



# Salaries in the manufacturing and logistics sectors: low and middle-ranking positions

2024 Salary Report



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# Introduction



**Anna Wesołowska**

Managing Director, Gi Group Temp & Perm

Salaries are a permanent hot topic among both the employers and their employees. Over the past few years, the job market has been undergoing deep changes and entrepreneurs have been met with a number of challenges influencing their salary policies.

The demographic changes and the falling number of professionally active people all contribute to a falling availability of employees. The manufacturing and warehousing sectors are further challenged by low interest of candidates by the sector. Difficulties related to difficult work conditions, the perception of sector as offering unattractive and low-paying jobs are all contributing to the struggle of attracting appropriate candidates. The problem is further intensified by the crisis in vocational education – underfunded, ill-suited to the needs of the modern job market and facing shortages of teaching staff, vocational schools are not really attractive for the youth.

This is further compounded by new challenges arising from technological progress, automation and digitization of manufacturing and logistical processes. The demand for workers with specific technical skills is constantly growing and is already exceeding the supply of available candidates.

All of those factors are keeping the job market for manufacturing and logistical sectors highly competitive despite an overall economic downturn. The competition over employees is often realized through offered salaries. In these circumstances, following the current salary trends is becoming one of the key aspects behind crafting recruitment strategies or planning budgets.

Therefore, we are proud to present you with this salary report, analyzing wages for lower- and middle-ranking positions in manufacturing and logistics, created by Gi Pro – a division of Gi Group specialized in recruitments in this very area. In the report, you will find data on salaries for various positions ranging from production workers, machine operators, electromechanicians, maintenance and automation technicians, welders, CNC operators, production planners, quality controllers to foremen or shift managers. The report also contains an analysis of salaries for such specializations as the shipbuilding, steel or printing industries or the logistics sector, where we've investigated the salaries of foremen, warehousemen, forklift operators, logisticians, forwarders and purchasing specialists.

However, the report isn't limited to salary data. We have also gathered opinions of the industry experts on the current challenges in employee recruitment, retention and motivation. We touch on such issues as the impact of salaries on the loyalty and engagement of teams, effective recruitment and retention strategies and the specificities of recruitment for new investments in the manufacturing industry.

I hope that, in these trying times, our publication will prove a useful tool in planning effective salary policies and creating attractive work conditions.

I wish you a pleasant read,

# 01

## **Job market in the manufacturing and warehousing sectors**

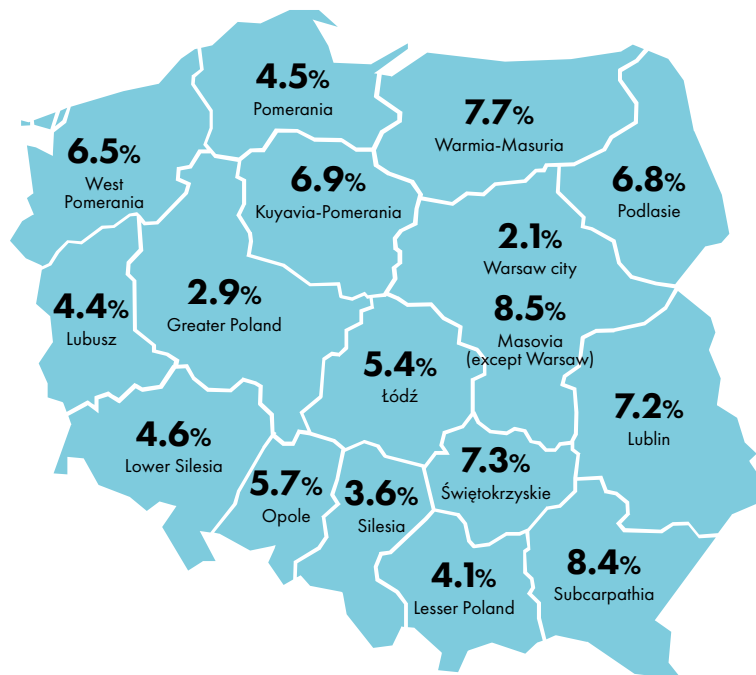


# Unemployment rate and professional activity

## 5%

UNEMPLOYMENT RATE  
(AUGUST 2024)

(772,300 people)



As of August 2024, the registered unemployment rate amounted to 5%. 772,300 people were registered in job offices, as compared to 765,400 a month earlier.

What does Poland's unemployment structure look like?

According to the available GUS data from June 2024, people struggling with long-term unemployment constituted 48.9% of all people registered in job offices. 26.6% are people over 50 years of age, while people under 30 years of age account for 23.4%. The largest number of unemployed people belong to the 35-44 and 25-34 age groups (26.1% and 23.9%, respectively). Women account for 52.2% of all unemployment, marking a 1.2 percentage point decrease since June 2023. Most of unemployed people lack extensive education - 50.3% of them had primary, secondary or vocational education\*.

## 56.7%

EMPLOYMENT RATE  
(Q2 2024)\*\*

Employment rate marks the share of professionally active people in the 15-89 age group. These are defined as people aged 15-89 working in private businesses and institutions, their own farmsteads, operating their own economic activities or supporting the operations of a family farmstead or other economic activity without direct compensation.

## 58.5%

PROFESSIONAL ACTIVITY RATE  
(Q2 2024)\*\*

Professional activity rate - the percentage share of professionally active people in the 15-89 age group. These are defined as professionally active people aged 15-89 and unemployed people aged 15-74.

► Source: GUS, Registered unemployment and the unemployment rate – August 2024 r., published on 24.09.2024

\*Source: GUS, Registered unemployment in Q2 2024 – June 2024 r., published on 19.09.2024

\*\*Source: GUS, Basic data from the Research inot Population's Economic Activity in the 2010-2024 period



# Demand for jobs

▼ **2.1%**

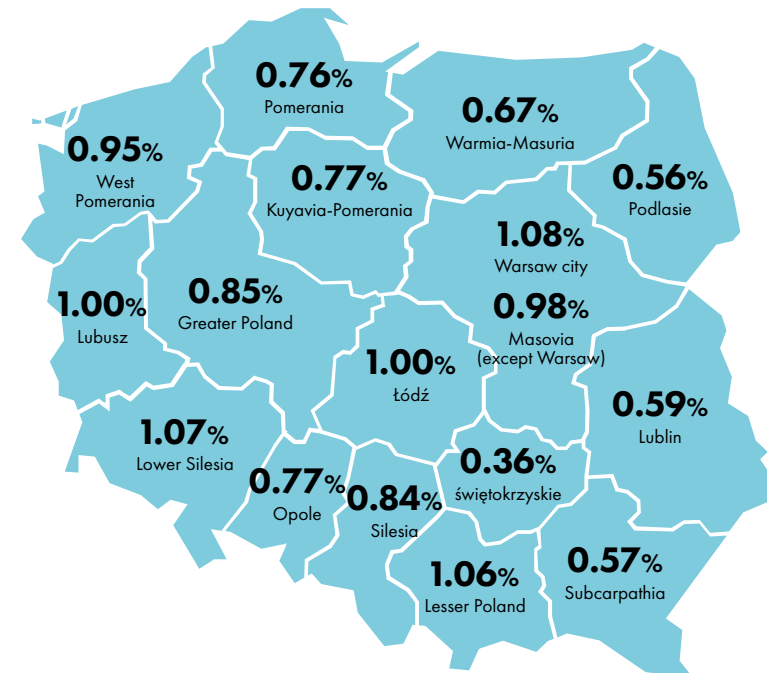
**DECREASE IN THE NUMBER OF OPEN VACANCIES  
AS COMPARED TO THE END OF Q2 2023**

By the end of Q2 2024, there were 110,800 open vacancies, 1,200 less than in Q1 2024 and 2,400 less than a year before. The open vacancy rate\* settled at 0.89%, not changing since the previous quarter. However, it was slightly lower (by 0.01 percentage point) than in Q2 2023. Most of the open vacancies are located in Warsaw (1.08%) and the least amount of them can be found in the Świętokrzyskie province (0.36%).

In the industrial processing sector, by the end of Q2, there were 24,800 open vacations, of whom 9,700 belonged to the 'workers and artisans' group. For them, the indicator rose by 0.92%. In the Transportation and Warehousing sector, the job vacancy rate was higher, at 1.34% and 11,700 open vacancies.

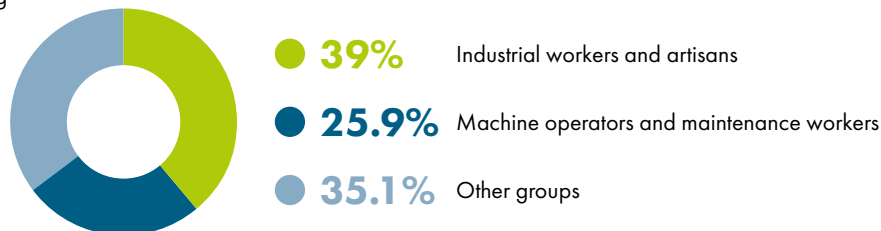
\*The open vacancy rate marks the share of open vacancies in the total number of vacancies (both open and already filled).

**Vacancy structure in select PKD categories of major vocational groups as of Q2 2024**

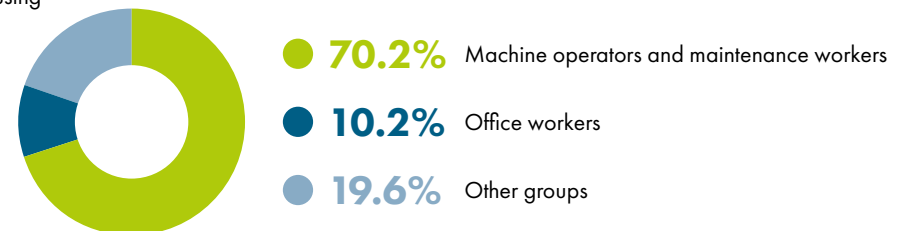


**Vacancy structure in select PKD categories of major vocational groups as of Q2 2024**

Industrial  
Processing



Transportation and  
Warehousing



# Salaries – average remuneration in the enterprise sector

In August 2024, the average gross pay in the enterprise sector amounted to PLN 8,189.74, marking an 11.1% increase as compared to the same month a year ago. When compared to July 2024, the salaries nominally fell by 1.1%, although this was largely due to awarding fewer bonuses and other rewards, which are often scheduled for July.

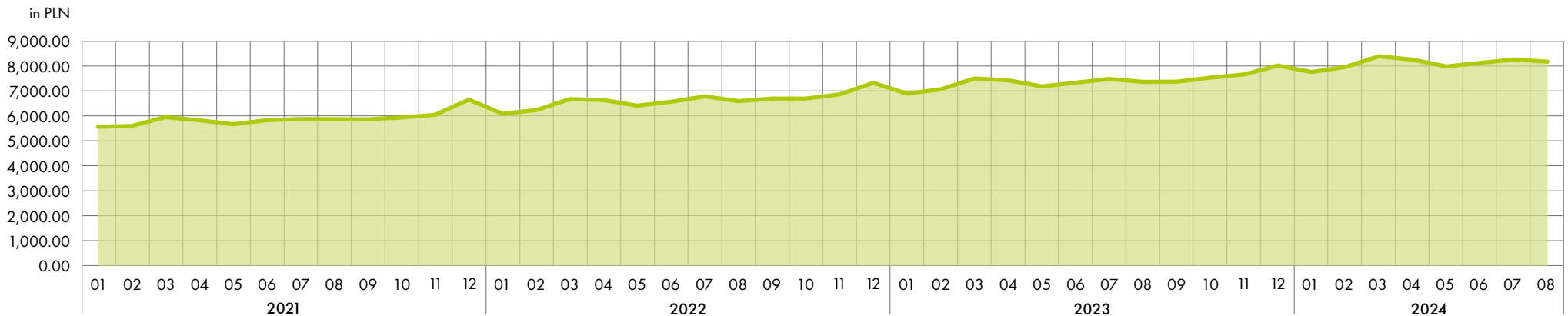
In the industrial processing sector, the average gross pay has reached PLN 7,722 while in the transportation and warehousing sectors it amounted to PLN 7,255.44.

One should bear in mind that in July 2024 the minimum wage increased to PLN 4,300, which has had an impact on the average gross pay, especially in industries where low rates predominate.

▲ **11.1%**

**Y/Y INCREASE IN THE GROSS MONTHLY PAY  
IN THE ENTERPRISE SECTOR**

## Average gross salary in the enterprise sector in various PKD categories as of August 2024



## Average gross salary in the enterprise sector in various PKD categories as of August 2024

| Listing  | Average gross salary in the enterprise sector |
|--|---|
| <b>TOTAL</b>   | <b>8,189.74 zł</b>                            |
| <b>Industry</b>  |   |
| Mining and extraction  | 11,883.03 zł                                  |
| <b>Industrial processing</b>   | <b>7,722.00 zł</b>                            |
| Generation and distribution of energy, natural gas, steam and heated water | 12,084.87 zł                                  |
| Distribution of water; waste and sewage management; recultivation          | 7,200.15 zł                                   |
| <b>Transportation and warehousing</b>                                      | <b>7,255.44 zł</b>                            |

# Salaries– median remuneration in the national economy

In April 2024, the median gross remuneration in Poland (in the national economy) amounted to PLN 6,500. This means that over half of the workers are earning less than that and the other half more than that. In the industrial processing sector, this median was somewhat lower at PLN 6,274.12, similar to the transportation and warehousing sectors where it amounted to PLN 6,274.33.

The median differed between the genders. Men earned PLN 6,740.66, PLN 448.54 more than women. These gender-based differences didn't occur only among the lowest earners (10% of all employed people, median of PLN 4,242 gross).

The highest salaries go to people aged 35-44, whose median amounted to PLN 6,834.44 gross. As for the enterprise size, the best pay was found in companies with 1,000 or more employees (a median of PLN 8,003.40 gross).

In the same period, the average gross pay amounted to 8,323 PLN gross. For the industrial processing sector it was PLN 7,882.92 gross and for transportation and logistics - PLN 7,255.44 gross.

## Salary median and average pay in the enterprise sector in various PKD categories as of April 2024

| Listing  | Median              | Average pay in the enterprise sector |
|--|---------------------|--------------------------------------|
| <b>TOTAL</b>   | <b>6,500.00 PLN</b> | <b>8,323.00 PLN</b>                  |
| <b>Industry</b>  | <b>6,494.00 PLN</b> | <b>8,172.59 PLN</b>                  |
| Mining and extraction  | 10,322.62 PLN       | 12,366.93 PLN                        |
| <b>Industrial processing</b>   | <b>6,274.12 PLN</b> | <b>7,882.92 PLN</b>                  |
| Generation and distribution of energy, natural gas, steam and heated water | 9,238.80 PLN        | 11,268.96 PLN                        |
| Distribution of water; waste and sewage management; recultivation          | 6,311.18 PLN        | 7,011.72 PLN                         |
| <b>Transportation and warehousing</b>                                      | <b>6,274.33 PLN</b> | <b>7,255.44 PLN</b>                  |





## Agnieszka Zielińska

Director, Polish HR Forum

# Labor market without major changes in the coming months

According to the latest data of the Ministry of Family, Labour and Social Policy, as of September, the unemployment rate remained at a record low of 5%. Poland has the second lowest unemployment rate in Europe. According to Eurostat, Warsaw is among European cities with the highest employment rates, at 90% for men and 82.3% for women.

