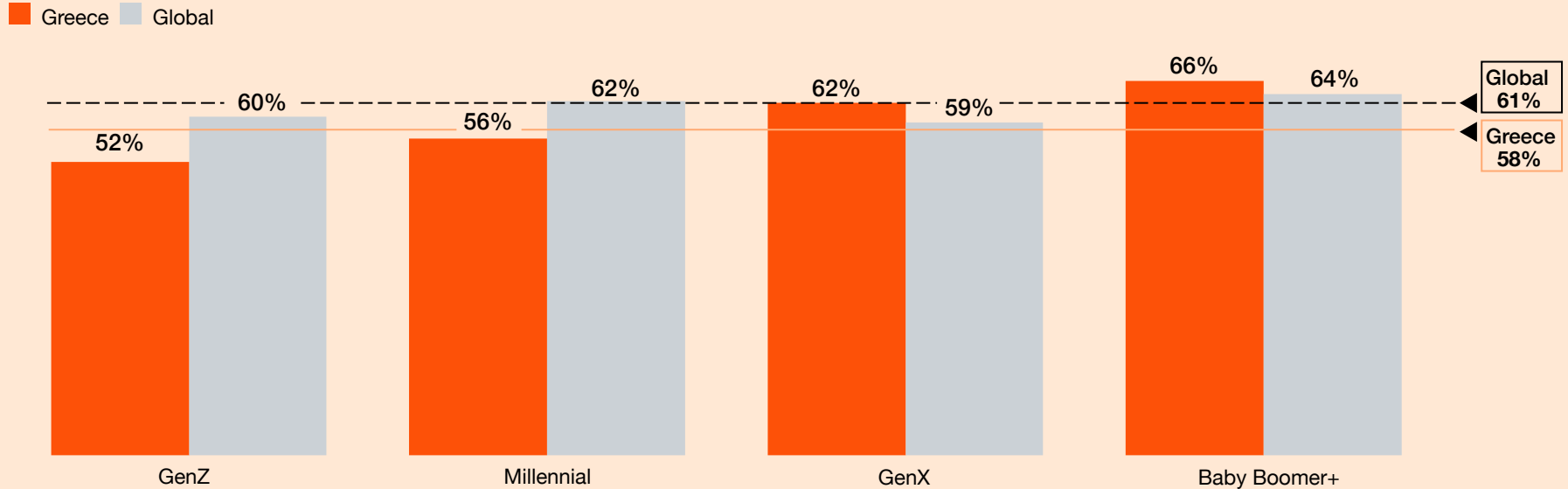
- **Daily Gen AI users** report **+2pp** more confidence in their job security than the Greek average and **+9pp** more than those who have used AI a few times.
- On the other hand, **entry-level workers** feel the least secure, reporting **-12pp** less confidence than the Greek average.

“How confident are you about your job security over the next 12 months?” Asked of all respondents.

2 Job security by generation

Job security confidence rises steadily with age among Greek workers

Share of respondents who are very or extremely confident in their job security

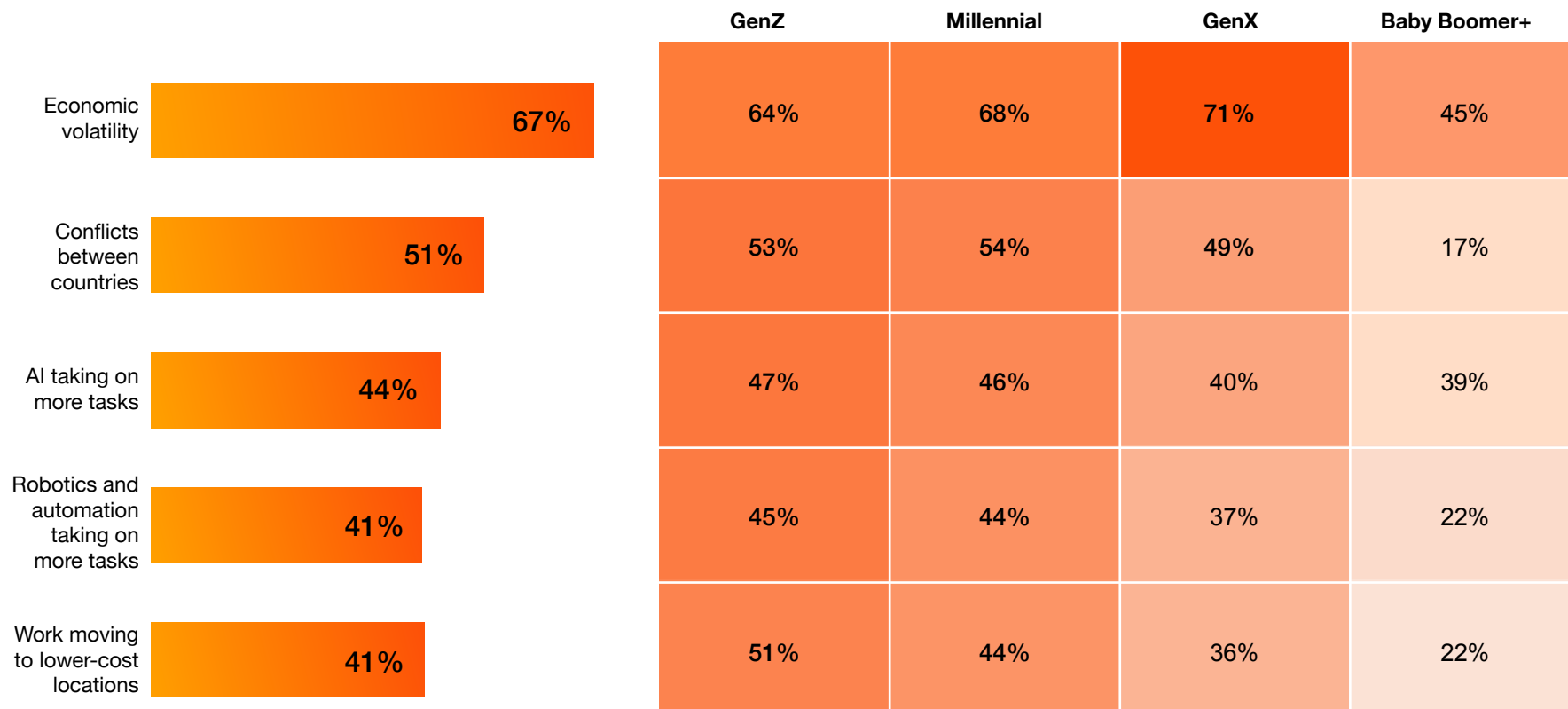


“How confident are you about your job security over the next 12 months?” (Showing NET: ‘Very confident’ and ‘Extremely confident’). Asked of all respondents.

3 Perceived risks to job security

Economic volatility is the leading threat to job security across all generations, while perceptions of other risks vary

Share of respondents rating each factor as a moderate or major threat

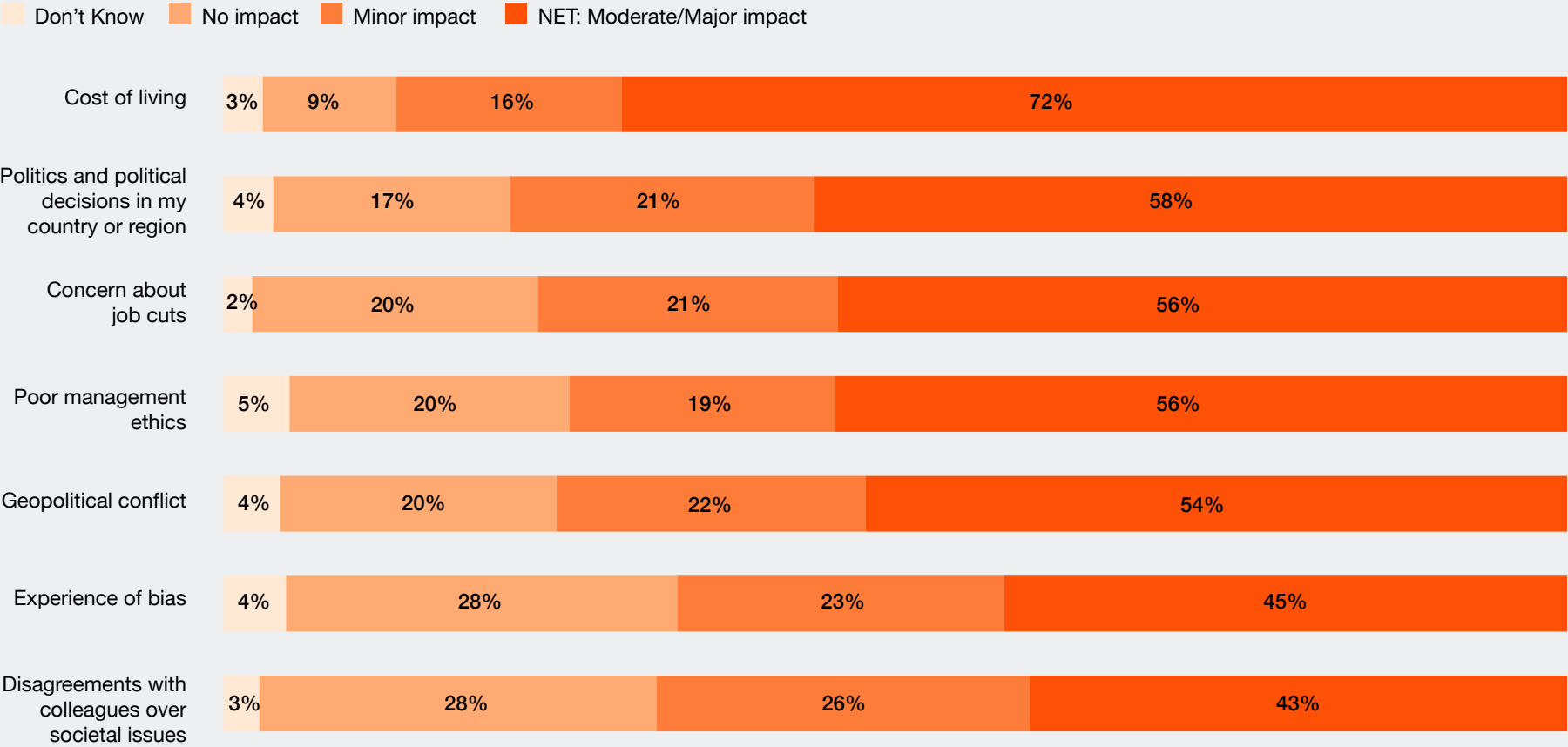


“What level of risk do you think each of the following issues pose for your personal job security over the next three years?”
(Showing NET: “Moderate threat” and “Major threat”). Asked of all respondents.

4 External work pressures

External pressures are weighing heavily on work, led by cost of living, politics and job cuts

