



Labour Market Barometer

19th edition
April 2025

Labour Market Barometer

19th edition

April 2025

PARTNERS OF THIS EDITION



Table of Contents

Foreword	4	Counteracting employee turnover	55
Report in numbers	5	Turnover – a growing challenge for businesses	56
Salaries	7	Counteracting employee turnover	57
Salary changes over the past quarter – employer perspective	8	Satisfaction with current jobs	58
Salary changes over the past quarter – employee perspective	9	Reasons for changing jobs	59
How do employees rate their material situation?	11	What would convince employees to stay at their current workplace?	60
Salary expectations of employees	12	Reskilling and upskilling – needs and available support	62
Who expects a pay raise?	13	Are employees ready for reskilling?	63
Salary expectations of employees	14	Who's interested in changing their job?	64
What pay raises do the employees expect?	15	What is the preferred direction for employee development?	65
Remuneration plans of businesses	17	Supporting employees in their professional growth	67
Why do employers choose to raise wages?	19	In which areas do companies support the development of employees' skills?	68
Pay transparency on the Polish labour market	21	Automation and the use of AI solutions	70
Pay transparency – new obligations and challenges ahead of employers	25	Automation from the perspective of businesses	71
Pay transparency – employee perspective	28	The use of AI and automation in Polish businesses	72
Current trends and recruitment challenges	31	The use of AI and automation in recruitment processes	74
Recruitment plans of the businesses	32	Obstacles in implementing automation and AI-based solutions	78
What kind of employees are employers looking for?	36	Do employees understand the role of AI and automation in their workplace?	81
Difficulties in recruiting new employees	40	Opportunities to learn about AI in the workplace	83
Reasons behind recruitment difficulties	41	Using AI at work	87
How are the businesses addressing recruitment difficulties?	42	Technology and AI at work – employees' concerns	89
Plans of employees to change jobs	43	The importance of flexibility	91
Who is planning to change their job?	44	Utilisation of flexible forms of employment	92
Concerns about losing one's job	46	In which aspects of work are employees ready for flexibility?	97
Who's concerned about losing their job?	47	Flexible forms of employment from employee perspective	102
Employee activity on the job market	49	Challenges related to flexible forms of employment	105
Means of seeking employment	50	Research Methodology	109
Job-seeking methods across age groups	51	Demographic structure of the sample	110
Job-seeking methods across places of residence	52	Gi Group Holding – global HR ecosystem	112
Job-seeking methods across industries	53		
How are employers seeking new employees?	54		



Marcos Segador Arrebola

Managing Director, Gi Group Holding in Poland

Each edition of the Labour Market Barometer reaffirms our belief that change is the only constant in the job market. While this may sound like a truism, there is no doubt that in recent years, the scale and the pace of changes have both reached unprecedented levels. Economic uncertainty, technological breakthroughs, dynamic regulatory changes, and ongoing demographic challenges are all transforming the labour market in ways few would have predicted just a decade ago.

Digitisation, ever-accelerating automation, and now also the rapid expansion of artificial intelligence are all examples of technological transformations shaping the modern work environment. Their impact spans all industries and positions, altering market structure and reshaping the demand for roles and skills.

Demographic factors cannot be overlooked either — Western societies are aging and the available workforce is shrinking, leading to growing labour shortages. This, in turn, leads to shifts in employee expectations, multigenerational teams growing more common and the need to adapt the management models to new circumstances.

These trends are further bolstered by external factors: the aftermath of the pandemic, geopolitical conflicts, global supply chain disruptions and the increasing cost pressure. Businesses now operate in an environment requiring them to not only keep up with the changes but also skillfully balance the growing demands of customers and employees alike while maintaining competitiveness. In such a dynamic landscape, this is no easy task.

Faced with these numerous challenges, many business leaders are asking themselves a fundamental question: what direction should we take? Should we invest in technology or people? Should we focus on reducing costs or on building a quality advantage? Which strategies will not only help an organisation survive but also thrive in this turbulent environment?

In this edition of the Labour Market Barometer, we pay particular attention to two aspects forming an increasingly large part of business strategies: automation and flexibility.

We asked employers about their perception of, and utilisation of AI solutions and automation in their companies, as well as what they see as the main barriers to implementation. We asked employees similar questions. What stands out? Contrary to the popular belief, replacing people with machines for routine tasks isn't the top priority of businesses – nor is it the biggest concern for employees.

The other key topic explored in this report is flexibility. It has become a buzzword, frequently mentioned in discussions about an organisation's resilience to market turbulence. Companies are expected to be flexible, and the same is required of employees. But what exactly does flexibility mean in practical terms? What challenges does it bring, and most importantly, how can organisations prepare to be truly flexible rather than merely reacting to crises as they arise?

The Labour Market Barometer remains a valuable source of knowledge on current trends in recruitment, salaries and employee development. As in previous years, we analyse companies' plans, comparing them with employee expectations and aspirations in hopes of identifying both the common ground and divergences. In this edition, we also took a closer look at pay transparency, which—due to the necessity of aligning Polish regulations with the EU directive—is becoming a major challenge for many businesses.

We have no illusions of being able to capture the full spectrum of changes occurring in the labour market. However, we still strive to highlight the most important ones for a given moment in time and to examine them from both employer and employee perspectives. I believe this 19th edition of our report will provide you with valuable insights and a deeper understanding of the dynamics shaping this new reality.

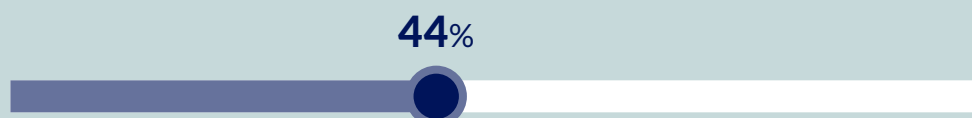
I welcome you to have an illuminating lecture.

