



Piraeus, 18 December 2025

GLOBAL VALUE CHAINS

2021-2023

The Hellenic Statistical Authority presents, for the first time, the main results of the new Global Value Chains survey for the period 2021-2023.

Global Value Chains (GVC) are defined as complex networks of legal units, countries and institutions involved in the creation, production and distribution of a product or service, where each stage of the production process is in different geographical locations and where the product or service is traded across borders.

The survey was conducted under the Regulation (EU) 2019/2152 of the European Parliament and of the Council for the production of official statistics, harmonised among the countries of the European Union on globalisation and enterprises.

Data on the International Sourcing (IS) of business functions, for the period 2021-2023, are also presented for the first time.

The statistical data presented in this announcement are the result of a sample survey for the population of active enterprises in Greece (5,044 enterprises), classified in sections B to N of NACE Rev.2 Economic Activities Classification and employing 50 or more persons in 2023.

1. Global Value Chains Arrangements, 2023

In 2023, 55.2% (2,784 enterprises) of the total population of enterprises belonging to B to N economic activity sectors NACE Rev. 2 with 50 or more employees (5,044 enterprises) sourced goods from abroad, and specifically 97.4% of enterprises purchased goods from EU countries and 60.0% from third countries. The European Union was the preferred market for purchases for all type of goods with “Machinery and other technical equipment” and “Raw materials” being the type of goods most purchased from EU enterprises (Table 1 - Graph 1).

In terms of supply, 33.6% (1,696 enterprises) of the total population of the enterprises with the above characteristics supplied goods to enterprises abroad, out of which 96.5% to EU countries and 48.7% to third countries. “Final goods” (both designed by the enterprise or designed by another enterprise) were the type of goods with the biggest share of exporting enterprises (Table 1 - Graph 1).

Information on methodological issues

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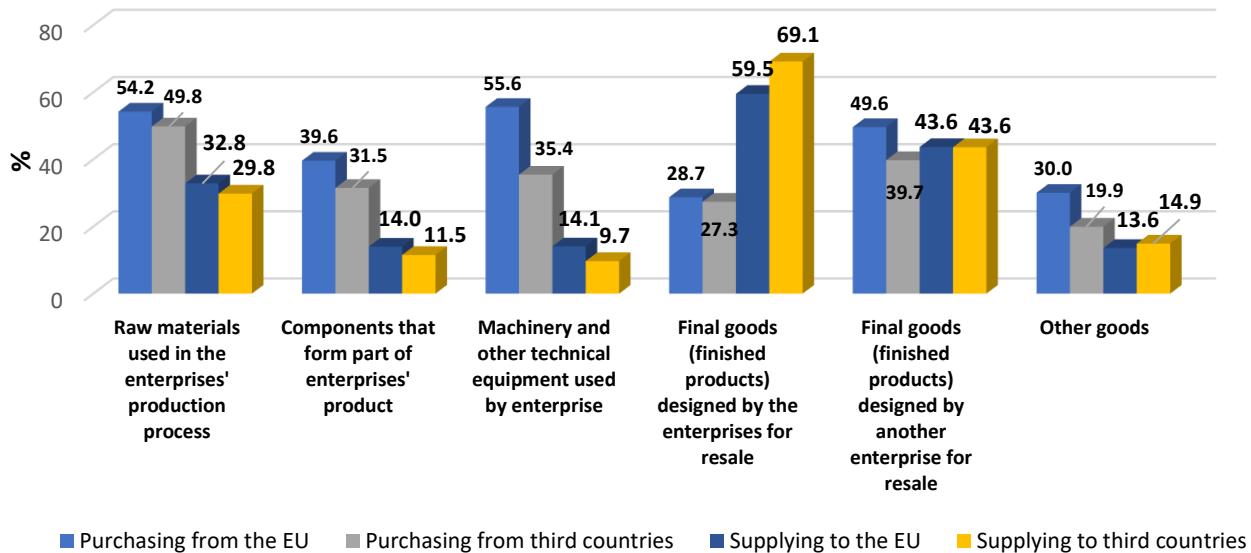
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Table 1. Number of enterprises purchasing from and/or supplying abroad goods, by type of goods and trade partner origin, 2023