Share of respondents by level of impact of each statement



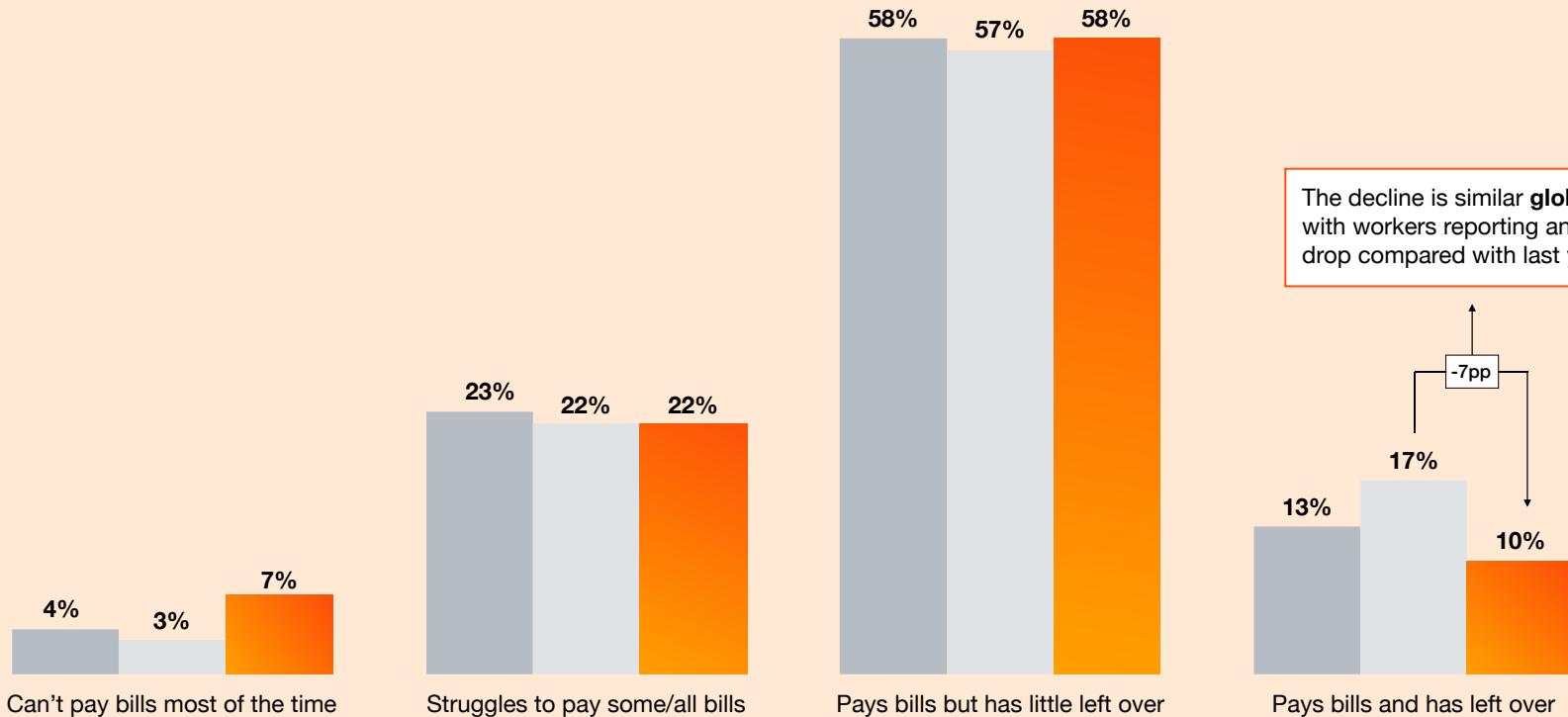
“What impact, if any, have the following issues had on you at work in the last 12 months?” Asked of all respondents.

5 Financial strain

Both in Greece and globally, more workers are under financial strain in 2026, with fewer having money left over at the end of the month

Share of respondents by financial situation

2024 2025 2026



"Which of the following best describes your current financial situation?" Asked of all respondents.

6 Job priorities

Pay and benefits lead workplace priorities, while entry-level workers place greater emphasis on good managers and skill development than their global peers

Share of workers who selected each of the following in their top three most important factors at work

Difference from the Greek average in share selecting each factor as a top-three priority by seniority

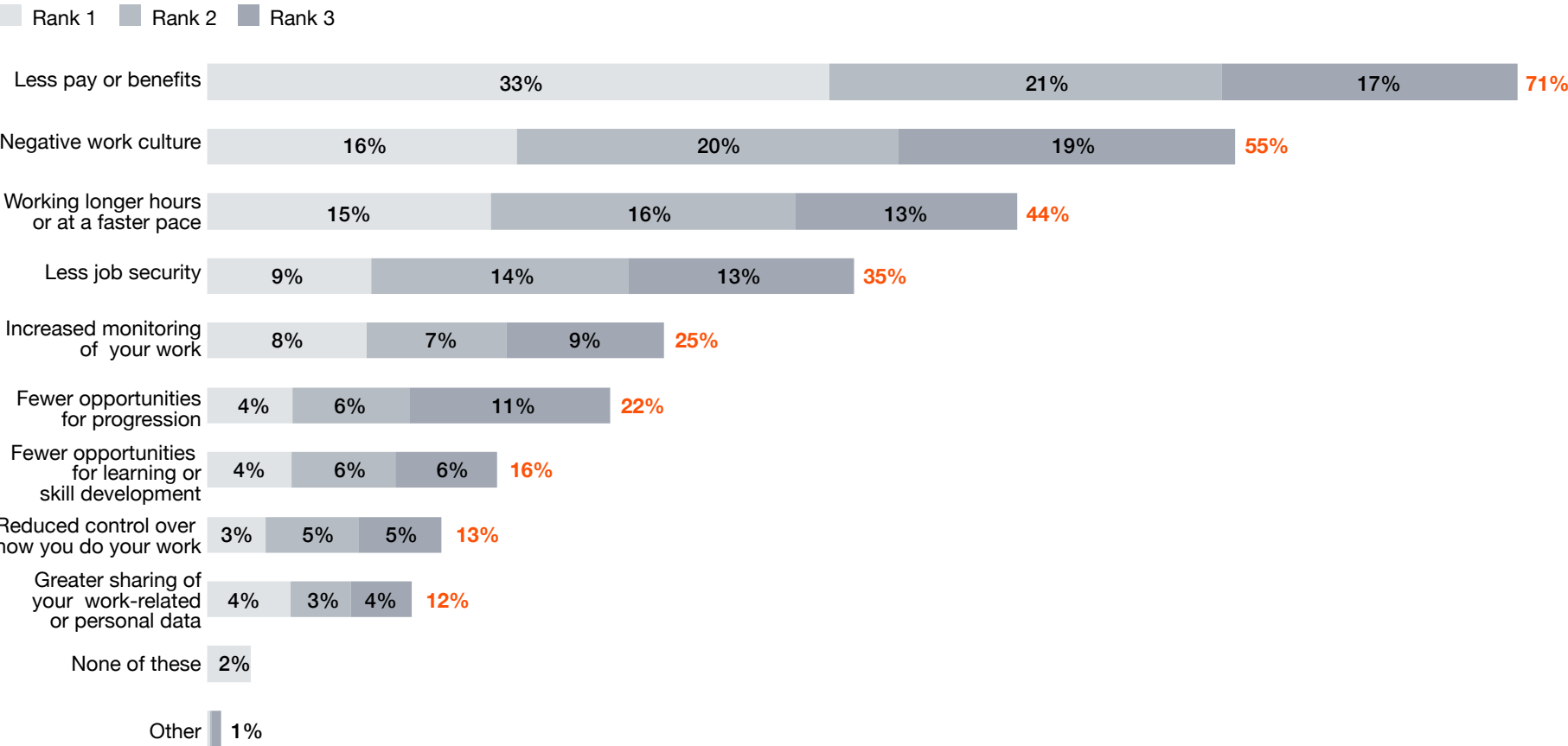
		Senior executives	Managers	Non-managers	Entry-level non-managers
Pay and benefits	70%	-18pp	-4pp	+4pp	-9pp
Positive work environment and relationships	55%	-10pp	+6pp	-1pp	-1pp
Job security	42%	-14pp	-1pp	-3pp	-5pp
Manageable workload and work-life balance	31%	+3pp	+3pp	-2pp	-8pp
Career progression opportunities	23%	+5pp	+3pp	-2pp	+5pp
Meaning or purpose in your work	21%	+8pp	-1pp	-1pp	-4pp
Learning and skill development	19%	+12pp	-1pp	-1pp	+6pp
Flexibility over when/where you work	19%	+23pp	-3pp	+1pp	+4pp
Working for good managers	13%	0pp	0pp	0pp	+10pp
None of these	2%	+3pp	0pp	0pp	+1pp
Other	0%	0pp	0pp	0pp	0pp

“When thinking about your current or future jobs, which of these factors matter most to you?” Ranked top three. Bars show share selecting each factor in their top three. Asked of all respondents.

7 Job deal-breakers

Less pay or benefits is the condition Greek workers are least willing to accept, followed by a negative work culture and longer or faster-paced hours

Share of workers ranking each factor that they would not be willing to accept in a job as first, second or third



“Which of the following would you NOT be willing to accept in a job?” Respondents could rank up to three options; bars show share ranking each factor first, second, or third. Asked of all respondents.

8 Contribution and fairness

Greek workers value their skills, contribution and autonomy, with pay fairness emerging as the main area for improvement

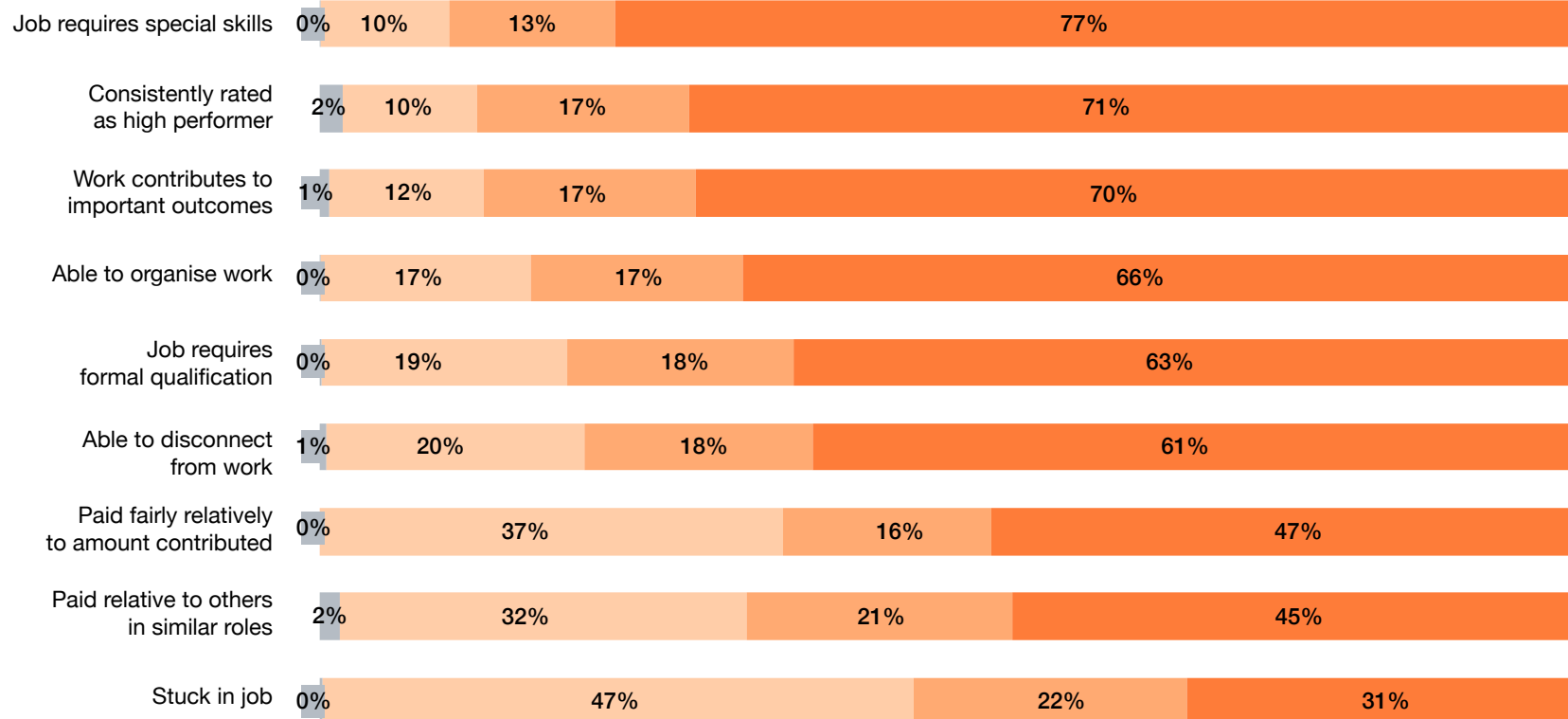
Share of worker agreement or disagreement with the following statements

Don't know

NET: Disagree

Neither agree or disagree

NET: Agree



“To what extent do you agree with each of the following?” Asked of all respondents.