Report in numbers

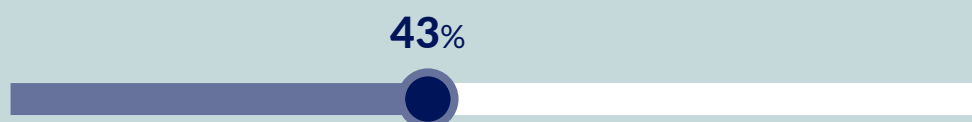
Employees



of surveyed employees expect a pay raise in the coming months



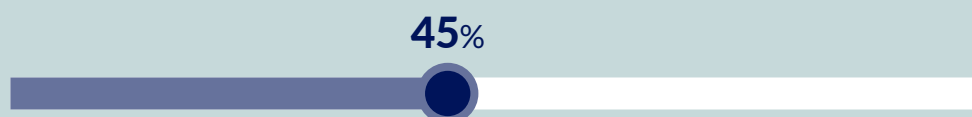
of respondents are planning to change their jobs within the next 2 years



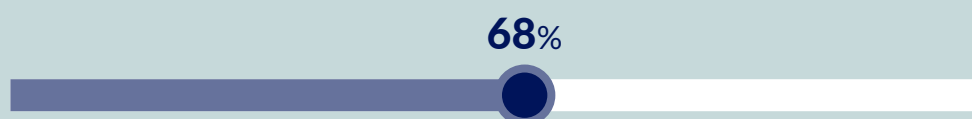
of respondents consider reskilling



of employees are already using AI tools in their everyday work



of respondents are willing to keep continually improving their qualifications



of employees are satisfied with their current workplace

Report in numbers

Employers

28%



of businesses plan on raising wages in the upcoming quarter

50%



of employers have faced recruitment difficulties in the past few months

47%



of employers struggled with turnover of at least one group of employees

56%



of surveyed businesses utilises flexible forms of employment

42%



of employers are using AI or automation in human resources management

13%



of businesses offer no support for the development of employee skills



Salaries

Salary changes over the past quarter – employer perspective

Salary changes in Q4 2024 - businesses

31.8%

Increased salaries

56.3%

Retained current salaries

5.1%

Reduced salaries

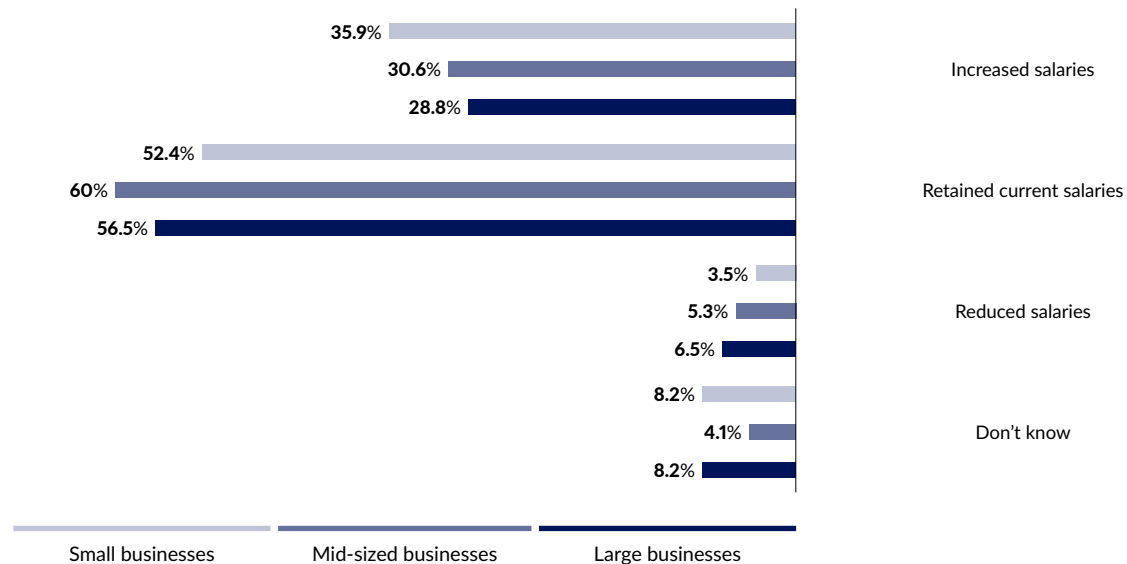
6.9%

Don't know

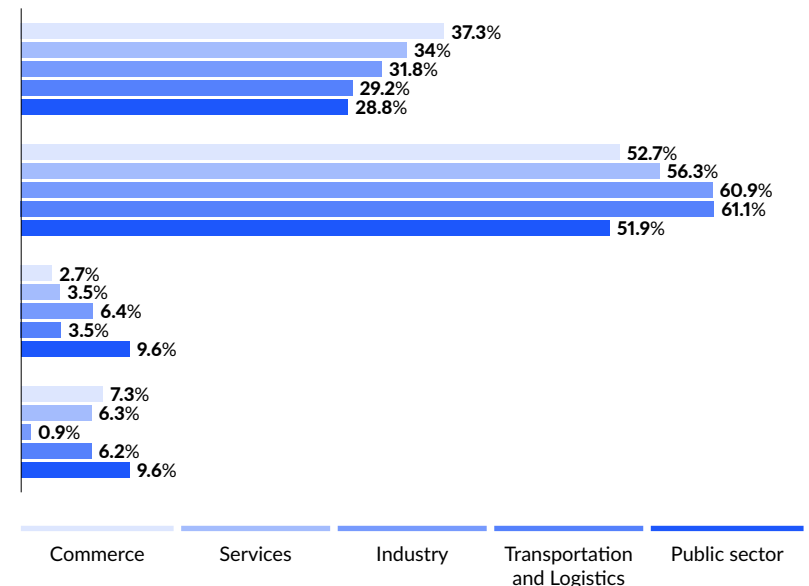
In the last quarter, 31.8% of researched companies have chosen to raise wages, which marked a slight increase compared to the analogous period a year ago (29%) and a similar level to the end of 2022 (30%). At the same time, the percentage of businesses retaining their current salaries has decreased – 56.3%, as compared to almost 60% a year ago and over 65% two years ago. Therefore, we can observe a steady decrease in the number of businesses avoiding salary changes. The share of companies that chose to lower wages amounted to 5.1% this year (as compared to 5.3% a year ago).