Type of goods	Enterprises who purchased goods						Enterprises who supplied goods					
	From abroad		From EU		From third countries		Abroad		To EU		To third countries	
	Number of enterprises	(%)	Number of enterprises	(%)	Number of enterprises	(%)	Number of enterprises	(%)	Number of enterprises	(%)	Number of enterprises	(%)
Raw materials used in the enterprises' production process	1,496	53.7	1,470	54.2	832	49.8	584	34.4	537	32.8	246	29.8
Components that form part of enterprises' product	1,132	40.7	1,073	39.6	526	31.5	262	15.4	229	14.0	95	11.5
Machinery and other technical equipment used by enterprise	1,597	57.4	1,508	55.6	592	35.4	269	15.9	230	14.1	80	9.7
Final goods (finished products) designed by the enterprises for resale	858	30.8	778	28.7	457	27.3	999	58.9	973	59.5	571	69.1
Final goods (finished products) designed by another enterprise for resale	1,384	49.7	1,345	49.6	664	39.7	751	44.3	714	43.6	360	43.6
Other goods	889	31.9	814	30.0	333	19.9	223	13.1	222	13.6	123	14.9
Total	2,784		2,712	97.4	1,671	60.0	1,696		1,636	96.5	826	48.7

Note: An enterprise may purchase/supply various types of goods from/to different geographical areas.

Graph 1. Enterprises purchasing from or/and supplying goods abroad by type of goods and trade partner origin, 2023
(% based on unique enterprises)



Regarding services, in 2023, 64.7% (3,262 enterprises) of the total population of enterprises belonging to B to N economic activity sectors NACE Rev. 2 with 50 or more employees (5,044 enterprises) were provided with services from abroad, and specifically 94.5% of enterprises from EU countries and 30.3% from third countries. “Management and administration”, “Marketing, sales and after-sales services” and “Information and communication technology (ICT)” were supplied to 46.0%, 41.5% and 39.4% of enterprises respectively (Graph 2 - Table 2).

As for the supply side, 37.2% (1,877 enterprises) of the total population of the enterprises with the above characteristics, rendered services to other enterprises abroad, 87.3% to EU countries and 54.2% to third countries. “Other services” and “Management and administration” were rendered by 43.7% and 30.4% respectively (Graph 2 - Table 2).

Graph 2. Enterprises purchasing from or/and supplying services abroad by type of services and trade partner origin, 2023
(% based on unique enterprises)

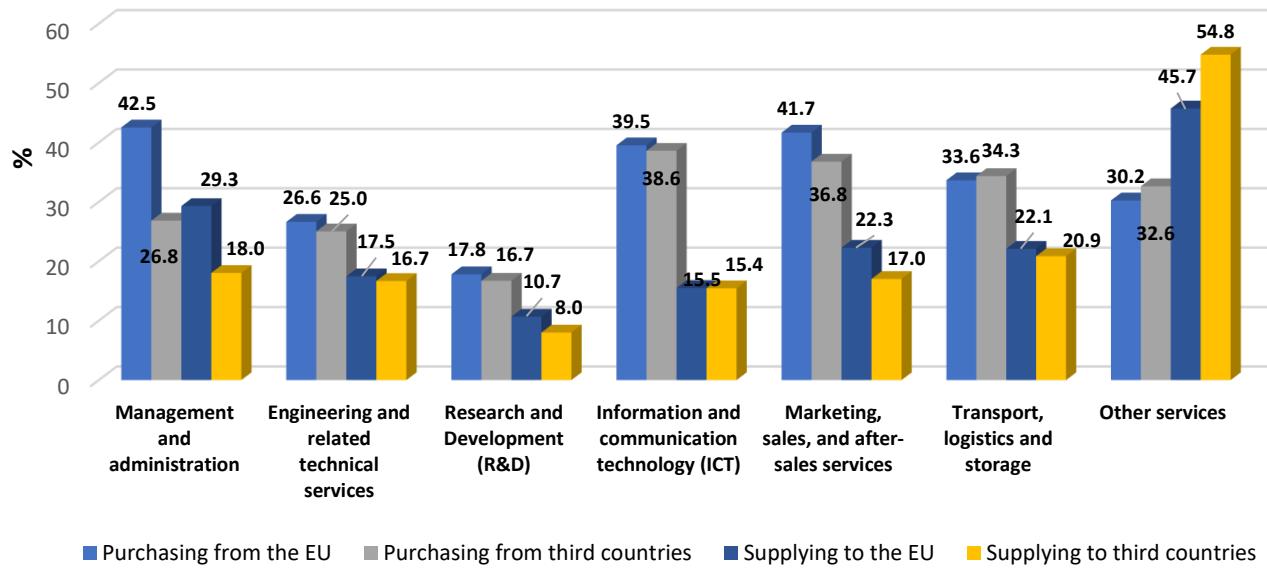


Table 2. Number of enterprises purchasing from and/or supplying services abroad, by type of services and trade partner origin, 2023