9 Most rewarded behaviours

Greek organisations prioritise avoiding mistakes and following processes over innovation and effective AI adoption

Share of respondents selecting behaviour as most valued or rewarded, by industry

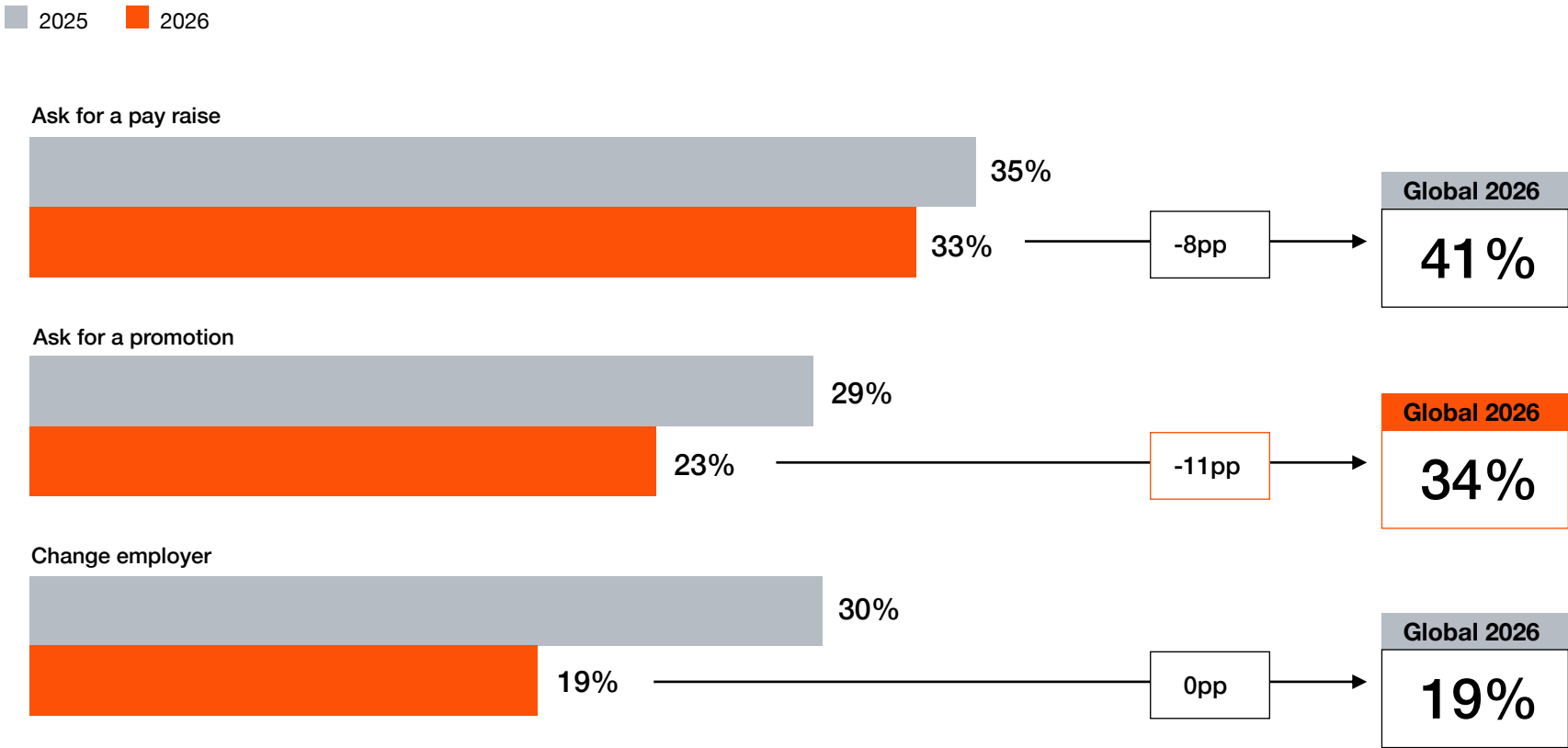
	Greece	CM	EUR	FS	GPS	HI	I&S	PE	TMT
Avoiding mistakes and minimising risks	37%	46%	41%	30%	43%	40%	33%	19%	27%
Following processes and rules	32%	35%	59%	31%	39%	39%	28%	61%	16%
Taking initiative	28%	33%	19%	22%	33%	24%	26%	40%	23%
Technical expertise or quality of work	23%	22%	21%	19%	26%	24%	28%	20%	28%
Delivering measurable results	22%	21%	11%	24%	18%	20%	25%	0%	28%
Learning new skills	22%	18%	15%	23%	17%	25%	18%	40%	26%
Working overtime or being highly available	20%	26%	15%	27%	17%	19%	18%	40%	21%
Building strong personal relationships	17%	15%	19%	10%	18%	16%	18%	0%	14%
Acting as a role model	13%	10%	4%	14%	11%	20%	14%	20%	8%
Managing upwards effectively	12%	10%	37%	17%	8%	12%	14%	40%	15%
Building a strong personal brand	8%	10%	4%	14%	8%	10%	7%	0%	9%
Challenging existing ways of working	7%	4%	4%	11%	8%	8%	7%	19%	6%
Using AI effectively	6%	7%	0%	10%	1%	7%	6%	0%	11%

“What behaviours or outcomes are most valued and rewarded in your workplace in practice?”. Excluding ‘Don’t know’ and ‘None of the above’ selections. CM: Consumer Markets, EUR: Energy, Utilities & Resources, FS: Financial Services, GPS: Government, & Public Services, HI: Health Industries, I&S: Industrials & Services, PE: Private Equity, TMT: Technology, Media, & Telecommunications.

10 Future outcomes, Greece vs Global

Greek workers are markedly less likely than their global peers to ask for a pay raise or promotion, while intentions to change employer have converged

Share of workers that is very or extremely likely to take the following actions within the next 12 months



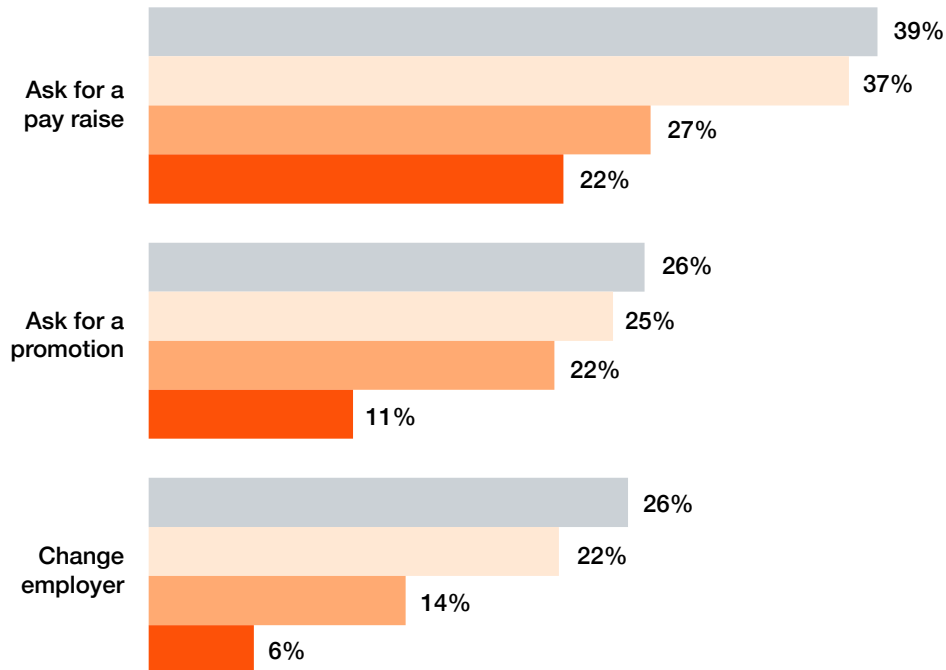
“How likely are you to take the following actions within the next 12 months?” Asked of all respondents.

11 Future outcomes, by generation

Career ambitions decline with age, with GenZ and Millennials driving workforce mobility

Share of workers that is likely (extremely & very likely) to take the following actions within the next 12 months

GenZ Millennial GenX Baby Boomer+



"How likely are you to take the following actions within the next 12 months?" Asked of all respondents.

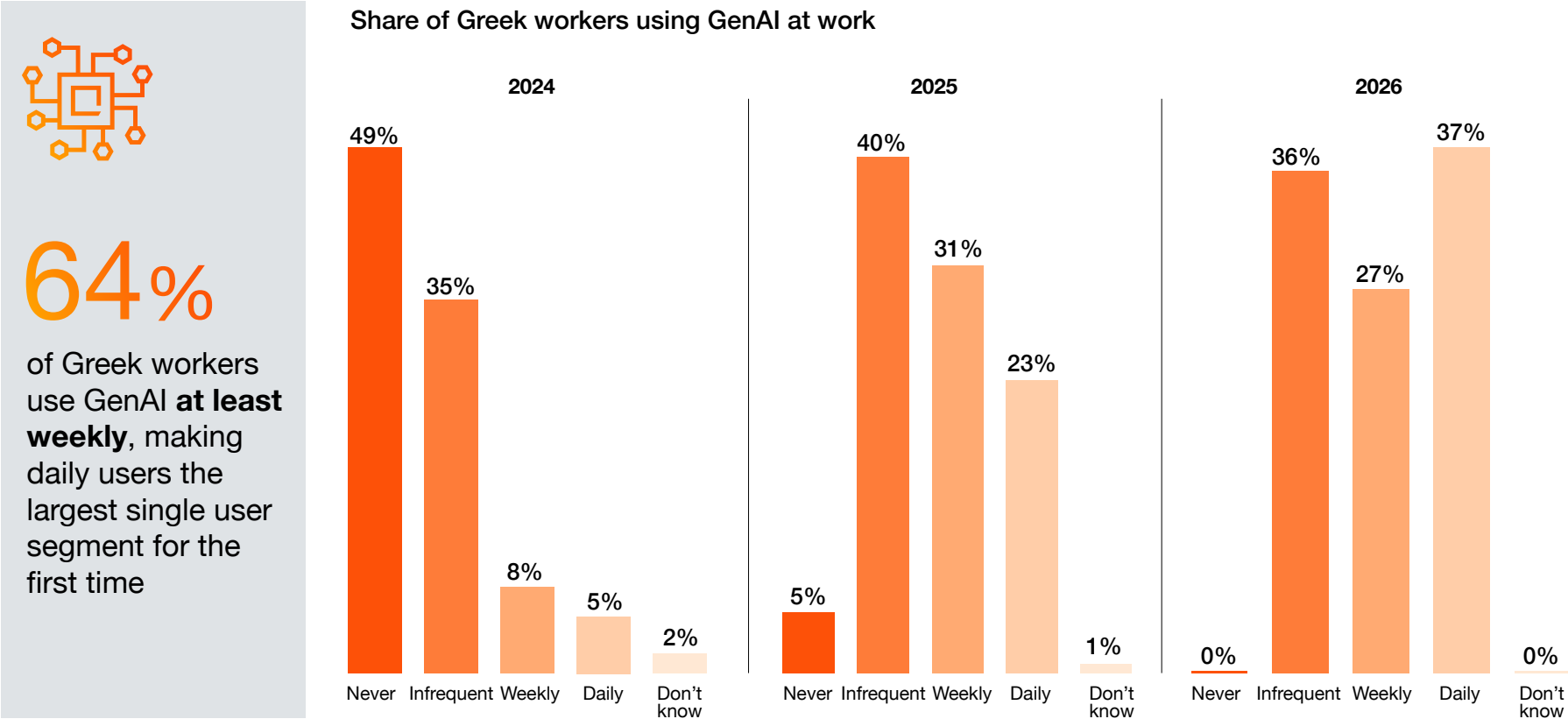


AI and empowerment

4

1 GenAI usage

GenAI is transitioning from an emerging technology to an everyday workplace tool, with regular usage now exceeding occasional experimentation among Greek workers

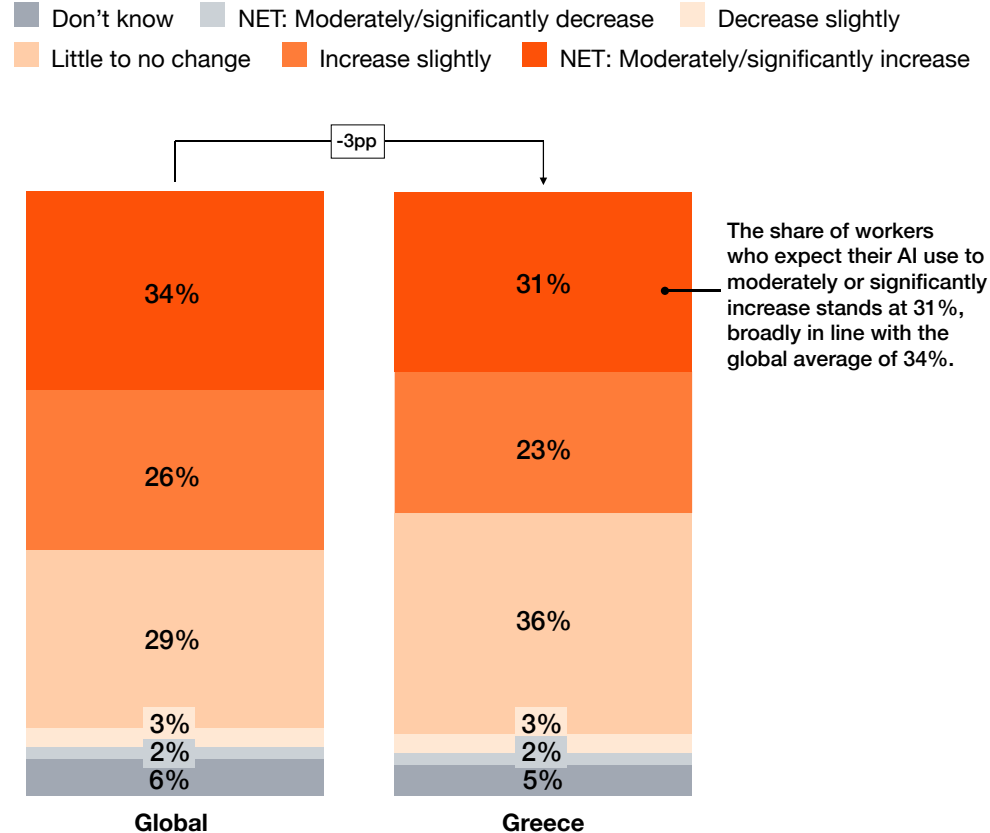


“In the past 12 months, how frequently, if at all, have you used the following technologies at work? *Infrequent users refer to respondents who selected ‘Once’, ‘A few times’, or ‘About once a month’ for gen AI frequency usage at work.