On the other hand, the profile of businesses raising salaries had changed. This year, pay raises occurred primarily in small enterprises, while a year ago the same was true of larger businesses. Commerce and service industries proved most active in this regard. Meanwhile, industrial, transportation and logistics sectors were much more likely to retain their current wages. It bears mentioning the public sector, where a tenth of all respondents declared having decreased salaries.

Salary changes depending on company size



Salary changes depending on industry



Salary changes over the past quarter – employee perspective

In the last quarter, did your salary:

38.9%

Increase

13.5%

Decrease

47.6%

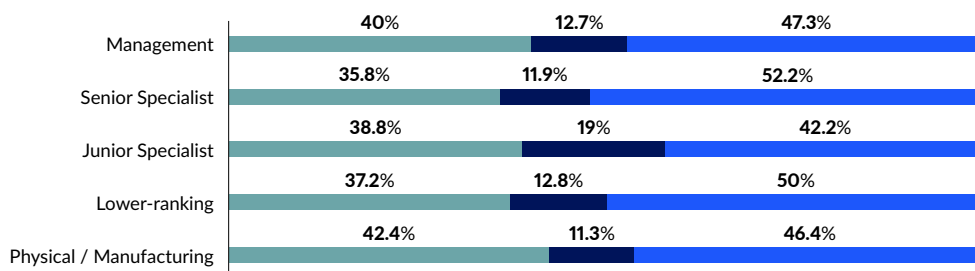
Remain unchanged

The percentage of surveyed employees declaring a pay raise over the past quarter reached almost 39% – the same as in the analogous period a year ago. At the same time, for a second year in a row, the percentage of people declaring reduced pay has grown. As of writing, it amounts to 13.5% (an increase of 1.3 p.p. y/y).

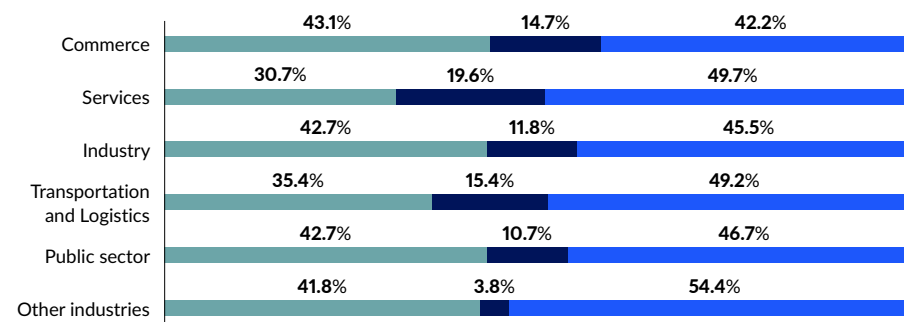
Pay raises usually concern physical and manufacturing workers, which most likely has been caused by the minimum wage increase that took place on January 1st, 2025 (the research was carried out after this change). This seems to be further confirmed by the analysis of pay raises in various industries – the wages increased primarily in the public sector, industry and commerce, where the wages often hover around the minimum wage, or a level slightly above it.

Pay raises went primarily to residents of Central and North-Western regions. On the other hand, the Southern region, where the average gross salary tends to be among the highest, pay raises were declared much less often. It is there where most pay decreases were reported.

Salary changes across positions



Salary changes across industries



Increase

Decrease

Remain unchanged

Salary changes over the past quarter – employee perspective

What is the percentage change of your salary?

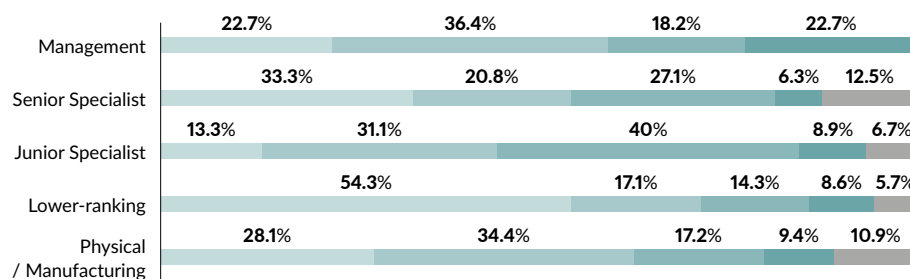


Almost 30% of employees received a pay raise of under 10%, with a further 28% able to expect an increase of exactly 10%. Greater increases, between 11 and 20 percent, were declared by 24% of respondents. When compared to a year ago, the increases erred toward the lowest range – it was true of almost 58% of respondents, as compared to 40.7% last year. While the percentage share of people who received pay raises has remained at a similar level, their scale was notably smaller than a year ago.

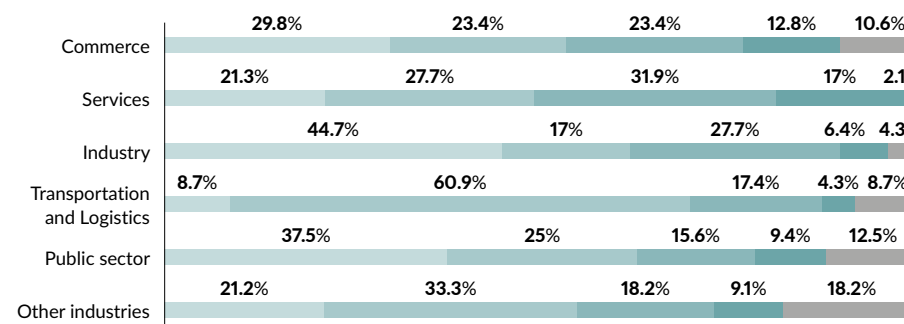
In the case of lower-ranking positions, as well as senior specialists, pay raises under 10% predominated. On the other hand, managers, junior specialists and manufacturing workers were more likely to report a 10% increase. Pay raises of 11-20% concerned primarily junior specialists, while increases exceeding 20% were largely confined to leadership positions.