Employment forecasts for Q4 2024 are positive and come in double digits. Therefore, one cannot truly call the job market stagnant. However, employers have some causes for concern. This is primarily due to increasing recruitment costs – we know that in 2025 the minimum wage will increase again. Starting in January, it will amount to PLN 4,666. This leads to increased wage pressure for all positions and not merely the lowest earners.

At the same time, attracting qualified personnel remains a challenge. The demographics aren't advantageous – with each passing year, the pool of available candidates is shrinking and the influx of third-world citizens isn't enough to counteract it. Merely two years ago the influx of foreigners paying social security contributions was at approx. 20% y/y. Since 2023, it remains below 5% y/y. Taking into account the still relatively low automation levels of the industry sector, a key pillar of our economy, finding a solution to retain effectiveness and competitiveness given shrinking human resources and rising labor costs is proving a challenge.

We are keenly observing the developments past our western border, taking note of how the German economy is dealing with the slowdown that we believe will eventually impact our domestic market as well. Poland is one of the key component suppliers for German industry, making the economic situation of our western neighbor particularly important for our automotive, machining, electronics and transportation sectors.

The number of variables impacting our job markets isn't shrinking, however in the big picture one shouldn't expect major changes. They will have different intensities for various sectors, company sizes or locations.



**prof. Grażyna Spytek-Bandurska**

an expert of the Polish Entrepreneur Federation

## Appraisal of the general economic and job market situation from the viewpoint of manufacturing industry

The scope of employment and salary levels vary greatly between sectors, industries and regions. Most vacancies in the private sector are found in the industrial processing segment. The average monthly gross pay in August 2024 increased by 11.1% as compared to a year ago, reaching PLN 8189.74.

When it comes to employment, it is definitely at its highest in industrial processing, however one could perceive an overall drop. It doesn't endanger the job market, whose situation is still being perceived as positive and stable. The unemployment rate remains low, enabling an optimistic future outlooks. However, at the same time, we are seeing restructuring and announcements of mass layoffs, which could be causing concern in certain industries.

Generally speaking, there exists a certain stagnation, uncertainty and freezing of new job offers. By the end of Q2 2024 there was 1.0% less open vacancies than by the end of Q1. The dynamic growth of the minimum wage certainly could have influenced the cautious approach of the employers and undermined the competitiveness of certain industries.

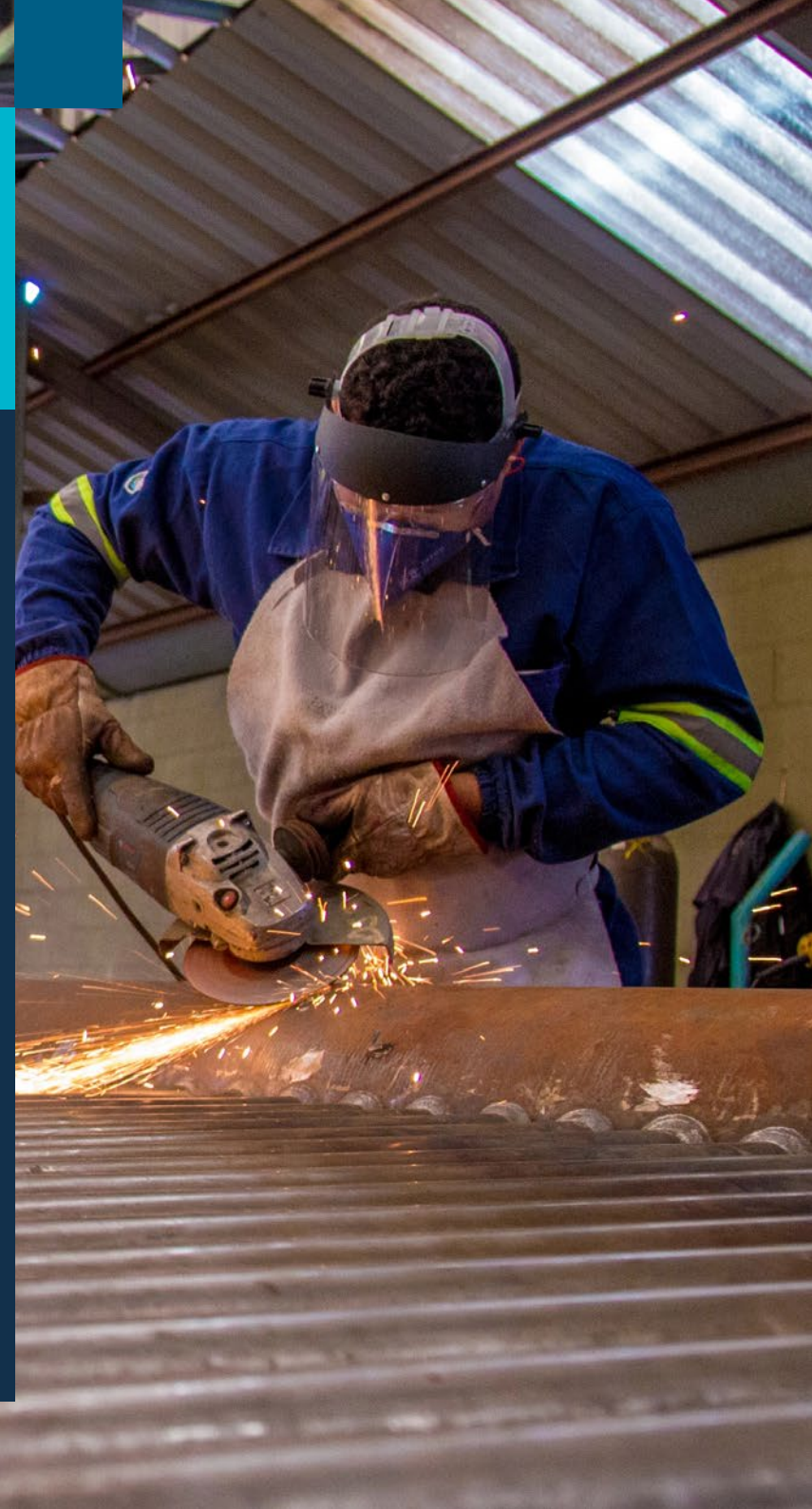
Building one's market position on low labor costs might be concerning, therefore development impulses are becoming necessary to move away from the wage-price spiral in place from 2022 toward a burgeoning economic recovery – and, eventually, a better employment situation. One should bear in mind the ongoing demographic issues and the limited supply of employees.

Shrinking population in the productive age and personnel shortages in manufacturing jobs (primarily assemblers and machine operators, but also blue collar workers) are particularly troublesome issues. In Q2 2024 professionally active people constituted 58.5% of all people aged 15-89. This indicator was lower than in the previous periods.

Measures to activate groups with a special position on the job market (older people, people with disabilities, women) and allowing foreigners fulfilling the necessary requirements are proving necessary. One should implement incentives for their employees to remain at work instead of choosing a pension. It's important for people to keep feeling the need to work and remain productive, posing many challenges for healthcare to keep the society in a good mental and physical shape.

# 02

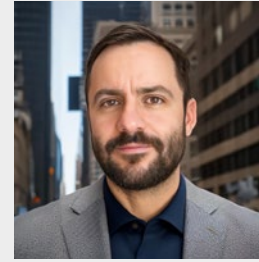
## **The importance of salary systems in employee management**





**Aleksandra Micewicz**

Permanent Recruitment Team Leader, Gi Group



**Szczepan Zajdel**

Permanent Recruitment Team Leader, Gi Group

## Remuneration system trends for the manufacturing and logistics sectors

The manufacturing and logistics sectors are undergoing major transformations, powered by rapid technological development and ever-changing customer demands. This has a major impact on numerous areas of management within the businesses – including the employee remuneration systems.

The traditional methods based on fixed hourly rates and simple bonus systems are becoming insufficient. The companies are seeking more flexible and comprehensive solutions allowing for increased efficiency and employee motivation, as well as attracting candidates in the increasingly competitive job market.

Among the new remuneration trends, the increased diversity of bonus systems stands out. Increasingly often, the quantity of manufactured goods isn't the only criterion, with product quality, efficiency of equipment use and reaching individual and group goals also factoring in the decisions.

Furthermore, we see the appearance of skill bonuses, providing additional remunerations for obtaining new competencies, improving one's qualifications and a flexible approach to fulfilling one's tasks. Increasingly often, the bonuses are dependent on the efforts of entire teams, supporting cooperation and building a professional culture based on shared goals.

The manufacturing and logistics sectors are also seeing the growing importance of non-wage benefits as a crucial part of the remuneration systems. The entrepreneurs are broadening their scope, expanding the traditional selection with new, innovative solutions such as wellness programs, childcare or subsidized commutes.

In many companies, the non-wage benefits offered are adjusted to the individual needs of the employees. They can choose those benefits that they value most, such as health insurance, sports cards or subsidized cultural events.

Training and other events supporting the professional growth of workers are becoming an important element of the remuneration systems. In this case, the benefits are mutual. The employees get to increase their

professional flexibility and adaptability to the changing work conditions. For the company, a broad offer of professional growth opportunities forms an investment in its teams, increasing their potential.

We are observing notable changes to the remuneration policies in the manufacturing and warehousing sectors. While the base pay is still important, especially for the simpler positions, it is increasingly often supplemented by bonus elements dependent on reaching individual and team objectives. The remuneration is personalized, meaning they are adjusted to the employee's individual growth plan and their contribution to the company's overall achievements. Individual negotiations over salaries and the terms of employment are becoming increasingly common, requiring more flexibility and negotiation skills from employers.

At the same time, businesses are moving away from strict classifications of company positions and towards more flexible solutions, allowing quicker reactions to the changing market conditions. The companies are also largely phasing out universal pay raises across the board for all employees, instead introducing remuneration systems linking pay raises to individual achievements.

It also bears mentioning the changing perspectives of employees and candidates who expect more than just a high salary. They appreciate having growth opportunities, honesty and an individual approach, as well as flexible and transparent rules behind the remuneration. The candidates are increasingly likely to be asking about career paths, available training and mentoring programs. They also expect clear information on how their work will be appraised and the pay raises awarded. The businesses able to provide such transparency are building trust among their team members and increasing their motivation.

The changing employee expectations, technological progress and globalization require manufacturing and logistics businesses to be constantly adjusting their remuneration systems. Investing in modern remuneration solutions helps increase employee engagement, improve their productivity and build a strong employer brand. Fair, transparent and motivating remuneration systems tailored to the individual needs of the employees help attract and retain the best candidates while also increasing the company's competitive position in the job market.



**Joanna Skóra-Chotuj**

Permanent Recruitment Team Leader, Gi Group

## Bonus systems in manufacturing companies

Bonus systems in manufacturing businesses are key to motivating their employees. They are some of the most important tools in the manager's arsenal, enabling not only an increase in effectiveness but also shaping the organizational culture and bolstering team engagement. An appropriately chosen bonus system might be decisive for a company's competitive advantage, its innovativeness and the quality of products offered.

Choosing the right bonus system in a manufacturing company depends on its goals, organizational structure, culture and specificities of its manufacturing. Each system has its strengths and downsides which should be taken into account during the implementation. The key to success lies in creating a solution that motivates employees while supporting the company's strategic goals. However, one should keep in mind that ongoing monitoring of the system's effectiveness and implementing changes in response to the changing needs of the organization and market environment are both necessary.

### 1. Bonus system dependent on employee's efficiency

The bonus grows proportionally to achieved manufacturing or efficiency goals. Bonuses are higher once an employee exceeds the goals set for them.

#### Advantages:

- The employees are motivated to exceed the goals set for them.
- The system supports the development of employee effectiveness and skills.

#### Disadvantages:

- Lower-skilled employees might feel discouraged if they're unable to reach the higher bonus thresholds.
- The constant drive to exceed goals might be tiring and lead to professional burnout.

### 2. Bonus system dependent on presence at work

The bonuses are awarded primarily based on work time or presence at work, but might also be tied to results achieved in a given timeframe, such as monthly production goals.

#### Advantages:

- The system is easy to implement and monitor, being based on clear criteria of presence at work.
- It provides employee income stability, which might bolster their engagement.

#### Disadvantages:

- The system doesn't always promote aiming for exceptional results, as only the presence at work or overall worktime are being rewarded.

### 3. Bonus system dependent on team performance

The bonuses are awarded based on the performance of entire teams, rather than individual results.

#### Advantages:

- It promotes a culture of cooperation and solving problems as a team.
- It strengthens the ties between team members and builds team spirit.

#### Disadvantages:

- Lack of individual appreciation might lead to some feeling unappreciated if their individual contributions aren't being noticed.
- The risk of "free riders" – some employees might benefit from the work of others without contributing much themselves.



## 4. Discretionary bonus system

Bonuses are awarded at the discretion of a superior, who decides on their exact value taking into account the attitudes and engagement of employees.

### Advantages:

- It allows for rewarding exceptional results or attitudes of employees that are difficult to measure through typical indicators
- It motivates employees for more active participation and involvement in the company's life.

### Disadvantages:

- It can lead to subjective and unfair treatment of workers.
- Lack of clear criteria for awarding the bonuses could raise uncertainty among employees.

## 5. Piece rate system

The bonuses are tied directly to the amount of work performed, often measured in production units. The more units an employee manufactures, the higher their bonus.

### Advantages:

- The employees are rewarded for their achievements directly, which could increase their engagement and efficiency.
- Measuring the amount of work performed is easy for the simple, repeatable manufacturing processes.

### Disadvantages:

- Employees might focus on quantity over quality, possibly leading to an increased number of faulty products.
- The necessity of maintaining high efficiency might lead to professional burnout and an increased number of accidents.

## 6. Bonus system based on workplace safety

A system focused on promoting safe behavior and minimizing the number of workplace accidents. The employees are being awarded for following the workplace safety rules, reporting potential threats and taking care of the workplace environment.

### Advantages:

- Reduction of the number of workplace accidents leads to lowered costs related to employee absences, insurance and potential production downtime.
- Encouraging employees to remain mindful of safety promotes a culture of responsibility and care for coworkers, which could increase morale and loyalty.