2 Expected change of AI usage

Greek workers are as willing as their global peers to expand AI use over the next year

Share of workers' expected change in AI usage over the next 12 months

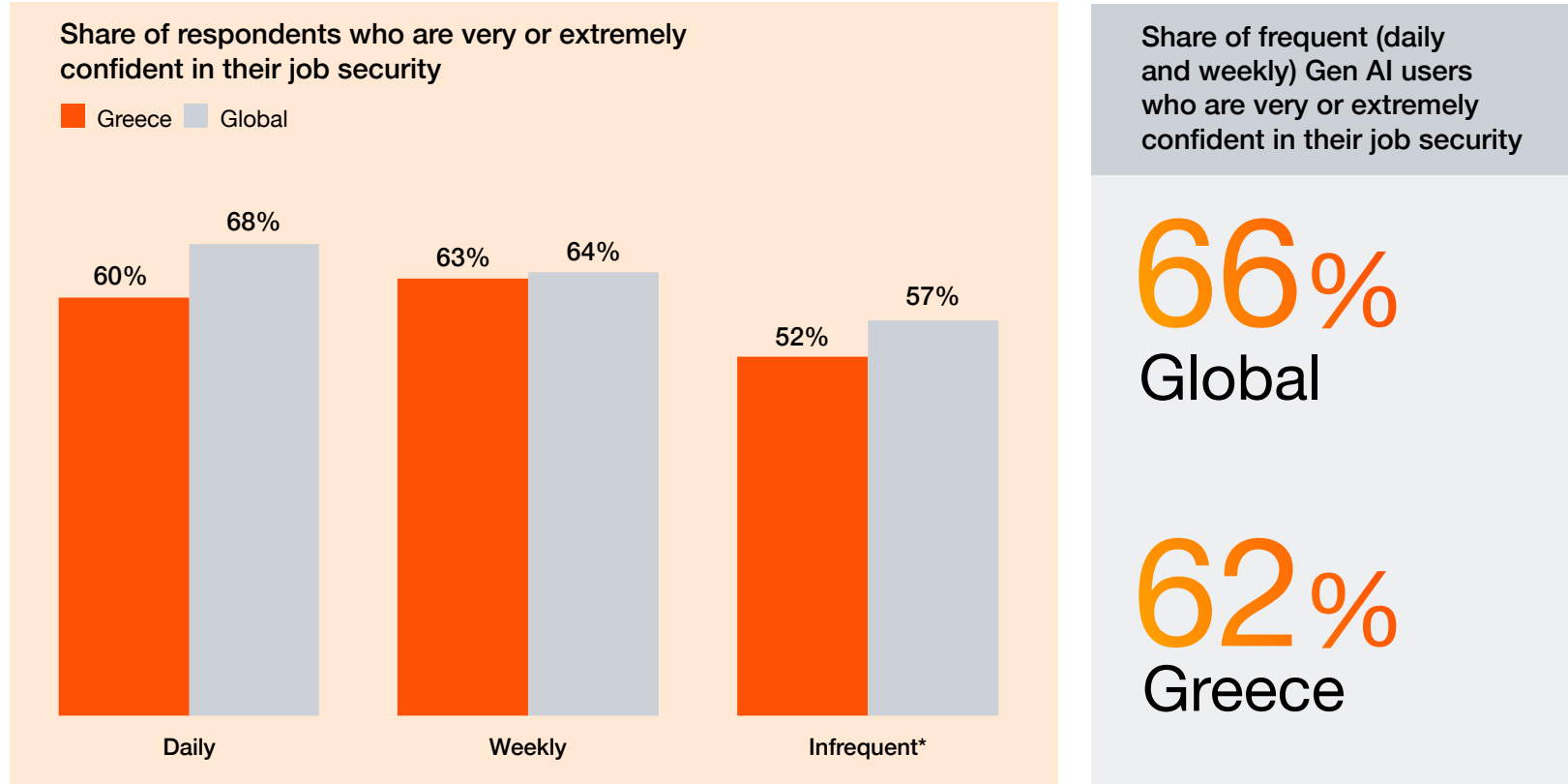


"How do you expect your use of AI tools in your job to change over the next 12 months?"
Asked of all respondents.



3 Job security and GenAI usage

Familiarity with GenAI appears to build a sense of job security, although Greece remains slightly below global levels



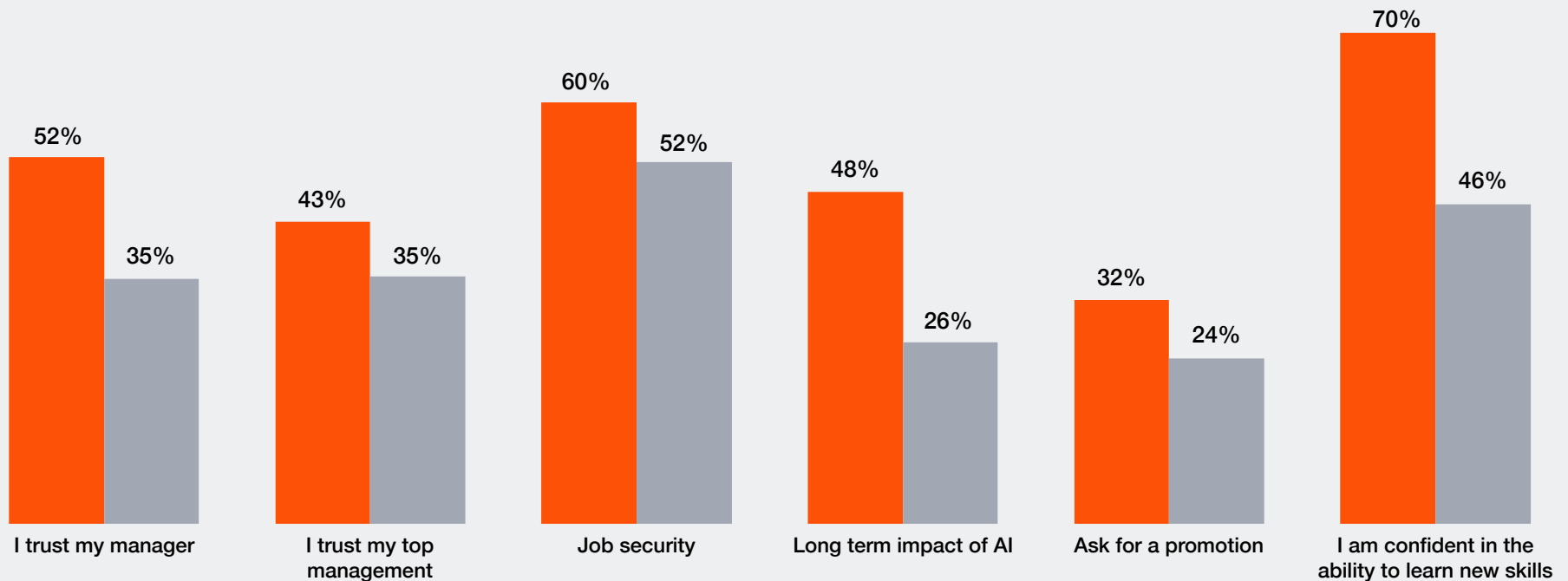
“How confident are you about your job security over the next 12 months?” (Showing NET: ‘Very confident’ and ‘Extremely confident’) *Infrequent users refer to respondents who selected ‘Once’, ‘A few times’, or ‘About once a month’ for gen AI frequency usage at work – respondents who selected ‘Not at all’ have been grouped into ‘Never’. Greece ‘Never’ result not reported (n=1).

4 Trust, confidence and AI optimism, by GenAI usage

Daily GenAI users report higher trust, stronger job security and a far more positive view on their ability to learn new skills

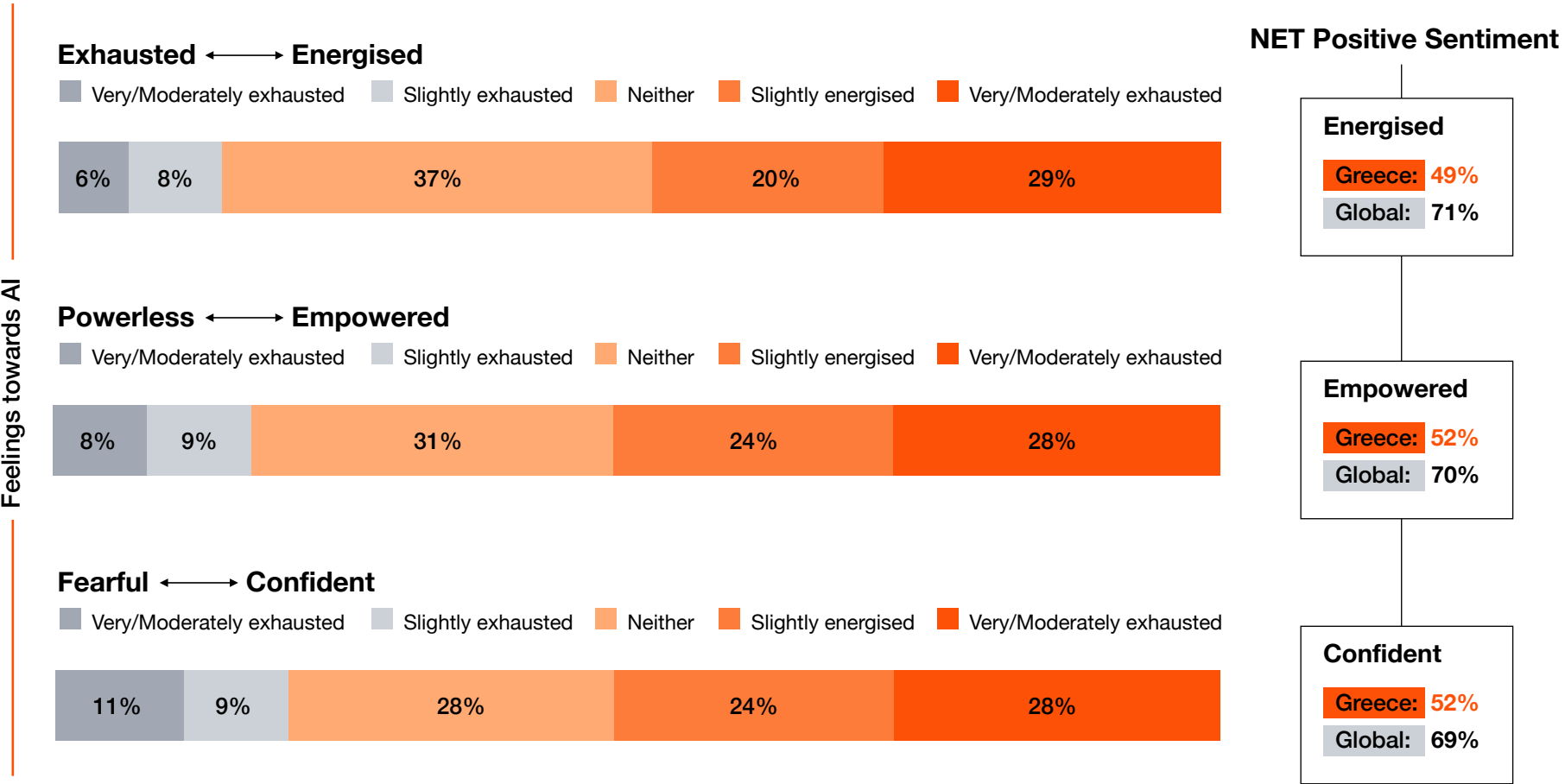
Share of workers who moderately or strongly agree, feel confident or feel positive about each of the following statements

■ Daily GenAI users ■ Infrequent users*



5 AI and employee sentiment

Greek workers respond more positively to increasing AI use, although many remain neutral and positive sentiment remains below global levels



“How does the increasing use of AI in your job make you feel?” (Only asked to respondents that answered “Increase Slightly”, “Increase Moderately” or “Increase Significantly” regarding the usage of AI tools at work over the next 12 months).