Pay raises of over 10% predominated in industrial and public sectors. 10% increases were most common in transportation and logistics (at 60.9%). The highest raises took place in the services sector. It bears mentioning that the greatest salary increases generally went to top earners.

Salary increases across positions



Salary increases across industries



Under 10%

10%

11 – 20%

Over 20%

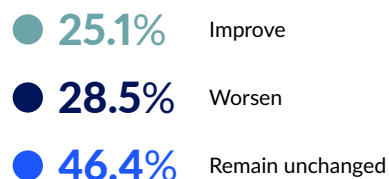
I don't know

How do employees rate their material situation?

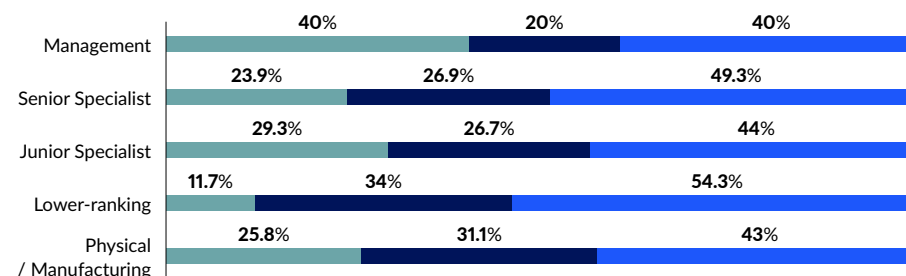
We asked our respondents to appraise their material situation in the past six months. A majority (46.4%) saw no notable change, while 28.5% claimed it worsening. A fourth of all respondents (25.1%) consider their situation to have improved.

The improvement was felt primarily by management staff (40%), who were also the least likely to claim it worsening. On the other hand, the degradation of one's finances was pointed out mainly by the lower-ranking (34%) and manufacturing (31.1%) employees. However, a quarter of the latter group saw an improvement. Among the lower-ranking employees, only 11.7% saw an improvement and 54.3% consider their situation unchanged. The answers varied slightly across the age groups. The youngest employees were the most positive, with 36.8% declaring an improvement. Most of the negative answers were submitted in the 45-54 age group, where 34% of the respondents described their situation as worsening, with only 17.9% claiming an improvement. It should come as little surprise that the results show a clear correlation between the salary level and the appraisal of one's material situation – the higher one's pay, the more likely they are to declare an improved material situation and less likely to claim it worsening.

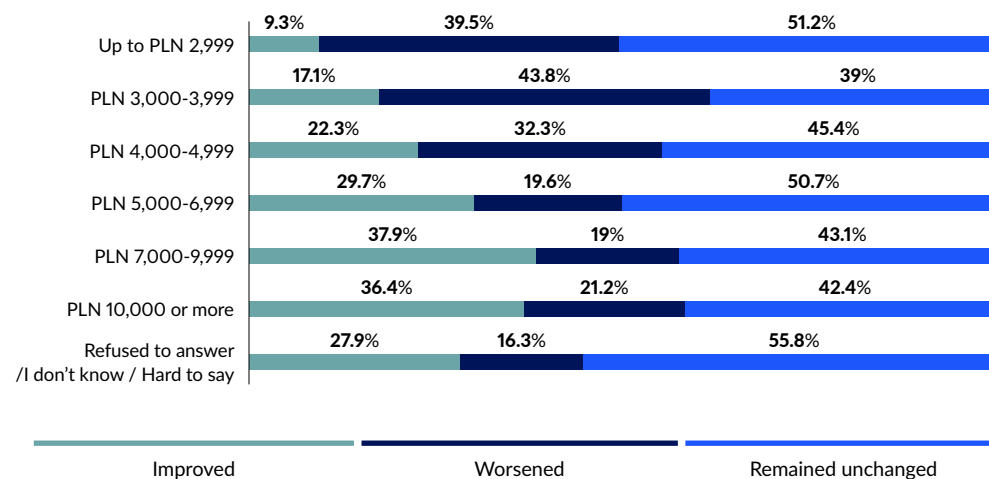
Over the past six months, did your material situation:



Material situation change across positions



Material situation change across income levels



Salary expectations of employees

What do you expect, when it comes to salaries, over the coming months?

56%

Salary increase

33.5%

Retaining current salary

4.9%

Salary decrease

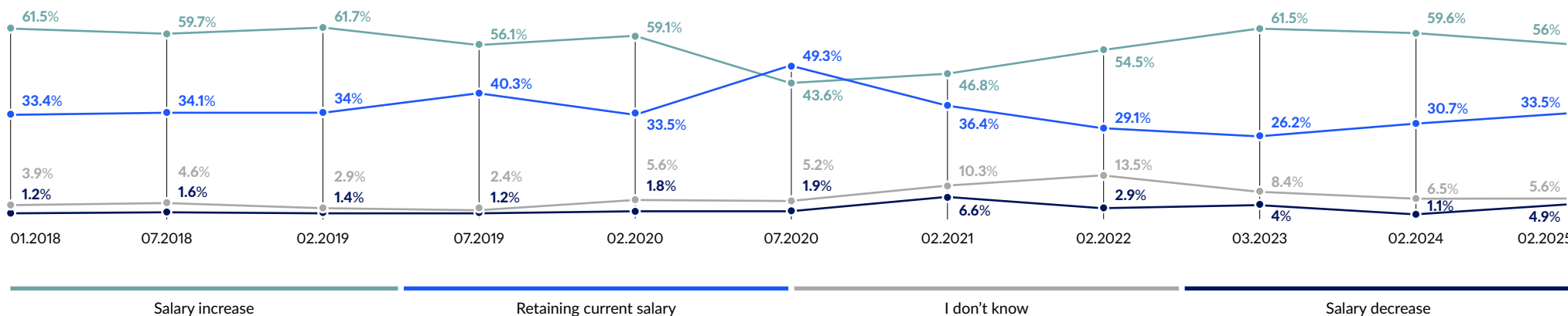
5.6%

I don't know

The analysis of data concerning the expected changes indicates a shifting trend – while the pressure to increase salaries remains high, its intensity is weakening slightly. Growing employee expectations – motivated primarily by the runaway inflation and an ongoing recruitment boom – are now a thing of the past.