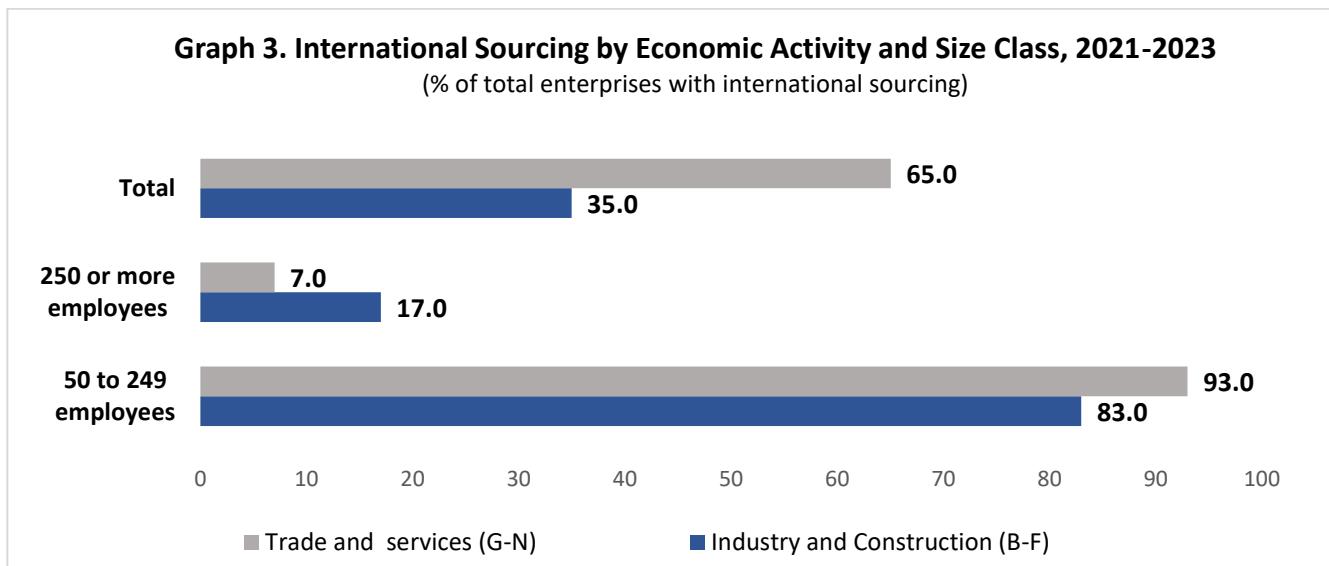
Type of services	Enterprises who purchased services						Enterprises who supplied services					
	From abroad		From EU		From third countries		Abroad		To EU		To third countries	
	Number of enterprises	(%)	Number of enterprises	(%)	Number of enterprises	(%)	Number of enterprises	(%)	Number of enterprises	(%)	Number of enterprises	(%)
Management and administration	1,502	46.0	1,311	42.5	265	26.8	571	30.4	480	29.3	160	18.0
Engineering and related technical services	909	27.9	821	26.6	247	25.0	335	17.8	286	17.5	148	16.7
Research and Development (R&D)	594	18.2	549	17.8	165	16.7	223	11.9	175	10.7	71	8.0
Information and communication technology (ICT)	1,285	39.4	1,218	39.5	381	38.6	303	16.1	254	15.5	137	15.4
Marketing, sales, and after-sales services	1,353	41.5	1,284	41.7	363	36.8	430	22.9	365	22.3	151	17.0
Transport, logistics and storage	1,066	32.7	1,037	33.6	339	34.3	399	21.3	362	22.1	185	20.9
Other services	1,001	30.7	932	30.2	322	32.6	821	43.7	749	45.7	486	54.8
Total	3,262		3,082	94.5	987	30.3	1,877		1,638	87.3	887	54.2

Note: An enterprise may purchase/supply various types of goods from/to different geographical areas.