6 AI impact on work

Among daily AI users in Greece, AI is seen more as a complex-work enabler (33%) than a routine-task automation tool (18%)

Share of workers identifying how AI has changed their work over the last 12 months

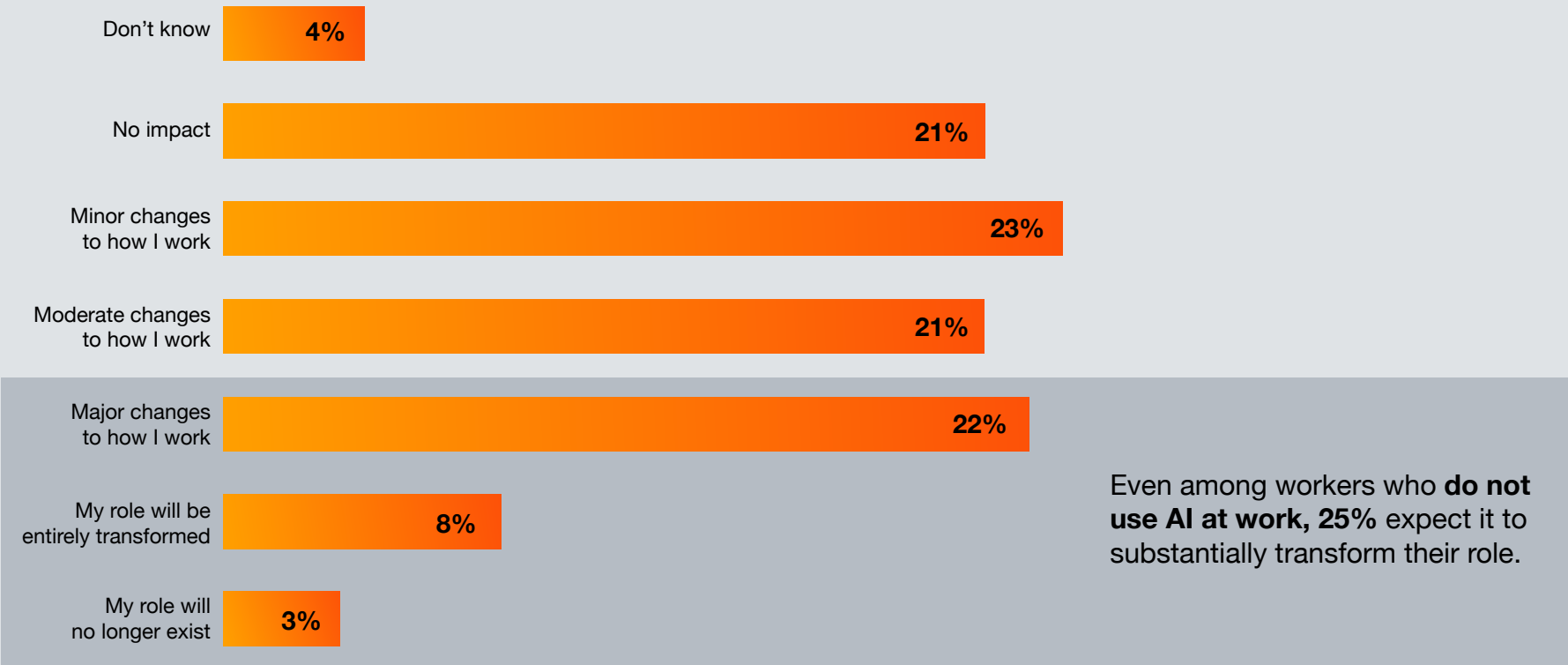
		Daily GenAI user	Weekly GenAI user	NET: Infrequent* GenAI user
Using AI has taken away the most complex and difficult parts of my job	7%	9%	5%	7%
Using AI takes away simple but time-consuming tasks	24%	22%	29%	21%
Using AI helps me be better at some of the most complex and difficult parts of my job	25%	33%	21%	7%
Using AI helps me be better at some fairly simple or routine tasks	19%	18%	22%	18%
Using AI has made no significant difference to my work	24%	17%	22%	30%
Don't know	1%	2%	0%	0%

“Thinking about how AI has changed the way you do your job, which statement is most accurate?” (Asked to respondents that answered ‘Yes’ to using AI at work in the past 12 months)
*Infrequent users refer to respondents who selected ‘Once’, ‘A few times’, or ‘About once a month’ for gen AI frequency usage at work.

7 AI and expected work transformation

More than half of Greek workers expect AI to substantially transform their role within three years

Share of workers' expectations of how AI will transform their role

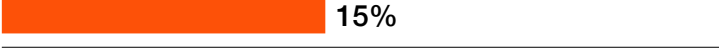
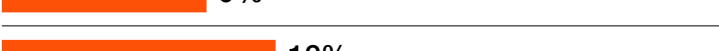
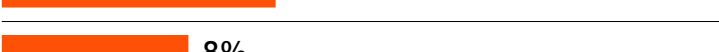
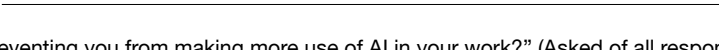


"How much do you think AI will transform your role over the next three years?" Asked of all respondents.

8 Barriers in AI usage

Concerns about the accuracy and quality of AI are the main barrier to its use, regardless of usage frequency

Share of workers identifying the following as the biggest barriers to AI usage at work

		Daily GenAI user	Weekly GenAI user	NET: Infrequent* GenAI user
I have concerns about accuracy or quality	 27%	36%	26%	27%
Don't see many opportunities to use AI	 25%	18%	22%	27%
There are no incentives to use AI	 22%	13%	12%	19%
Concerned about negative consequences	 15%	16%	15%	17%
Company policies are unclear	 12%	11%	15%	14%
I lack the skills	 9%	7%	6%	11%
I oppose AI replacing human work	 15%	10%	14%	23%
Employer limits access	 9%	10%	8%	8%
None of these	 12%	19%	15%	7%
Leaders do not demonstrate the benefits	 8%	6%	9%	9%
My employer does not allow it	 9%	13%	5%	7%
I don't find them useful	 10%	7%	9%	12%

“What are the biggest barriers preventing you from making more use of AI in your work?” (Asked of all respondents). *Infrequent users refer to respondents who selected ‘Once’, ‘A few times’, or ‘About once a month’ for gen AI frequency usage at work – respondents who selected ‘Not at all’ have been grouped into ‘Never’. Greece ‘Never’ result not reported (n=1).

9

Barriers in AI usage, by generation

Generational differences in AI adoption are driven by trust, usefulness and replacement concerns

Selected AI adoption barriers with the largest differences across generations

	GenZ	Millennial	GenX	Baby Boomer+
I have concerns about accuracy or quality	25%	25%	25%	67%
Don't see many opportunities to use AI	25%	26%	23%	28%
There are no incentives to use AI	16%	23%	24%	28%
Concerned about negative consequences	22%	15%	11%	6%
Company policies are unclear	13%	12%	11%	11%
I lack the skills	12%	9%	8%	11%
I oppose AI replacing human work	15%	16%	13%	34%
Employer limits access	8%	7%	12%	6%
None of these	11%	9%	16%	11%
Leaders do not demonstrate the benefits	5%	13%	6%	0%
My employer does not allow it	9%	10%	7%	6%
I don't find them useful	16%	11%	5%	5%

“What are the biggest barriers preventing you from making more use of AI in your work?” (Asked of all respondents). *Infrequent users refer to respondents who selected ‘Once’, ‘A few times’, or ‘About once a month’ for gen AI frequency usage at work – respondents who selected ‘Not at all’ have been grouped into ‘Never’ . Greece ‘Never’ result not reported (n=1).

Change & skills

5

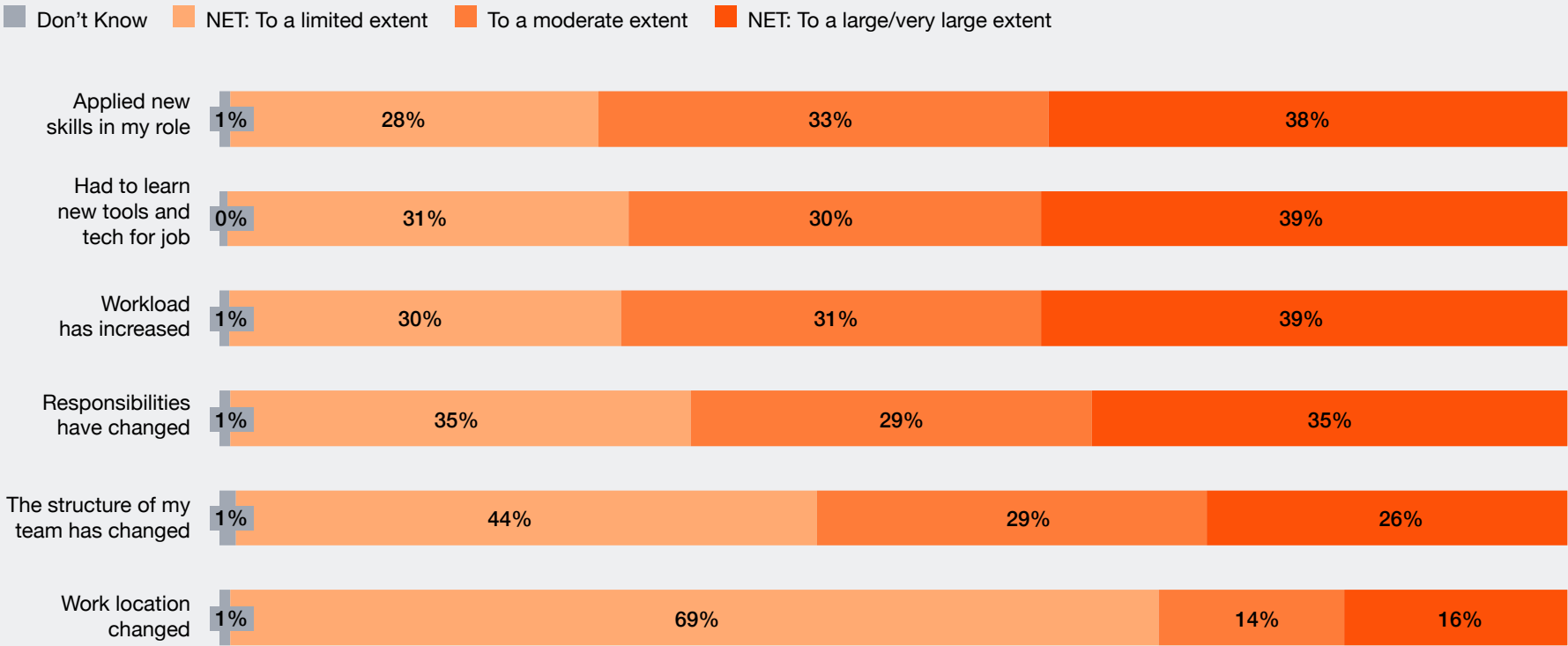


1

Changes experienced in the last 12 months

Greek workers experience change mainly through new tech tools and skills, alongside heavier workloads

Extent to which respondents experienced each of the following changes



“To what extent, if any, do the following statements describe changes you have experienced in your role in the last 12 months?” Asked of all respondents.