56% of respondents expect a pay raise in the coming months – marking a 3.6 p.p. decrease as compared to the previous year and a 5.5 p.p. decrease as compared to two years ago. An increasing number of people expect their salaries to remain at a similar level (increase of 2.8 p.p.). Furthermore, 4.9% of respondents expect their salary to decrease – marking the highest result since 2018, with the exception of pandemic-stricken 2021.

Expected salary change - comparison of results across past years



Who expects a pay raise?

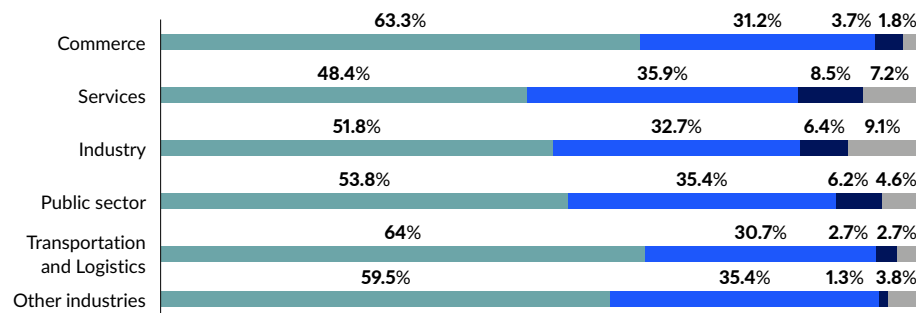
Similar to a year ago, manufacturing employees (58.9%) and managers (60%) are the most expectant of pay raises. However, all vocational groups have lower expectations than they did a year ago – even though the change is most noticeable among manufacturing employees. A year ago, 71% of respondents from this group expected a pay raise. Now it's only 60%. The number of people expecting a salary decrease has also increased, especially among junior specialists (8.6%).

The majority of people expecting a pay raise work in the commerce (63.3%) and logistics (64%) sectors. Services and industrial sector workers are the least expectant of a pay raise. In terms of age groups, people aged 25-44 and 55+ are most expectant of a pay increase. On the other hand, the 45-54 age group marked a stark decrease in terms of such expectations (-15.1 p.p. y/y). The youngest age group (up to 24 years) is the most concerned about pay decreases (10.3%).

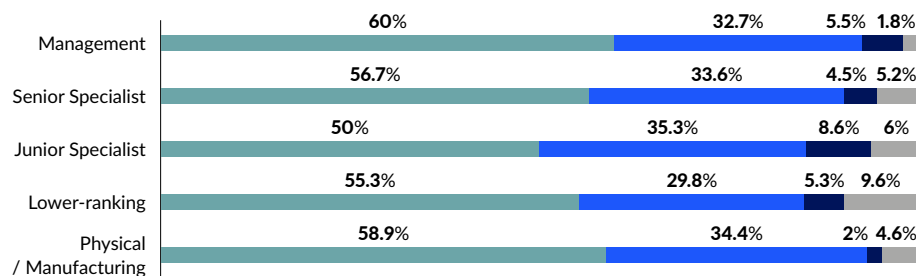
Salary increase expectations are most common in smaller towns, up to 20,000 residents (67.7%). Those living in the largest cities, over 500,000 residents, are much less optimistic (49.4%).