### Disadvantages:

- The effectiveness of a bonus system based on workplace safety might be difficult to measure, especially in the short term, requiring constant monitoring and evaluation.
- The risk of covering up minor incidents or improprieties to avoid losing one's bonus, which might lead to a false sense of security and lowering the factual statistics concerning workplace accidents.

## 7. Bonus for working under a shift system

The bonus, aiming to compensate for the inconveniences of working late hours, weekends or holidays. These bonuses might take the form of fixed lump sums or a percentage-based increase to the base pay for each shift worked.

### Advantages:

- Bonuses for shift work encourage employees to take up work during less attractive hours, which is of particular importance in manufacturing plants, where maintaining continuity of production is key.
- Motivating employees to work during unusual hours ensures the continuity of manufacturing processes, which is key for optimizing costs and resource utilization.

### Disadvantages:

- Increasing employment costs might impact the margins, especially in low-profit industries.
- Nighttime or 12-hour shifts might lead to tiredness and lowered productivity, as well as an increased number of errors or workplace accidents.

## 8. Mixed bonus system

It combines elements of several different bonus systems, for example, a bonus for presence at work paired with a quality work bonus in an attempt to balance productivity and quality.

### Advantages:

- The system can be adjusted to various aspects of production and the company's strategic goals.
- It provides a balance between the drive for high efficiency and maintaining product quality.

### Disadvantages:

- The system might prove difficult to manage, requires clearly defined and complex rules.
- Monitoring and appraisal of various bonus criteria might lead to higher administrative costs.





**Katarzyna Koziol**

HR Manager, Unilin Flooring Polska

## Which remuneration strategies are most effective in increasing productivity?

Increasing productivity means achieving increasingly better results in the same period. One of the key factors behind it is the remuneration system. That's why it's best to implement bespoke solutions for each organization, taking into account its specificity and employee needs.

Stanisława Borkowska, a Polish economist, enumerates several key aspects to keep in mind when crafting such a strategy.

First, it's the proportionality of earnings. The salary level should reflect the goals and expectations imposed on the employee. To appraise it, it's worth reading through salary reports which not only present the average pay for a given position but also describe its purpose and the scope of employee duties. It's also important to compare them with other positions within the company to retain internal equality.

Another aspect concerns the diversity of utilized motivational tools. They should be adjusted to both the organization's structure and the expectations of employees. Benefits considered attractive by employers might not always reflect the factual needs of their employees. For example, a sports card might oftentimes be a desired benefit, yet fail to achieve expected results in smaller towns lacking appropriate sports infrastructure.

Ensuring short delays between actions and their rewards can also prove important. The quicker an employee is rewarded for their efforts, the more motivated they will be to further work. It's also important for the team members to see how their actions relate to the company's results.

The individualization of motivational action is another key aspect of the strategy. These actions should be tailored to specific workers of employee groups. Utilizing a single remuneration system for everyone might not bring the expected results. It's worth considering various systems for different positions.

One of the most common strategies in use is bonus scheme-based remuneration. This model combines a base fixed salary with bonuses tied to the company's goals. The most effective solution is a system that

takes into account both shared employee goals and individual work assessments. This approach enables the implementation of business goals while providing the employees with a sense of having a direct impact on their results. This system has been utilized successfully in production and warehousing departments, where the bonuses can be settled monthly or quarterly.

A commission system is another popular solution, fit for positions such as salesmen, whose results are closely tied to specific indicators. Under this scheme, the bonuses form a major part of one's earnings and are highly motivating in terms of achieving short-term goals. However, one should bear in mind that if these goals aren't achieved, the system might demotivate the employee, especially when the reasons behind the failure lie beyond their control.

When crafting plans to improve productivity through the adoption of appropriate remuneration systems, one ought to remember that no system will work if the employees aren't aware of it. Only a well-communicated, simple and transparent system can be successful and motivate the team. Research indicates that employee satisfaction indicators of businesses offering good salary benefits packages but doing little to promote it are several times worse than those offering average, but well-communicated terms.

Clear and transparent remuneration systems are an absolute foundation. The employees should clearly understand which activities are being rewarded, what goals they need to achieve and how their work will be assessed. Only then will the system motivate them effectively.

Furthermore, one should regularly monitor the effectiveness of the adopted solutions to ensure they're bringing the intended results. Example indicators worth monitoring are: the employee fluctuation indicator, salary satisfaction research, verified company earnings or employee productivity indicator.

Remuneration is one of the most important motivating factors and its proper design is key to a company's success. Choosing the right strategy and communicating it appropriately may have a notable impact on increased productivity and engagement of the teams.



## Magdalena Truszkowska

Director, HR Department, PESA Bydgoszcz S.A.

# A simple and intuitive remuneration system is key for retaining employees in the manufacturing sector

Simple and easily understandable mechanisms that don't require crafting elaborate rulesets are the key to creating effective reward systems. The simpler and more intuitive a system is, the higher the likelihood of it not affecting employee retention negatively.

To increase retention levels and improve workplace satisfaction in teams, businesses must aim to provide their employees with a sense of financial stability. Which reward systems are then the most effective at reaching this goal?

In my opinion, it's those that allow the employee to safely plan at least 80% of both their short- and long-term obligations (depending on their exact function within the organization). The remaining part of their remuneration can be linked to various motivational systems (awards, bonuses, etc.) rewarding increased effectiveness and quality of one's work, as well as stimulating employee creativity and growth.

The effectiveness of this approach has been proven by our experiences at PESA Bydgoszcz S.A., which underwent several transformations of the reward system over the past few years. The necessity to create a new system came primarily from a high employee turnover rate and difficulties in acquiring new personnel. The previous solution of piecework pay for manufacturing-related positions ceased to achieve the intended business results, despite working well for decades. In fact, a wholly opposite trend took place, with it increasingly contributing to the decreased interest in working for our company.

To answer these challenges and take into account the need to ensure a certain employment level to secure current and future projects, the company decided to draft a completely new rewards system. The new system was meant to help stabilize employment and attract additional personnel. By introducing clear rules, greatly limiting the discretionary aspects of awarding the bonuses and introducing a single and cohesive motivational system this goal has been achieved.

When designing and implementing reward systems, one ought to bear in mind that they require constant oversight and taking remedial action, if necessary. In this context, keeping track of the market trends is very important. This allows for optimization and effective development of implemented reward systems in order to ensure stable employment levels, motivate the employees appropriately and support achieving business goals.

# 03

**Supporting retention and  
engagement of production  
workers**





**Darek Krzemiński**

Partner at UPSIDE Consulting

## Effectively supporting the engagement and productivity of blue collar workers

Motivating the manufacturing and warehousing employees requires a multi-aspect approach involving both material and immaterial aspects of one's work. One of its foundational aspects involves clear and measurable goals. The employees who understand what is expected of them are more focused and involved. Regularly discussing the objectives and progress helps to maintain their engagement and to correct any flaws in the operations.

One of the most effective motivational tools is showing appreciation for the employee's efforts and achievements. Regular praise, awards and distinctions all have a major impact on employee morale. It's important for the recognition to be authentic and match the employee's efforts. The awards don't always have to be material; public praise, letters of recognition, „employee of the month“ titles all bring positive effects.

Transparent communication is just as important, playing a pivotal role in building employee engagement. The workers need to feel informed about the decisions concerning them, as well as to be able to express their opinions. Transparent communication builds trust between employees and management, which is necessary to maintain a high motivation level. Regular meetings, consultations and open communication channels are all incredibly important for this purpose.

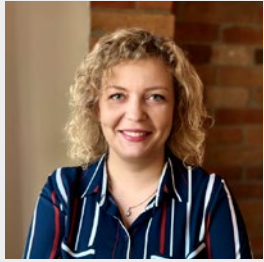
Investing in the professional growth of the employees and their polyvalence forms yet another way of increasing their engagement and productivity. Training programs allowing one to develop new skills or master the existing ones are increasing employee competences and make them feel more valued by the company.

Good workplace conditions, including workstation ergonomics and safety measures, also have a direct impact on employee engagement. Manufacturing and warehousing workers are spending numerous hours on repeatable tasks, which might lead to tiredness and lowered motivation. Therefore providing equipment to minimize injury risks and increase the comfort of work is key.

Flexibility and work-life balance are further key factors, especially for maintaining long-term motivation. An increasing number of businesses are introducing variable work hours or the ability to choose a shift. These solutions help employees better adjust their work schedules to individual needs, leading to better workplace satisfaction and engagement levels.

It's increasingly important to take care of team building and an internal culture of cooperation. These elements largely define the effectiveness of work. In areas defined by teamwork, building positive relationships between the workers, organizing integration, shared projects and promoting a culture of mutual support supports the creation of an involved team able to cooperate with each other.

The aforementioned practices not only improve the operational results but also increase employee satisfaction and loyalty, leading to long-term operational successes.



**Klaudia Stefanowicz**

HR Director, ATUS Group Sp. z o.o.

## The life cycle of a manufacturing worker within an organization – how to build engagement and loyalty?

A modern manufacturing-oriented organization resembles a precise clockwork. Each element must work flawlessly for the entire mechanism to work properly. One of such elements – and an often underestimated one – is the production line operator. Without them, it would be impossible to maintain continuous production. And yet, despite their importance, production line workers are often marginalized in the discussions on human resources management and the success of the larger organization.

Jacob Morgan brought an interesting perspective on this issue through his paper „The Employee Experience Advantage“. The publication stresses that the success of an organization does not depend solely on whether it achieves its results, but also on its treatment of employees at every stage of their professional career. This leads to the crucial matter – the life cycle of an employee, which begins at the recruitment stage.

The production line operator, much like any new employee, enters the organization with certain expectations. Research carried out by Gallup shows that the first days and weeks at a new workplace have a great impact on the long-term engagement of the new hires. Usually, the onboarding process in the manufacturing industry is limited to occupational health and safety and machine control training. However, limiting oneself to these matters is not enough. Onboarding a new employee should be a strategic endeavor, encompassing both technical matters and integration with the organizational culture. It's at this moment that a sense of belonging may be born, helping establish a long-term sense of engagement or, conversely, distancing themselves and a lack of motivation.

Onboarding in the manufacturing environment also has another, investigative function: it builds foundations for further professional growth. While the position of a production line operator might seem rather static, in reality it might be offering growth and promotion opportunities, if only the organization creates the right conditions for it. As noted by Marcus Buckingham and Curt Coffman in their book „First Break All the Rules“, the employees given opportunities to learn and develop their skills tend to be more loyal toward their employers. In the case of production line operators, investment in technical training or employee certification might become necessary to maintain employee motivation and loyalty toward the company.

However, the real challenge only begins once the onboarding and initial growth are over. How can one retain employee engagement and motivation? In his book „Drive“, Daniel Pink points out three pillars of motivation: autonomy, mastery and a sense of purpose. Even a production line operator whose duties are strictly defined by the procedures can have a sense of autonomy if the company provides them space to make decisions or introduce innovation. By doing so, the company strengthens their engagement and a sense that their work is purposeful and worthwhile.

This brings us to a crucial phase of the employee life cycle: maintaining their motivation. Gallup's „State of the Global Workplace“ report warns that only 15% of employees globally are fully engaged in their work. The rest only fulfill their duties in the minimum required scope. For the production line employees this means a direct influence on the duration of their life cycle within the organization. In Poland, it is 3 to 8 years on average, however, companies able to engage their employees can extend this period to over a dozen years.

However, when faced with the nascent Industry 4.0 one could question the duration of a production line operator's life cycle in an age of progressing automation. Will the companies adapt to the new reality, offering both employment stability and growth opportunities in the area of new technological competencies?

According to „The Future of Jobs“ report published by the World Economic Forum, technological change could greatly redefine the future of production line operators. Managing human resources in this context is no longer a matter of recruitment and personnel management, but a strategic endeavor with the company's future at stake. Therefore, the businesses must rethink their approach – both in terms of implementing new technologies and employee relations – to ensure their ability to retain the production line operators regardless of the ongoing changes.

Organizations that understand these dynamics not only gain the stability of employment but also the loyalty and engagement of their employees, contributing to their long-term success.



**Michał Szendzielorz**

HR Manager, bekuplast S.A.

## From a greenhorn to the manufacturing floor legend – how to retain a manufacturing employee for years?

When someone asks me about the average employment time of a manufacturing floor employee I can only say ‘it depends’. Some quit after the first day and some stick with a company from graduating the school to retirement. The length of an employee’s lifecycle depends on numerous factors, including some that the company has no control over. Thus, when considering employee retention one should analyze the situation and available resources individually for each company to focus on the aspects that can be actively shaped.

What needs to happen for an employee to become a true “manufacturing floor legend” instead of a “deserter”?

The right recruitment and selection processes are crucial when it comes to acquiring the right people. Onboarding is another incredibly important stage, which ought to be well-organized and tailored to each role. It not only allows the new team members to familiarize themselves with all new tasks, processes and procedures, but also makes them feel cared for and supported by the organization. This is of great importance for building loyalty and employee engagement in the later stages of that person’s lifecycle within the organization.

Steering the employee’s further development will be key to their decision whether to continue employment with the company. They should be aware of their factual opportunities for promotion, obtaining new competencies and implementation of their professional goals within the organization. This is why it’s so worthwhile to create clear career paths and plan trainings taking into account both the needs of the company and individual employee aptitudes.

What else could extend the employee lifecycle within the organization? Competitive pay and an attractive benefits package. It’s worthwhile to regularly monitor the job market for market rates and available offers, as it enables quick reaction to changing employee expectations and maintaining an attractive offer.

Finally, one should pay attention to leadership quality within the company – as the saying goes, people leave their boss rather than their organization.

All of these elements have a direct impact on the duration of our work with a given person. This is why these issues require a strategic approach.

However, as I’ve mentioned in the very beginning, there are a number of factors that the company has no control over yet which could notably shorten employment duration. Notable events such as the outbreak of a pandemic or a war, changes on a local scale (such as new investments in the region promising higher pay) or even personal reasons can all contribute to a decision to resign.

However, this doesn’t change the fact that one should strive to create an environment in which every employee can feel supported and appreciated, regardless of their career path. At the end of the day, a “manufacturing floor legend” is not the person with the longest work history but the one who combines passion, involvement and the drive for perfection every day – regardless of how long their shared path with the company takes.

It is up to us, the employers, to create the environment for such legends to develop.





**Lucyna Sikorska-Balbierz**

HR Business Partner, F-M Bimet S.A.

## The turnover of manufacturing employees – at what level does it become a problem for the company?

The turnover of manufacturing employees can bring benefits to a company but also pose major operational challenges. The optimal turnover rate might differ based on the industry, type of manufacturing, or job market circumstances. In the context of manufacturing employees, this problem becomes particularly important once it reaches levels that disrupt the stability and efficiency of manufacturing processes. At turnover rates over 20%, the company might be already facing major operational and financial issues. This is why one should keep monitoring the turnover rate and take action to minimize it, such as improving workplace conditions, developing loyalty programs or improving talent management.