2. International Sourcing of business functions, 2021-2023

In the period 2021-2023, 5.7% of the enterprises belonging to the B-N economic activity sectors, with 50 or more employees, relocated their business functions abroad. 65.0% of the enterprises with international sourcing were in Trade and Services sector, of which 93.0% with 50 to 249 employees. 35.0% of the enterprises with International Sourcing belonged to the Industry and Construction sector, of which 83.0% with 50 to 249 employees (Graph 3).

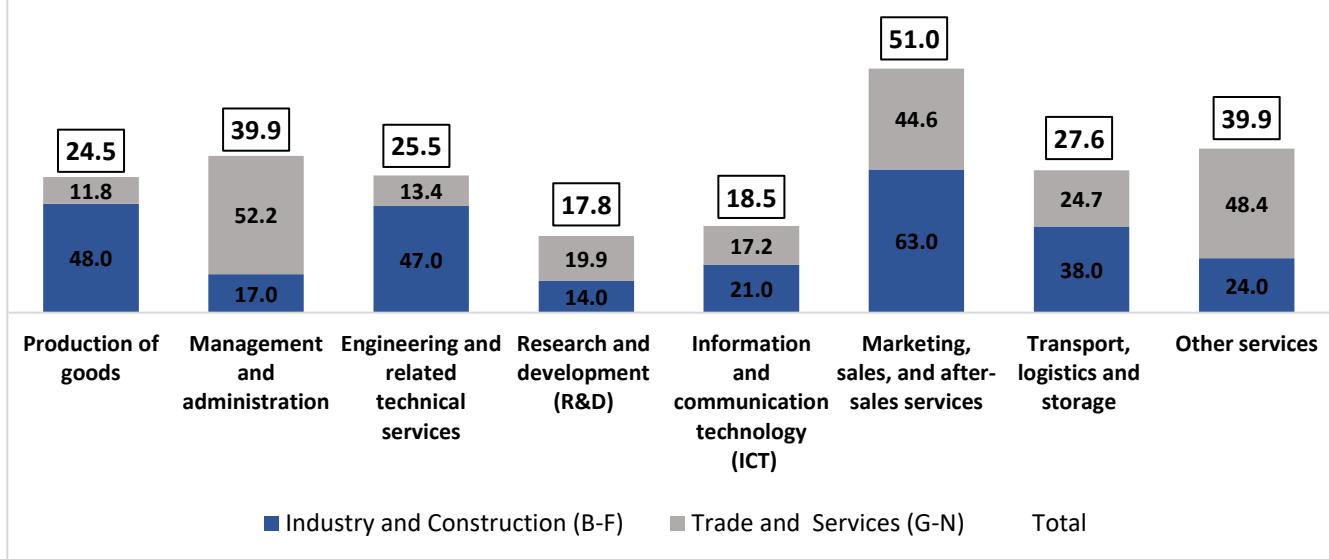
Graph 3. International Sourcing by Economic Activity and Size Class, 2021-2023
(% of total enterprises with international sourcing)