Salary expectations of employees

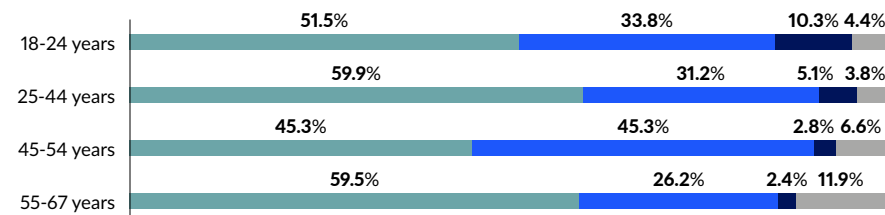
Salary expectations across industries



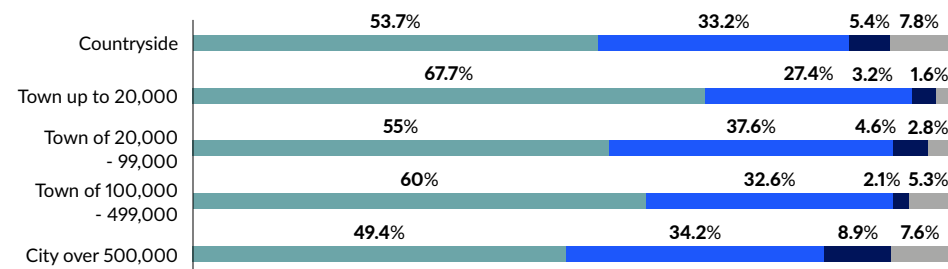
Salary expectations across positions



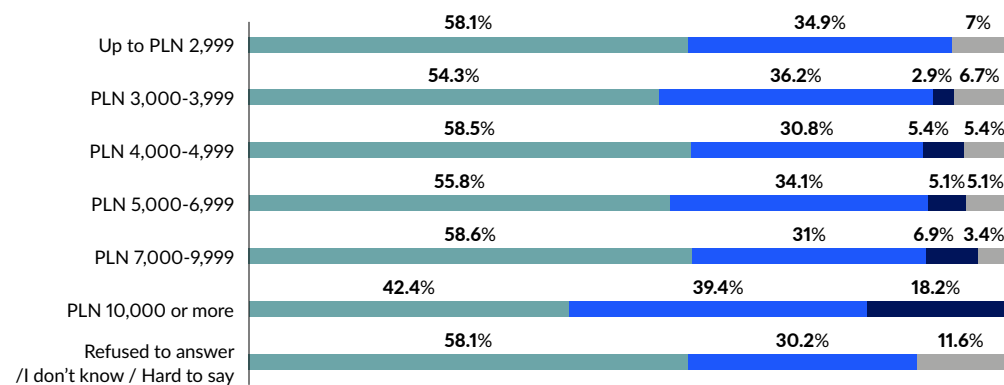
Salary expectations across age groups



Salary expectations across places of residence



Salary expectations across income levels



Salary increase

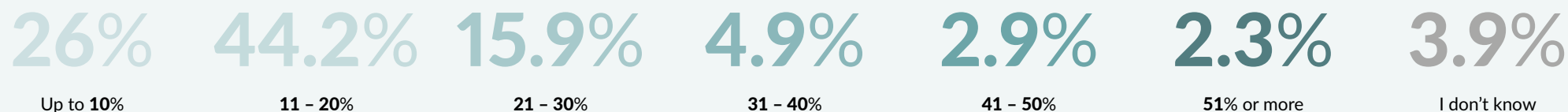
Retaining current salary

Salary decrease

I don't know

What pay raises do the employees expect?

Expected salary increase



Over 44% of respondents expecting a pay rise in the coming months predict an increase of 11-20%. This marks a slight increase as compared to the year before, when 42% of respondents had declared so. At the same time, the number of respondents expecting a pay raise of up to 10% has grown slightly – this opinion is currently held by 26% of all respondents predicting receiving a pay raise in the first place. A year ago, this amounted to a little under 19%. On the other hand, the number of people expecting higher raises (21-30%) decreased from 24% a year ago to 15.9%.

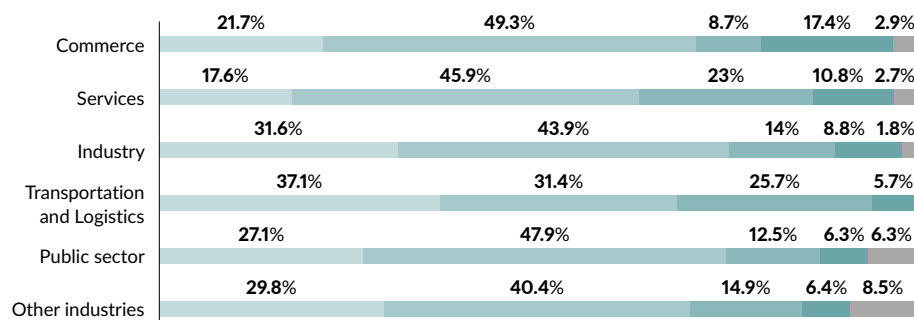
The largest increases, exceeding 30%, are expected primarily by leaders and the most experienced employees, even though over 31% of senior specialists expect their pay to increase by no more than 10% (marking the highest percentage share among all age groups). Lower-ranking and manufacturing employees largely expect a pay rise of 11-20%.

Services and commerce employees have the highest salary expectations, while transportation and logistics workers usually expect a raise of 10%. However, it bears mentioning that a quarter of respondents in this group expect a pay raise of 21-30%.

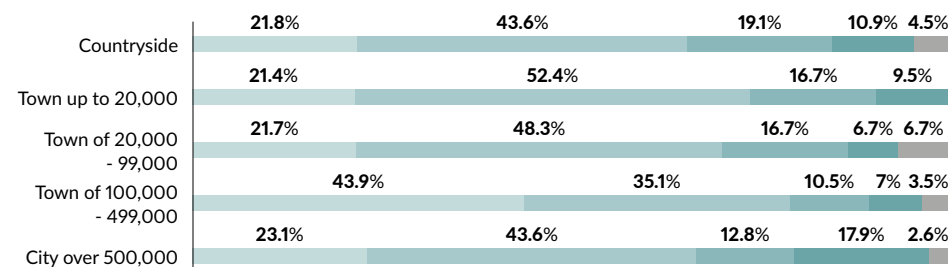
The youngest age group has the highest expectations – 20% of those expecting a salary increase in the first place predict a raise of 21-30%, with a further 20% hoping for a 30% raise. On the other hand, employees aged 45-54 largely expect pay raises of under 10%, with half of the respondents predicting an increase of 11-20%.

What pay raises do the employees expect?

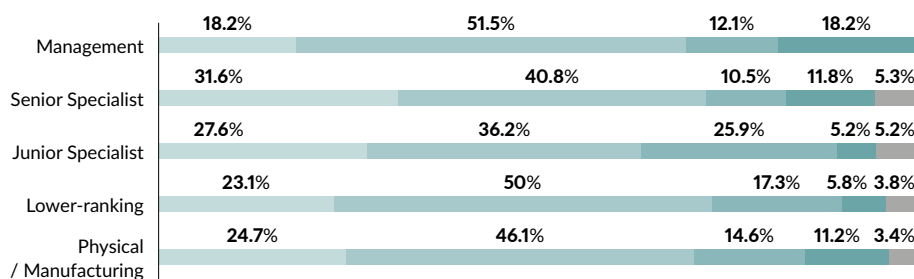
Expected salary increase across industries