2 Changes experienced in the last 12 months by seniority

Senior executives and managers report experiencing the most workplace change, particularly through increased workloads, new tools, skills and shifting responsibilities

Extent to which respondents experienced each of the following changes to a large or very large extent

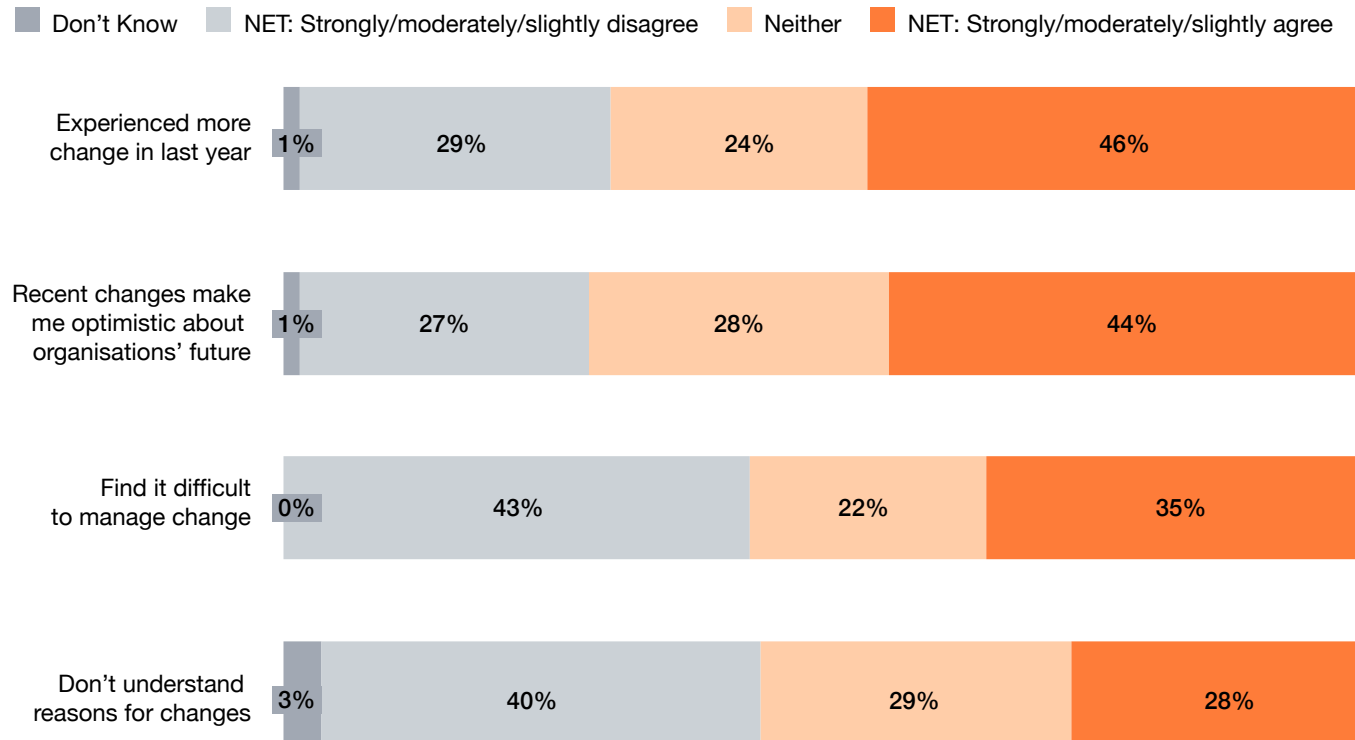
		Senior executives	Managers	Non-managers	Entry-level non-managers
Workload has increased	39%	42%	43%	37%	39%
Had to learn new tools and tech for job	39%	42%	43%	36%	43%
Applied new skills in my role	38%	40%	44%	36%	42%
Responsibilities have changed	35%	42%	36%	33%	39%
The structure of my team has changed	27%	33%	30%	24%	27%
Work location changed	16%	25%	16%	15%	16%

“To what extent, if any, do the following statements describe changes you have experienced in your role in the last 12 months?”
Showing NET: “To a large extent” and “To a very large extent”). Asked of all respondents.

3 Feelings towards change

Workers are more likely to feel optimistic about recent changes, although optimism remains below global levels

Share of respondents by level of agreement with each statement



Share of workers feeling optimistic (slightly, moderately and strongly agree) about recent organisational changes

55%
Global

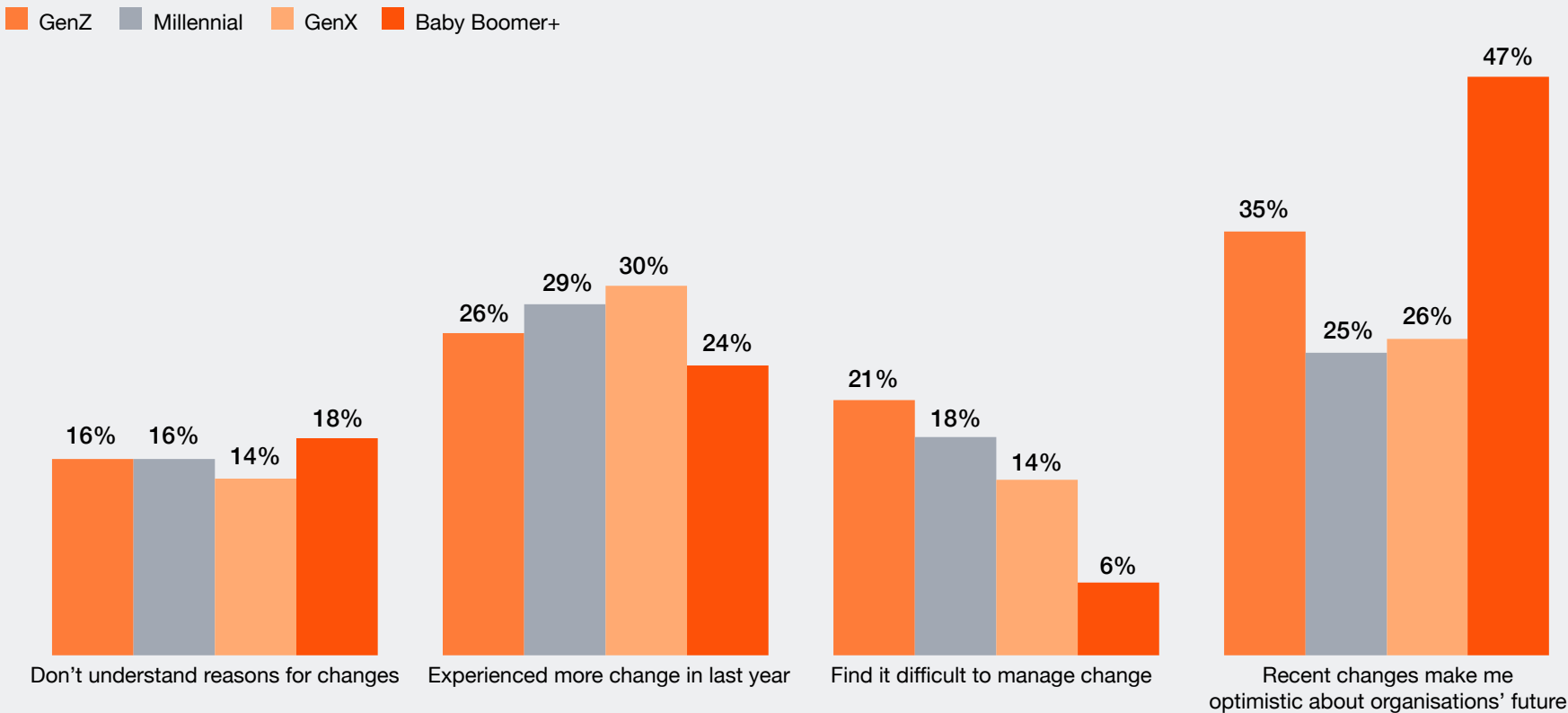
44%
Greece

“Thinking about the changes you have experienced in your role in the last 12 months, to what extent do you agree or disagree with the following statements?”. Asked to respondents that indicated role change as (slight extent, moderate extent, large extent and very large extent)

4 Feelings towards change by generation

Generational responses to change diverge, with GenZ finding it hardest to manage and Baby Boomers the most optimistic about it

Share of respondents who moderately or strongly agree with each statement

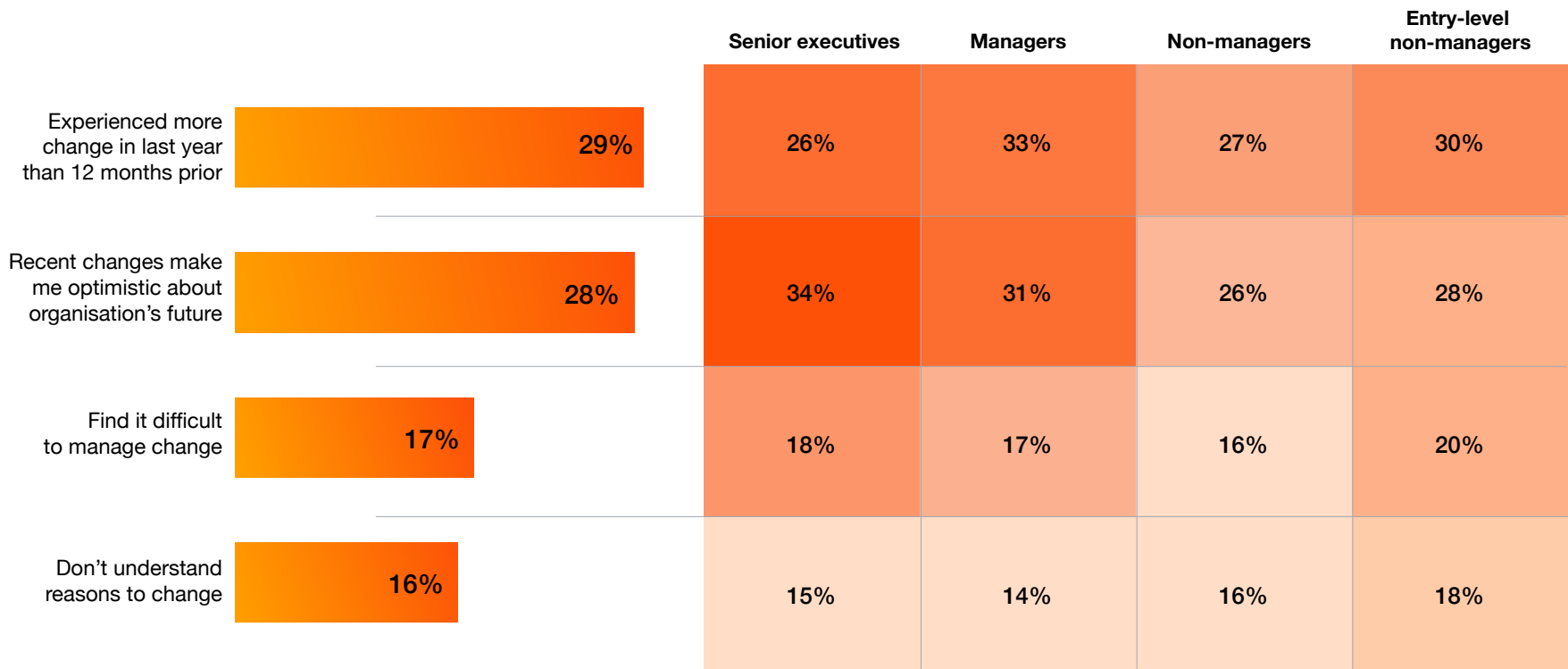


“Thinking about the changes you have experienced in your role in the last 12 months, to what extent do you agree or disagree with the following statements?”.
Asked to respondents that indicated role change as (slight extent, moderate extent, large extent and very large extent)

5 Feelings towards change by seniority

Managers and above have experienced more change and are also more positive about their organisation’s future