Employee turnover becomes a problem when its level interrupts the continuity of production, leading to staff shortages and impacting the company's ability to maintain continuous manufacturing processes. It also increases recruitment and training costs, burdening the company's budget. High turnover also leads to lowering of the morale and engagement of other employees who might feel less attached to the company and less connected to its goals. This makes building a cohesive and strong organizational culture for sake of long-term success of the company.

The factors strengthening the turnover include a lack of growth opportunities due to the stability of employed personnel, shift work and uncompetitive salaries as compared to market rates. Employees who see no promotion opportunities for themselves will feel held back, which might contribute to a decision to change their workplace. Shift work, especially when it's burdensome, hurts one's quality of life and workplace satisfaction, increasing the risk of turnover. Uncompetitive earnings are also motivating to seek better offers, especially when the employees feel their efforts aren't being appropriately rewarded.

However, employee turnover remaining at a certain level can bring certain benefits to the organization. New employees bring a fresh perspective, new outlooks and innovative ideas, which could lead to optimizing processes and helping develop the organization. Furthermore, the turnover allows the company to adjust to the changing market and technological conditions through the hiring of new employees with new skills and qualifications. It can also improve the motivation of other employees, who can see opportunities for promotion and personal growth within the company.

To minimize the negative effects of turnover, it's worth investing in employee development, offering developmental programs, training and promotion opportunities. Improving workplace conditions, introducing flexible work hours, better shift conditions and additional benefits can all contribute to reducing turnover. It's also key to match the salaries with the market rates in order to retain the most valuable employees.

In summary, the turnover of manufacturing employees becomes a problem once it exceeds the level that the company can manage effectively, leading to adverse effects on the continuity of production, employee morale and operational costs. However, when appropriately managed, it can prove a source of new ideas and competencies, ultimately helping grow the business.



**Lucyna Adamczuk**

HR Director, Bitron Poland Sp. z o.o.

## Managing employee turnover in a manufacturing company

The turnover of manufacturing employees could have both beneficial and adverse impact on business operations. Depending on its level, the turnover could stimulate innovation and organizational flexibility, as well as lead to major organizational issues. The key question is: when does it become a problem influencing the company's results?

One ought to primarily keep in mind that each employee's resignation or termination will create both direct and indirect costs. Direct costs are related to the recruitment, selection and training processes required for new hires and the time needed for their onboarding. Indirect costs include the reduced effectiveness of teams losing experienced members and production quality issues arising from the inexperience of newly hired employees.

The turnover can be measured in several ways, of which the turnover rate is one of the most common. This rate is calculated as a ratio of people leaving the workplace to the average employment in a given period. When the rotation remains at a natural level (the so-called physiological turnover), the organization is capable of regenerating its teams and implementing new, innovative ideas. However, once it exceeds the 10-15% annual threshold, it begins to have adverse effects on the effectiveness and operational stability.

The high turnover of manufacturing workers can become a major problem for a company once it begins impacting the quality, continuity and effectiveness of manufacturing services. A lack of experienced workers may lead to an increased number of errors, equipment failures, or delays in completing the orders. In extreme circumstances, this might result in losing clients or having to pay contractual penalties.

Frequent changes to the teams can lead to lowering the morale of employees, who are losing faith in the stability of employment within the company. Seeing subsequent colleagues leave, they feel less attached to the organization, leading to further stimulating the turnover. This might lead to a so-called „death spiral” in which each subsequent resignation leads to further worsening of workplace conditions and atmosphere.

The most common causes of excessive turnover of manufacturing employees include low salaries, lack of professional advancement opportunities, unsatisfactory workplace conditions, lack of appreciation by one's superior, monotony of one's duties and lack of promotion opportunities. In the case of manufacturing, where the work is oftentimes physically demanding, additional factors include professional burnout and lack of appropriate support in the form of trainings and programs to improve workplace conditions.

Counteracting the issues arising from excessive employee turnover necessitates the implementation of varied personnel management strategies. The key is to create work conditions to attract and retain valuable employees. This may encompass increasing salaries or offering additional benefits such as extended private healthcare or motivational programs concerning professional growth.

Building a positive organizational culture is of similar importance to maintaining team loyalty. Having an open dialog with the employees, appreciating their input in the company's success and caring for their physical and mental wellbeing are all incredibly important.

However, it is necessary to pair those attempts with regular monitoring of the turnover levels and identifying the reasons behind it. Regular employee satisfaction surveys, exit interviews and analysis of data from HR departments all help in timely identification of issues and implementation of corrective actions.

Effective personnel management strategies promoting employment stability and employee satisfaction will allow to not only minimize the negative effects of the turnover, but also gain benefits of the natural exchange of employees, helping the company's long-term development.



**Paweł Zieliński**

Learning & Development Manager, LG Energy Solution Wrocław Sp. z o.o.

## Managing talent in manufacturing and logistics industries – how to identify the best workers and guide their career paths?

Modern talent management is more than just one of the functions carried out by HR departments – it's an important aspect of the business strategy, influencing the effectiveness of the entire company. This is of particular importance for the manufacturing industry, where the quality of goods, innovation and adoption of the latest technologies are of utmost importance to the effectiveness of the business. In this fairly complex context, successes in the sphere of talent management are closely related to cooperation within the so-called triangle: the organization, the leaders and high-potential employees.

Building a system for acquisition, development and retaining talent in the company is one of many tasks faced by the organizations. However, this is only a part of the work ahead of them. It's just as important to continuously create an internal culture supporting the utilization and development of the potential of employees classified as talent. Internal mentoring programs, peer-to-peer learning or involving employees with high potential for participation in interdepartmental projects all require openness, cooperation and readiness to share knowledge – these things cannot be simply decreed through procedures or internal policies. It needs to be worked out.

The leaders also have an important role in seeking out and developing talents. Most importantly, they should work with the HR departments to establish definitions and required competencies of people with high potential in a given area – the leaders know the specificity of the manufacturing work best and can define the knowledge, skills and attitudes important for the daily work of their teams. A leader in the talent recognition process should take into account how a given employee is embedded in their appropriate path: that of an expert or a leader. Another tool at their disposal is constant, continuous feedback for the employee classified as a talent. Frequent feedback can be based on, for example, the realization of an Individual Development Plan, often created through the cooperation of the entire triangle: the high-potential employee – leader – training department.

Employees classified as the organization's talent form another, equally important, element of this triad. They must ensure their own professional development and fulfillment of their obligations – and it's a major challenge. Experience tells us that understanding the program's overall goal, their role in it and having a clear perspective on what to expect given the status of a talent are all key. The transparency of a talent program lays a foundation for that.

These assumptions alone cannot guarantee success on the path of talent development, but they will definitely bring one closer to achieving it. It bears remembering that the development of high-potential employees is a marathon rather than a sprint. With that in mind, we will be able to find and effectively work with people bringing value to the organization for a prolonged time.



**Izabela Krzeszewska-Rykowska**

Director, Human Resources, ANWIS Sp. z o.o.

## How to discover and develop the potential of employees in the production sector?

The people are the foundation of any company – as are their engagement, experience and skills. Employee development and supporting their career paths are necessities for the success of a given organization. What is then the optimal way of identifying talent and enticing the employees to further develop their professional competencies?

To better utilize the team's potential, one should focus primarily on meeting the people who comprise them. Employee involvement in various projects – both internal and interdepartmental – or participation in brainstorming sessions. Appropriate communication is also of utmost importance – sharing the information in commonly accessible places, organizing meetings with employees, intranet posts, etc. These are only a few examples of the activities helping acquire people with developmental potential. Managers have a key role in this process. They are the closest to ordinary people, first to notice their strengths and able to recommend them for developmental programs.

One should keep in mind that not all people exhibiting high engagement and having developmental potential seek professional growth. One has to respect their decision and avoid pressing them to participate in developmental programs, as it could lead to opposite results, demotivating the employee.

What is then the best way to chart the professional paths of team members? It's best to begin with programs combining various employee competencies and experiences.

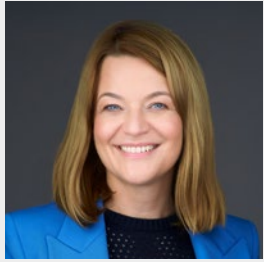
One of the projects we implemented in ANWIS was the "High Potential" developmental program, encompassing all employees below the managerial rank. Its primary goal was to develop employee competencies at the individual, team and strategic levels and create a succession scheme within the company. It also aimed to create a solution to increase the effectiveness of a given area of business operations. The program connected the ambitious employees with clearly defined developmental plans from various branches of the organization, helping them further shape their professional careers.

During the program, the participants have developed their competencies, bolstered their knowledge through participation in workshops and exchanging experiences with their colleagues. Aside from the workshops themselves, the employees have organized project meetings, shared their perspectives and worked out new solutions.

Upon completion of the program, each participant had a bespoke development plan supported by their direct superior and the HR department throughout its implementation.

The high potential and newly obtained skills and competencies matter a lot to one's expert path and could be utilized for many key positions within the company. Several of the participants have been promoted to higher positions, which we consider a success proving that the developmental actions we undertook were fruitful.

Retaining the talent proves easier when the employees are provided with means for self-improvement, inspiring and supporting their activities. This proves to the team that the company invests in their future and wants them to grow and develop along with the organization itself.



**Oliwia Gołębiewska**

People & Organization Development Director, Saint-Gobain in Poland

## Upskilling of current workers or new recruitments – which strategy brings more benefits in the manufacturing sector?

The decision of whether to invest in the professional development of current employees or seek new candidates on the job market is a key dilemma faced by employers in the manufacturing industry. Which solution is better? As the greats have said: “it depends”. Both approaches have their pros and cons and the choice depends on a given organization’s specificity, market circumstances and the current business needs.

Investing in the development of one’s existing workers can bring numerous benefits. Most importantly, those given the opportunity to grow within a company are often more engaged and loyal to their employer. They also have a better understanding of the organizational culture and the company’s specificity, decreasing the risk of making costly mistakes due to not being familiar with the processes.

Of course, investing in employee development incurs costs such as organizing trainings, time spent on mentoring and resources necessary to implement developmental programs. However, in the long term, this might prove more cost-effective than hiring new workers. The recruitment, onboarding and training processes are time-intensive and depending on the specificities of one’s industry and location, possibly also difficult and costly.

On the other hand, new employees require time to adapt – they need to learn the processes, the specificity of their work, the new duties and their teams. This process is not only costly and time-intensive but can also temporarily decrease the whole team’s efficiency. There is also a risk of the new employee not rising to the expectations, leading to additional costs related to their replacement.

For the investment in employee development to be sensible, the organization must create conditions in which they are willing to stay in employment and utilize the newly acquired skills. Another important factor is appropriately rewarding them for having additional skills needed by the employer. The employees who feel their growth is being appreciated are more willing to stay involved in the company in the long term.

However, seeking new candidates might prove attractive when the company needs to introduce innovations, new technologies or utilize existing good practices. New employees can bring a fresh outlook and innovative ideas that are hard to generate internally. Sometimes, a new perspective is necessary to reconsider the current practices and introduce necessary changes.

What decision to make then? The choice between investing in employee development and seeking new talent should be based on the analysis of an organization’s specific needs and the potential of its teams. If such potential exists, it might be worth investing in internal development. However, when the company is facing new challenges and requires innovative solutions, updating its processes or obtaining unique competencies, acquiring new employees might prove worthwhile.

When making decisions it is important to take both the short- and long-term goals of the company into account. It’s important to build an HR strategy that ensures constant operational continuity while still allowing long-term, development-oriented thinking. It’s important to consider which competencies will be necessary in the coming months or years and appraise whether they can be developed internally or if it’s better to seek the right specialists on the market.

It’s just as important to retain these competencies and ensure appropriate replaceability and effective knowledge transfer within the organization. Combining both strategies – investing in internal development and acquiring new candidates from the market -might prove the optimal solution. This combination might allow for building a flexible team able to meet the dynamically changing market challenges. This allows for retaining stability and openness to innovation and change, which are necessary in a dynamic environment.



## Artur Kluba

HR Director, ZF Automotive Systems Poland – Electronics Department

# Building competencies and loyalty of manufacturing workers

Back in 2018, when we decided to locate an electronic component manufacturing plant in Częstochowa, we were motivated primarily by the vicinity of other ZF Group manufacturing plants in the city. However, the new, completely different production profile has necessitated the acquisition of new workers with appropriate competencies and skills, especially familiarity with electronics manufacturing. This is what we focused on when employing the first batch of workers – yet it proved quite a challenge in practice. Therefore, we moved on to also employ people willing to learn new skills and familiarize themselves with new technologies.

Openness, willingness to learn, quick acquisition of knowledge, initiative, responsibility, engagement and passion have all become key recruitment criteria for us. We have decided that practical knowledge related to the manufacturing processes can be transferred to employees through trainings, partially through cooperation with other ZF Group plants with similar production profiles and through experienced experts. This strategy has proven fruitful. The people employed in the first phase of the company's operations are now employed in management and specialist positions in the organization's various areas. The opportunities for professional growth, openness to internal promotion and appreciating employee engagement and activity all contribute to a very low resignation rate (below 5%).

According to our experiences, it is not always necessary to employ people who already have all of the required technical competencies. It may be worth considering their other traits and letting them learn while observing and supporting their development. Currently, we are implementing advanced internal onboarding, training and reskilling programs targeting manufacturing workers, carried out by our internal experts. This allows us to look past experience with electronics manufacturing when considering new candidates, as we can effectively train even unqualified workers fresh from the school and then retain them within the organization and ensure their continuous growth.

We are actively trying to work with the local communities, cities and schools, promoting jobs in our company. We organize internships, helping future candidates better familiarize themselves with our company.

Investing in employees, observing their work, providing them with opportunities to learn about new technologies and utilizing their engagement is worthwhile at any stage of the company's development. I believe this is the single best way of retaining one's teams. Of course, one should keep the economic aspects in mind – well-designed, transparent motivational and rewards systems (including non-financial rewards) support employee retention. At our organization, manufacturing workers can expect not only a base pay but also several variable elements linked to their engagement or participation in various programs (such as Kaizen), workplace health & safety observations, recommending new candidates or acquiring new skills.





**Aleksandra Micewicz**

Permanent Recruitment Team Leader, Gi Group



**Szczepan Zajdel**

Permanent Recruitment Team Leader, Gi Group

## Non-wage benefits in manufacturing and logistics – what attracts employees?

The modern job market is evolving quickly, posing new challenges to employers: the ongoing presence of one of the lowest unemployment rates in all of the EU, a systematic increase of wages (especially in industries facing personnel shortages), the increasingly sophisticated requirements for specialist candidates able to keep up with ongoing digitization and process automation, or the demographic changes related to aging of the society and economic migration, especially in certain regions of the country. These trends are currently shaping Poland's recruitment market, with a major impact on the availability of employees in the manufacturing and logistical sectors.