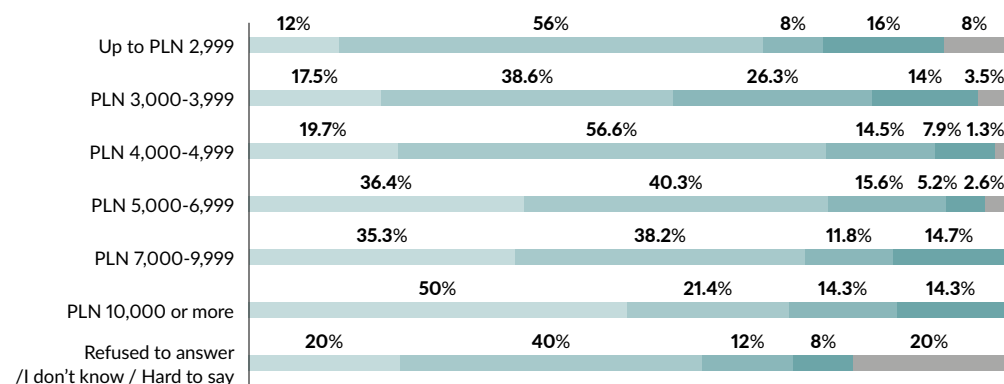
Expected salary increase across places of residence



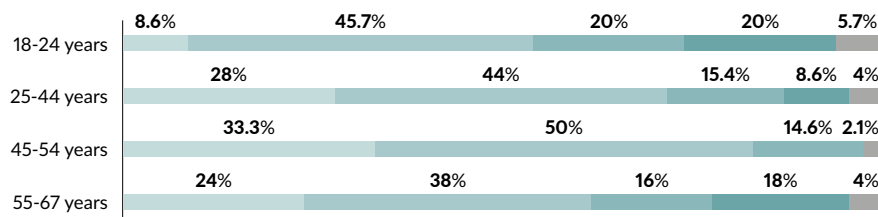
Expected salary increase across positions



Expected salary increase across income levels



Expected salary increase across age groups



10%

11-20%

21-30%

Over 30%

I don't know

Remuneration plans of businesses

In the upcoming quarter, are you planning to:

28.2%

Raise salaries

52.7%

Retain current salaries

4.5%

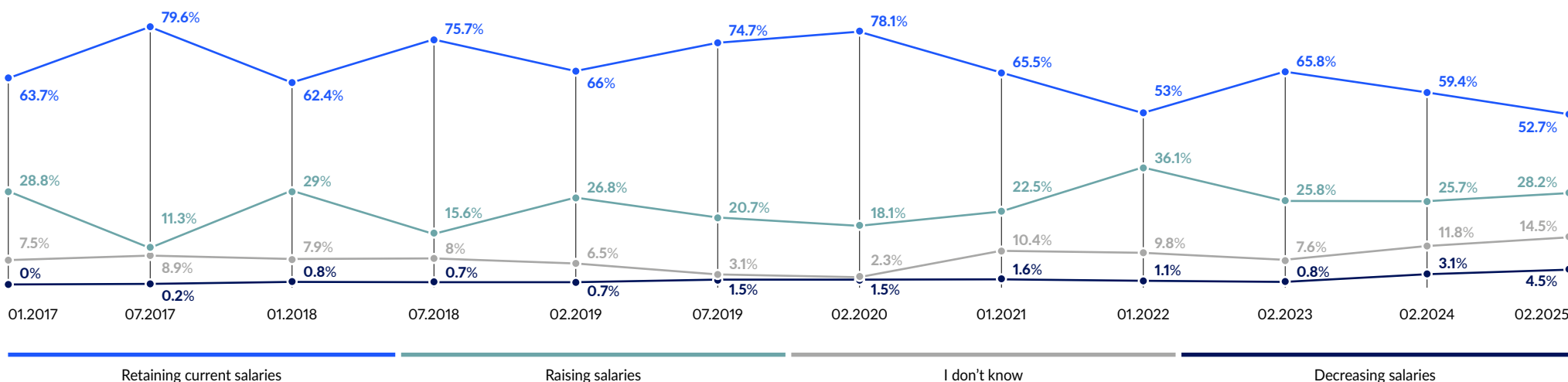
Decrease salaries

14.5%

I don't know

There has been a slight increase in the number of businesses planning to raise salaries in the upcoming quarter (28.2% as compared to 25.7% a year ago). At the same time, the number of businesses planning to retain current wages has fallen from 60% to slightly below 53%. Thus, one can observe a slight recovery as compared to the previous two years, even though this change isn't very impactful – especially given the growing number of businesses declaring pay cuts (4.5%, 1.4 p.p. more than a year ago), which partially undermines the positive trend.