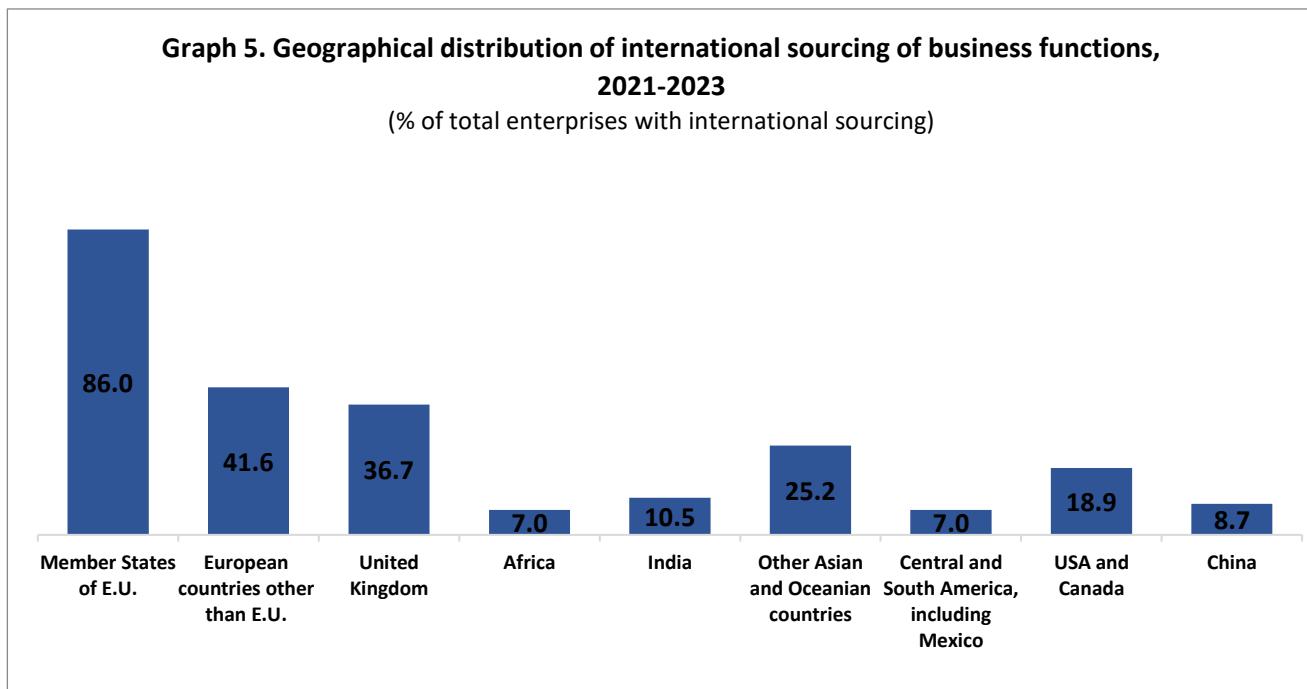
Among the business functions, “Marketing, sales, and after sales services” was the most relocated one, by 51.0% of the enterprises (63.0% of the Industry and Construction sector enterprises and 44.6% of the Trade and Services sector enterprises), followed by the “Management and administration” business function, were relocated by 39.9% of enterprises (52.2% of the Trade and Services sector enterprises and 17.0% of the Industry and Construction sector enterprises) and “Other services” business function, were relocated equally by 39.9% of the enterprises (48.4% of the Trade and Services sector enterprises and 24.0% of the Industry and Construction sector enterprises) (Graph 4).

Graph 4. Business functions internationally sourced by economic activity, 2021-2023

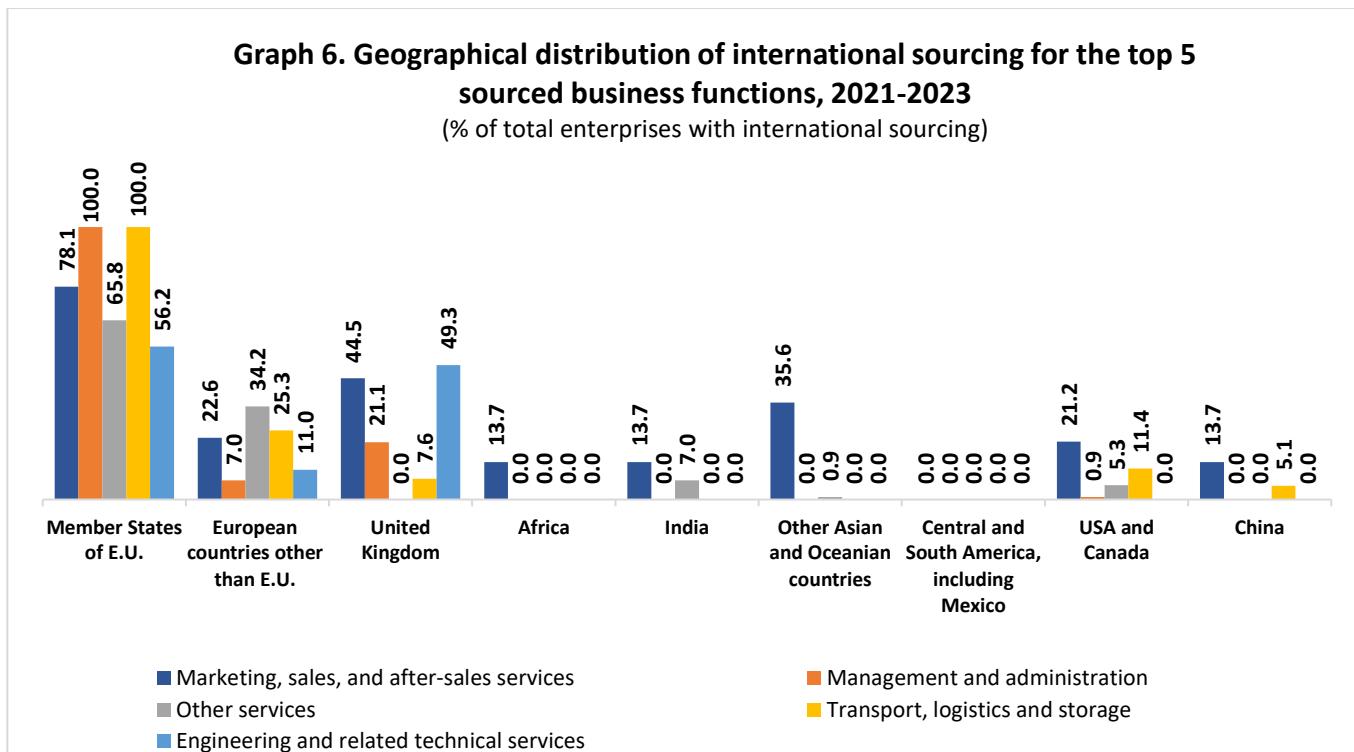
(% of total enterprises with international sourcing)