Given the growing competition over highly qualified personnel, attracting and retaining worthwhile employees requires more than just an attractive salary. Non-wage benefits are currently a key component of recruitment strategies in the manufacturing and logistics sectors.

The most commonly offered non-wage benefits include insurance and healthcare, which have become treated by many as a baseline standard. Cafeteria systems are steadily growing in popularity, as they naturally align themselves with the individual needs of each employee. Instead of forcing a fixed bundle of benefits, the employer provides a budget that the employee can spend on various benefits of their own choice. This can mean a subsidized sports card, healthcare, vouchers or prepaid cards for stores, services or cultural events, subsidized lunches and other options on offer.

Many businesses are enticing the candidates with professional growth opportunities, subsidizing trainings and professional training courses. This solution is advantageous for both the employee, able to increase their competencies and the employer, able to obtain more qualified personnel. For example, manufacturing and warehousing businesses may be offering forklift (UDT certification), crane or CNC operation courses or SEP electrical certification training.

Another benefit made popular in this sector is employer-organized work commute, or commute subsidies in the form of prepaid cards, fuel cards or subsidized public transportation tickets. These solutions are often utilized by enterprises located at the edges of towns or in small towns where transportation (public or in general) can be difficult – for example having to cross long stretches of motorway. Offering such benefits might be a decisive factor in the decision to accept or reject the job offer.

Non-wage benefits are a common tool used for recruiting and retaining employees in the aforementioned industries. However, their effectiveness depends on their ability to satisfy employee needs. A good practice is to be constantly monitoring employee expectations and adjusting the benefits offered to the specificity of each business, region or location. It also bears keeping in mind that nowadays businesses are usually introducing a uniform benefits offer for the entire organization, regardless of the hierarchical ranking of various positions.

# 04

## **Recruitment in the manufacturing sector – the specificities of new investments**





**Monika Zych**

HR Manager, AFL Telecommunications Poland Sp. z o.o.

## Key HR challenges in the implementation of new manufacturing and warehousing investments

The effective implementation of new investments in the manufacturing sector poses numerous challenges to the HR departments, especially in the areas of recruitment and salaries. Over the past few years, one of the major problems faced during such implementations is the lack or insufficient number of qualified employees, especially in industries new to the Polish market. Indeed, competence gaps began to appear in areas requiring specialist skills, technical knowledge and professional experience. With this in mind, it is a good practice to ensure close cooperation between the HR department and the management cadre when creating and implementing initial training programs to allow the employees to begin fulfilling their duties independently and effectively as soon as possible. This brings benefits to both the employees themselves (who can feel confident in their role) and the company, which gets to accomplish its business goals.

The difficulties in acquiring employees faced as of late have also been impacted by the changes taking place in the job market, such as the growing competition over talent, the dynamic growth of salaries combined with falling unemployment and volatile inflation, as well as high uncertainty in certain sectors. Stable employment provides the employees with a sense of safety and stability of income. Many fear changing employers, especially if the new employer would be a newcomer to Poland's market, only starting to build their position here. In such a case, a good strategy is to start cooperating with a trusted recruitment agency that knows the market and is not only able to provide appropriate employees but also key information on current events and market trends. It also serves as the company's ambassador among the candidates.

Loyal employees also serve as such ambassadors, attracting trusted acquaintances. In this context, open internal communication, informational meetings with the employers, internal recruitments, promotions and growth opportunities create a sense of security and stability for the employees and support the acquisition process for talents enabling the realization of business goals.

To supplement the strategy of building trust toward the new employer who has entered the market recently, one should employ employer branding through means such as publishing offers with their own logo, direct search or working with local governmental and academic institutions.

Another challenge faced by the businesses is growing labor costs, caused by both legal changes and high competition in terms of salaries. In case of the manufacturing businesses, this means balancing between attractive earnings and maintaining profitability and adjusting the salary policies to corporate requirements. This has led to greater popularity of non-wage motivators, such as sports cards, medical insurance, group insurance, pre-paid lunch cards, shared events or prizes under the employee referral program.

It is also no less important to skillfully manage diversity and inclusion in the increasingly globalized world. Businesses employing people from many different countries have to meet their varied needs and expectations arising from the different cultural norms, values or the need to communicate in a foreign language.

It's very important for the management cadre and department leaders to promote intercultural communication and openness to diversity. It's also incredibly important to support foreigners in their daily lives in Poland, especially through their direct superiors. On the other hand, the role of HR departments lies in attempting to imbue the teams with people with diverse experiences and perspectives, allowing one to better identify talent among the candidates.

Finally, it bears mentioning the dynamics of labor law amendments. New regulations concerning salaries, work time, work conditions, new restrictions or obligations imposed on employers (such as new regulations concerning whistleblowers) are all posing challenges for HR departments. The growing number and volatility of domestic and foreign regulations require regular monitoring and updating of the organization's internal regulations, especially in the area of creating solid mechanisms for ensuring legal compliance. With that in mind, it's very important to maintain flexibility and understand that the internal regulations need to be adjusted to local requirements rather than the other way around – especially in the case of organizations with a global reach.

Implementing new investments in the manufacturing sector is a very complex process, which requires the HR departments to adopt a strategic approach and cooperate closely with other departments of the organization. Given the current circumstances, this approach is key for successfully implementing such projects.



**Marta Cupiał**

HR Manager, SMAY

## Planning recruitment and payroll strategies for new investments in manufacturing and production sectors

Market reports are unanimous that the demand for blue-collar employees, especially those having UDT or SEP qualifications, is currently at its highest. Given the growing competition in the job market, it is key to create well-thought-out recruitment and payroll strategies in order to effectively implement new investments in manufacturing and production sectors.

The first step to do that is a comprehensive analysis of the new investment needs. One ought to identify the requirements of each particular position and estimate the necessary number of employees for the expected production volume. It's also important to analyze the job market with the goal of appraising the availability of appropriate candidates in the region.

Then, one ought to create a payroll strategy aligned with the market rates. It is necessary to investigate the salaries offered for similar positions within the industry and create motivational systems encompassing financial and non-wage incentives, such as healthcare or subsidized lunches. It's important to ensure transparency of the salaries: clear information about the bonus systems and promotion opportunities and how they relate to the annual employee review.

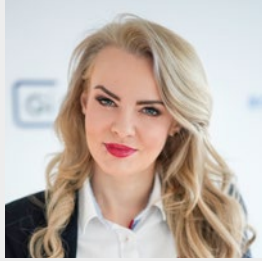
After identifying the needs and salaries, the time comes to take care of the recruitment strategy. One should begin by defining their target group – that is, understanding who the potential candidates are, what are their expectations and how they seek employment. The next step is to select the right recruitment channels. A good solution is to implement varied sources, such as job portals, local media, ad boards or social media.

It is also necessary to prepare attractive recruitment materials, which clearly describe employment terms and salaries. One ought to remember about promoting the employer's brand – building their image through local action, supporting the communities or participation in charity events.

Candidate selection is another key stage impacting employment quality and the costs of employee turnover. Behavioral interviews are an example effective method – by asking questions about particular workplace situations, one can appraise such aspects as the ability to handle pressure, excessive workloads or relationships with their superiors. It's also important to provide the candidates with feedback at every stage of recruitment through means such as automated replies.

The last stage consists of monitoring the effectiveness of the undertaken measures and their further optimization. Gathering data through surveys allows for analyzing the effectiveness of recruitment and employee satisfaction levels. Based on the feedback received and taking into account the changing conditions one can improve their processes, introduce changes and innovations. This optimization should be continuous. It's also worth investing in training programs with the aim of improving employee qualifications, ensuring a succession path and minimizing the risk of key employees leaving.

Well-designed processes and a flexible approach to recruitment and salaries help businesses retain competitiveness and keep personnel-related costs under control. Coordinated action in this area is of key importance for success in the manufacturing and warehousing industries.



**Beata Oczkowicz**

Permanent Recruitment Director, Gi Group

## Building a team from the scratch: what are the advantages of working with a recruitment agency to implement new investments?

Launching a new investment – regardless of whether it's building an entire factory, launching a start-up or setting up a new production line – always poses a major challenge for both the investors planning and implementing the project and future employees. The dynamic implementation process of a new endeavor, with its possibly unstable schedules, necessitates minimizing risks of recruitment and team-building processes. At this stage, it might prove worthwhile to rely on an experienced recruitment agency. By knowing the job market well, their experience and know-how, the experts can help optimize the recruitment process, avoid costly mistakes and in the end create a team befitting the needs of a particular company.

When a company launches operations in a new location, acquiring the right employees becomes one of the key challenges. Given this situation, a recruitment agency becomes an invaluable partner for the investor. Most importantly, the consultants help identify the personnel needs of the new investment and then adjust job offers to the local environment. Operating on a given market, the agency obtains knowledge about the salaries and benefits packages offered by the competitors, shift systems utilized by other businesses in the region or even the optimal commuting routes, helping acquire new candidates. It bears mentioning that agency experts also have a great understanding of the local laws related to employee recruitment. This is especially important for foreign investors launching their first investment in a given place.

Based on the information obtained, the consultants help identify potential challenges and limitations of the recruitment process. By analyzing the job market and the terms offered by the investor, they can provide accurate forecasts of the recruitment time and success chances of recruiting for each position and propose alternative solutions, taking into account both the market situation and investor expectations.

The agencies utilize a wide selection of recruitment tools, ranging from traditional methods to modern online solutions. They also utilize extensive databases of candidates (including the passive ones), allowing them to greatly expedite the recruitment time and acquire the right personnel.

New investments often necessitate employing a large number of people quickly, posing a major burden for the HR departments. In this situation, a recruitment agency can support and enhance the company's internal structures. The agencies are offering the full spectrum of HR services, supporting the internal department both during the recruitment and in the later stages of employment – from the employment-related formalities to onboarding of the new employee. This allows the company to focus on other, strategic HR tasks.

Working with recruitment experts is a worthwhile support in the implementation of new investments. Thanks to their knowledge, experience, and wide contact nets, the investors can acquire the right employees quicker and more effectively, minimizing the risks related to the recruitment processes.



# 05

## Salaries







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## Competition over employees poses new challenges to the employers

In Q3 2024, much like in the previous months, one could observe a high dynamism of recruitment in the manufacturing and logistics sectors. The demand for lower- and middle-ranking employees in (broadly defined) manufacturing and logistics is not only falling, but in case of many positions is becoming a growing challenge for the companies. When competing for specialists such as maintenance or automation technicians, welders, mechanics and electro-mechanics, who are practically unaffected by unemployment and who have nearly only passive candidates on the job market, the remuneration offer needs to be competitive.

The minimum wage rising twice this year has had an impact on the growing financial expectations of employees and candidates, which could be clearly seen in the ongoing recruitment processes. This leads to increased salary offers, which often exceed the minimum wage for even the lowest-ranking positions, especially after taking into account bonuses and awards. This also includes the candidates with no professional experience.

At the same time, one can observe a tendency to flatten the salaries in many businesses. The employers have increased wages of the lowest-earners, but the growth dynamics proved slower for employees with higher qualifications, who used to earn more in the first place. Their raises aren't keeping up with growth of the minimum wage, which could be leading to dissatisfaction and increased turnover among this group of employees.

Salaries in the manufacturing sector vary, both in terms of positions and locations. The lowest-ranking positions, such as production line worker, are earning much less than the average worker in the industrial processing sector or the median pay – at PLN 4,500-6,500 a month (gross), including bonuses and other rewards. Employees with more specialized competencies – automation and maintenance technicians, welders, electricians, CNC programmers and operators – can expect a better pay. Highly specialized industries such as shipbuilding, metalworking of printing tend to offer higher salaries, confirming the high competition over qualified personnel.

Growing candidate expectations are not limited to salaries. The employees are increasingly likely to take note of other aspects such as the mode of work. Offers of work under the four-brigade system are being perceived as the least attractive – often losing to single- or two-shift systems offering lower wages. Even systems involving night shifts but free weekends can often prove more attractive. This clearly shows that work-life balance is proving increasingly important to the employees.

Another important factor impacting the choice of an employer is the ease of reaching the workplace. Candidates are preferring the offers allowing commutes using public transportation or those with employer-organized commutes. It bears mentioning that commute duration is oftentimes more important than the distance to the facility per se.

The competition for manufacturing and logistics personnel is strong, though of course the fine details vary depending on the exact positions, industries and regions. Nevertheless, the general shortage of employees poses a complex challenge to employers. They need to balance the growing labor costs with a need to retain cost-effectiveness, while keeping in mind employee expectations. This requires a well thought out recruitment strategy and HR policy, as well as high flexibility and readiness to adjust to the ever-changing market conditions.