Share of respondents who moderately or strongly agree with each statement

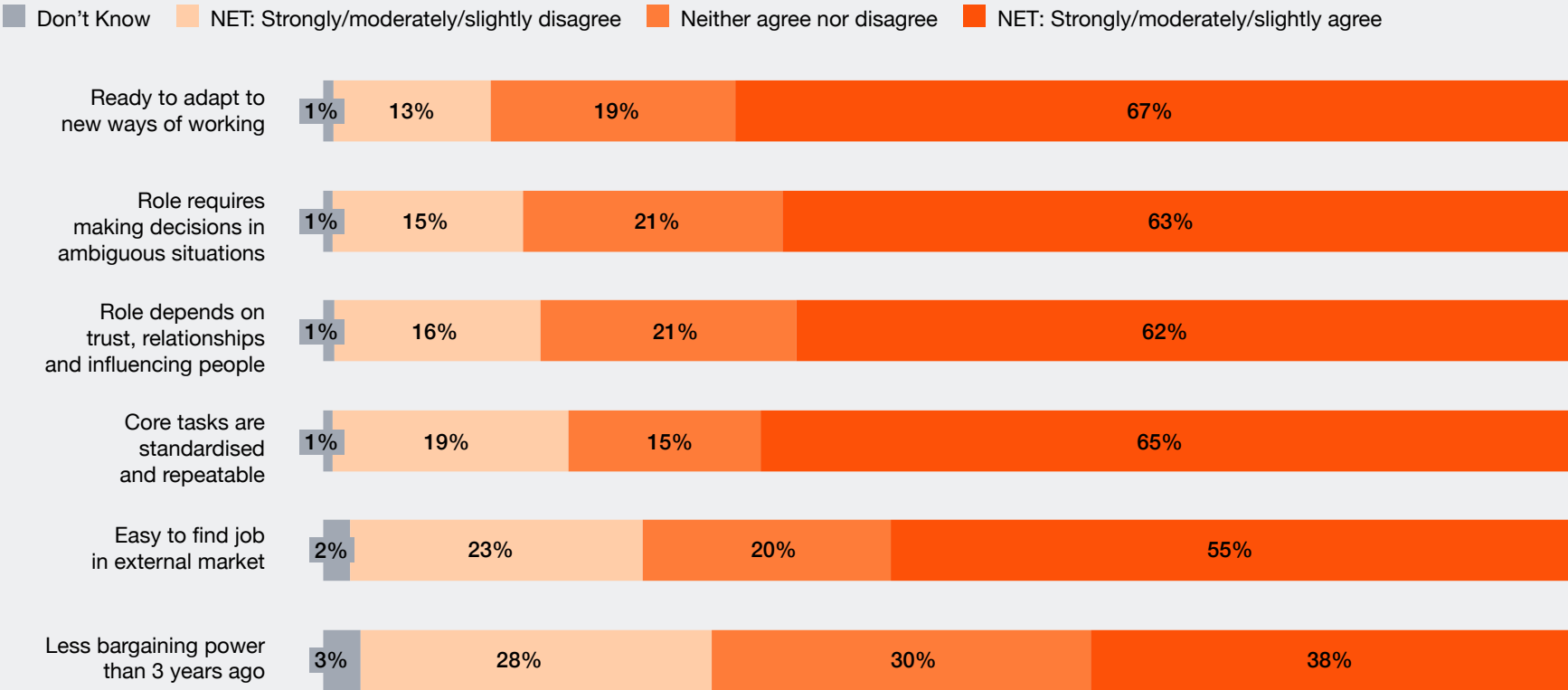


“Thinking about the changes you have experienced in your role in the last 12 months, to what extent do you agree or disagree with the following statements?”
(Showing NET: “Moderately agree” and “Strongly agree”) Asked to respondents that indicated role change as (slight extent, moderate extent, large extent and very large extent).

6 Role & market dynamics

Workers feel ready to adapt to new ways of working and handle ambiguity, while views on external opportunities and bargaining power are more mixed

Share of respondents agreement with the following statements

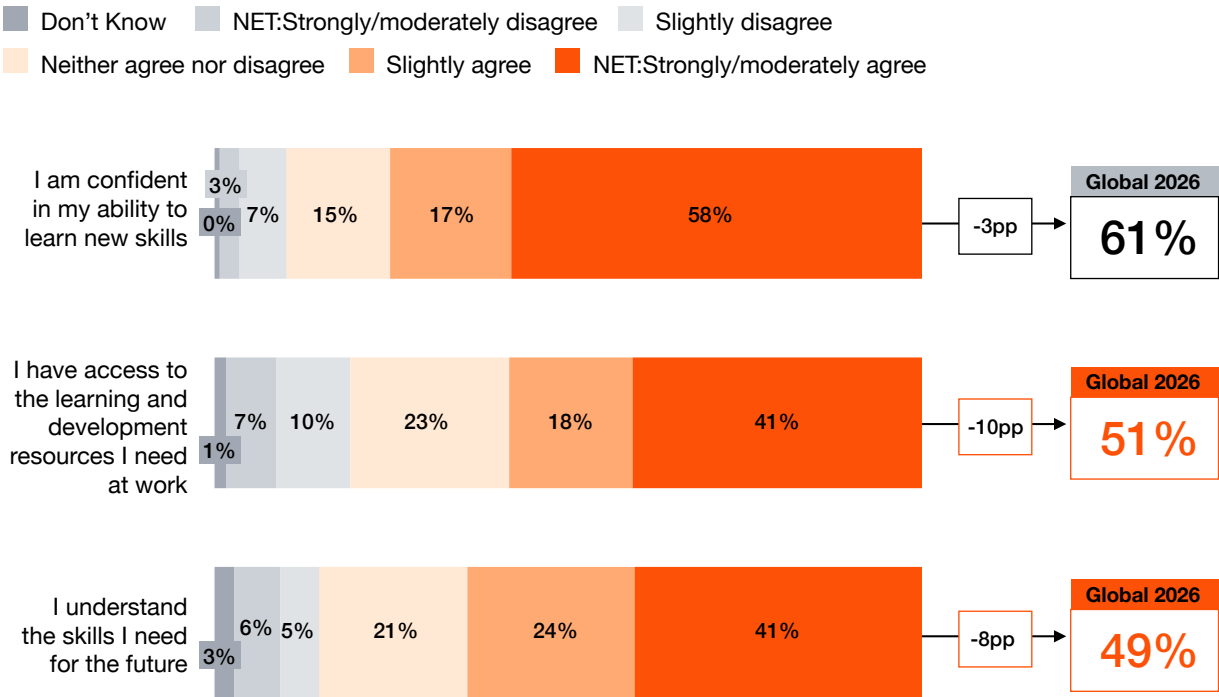


“To what extent do you agree or disagree with the following statements?” Asked of all respondents

7 Future skills, learning and development

The majority of workers are confident in their ability to learn, but their access to learning and development has declined compared to the previous year (-7pp)

Share of worker agreement with each of the statements regarding future skills



“Thinking about your job today and career ahead, how strongly do you agree or disagree with the following statements?” Asked of all respondents.





6

Workforce groups

1 Distinct workforce groups emerge

Four workforce groups emerge, defined by labour market pressure and AI advantage



Labour market pressure

Low labour market pressure

High labour market pressure

AI insurgents

13%

Unexpected beneficiaries challenging assumptions about where value sits

Profile: Workers outside traditionally scarce roles who are nevertheless gaining strong advantage from AI. They challenge assumptions about where future value will come from.

Employer implication: Spot their potential early and create opportunities for them to grow into higher-value roles.

Front-runners

7%

Scarce talent amplified by AI

Profile: Workers combining scarce capabilities with strong AI advantage. They are confident, ambitious and increasingly valuable, but also the most likely to expect progression or look elsewhere.

Employer implication: Retain them through visible progression, autonomy and a role in shaping AI-enabled work.

The engine room

69%

Limited labour-market leverage and limited AI advantage

Profile: Workers outside the highest-pressure roles who are seeing little or no AI advantage. They are less connected to learning, innovation and future opportunity, making inclusion the central challenge.

Employer implication: Make AI relevant to everyday work and create credible pathways to build confidence and skills.

The indispensable

11%

Scarce expertise still protecting their position despite limited AI advantage

Profile: Workers in the highest-pressure labour-market roles who are seeing limited or no advantage from AI. Their skills remain difficult to source or replace, but AI is not yet amplifying their effectiveness.

Employer implication: Protect critical expertise while creating role-specific opportunities for these workers to gain value from AI.

High AI advantage

Low AI advantage

AI advantage

"Workforce groups are defined using the global methodology. Percentages show the share of workers within the selected territory. Respondents selecting 'Don't know' on any question used to construct the groups indices are excluded from the analysis. Indices compare each group's demographic profile with the overall workforce in the same territory; 1.0x = territory average."

2 Workforce group profiles

Demographic overview of workforce groups in Greece



Talent market advantage

Low talent market advantage

High talent market advantage

AI insurgents

Median age: 43

13%

Most distinctive locally

- 1 Type of Office Work: Sales & marketing (3.4x)
- 2 Company Size: 10,000+ (1.7x)
- 3 Industry: Energy, Utilities & Resources (1.5x)
- 4 Seniority: Non-manager: Entry level (1.5x)

Front-runners

Median age: 43

7%

Most distinctive locally

- 1 Type of Office Work: Business strategy (3.1x)
- 2 Seniority: Senior executive (2.1x)
- 3 Industry: Industrials & Services (1.6x)
- 4 Company Size: 10–49 (1.3x)

The engine room

Median age: 42

69%

Most distinctive locally

- 1 Type of Office Work: Supply chain (1.2x)
- 2 Company Size: 5,000–9,999 (1.2x)
- 3 Industry: Health Industries (1.1x)
- 4 Type of Work: Skilled trades person (1.1x)

The indispensable

Median age: 43

11%

Most distinctive locally

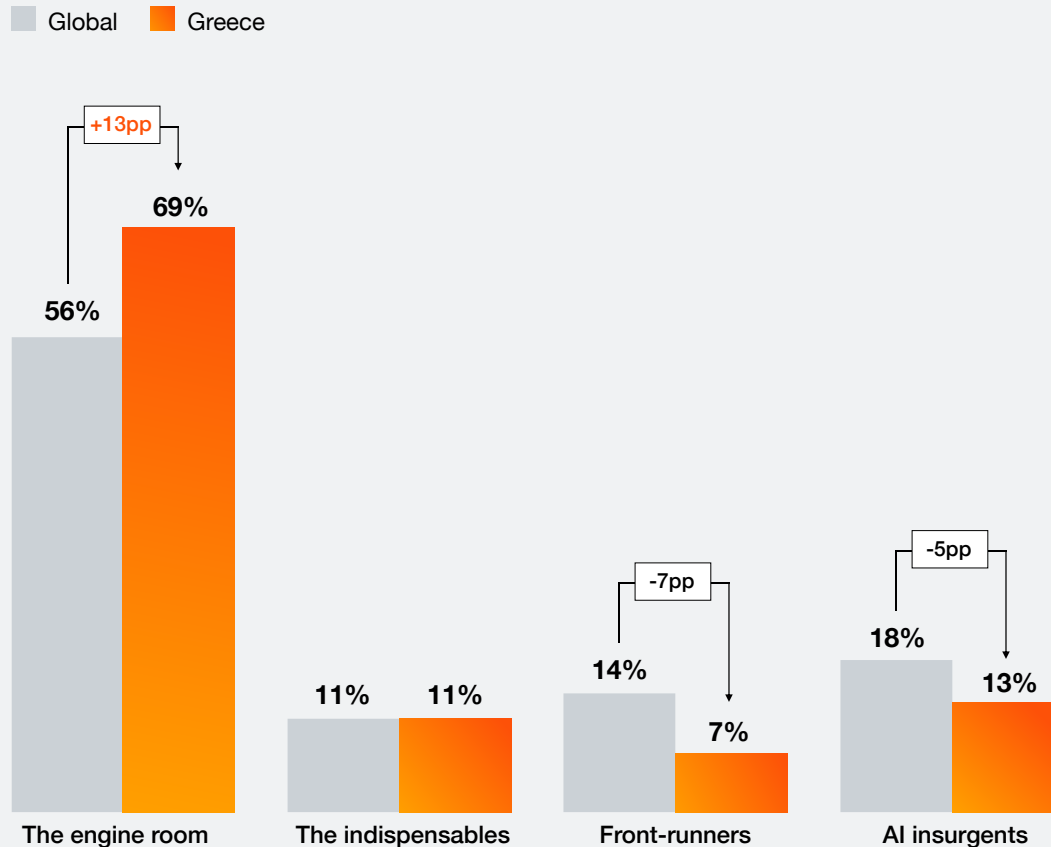
- 1 Type of Work: Other manual work (2x)
- 2 Type of Office Work: Customer service (1.6x)
- 3 Seniority: Senior executive (1.6x)
- 4 Company Size: 1,000–4,999 (1.4x)

AI advantage

3 Workforce groups, Greece vs Global

The engine room dominates the Greek workforce, while AI-advantaged groups lag compared to the global average

Share of workforce groups



Front-runners: 7% vs. 14% globally (-7pp). Greece has half the share of AI-amplified scarce talent, a thinner pipeline for progression and innovation.

The indispensable: 11%, in line with the global average. Scarce expertise protects positions equally well here, but AI is not yet amplifying it.

The engine room: 69% vs. 56% globally (+13 pp). Almost seven in ten Greek workers occupy roles that are easy to replace, while AI has brought them no real benefit yet. The challenge is to help this large majority upskill and start using AI in their daily work.



7

Demographics

The survey interviewed 49,364 workers globally and 801 workers in Greece

PwC's 2026 Global Workforce Hopes & Fears Survey interviewed 49,364 workers across 29 sectors in 48 countries and regions. The survey was conducted using country panels of working adults aged 18 and over. In Greece, fieldwork took place in May and June 2026 among a sample of 801 workers across demographic groups, roles and sectors. The results were weighted to reflect the gender and age distribution of the country's working population, ensuring that the findings are broadly representative.

Scope

Provide insights to help businesses meet the workforce challenges of a rapidly changing world and transform to create sustained outcomes.