According to the geographical distribution of international sourcing, 86.0% of enterprises carried out international sourcing with business partners located in the European Union (E.U.), while 41.6% of enterprises sourced to European countries other than E.U. and 36.7% to United Kingdom (Graph 5).



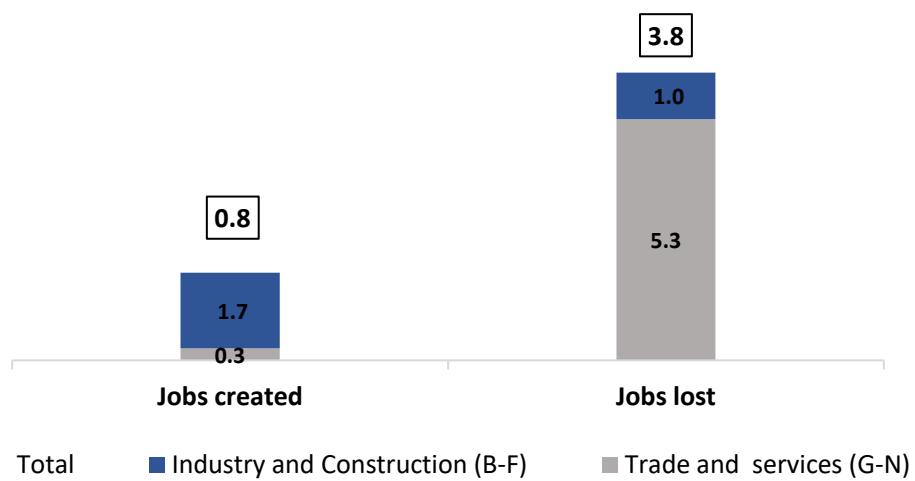
Graph 6 presents the geographical distribution of Greek companies' international sourcing for the five main business functions that were transferred abroad in the period 2021-2023, according to Graph 4.



The total number of jobs created or lost due to international sourcing, during the reference period 2021-2023, accounted for 0.8% and 3.8% respectively, of the total number of employees of the enterprises carried out international sourcing. In the enterprises of Trade and Services sectors, during the period 2021-2023, 5.3% of the total number of employees was lost due to international sourcing activities and the corresponding share for enterprises of Industry and Construction sectors accounted for 1.0% (Graph 7).