# Salary Charts

| Province                          |                              | Pomerania  |        |        |        |       |        | Kuyavia-Pomerania |        |           |        | West Pomerania |        |          |        | Warmia-Masuria |        |        |        | Podlasie  |        |
|-----------------------------------|------------------------------|------------|--------|--------|--------|-------|--------|-------------------|--------|-----------|--------|----------------|--------|----------|--------|----------------|--------|--------|--------|-----------|--------|
| City                              |                              | Trójmiasto |        | Słupsk |        | Tczew |        | Toruń             |        | Bydgoszcz |        | Szczecin       |        | Koszalin |        | Olsztyn        |        | Elbląg |        | Białystok |        |
| Manufacturing                     | Gross salary                 | min        | max    | min    | max    | min   | max    | min               | max    | min       | max    | min            | max    | min      | max    | min            | max    | min    | max    | min       | max    |
|                                   | Shift Supervisor             | 8,800      | 12,000 | 8,500  | 12,000 | 8,500 | 12,000 | 8,100             | 11,000 | 8,100     | 11,000 | 8,500          | 11,000 | 8,000    | 11,000 | 8,000          | 11,000 | 8,000  | 11,000 | 8,500     | 11,000 |
|                                   | Foreman                      | 8,500      | 10,000 | 8,500  | 10,000 | 7,000 | 8,000  | 7,500             | 8,500  | 7,500     | 8,500  | 7,500          | 9,500  | 7,500    | 9,500  | 7,500          | 9,500  | 8,000  | 9,500  | 7,500     | 9,000  |
|                                   | Machine Operator             | 6,000      | 7,000  | 6,000  | 7,000  | 6,000 | 6,800  | 5,500             | 6,500  | 5,500     | 6,500  | 5,500          | 7,000  | 5,500    | 6,500  | 5,500          | 6,500  | 6,000  | 7,000  | 5,500     | 6,500  |
|                                   | Production Worker            | 5,000      | 5,500  | 4,800  | 5,500  | 4,800 | 5,500  | 4,800             | 5,500  | 4,800     | 5,500  | 4,800          | 5,500  | 4,800    | 5,500  | 4,800          | 5,500  | 4,800  | 5,500  | 4,800     | 5,500  |
|                                   | Electromechanic              | 8,500      | 11,000 | 8,500  | 11,000 | 8,500 | 10,000 | 8,000             | 9,000  | 8,000     | 9,000  | 8,000          | 9,000  | 8,000    | 9,000  | 8,000          | 9,000  | 8,000  | 9,000  | 7,500     | 8,500  |
|                                   | Maintenance Technician       | 8,500      | 11,000 | 8,500  | 11,000 | 7,500 | 10,500 | 7,000             | 9,000  | 7,000     | 9,000  | 7,000          | 9,500  | 7,000    | 9,500  | 7,000          | 9,000  | 7,000  | 9,500  | 7,000     | 8,500  |
|                                   | Tool locksmith / Toolmaker   | 7,000      | 10,000 | 7,000  | 10,000 | 7,000 | 10,000 | 6,500             | 9,500  | 6,500     | 9,500  | 7,000          | 9,500  | 7,000    | 9,500  | 7,000          | 9,500  | 7,000  | 9,500  | 6,500     | 9,500  |
|                                   | Constructor / Technologist   | 8,000      | 11,000 | 8,000  | 11,000 | 7,500 | 11,000 | 7,000             | 10,000 | 7,000     | 10,000 | 7,500          | 11,000 | 7,000    | 11,000 | 7,000          | 11,000 | 6,500  | 10,000 | 7,000     | 11,000 |
|                                   | Automation Technician        | 9,000      | 12,000 | 8,500  | 12,000 | 8,500 | 12,000 | 7,500             | 11,000 | 7,500     | 11,000 | 8,000          | 12,000 | 7,500    | 11,000 | 7,500          | 11,000 | 8,000  | 11,000 | 7,000     | 11,000 |
|                                   | Welder                       | 7,000      | 9,000  | 7,000  | 8,500  | 7,000 | 9,000  | 6,500             | 8,500  | 6,500     | 8,500  | 7,000          | 9,000  | 6,500    | 8,500  | 6,500          | 8,500  | 7,000  | 9,000  | 6,500     | 8,500  |
|                                   | Electrician                  | 7,500      | 9,500  | 7,500  | 9,500  | 7,500 | 9,500  | 7,000             | 8,500  | 7,000     | 8,500  | 7,000          | 9,000  | 7,000    | 9,000  | 7,000          | 9,000  | 7,000  | 9,000  | 6,000     | 8,500  |
|                                   | Mechanical Fitter            | 6,500      | 7,500  | 6,500  | 7,500  | 6,500 | 7,500  | 6,000             | 7,000  | 6,000     | 7,000  | 6,000          | 7,500  | 6,000    | 7,500  | 6,000          | 7,500  | 6,000  | 7,500  | 5,500     | 7,000  |
|                                   | CNC Operator                 | 6,000      | 8,000  | 6,000  | 8,000  | 6,000 | 8,000  | 5,500             | 7,000  | 5,500     | 7,000  | 6,000          | 7,500  | 5,500    | 7,500  | 5,500          | 7,500  | 6,000  | 8,000  | 5,500     | 7,000  |
|                                   | CNC Tool Setter              | 6,500      | 8,000  | 6,500  | 8,000  | 6,000 | 8,000  | 5,500             | 7,000  | 5,500     | 7,000  | 6,000          | 7,500  | 5,500    | 7,500  | 5,500          | 7,500  | 6,000  | 8,000  | 5,500     | 7,000  |
|                                   | CNC Tool Programmer          | 7,000      | 10,000 | 7,000  | 10,000 | 7,000 | 10,000 | 6,500             | 9,500  | 6,500     | 9,500  | 7,000          | 9,500  | 6,500    | 8,500  | 6,500          | 9,500  | 7,000  | 9,500  | 6,500     | 9,000  |
|                                   | Mechanic                     | 7,000      | 10,000 | 7,000  | 10,000 | 7,000 | 10,000 | 6,500             | 9,500  | 6,500     | 9,500  | 7,000          | 9,500  | 6,500    | 9,500  | 5,500          | 7,000  | 5,500  | 7,000  | 5,500     | 7,000  |
|                                   | Production Planner           | 7,500      | 10,000 | 7,500  | 10,000 | 7,500 | 10,000 | 7,000             | 9,500  | 7,000     | 9,500  | 7,500          | 10,000 | 7,000    | 9,500  | 7,000          | 9,500  | 7,500  | 10,000 | 7,000     | 9,500  |
|                                   | Quality Controller           | 6,000      | 8,000  | 6,000  | 8,000  | 6,000 | 8,000  | 5,500             | 7,500  | 5,500     | 7,500  | 5,500          | 7,500  | 5,500    | 7,500  | 5,500          | 7,500  | 5,500  | 7,500  | 5,500     | 7,500  |
| Manufacturing - printing industry | Bookbinding machine operator | 5,500      | 8,500  | 5,500  | 8,500  | 5,500 | 8,500  | 5,500             | 8,000  | 5,500     | 8,000  | 5,500          | 8,500  | 5,500    | 8,000  | 5,500          | 8,000  | 5,500  | 8,500  | 5,500     | 8,000  |
|                                   | Printer                      | 7,000      | 11,000 | 7,000  | 11,000 | 7,000 | 11,000 | 6,500             | 10,000 | 6,500     | 10,000 | 6,500          | 10,000 | 6,500    | 10,000 | 6,500          | 10,000 | 7,000  | 11,000 | 6,500     | 1,0000 |
|                                   | Offset machinist             | 6,500      | 11,000 | 6,500  | 10,000 | 6,500 | 11,000 | 6,000             | 10,000 | 6,000     | 10,000 | 6,500          | 11,000 | 6,000    | 10,000 | 6,000          | 10,000 | 6,500  | 11,000 | 6,000     | 10,000 |
|                                   | Bookbinder                   | 4,800      | 5,200  | 4,800  | 5,200  | 4,800 | 5,200  | 4,800             | 5,000  | 4,800     | 5,000  | 4,800          | 5,200  | 4,700    | 5,000  | 4,800          | 5,000  | 4,800  | 5,200  | 4,700     | 5,000  |

# Salary Charts

| Province                          |                              | Greater Poland |        |         |        |        |        | Masovia  |        |                      |        | Łódź  |        | Lower Silesia |        |           |        |         |        | Lubusz       |        |                     |        |
|-----------------------------------|------------------------------|----------------|--------|---------|--------|--------|--------|----------|--------|----------------------|--------|-------|--------|---------------|--------|-----------|--------|---------|--------|--------------|--------|---------------------|--------|
| City                              |                              | Poznań         |        | Gniezno |        | Kalisz |        | Warszawa |        | Warsaw agglomeration |        | Łódź  |        | Wrocław       |        | Wałbrzych |        | Legnica |        | Zielona Góra |        | Gorzów Wielkopolski |        |
| Manufacturing                     | Gross salary                 | min            | max    | min     | max    | min    | max    | min      | max    | min                  | max    | min   | max    | min           | max    | min       | max    | min     | max    | min          | max    | min                 | max    |
|                                   | Shift Supervisor             | 9,500          | 12,000 | 8,000   | 10,000 | 8,000  | 10,000 | 9,500    | 12,000 | 9,000                | 12,000 | 8,500 | 11,000 | 8,500         | 12,000 | 8,500     | 10,500 | 8,500   | 11,000 | 9,000        | 11,000 | 9,000               | 11,000 |
|                                   | Foreman                      | 8,000          | 9,500  | 7,500   | 9,000  | 7,500  | 9,000  | 9,000    | 10,000 | 8,000                | 9,500  | 7,000 | 8,500  | 8,000         | 9,500  | 7,000     | 8,500  | 7,000   | 8,500  | 7,500        | 9,500  | 7,500               | 9,500  |
|                                   | Machine Operator             | 6,000          | 7,500  | 6,000   | 7,000  | 6,000  | 7,000  | 6,000    | 7,500  | 6,000                | 7,500  | 6,000 | 7,000  | 6,000         | 7,500  | 5,500     | 7,000  | 5,500   | 7,000  | 6,000        | 6,500  | 5,800               | 6,500  |
|                                   | Production Worker            | 5,000          | 5,500  | 4,500   | 5,500  | 4,800  | 5,500  | 5,000    | 5,500  | 5,000                | 5,700  | 5,000 | 6,000  | 5,000         | 6,000  | 4,700     | 5,500  | 4,500   | 5,500  | 4,600        | 5,500  | 4,500               | 5,500  |
|                                   | Electromechanic              | 8,500          | 11,000 | 7,500   | 9,000  | 7,500  | 9,500  | 9,500    | 10,500 | 8,500                | 10,000 | 7,500 | 9,000  | 8,000         | 10,000 | 7,500     | 8,500  | 7,000   | 8,500  | 7,000        | 9,500  | 7,000               | 9,000  |
|                                   | Maintenance Technician       | 8,500          | 11,000 | 7,000   | 9,000  | 7,000  | 9,500  | 8,500    | 10,000 | 7,800                | 9,500  | 6,500 | 8,000  | 8,000         | 9,500  | 7,000     | 8,500  | 7,500   | 8,000  | 7,000        | 9,000  | 7,000               | 9,000  |
|                                   | Tool locksmith / Toolmaker   | 7,000          | 9,000  | 7,000   | 8,500  | 7,000  | 8,500  | 8,000    | 10,000 | 7,500                | 9,000  | 7,500 | 8,500  | 6,500         | 8,000  | 6,000     | 7,000  | 6,000   | 7,500  | 6,000        | 7,500  | 6,000               | 8,000  |
|                                   | Constructor / Technologist   | 7,500          | 11,000 | 7,000   | 10,000 | 7,000  | 9,000  | 9,500    | 11,000 | 8,500                | 11,000 | 7,000 | 9,500  | 7,000         | 10,000 | 6,500     | 9,000  | 6,500   | 8,500  | 7,500        | 9,500  | 7,500               | 9,000  |
|                                   | Automation Technician        | 9,000          | 11,000 | 8,500   | 10,000 | 8,500  | 10,000 | 9,000    | 12,000 | 9,000                | 11,000 | 7,500 | 9,500  | 9,000         | 12,000 | 7,500     | 9,000  | 7,500   | 9,500  | 9,000        | 12,000 | 9,000               | 12,000 |
|                                   | Welder                       | 6,500          | 8,500  | 6,000   | 8,000  | 6,000  | 8,000  | 7,000    | 8,500  | 7,000                | 8,500  | 6,000 | 8,500  | 7,000         | 9,000  | 6,500     | 8,500  | 6,000   | 8,000  | 5,500        | 7,000  | 6,000               | 7,000  |
|                                   | Electrician                  | 7,500          | 9,000  | 7,000   | 8,500  | 6,500  | 8,000  | 7,000    | 9,000  | 7,000                | 8,500  | 7,500 | 8,500  | 7,500         | 8,500  | 7,000     | 8,000  | 6,500   | 8,000  | 7,000        | 9,000  | 7,000               | 8,500  |
|                                   | Mechanical Fitter            | 6,500          | 7,500  | 6,000   | 7,500  | 6,000  | 7,000  | 6,500    | 8,000  | 6,500                | 7,500  | 6,000 | 7,500  | 6,000         | 7,500  | 5,500     | 7,500  | 5,500   | 7,000  | 5,500        | 7,000  | 5,500               | 7,000  |
|                                   | CNC Operator                 | 6,000          | 7,500  | 5,500   | 7,000  | 6,000  | 7,500  | 6,000    | 8,000  | 6,000                | 7,500  | 5,500 | 7,000  | 6,000         | 7,500  | 5,700     | 7,000  | 5,700   | 7,000  | 5,700        | 6,500  | 5,500               | 6,500  |
|                                   | CNC Tool Setter              | 6,500          | 7,500  | 6,000   | 7,000  | 6,000  | 7,500  | 6,500    | 9,000  | 6,000                | 8,000  | 6,300 | 7,000  | 6,500         | 8,000  | 6,000     | 7,500  | 6,500   | 7,500  | 5,500        | 6,500  | 5,500               | 6,500  |
|                                   | CNC Tool Programmer          | 7,000          | 9,000  | 6,500   | 8,500  | 6,500  | 8,000  | 7,500    | 9,500  | 8,000                | 8,500  | 7,800 | 9,000  | 8,000         | 9,500  | 8,000     | 9,500  | 7,500   | 9,500  | 7,000        | 9,000  | 7,000               | 8,500  |
|                                   | Mechanic                     | 7,000          | 9,500  | 6,500   | 8,000  | 6,500  | 8,000  | 7,500    | 10,000 | 7,800                | 9,500  | 7,000 | 9,500  | 7,500         | 10,000 | 6,650     | 8,550  | 6,650   | 9,000  | 7,000        | 9,500  | 6,500               | 9,000  |
|                                   | Production Planner           | 7,500          | 9,500  | 7,000   | 8,500  | 7,000  | 8,500  | 8,500    | 10,000 | 8,500                | 9,000  | 7,200 | 8,000  | 7,000         | 9,500  | 6,500     | 9,000  | 6,000   | 9,000  | 6,500        | 9,000  | 6,500               | 9,000  |
|                                   | Quality Controller           | 5,500          | 7,500  | 5,500   | 6,500  | 6,000  | 7,000  | 6,500    | 8,000  | 6,500                | 7,500  | 5,500 | 7,000  | 6,500         | 7,500  | 6,000     | 7,300  | 6,500   | 7,000  | 5,000        | 6,500  | 5,000               | 6,000  |
| Manufacturing - printing industry | Bookbinding machine operator | 5,500          | 8,000  | 5,300   | 7,500  | 5,500  | 8,000  | 6,000    | 8,500  | 5,800                | 8,300  | 5,500 | 8,500  | 5,800         | 8,500  | 5,500     | 7,500  | 5,500   | 7,000  | 5,500        | 7,000  | 5,500               | 7,000  |
|                                   | Printer                      | 6,500          | 10,000 | 6,200   | 9,000  | 6,300  | 9,500  | 7,000    | 11,000 | 6,800                | 11,000 | 6,500 | 9,500  | 6,500         | 10,000 | 6,500     | 9,500  | 6,500   | 9,000  | 6,000        | 9,000  | 6,000               | 9,000  |
|                                   | Offset machinist             | 6,500          | 10,000 | 6,300   | 9,500  | 6,300  | 10,000 | 6,700    | 11,000 | 6,500                | 10,500 | 6,300 | 9,000  | 6,500         | 9,500  | 6,500     | 7,500  | 6,300   | 8,000  | 6,200        | 8,500  | 6,300               | 9,000  |
|                                   | Bookbinder                   | 4,900          | 5,300  | 4,700   | 5,200  | 4,800  | 5,000  | 5,000    | 5,300  | 5,000                | 5,300  | 4,800 | 5,200  | 4,900         | 5,300  | 4,800     | 5,300  | 4,800   | 5,200  | 4,800        | 5,200  | 4,700               | 5,200  |