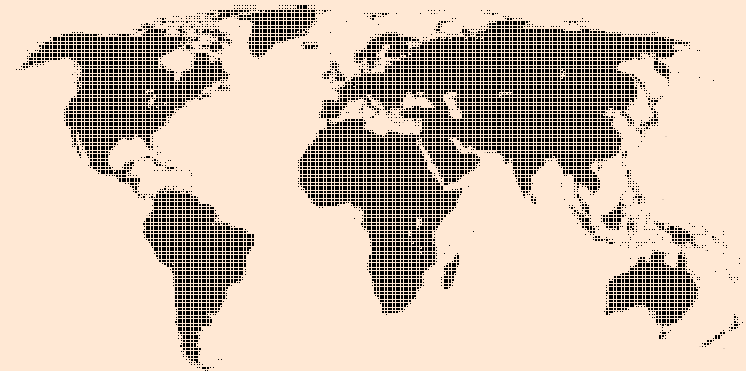
Overarching theme for the survey

This year's Hopes & Fears Survey focuses on employees' perceptions of AI and the future of work, key drivers motivating tomorrow's workforce, and insights on fostering trust, skill development, and innovation readiness to thrive in an evolving work environment.

Surveying:

49,364

Workers worldwide



801

Workers in Greece

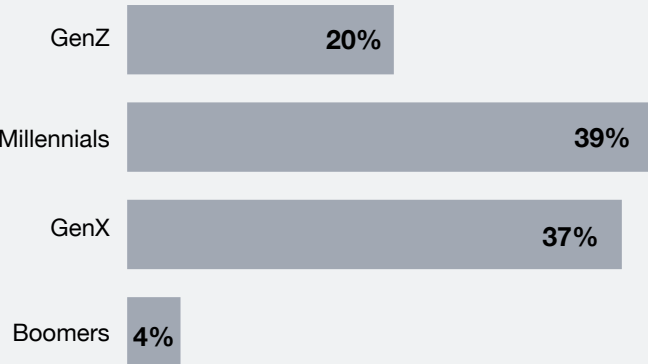


Distribution of the respondents by gender, region and generation

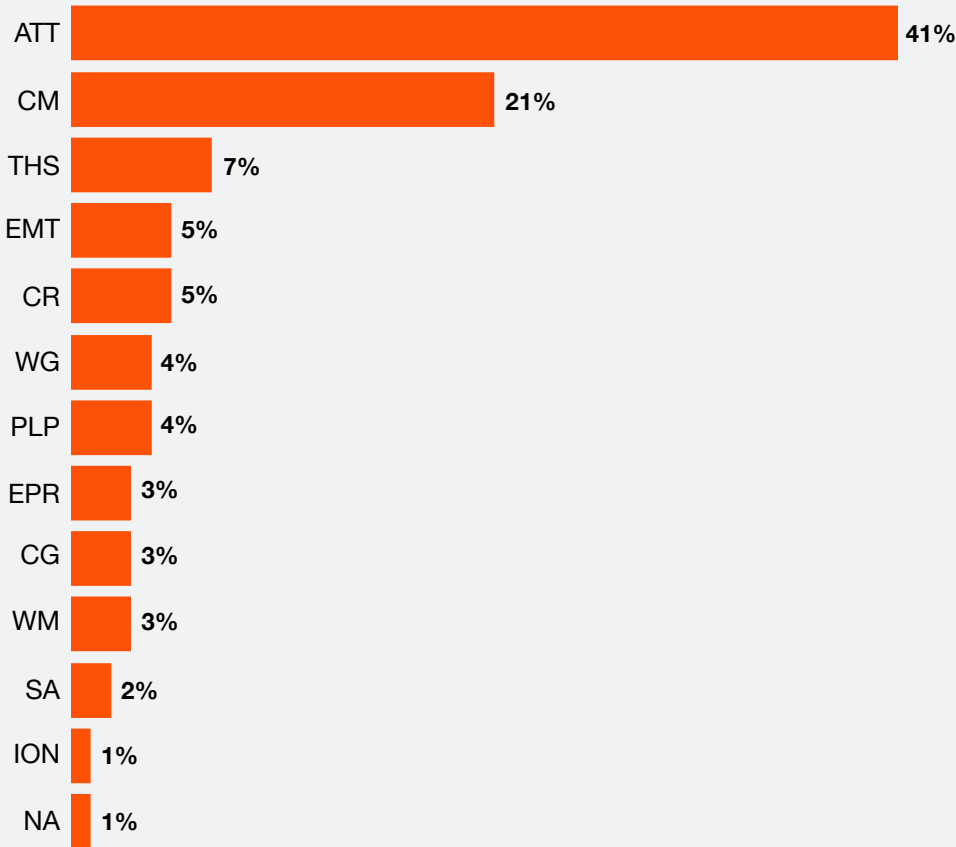
Gender
Respondent gender distribution



Generation
Respondent generation distribution



Region
Share of respondents in each region

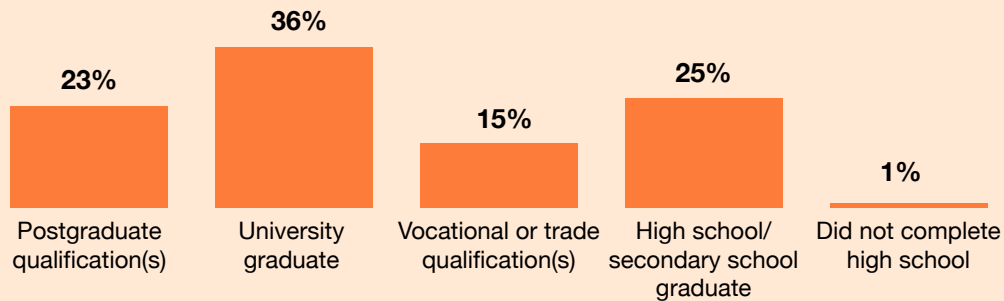


ATT: Attica CM: Central Macedonia CR: Crete THS: Thessaly WG: Western Greece PLP: Peloponnese
EMT: Eastern Macedonia & Thrace CG: Central Greece EPR: Epirus SA: South Aegean
NA: North Aegean WM: Western Macedonia ION: Ionian Islands

Distribution of the respondents by education, tenure and seniority level

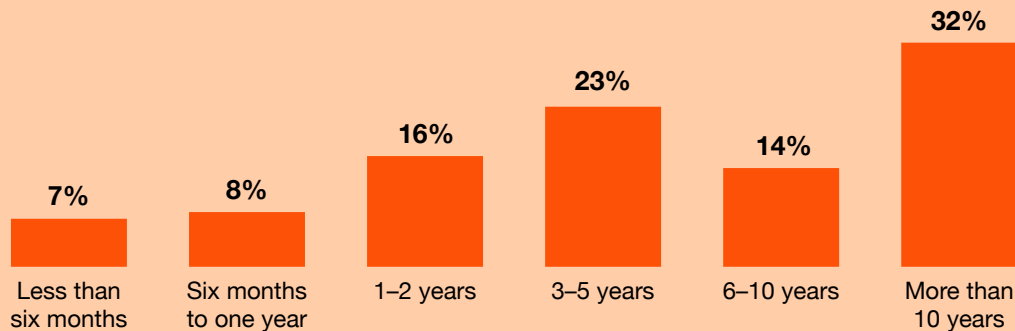
Highest level of education

Share of respondents' highest level of education



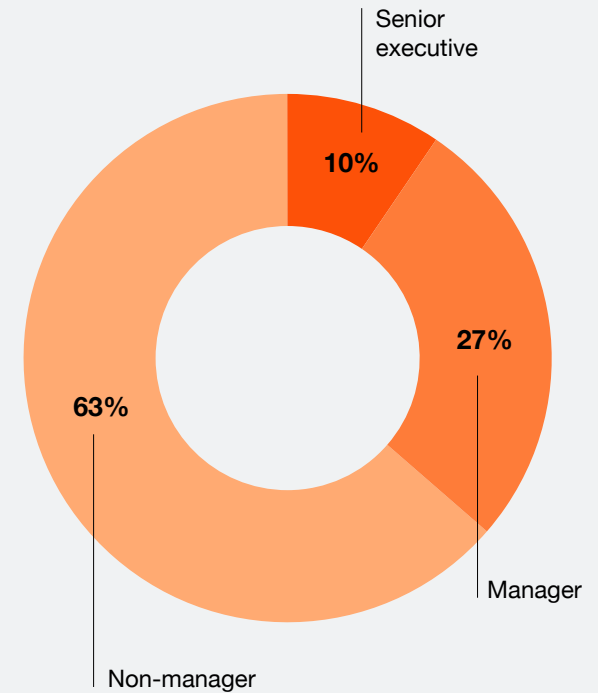
Tenure

Share of respondents' tenure



Seniority level

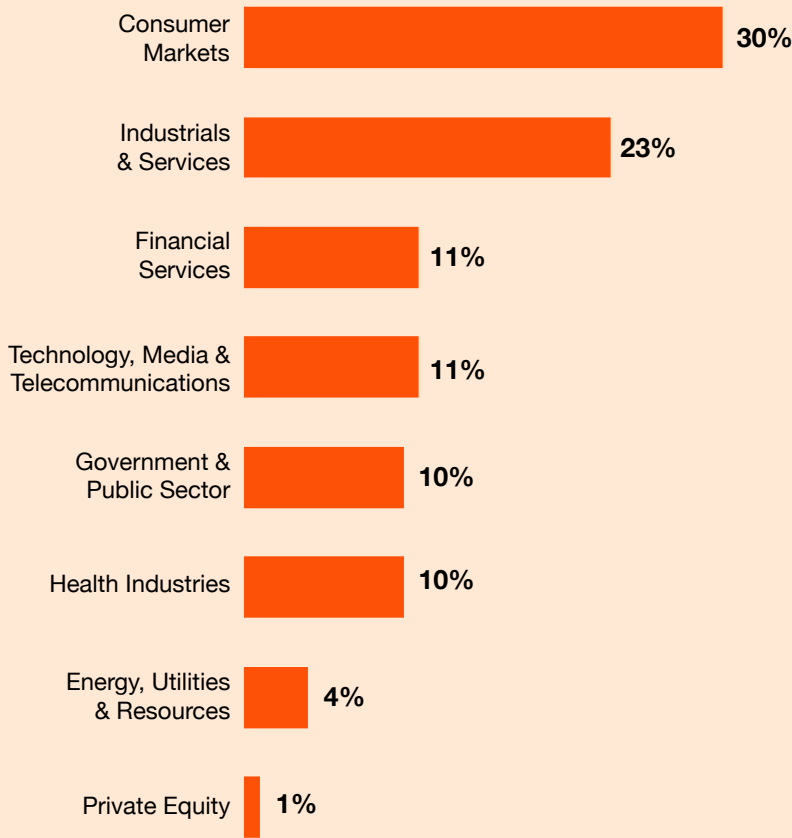
Share of respondents by seniority level



Firmographics

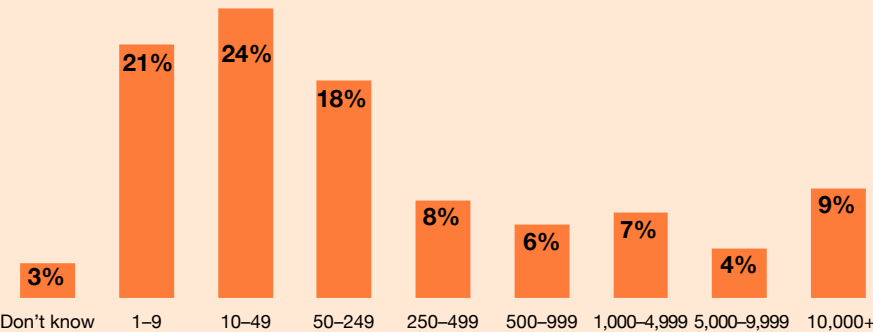
Industry

Share of respondents by their company's industry



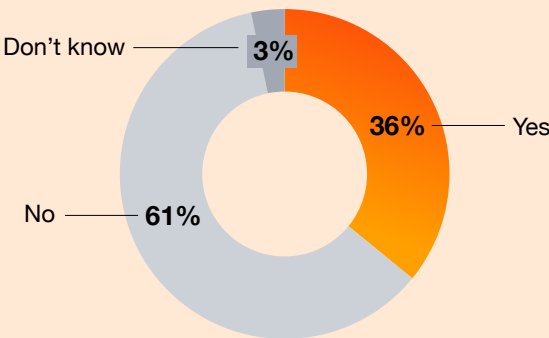
Company size

Share of respondents by company size



Family business

Share of respondents working for a family business



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