Graph 7. Job changes due to international sourcing, 2021-2023

(% of the total number of employees by enterprise)



Explanatory Notes

Global Value Chains and International Sourcing	<p>Statistics on Global Value Chains (GVC) and International Sourcing (IS) are compiled on a triannual basis and the information obtained resulted from a sample survey of the population of active enterprises in the year 2023 with headquarters in Greece, with 50 or more employees and having activity in sections B to N of NACE Rev.2 Classification of Economic Activities, providing a more comprehensive view for assessing the complex networks of legal units, countries and institutions involved in the creation, production and distribution of a product or service.</p>
Legal framework	The data on Global Value Chains are compiled pursuant to Regulations (EU) 2019/2152 of the European Parliament and of the Council and Implementing Regulation (EU) 2022/918 of the Commission.
Reference period	2021-2023
Frequency	Triennial
Definitions	<p>Classification by section of economic activity: The classification of the enterprises by sector of economic activity is following the European statistical classification of economic activities, NACE Rev.2, as laid down in Annex I of Regulation (EC) 2006/1893 of the European Parliament and of the Council.</p> <p>Size class of the enterprise (employment size class): the classification of the enterprises by size class is based on the number of employees of the enterprise, in accordance with the definitions laid down in Regulation (EU) 2019/2152 of the European Parliament and of the Council.</p> <p>Global value chains: complex networks of legal units, countries and institutions involved in the creation, production and distribution of a product or service, where each stage of the production process is in different geographical locations and where the product or service is traded across borders. In other words, a Global Value Chain comprises the full range of cross-border activities (design, production, marketing, distribution and support to the end consumer, etc.) required to bring a product or service from conception through the different phases of production and delivery to final consumers.</p> <p>Business functions: stable groups of recurring tasks that enterprise carries out within the scope of its current activity, which may constitute its core business or support business functions, with a view to bring goods or services to the market. In GVC analysis, business functions are classified into core and support functions, following the EU's Classification of Business Functions (CBF). The framework covers eight functional categories, including areas such as administration, R&D, marketing, maintenance, facility management, and other service activities.</p> <p>Sourcing: full or partial transfer of business functions from one enterprise to another, whether within the same enterprise group (insourcing) or outside it (outsourcing). Only functions that were previously performed in-house during the reference period qualify as sourcing.</p> <p>International Sourcing (IS): Total or partial relocation of business function carried out by the resident enterprise to other enterprises located abroad. IS describes how enterprises transfer business functions across organisational and geographic boundaries.</p> <p>Statistical Unit 'Enterprise': The 'enterprise' is the smallest combination of legal units that is an organizational unit producing goods or services, which benefits from a certain degree of autonomy in decision-making, especially for the allocation of its current resources. An 'enterprise' carries out one or more activities at one or more locations and may be a sole legal unit.</p>

Methodology

Statistics on Global Value Chains (GVC) and International Sourcing (IS) are compiled on a triannual basis and the information obtained resulted from a sample survey of the reference population of active enterprises in the year 2023 with headquarters in Greece, with 50 or more employees and having activity in sections B to N of NACE Rev.2 Classification of Economic Activities.

The sampling frame was stratified by NACE Rev.2 section, region (NUTS II) and size class of employees.

The data were collected by electronic questionnaire between 25 November 2024 and May 15, 2025, from 2,009 surveyed statistical units 'enterprises', (40.0% of the target population). The whole population was 5,044 statistical units' 'enterprise' which are active head enterprises established in Greece, in the period 2021-2023, of NACE sections B to N, with more than 50 employees in 2023.

For the purposes of dissemination, the following economic activity sectors were considered: Industry and Construction (sections B to F of NACE Rev.2) and Trade and Services (sections G to N of NACE Rev.2); and the following size classes of employees: 50-249 employees, and 250 or more employees.

It should be noted that business function "Other services" include: accommodation (e.g., hotels and camps); food and beverage services (e.g. cafeterias and restaurants); cleaning services; green services; property rental services; libraries; museums; sports centres; maintenance and repair of non-ICT electronic equipment, transport vehicles and personal and household goods; water, sewerage and waste collection services; rehabilitation services; professional services (e.g., water supply, sewerage and waste collection services); rehabilitation services; professional services (e.g. photography and translation); publishing of books and magazines; travel agency activities; rental and operational leasing activities; security; education; human health and institutional care activities; social services; creative and artistic activities; gambling and betting activities; sporting activities other than facility management; activities of membership organisations; household activities.

References

Additional methodological information can be found in the Statistical Metadata Report published on ELSTAT's website in the relevant topic.