# Salary Charts

| Province                          |                              | Lesser Poland |        | Opole  |        | Subcarpathia |        | Silesia  |        |             |        |               |        | Lublin |        | Świętokrzyskie |        |
|-----------------------------------|------------------------------|---------------|--------|--------|--------|--------------|--------|----------|--------|-------------|--------|---------------|--------|--------|--------|----------------|--------|
| City                              |                              | Kraków        |        | Opole  |        | Rzeszów      |        | Katowice |        | Częstochowa |        | Bielsko-Biała |        | Lublin |        | Kielce         |        |
| Manufacturing                     | Gross salary                 | min           | max    | min    | max    | min          | max    | min      | max    | min         | max    | min           | max    | min    | max    | min            | max    |
|                                   | Shift Supervisor             | 8,500         | 12,000 | 10,000 | 13,000 | 7,500        | 9,500  | 11,000   | 14,000 | 10,000      | 13,000 | 10,000        | 13,000 | 8,000  | 10,000 | 7,500          | 10,000 |
|                                   | Foreman                      | 7,500         | 9,500  | 8,000  | 11,000 | 6,500        | 8,000  | 7,500    | 11,000 | 7,500       | 11,000 | 7,500         | 11,000 | 6,500  | 8,000  | 6,500          | 8,000  |
|                                   | Machine Operator             | 5,500         | 7,000  | 6,000  | 7,500  | 5,000        | 6,000  | 5,800    | 6,500  | 5,500       | 6,500  | 5,500         | 6,500  | 5,500  | 6,500  | 5,500          | 6,500  |
|                                   | Production Worker            | 5,000         | 5,500  | 5,000  | 6,500  | 4,600        | 5,500  | 4,600    | 5,500  | 4,600       | 5,800  | 4,600         | 6,000  | 4,600  | 5,500  | 4,600          | 5,500  |
|                                   | Electromechanic              | 8,000         | 9,000  | 8,000  | 10,000 | 7,000        | 8,000  | 8,000    | 9,500  | 8,000       | 9,500  | 8,000         | 9,000  | 7,000  | 8,000  | 7,000          | 8,000  |
|                                   | Maintenance Technician       | 7,500         | 8,500  | 8,000  | 10,000 | 7,500        | 10,000 | 8,000    | 9,500  | 7,500       | 9,000  | 7,500         | 9,000  | 7,000  | 9,000  | 7,000          | 9,000  |
|                                   | Tool locksmith / Toolmaker   | 8,000         | 10,000 | 7,500  | 9,000  | 6,500        | 7,500  | 9,000    | 13,000 | 9,000       | 12,000 | 9,000         | 12,000 | 6,500  | 7,500  | 6,000          | 7,500  |
|                                   | Constructor / Technologist   | 7,000         | 10,000 | 9,000  | 12,000 | 7,000        | 9,000  | 9,000    | 12,000 | 8,000       | 11,000 | 8,000         | 11,000 | 7,000  | 9,000  | 7,000          | 9,000  |
|                                   | Automation Technician        | 8,500         | 9,500  | 8,500  | 12,000 | 8,000        | 12,000 | 9,000    | 12,000 | 8,500       | 11,000 | 8,500         | 11,000 | 8,000  | 12,000 | 8,000          | 12,000 |
|                                   | Welder                       | 7,000         | 8,500  | 7,500  | 9,000  | 6,000        | 8,000  | 7,000    | 8,500  | 7,500       | 9,000  | 7,000         | 9,000  | 6,500  | 9,000  | 6,500          | 8,000  |
|                                   | Electrician                  | 7,500         | 8,500  | 8,000  | 9,000  | 7,000        | 8,500  | 7,500    | 9,000  | 7,000       | 9,000  | 7,000         | 9,000  | 7,000  | 8,500  | 7,000          | 8,500  |
|                                   | Mechanical Fitter            | 6,000         | 7,500  | 7,000  | 8,000  | 5,500        | 6,500  | 6,500    | 7,500  | 6,000       | 7,500  | 6,000         | 7,500  | 5,500  | 6,500  | 5,500          | 6,500  |
|                                   | CNC Operator                 | 6,500         | 7,500  | 7,000  | 8,500  | 5,500        | 7,500  | 6,500    | 7,500  | 6,000       | 7,500  | 6,000         | 7,500  | 6,000  | 7,000  | 6,000          | 7,000  |
|                                   | CNC Tool Setter              | 7,000         | 9,000  | 8,000  | 9,000  | 6,000        | 8,500  | 7,000    | 9,000  | 7,000       | 9,000  | 7,000         | 9,000  | 6,500  | 8,000  | 6,000          | 8,000  |
|                                   | CNC Tool Programmer          | 8,000         | 10,000 | 9,000  | 10,000 | 7,000        | 9,000  | 9,000    | 10,000 | 8,000       | 10,000 | 8,000         | 10,000 | 7,000  | 9,000  | 7,000          | 9,000  |
|                                   | Mechanic                     | 7,500         | 8,500  | 8,000  | 9,000  | 6,500        | 8,000  | 8,000    | 9,000  | 7,500       | 8,500  | 8,000         | 9,000  | 6,500  | 8,000  | 6,500          | 8,000  |
|                                   | Production Planner           | 7,500         | 9,500  | 8,000  | 12,000 | 6,500        | 9,000  | 7,500    | 10,000 | 7,000       | 9,000  | 7,000         | 9,000  | 6,500  | 8,500  | 6,500          | 8,500  |
|                                   | Quality Controller           | 5,500         | 6,500  | 6,500  | 7,000  | 5,500        | 6,000  | 5,500    | 6,500  | 5,500       | 6,000  | 5,500         | 6,000  | 5,500  | 6,500  | 5,000          | 6,500  |
| Manufacturing - printing industry | Bookbinding machine operator | 5,500         | 7,000  | 6,000  | 7,500  | 5,500        | 7,000  | 6,000    | 7,500  | 6,000       | 7,500  | 6,000         | 7,500  | 5,500  | 7,000  | 5,500          | 7,000  |
|                                   | Printer                      | 7,000         | 9,000  | 7,000  | 9,000  | 6,500        | 8,000  | 7,000    | 9,000  | 7,000       | 8,500  | 7,000         | 8,500  | 6,500  | 8,000  | 6,500          | 8,000  |
|                                   | Offset machinist             | 6,500         | 9,000  | 6,800  | 10,000 | 6,500        | 9,000  | 6,500    | 10,000 | 6,500       | 10,000 | 6,500         | 10,000 | 6,500  | 9,000  | 6,500          | 9,000  |
|                                   | Bookbinder                   | 4,800         | 5,300  | 4,800  | 5,300  | 4,800        | 5,300  | 4,900    | 5,400  | 4,900       | 5,400  | 4,900         | 5,400  | 4,800  | 5,300  | 4,800          | 5,300  |

# Salary Charts

|                           | Province              | Pomerania  |        | West Pomerania |        |
|---------------------------|-----------------------|------------|--------|----------------|--------|
|                           | City                  | Trójmiasto |        | Szczecin       |        |
| Manufacturing - Shipyards | Gross salary          | min        | max    | min            | max    |
|                           | Welder                | 8,000      | 12,000 | 8,000          | 12,000 |
|                           | Mechanical Fitter     | 7,000      | 9,000  | 6,700          | 9,000  |
|                           | Electrician           | 8,500      | 12,000 | 8,500          | 12,000 |
|                           | Automation Technician | 11,500     | 13,500 | 11,500         | 13,500 |
|                           | Assembler             | 7,500      | 10,000 | 7,500          | 10,000 |
|                           | Mechanic              | 7,500      | 11,000 | 7,500          | 11,000 |
|                           | Painter               | 6,500      | 8,500  | 6,500          | 8,500  |

|                           | Province         | Silesia  |       |             |       |
|---------------------------|------------------|----------|-------|-------------|-------|
|                           | City             | Katowice |       | Częstochowa |       |
| Manufacturing - Ironworks | Gross salary     | min      | max   | min         | max   |
|                           | Furnace Operator | 7,000    | 8,000 | 6,500       | 7,500 |
|                           | Electrician      | 7,500    | 9,000 | 7,000       | 9,000 |
|                           | Mechanic         | 7,500    | 9,000 | 7,000       | 9,000 |

# Salary Charts

| Province  |                                 | Pomerania  |        |        |        |       |       | Kuyavia-Pomerania |       |           |       | West Pomerania |       |          |       | Warmia-Masuria |       |        |       | Podlasie  |       |
|-----------|---------------------------------|------------|--------|--------|--------|-------|-------|-------------------|-------|-----------|-------|----------------|-------|----------|-------|----------------|-------|--------|-------|-----------|-------|
| City      |                                 | Trójmiasto |        | Słupsk |        | Tczew |       | Toruń             |       | Bydgoszcz |       | Szczecin       |       | Koszalin |       | Olsztyn        |       | Elbląg |       | Białystok |       |
| Logistics | Gross salary                    | min        | max    | min    | max    | min   | max   | min               | max   | min       | max   | min            | max   | min      | max   | min            | max   | min    | max   | min       | max   |
|           | Foreman                         | 8,500      | 10,000 | 8,500  | 10,000 | 7,000 | 8,000 | 7,500             | 8,500 | 7,500     | 8,500 | 7,500          | 9,500 | 7,500    | 9,500 | 7,500          | 9,500 | 8,000  | 9,500 | 7,500     | 9,000 |
|           | UDT-certified Forklift Operator | 6,500      | 8,500  | 6,500  | 8,500  | 6,500 | 8,500 | 6,000             | 7,500 | 6,000     | 7,500 | 6,500          | 8,000 | 6,000    | 7,500 | 6,000          | 7,500 | 6,000  | 8,000 | 5,500     | 7,500 |
|           | Warehouseman                    | 5,300      | 6,500  | 5,300  | 6,500  | 5,300 | 6,500 | 5,000             | 6,300 | 5,000     | 6,300 | 5,500          | 6,500 | 5,000    | 6,000 | 5,300          | 6,300 | 5,000  | 6,300 | 5,000     | 6,000 |
|           | Logistician                     | 6,500      | 9,500  | 6,500  | 9,500  | 6,500 | 9,500 | 6,000             | 9,000 | 6,000     | 9,000 | 6,500          | 9,000 | 6,500    | 9,000 | 6,000          | 9,000 | 6,000  | 9,000 | 6,000     | 9,000 |
|           | Forwarder                       | 7,000      | 9,500  | 7,000  | 9,500  | 7,000 | 9,500 | 6,500             | 9,000 | 6,500     | 9,000 | 6,500          | 9,000 | 6,500    | 9,000 | 6,500          | 9,000 | 6,500  | 9,000 | 6,500     | 9,000 |
|           | Purchasing Specialist           | 7,500      | 11,000 | 7,000  | 9,000  | 6,500 | 8,000 | 7,000             | 9,000 | 7,000     | 9,000 | 6,500          | 8,000 | 6,500    | 8,000 | 6,500          | 8,000 | 6,500  | 8,000 | 6,500     | 8,000 |

| Province  |                                 | Greater Poland |        |         |       |        |       | Masovia  |        |                      |        | Łódź  |       | Lower Silesia |       |           |       |         |       | Lubusz       |       |                     |       |
|-----------|---------------------------------|----------------|--------|---------|-------|--------|-------|----------|--------|----------------------|--------|-------|-------|---------------|-------|-----------|-------|---------|-------|--------------|-------|---------------------|-------|
| City      |                                 | Poznań         |        | Gniezno |       | Kalisz |       | Warszawa |        | Warsaw agglomeration |        | Łódź  |       | Wrocław       |       | Wałbrzych |       | Legnica |       | Zielona Góra |       | Gorzów Wielkopolski |       |
| Logistics | Gross salary                    | min            | max    | min     | max   | min    | max   | min      | max    | min                  | max    | min   | max   | min           | max   | min       | max   | min     | max   | min          | max   | min                 | max   |
|           | Foreman                         | 8,000          | 9,500  | 7,500   | 9,000 | 7,500  | 9,000 | 8,500    | 10,000 | 8,000                | 10,000 | 8,000 | 9,000 | 8,000         | 9,500 | 7,000     | 8,550 | 7,000   | 8,550 | 7,500        | 9,000 | 7,200               | 9,500 |
|           | UDT-certified Forklift Operator | 6,500          | 7,500  | 6,000   | 7,500 | 6,000  | 7,500 | 6,500    | 8,500  | 6,000                | 8,200  | 6,000 | 7,500 | 6,000         | 8,000 | 5,700     | 7,125 | 6,000   | 7,125 | 6,000        | 7,500 | 5,800               | 7,500 |
|           | Warehouseman                    | 5,000          | 6,000  | 5,000   | 6,000 | 5,000  | 6,000 | 5,500    | 6,500  | 5,500                | 6,300  | 5,500 | 6,000 | 5,500         | 6,500 | 5,000     | 6,650 | 5,300   | 6,500 | 5,300        | 6,500 | 5,200               | 6,800 |
|           | Logistician                     | 6,800          | 9,000  | 6,500   | 8,000 | 6,500  | 8,000 | 7,500    | 9,000  | 7,000                | 8,500  | 7,000 | 8,500 | 6,800         | 9,000 | 6,500     | 8,500 | 6,500   | 8,000 | 6,800        | 8,300 | 6,800               | 7,800 |
|           | Forwarder                       | 7,000          | 10,000 | 6,500   | 8,000 | 6,500  | 8,300 | 8,000    | 9,500  | 7,500                | 8,500  | 6,500 | 7,500 | 6,800         | 9,000 | 6,300     | 8,500 | 6,500   | 9,000 | 6,800        | 9,000 | 6,800               | 8,500 |
|           | Purchasing Specialist           | 6,500          | 8,500  | 6,500   | 7,500 | 6,500  | 7,500 | 7,500    | 8,500  | 6,500                | 8,000  | 6,500 | 7,500 | 6,800         | 8,500 | 6,500     | 8,500 | 6,300   | 8,550 | 6,800        | 9,000 | 6,500               | 8,500 |

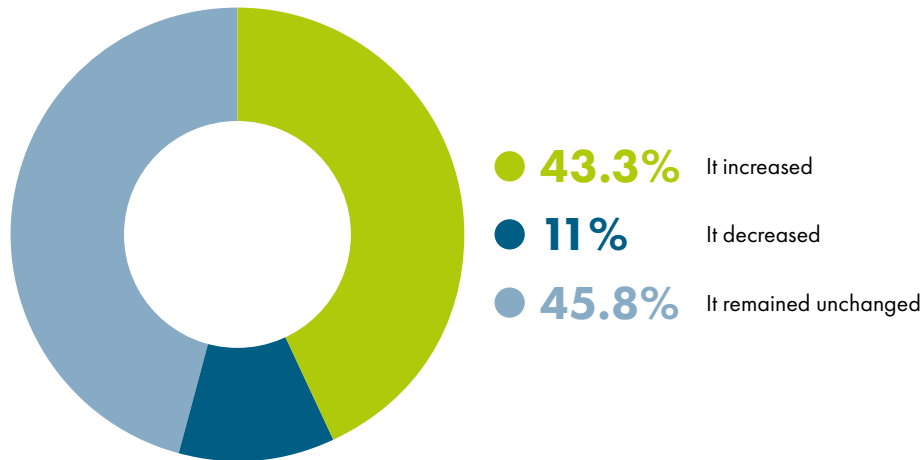
| Province  |                                 | Lesser Poland |        | Opole |        | Subcarpathia |        | Silesia  |        |             |        |               |        | Lublin |       | Świętokrzyskie |       |
|-----------|---------------------------------|---------------|--------|-------|--------|--------------|--------|----------|--------|-------------|--------|---------------|--------|--------|-------|----------------|-------|
| City      |                                 | Kraków        |        | Opole |        | Rzeszów      |        | Katowice |        | Częstochowa |        | Bielsko-Biała |        | Lublin |       | Kielce         |       |
| Logistics | Gross salary                    | min           | max    | min   | max    | min          | max    | min      | max    | min         | max    | min           | max    | min    | max   | min            | max   |
|           | Foreman                         | 6,500         | 7,500  | 7,000 | 9,000  | 6,500        | 8,000  | 7,000    | 9,000  | 6,500       | 8,500  | 6,500         | 8,500  | 6,500  | 8,000 | 6,500          | 8,000 |
|           | UDT-certified Forklift Operator | 5,500         | 6,500  | 6,000 | 7,500  | 5,500        | 6,500  | 6,000    | 6,500  | 6,000       | 6,500  | 5,500         | 6,000  | 5,500  | 6,500 | 5,500          | 6,500 |
|           | Warehouseman                    | 5,000         | 6,000  | 5,500 | 6,000  | 5,000        | 6,000  | 5,000    | 6,000  | 5,000       | 5,500  | 5,000         | 5,500  | 5,000  | 6,000 | 5,000          | 6,000 |
|           | Logistician                     | 7,000         | 10,000 | 7,000 | 10,000 | 6,500        | 9,000  | 7,500    | 10,000 | 7,000       | 9,000  | 7,000         | 9,000  | 6,500  | 8,500 | 6,500          | 8,500 |
|           | Forwarder                       | 7,000         | 10,000 | 7,500 | 9,500  | 6,500        | 10,000 | 7,000    | 9,000  | 7,000       | 9,000  | 7,000         | 9,000  | 6,500  | 9,000 | 6,500          | 9,000 |
|           | Purchasing Specialist           | 7,500         | 11,000 | 7,500 | 12,000 | 7,000        | 9,000  | 8,000    | 12,000 | 7,000       | 10,000 | 7,000         | 10,000 | 6,500  | 9,000 | 6,500          | 9,000 |

# Financial expectations of employees

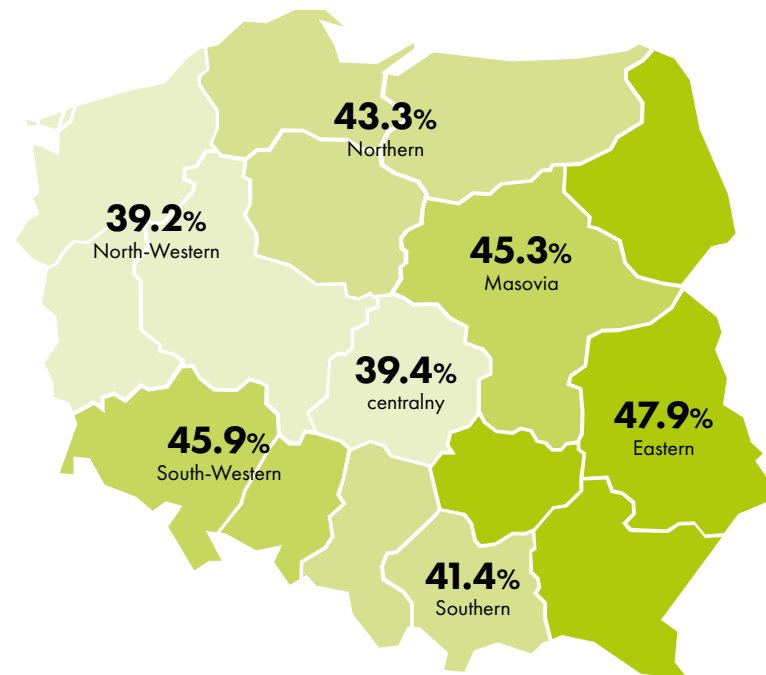
According to data from a survey we conducted among employees in August 2024, in Q2 2024 more than 4 out of 10 employees have received a pay rise. A tenth of all workers declared their earnings to have decreased. For over 45% of our respondents, their remuneration remained unchanged.

The percentage of respondents declaring increased earnings decreases with age – in the youngest age group, 59% of respondents have declared pay raises while the same was true only for 35% of the oldest workers. When it comes to education levels, we have observed an opposite trend – the higher one's education, the more frequent pay raises (38% for vocational school graduates, 44% for university alumni) The pay raises went primarily to workers from cities with populations of 100-199 thousand: they accounted for 52% of beneficiaries, while only 40% of the countryside and small-town residents could say the same.

## How did your earnings change in the last quarter?



## Expected salary change in the coming months – salary increase\*



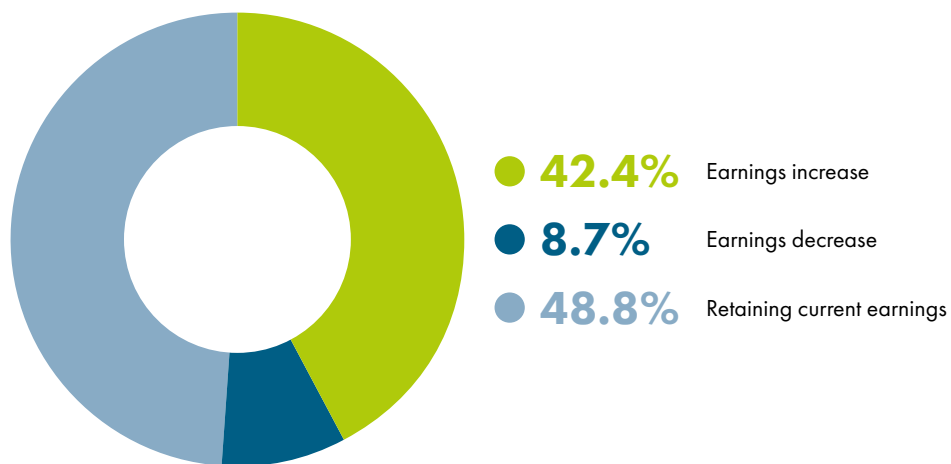
\*The percentage of people in a given region who declare an increase in salary.



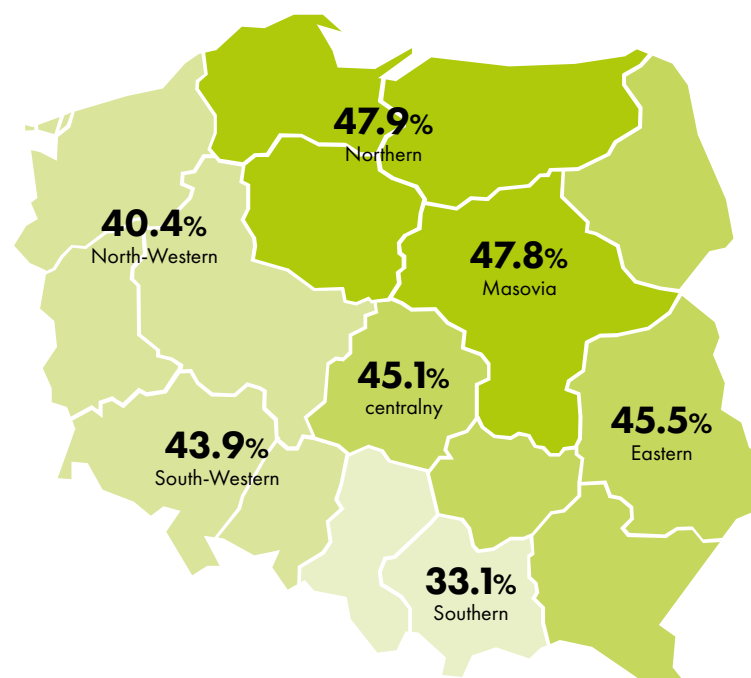
# Financial expectations of employees

The majority of our respondents don't expect pay raises in the coming months. At the same time, 42% expect a salary increase. The hopes are highest among the youngest employees – as many as 61% of respondents up to 24 years of age expect them, as compared to only 32% of people above the age of 50. Pay raises are more commonly expected by residents of the largest cities (46%) and highest earners (53%). Men tend to have slightly higher pay raise expectations (44% as compared to 41% among women).

## What change to your earnings are you expecting in the coming months?



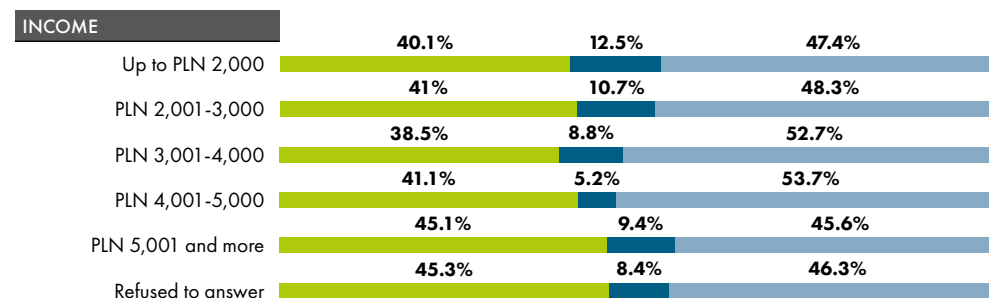
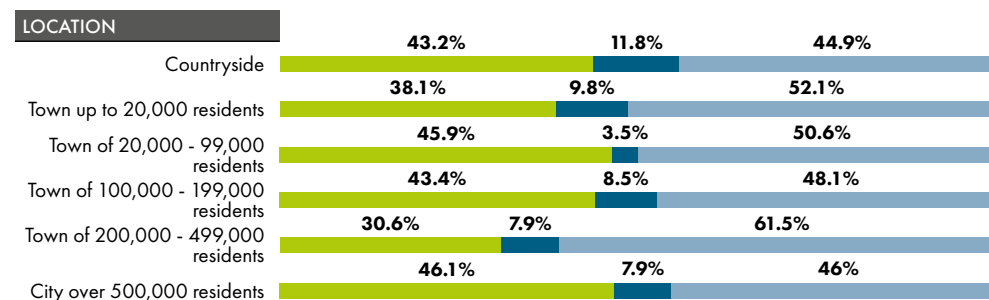
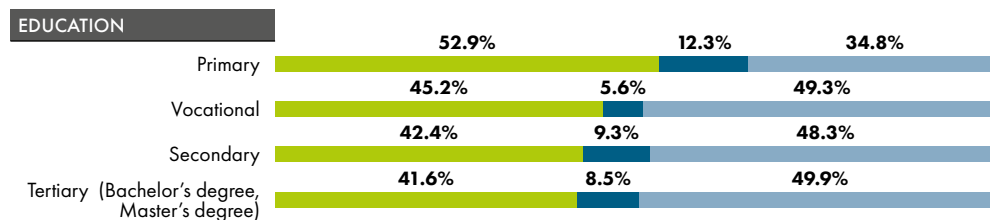
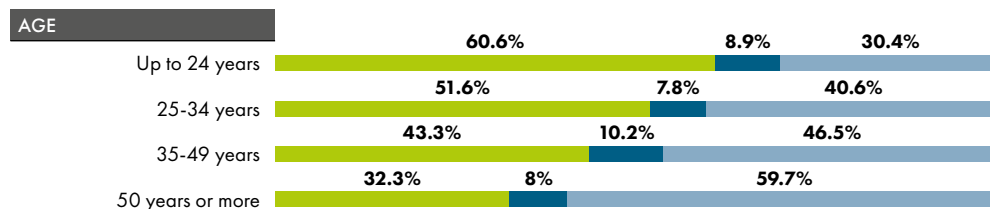
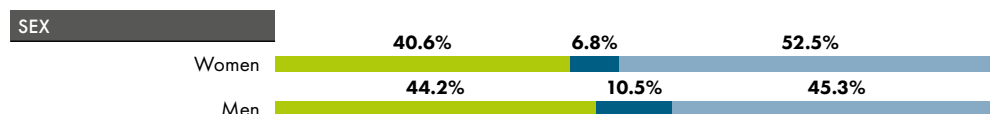
## Expected salary change in the coming months – salary increase\*



\*The percentage of people in a given region who expect an increase in salary.

# Financial expectations of employees

## What change to your earnings are you expecting in the coming months?

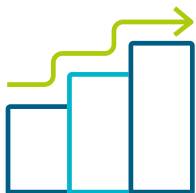


Earnings increase

Earnings decrease

Retaining current earnings

# Data used in the report



## Market data

Analysis of the situation on Poland's job market was based on the data of Central Statistical Office (GUS).



## Salary Charts

The salary research has been carried out by Gi Group recruitment experts over Q2 2024. We have analyzed 11,032 up to date candidate records and the salary budgets of 184 businesses in the industrial sector, of which 92% utilized full-time employment (FTE).

The report presents gross monthly pay in PLN, ranging from minimum to maximum values. The sums provided include bonuses typical for a given position, such as presence, performance, team results, discretionary or shift work bonuses.



## Questions concerning salaries - employee research

The research has been carried out using the CAWI method in the SW Panel by the SW Research agency in the period of August 1-8 2024. It encompasses a sample of 837 employed people, representative in terms of sex, age and place of residence.

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Gi Group's overarching goal is to actively co-create and promote a sustainable, improved and satisfying global labor market that reflects the ever-changing needs of companies and candidates.

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[\*\*➔ MORE INFORMATION\*\*](#)



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### Salaries in the manufacturing and logistics sectors: low and middle-ranking positions. 2024 Report

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