Planned salary changes over the years

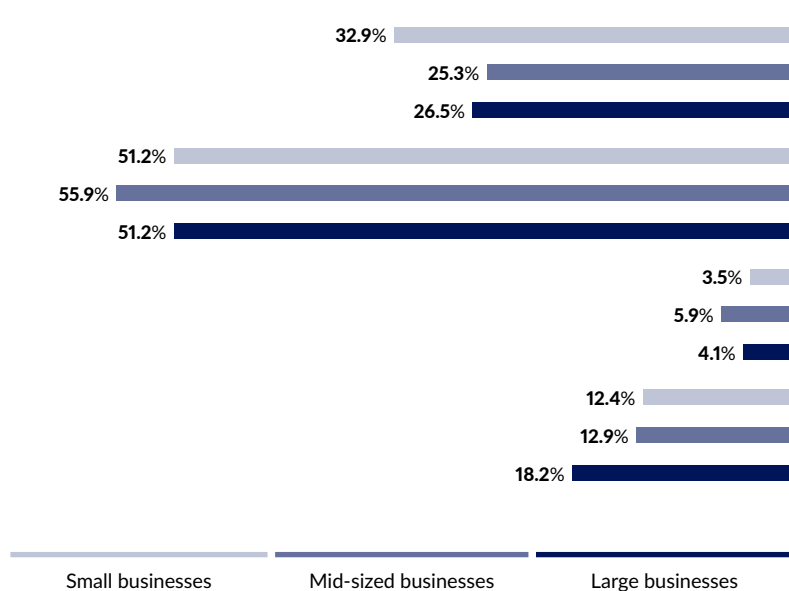


N=550

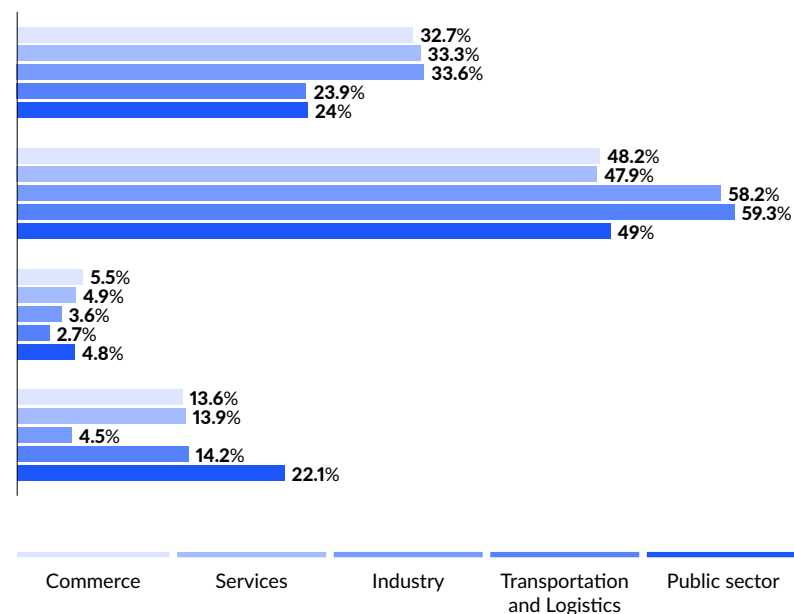
Remuneration plans of businesses

Pay raises are being planned primarily by the smallest companies, which – presumably – seek to attract and retain employees this way. Pay raises should be expected primarily by commerce, services and industrial sector workers – a third of all businesses in these sectors are planning to increase salaries over the upcoming quarter. However, it bears mentioning that – especially in the industrial sector – retaining current salaries will be a much more common practice. Stabilisation of salaries, with no major upward or downward movement, will also be a dominant trend in transportation and logistics. These sectors are also characterised by the lowest scale of planned salary increases, declared by only 24% of surveyed businesses. Presumably, this is due to specificities of these sectors, which find it increasingly difficult to retain the cost competitiveness that used to be their primary advantage.

Planned salary changes across company sizes



Planned salary changes across industries



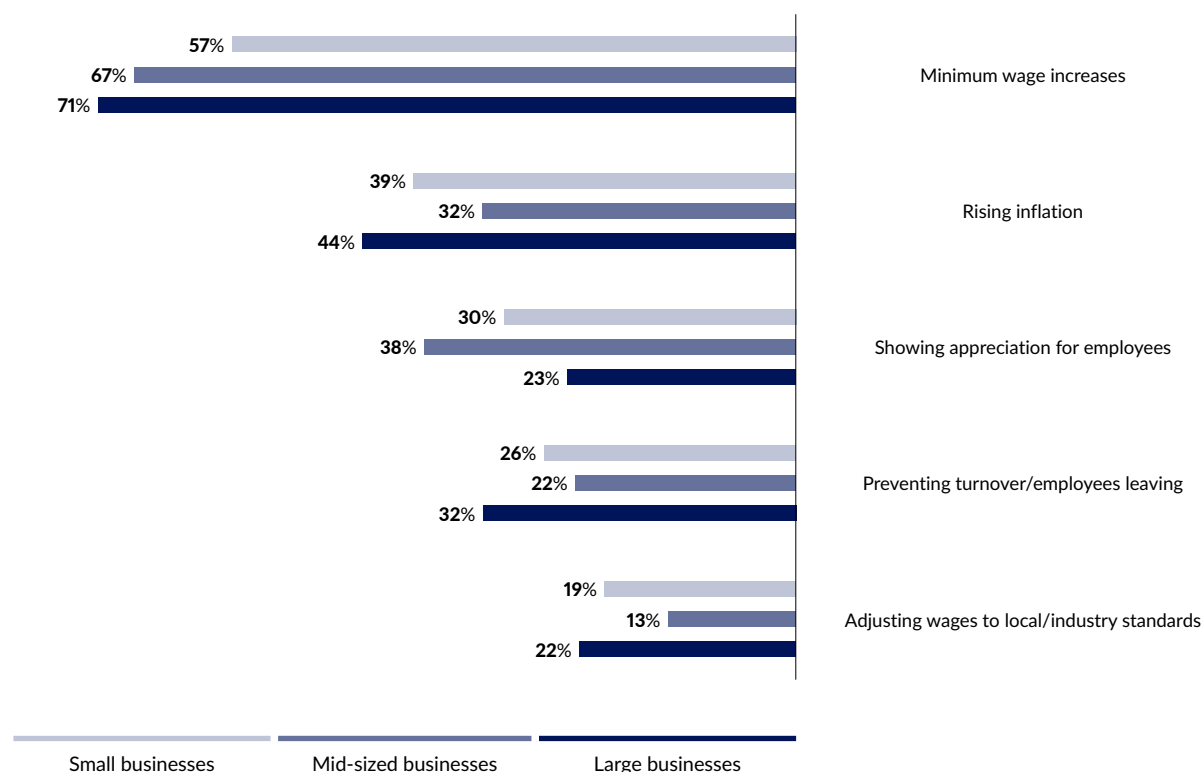
Why do employers choose to raise wages?

Similar to the previous year, the pay raises are primarily a result of increasing the minimum wage – as declared by 64.5% of surveyed businesses. This answer has spread particularly fast among the largest enterprises (71%), the public sector (74%) and the transportation and logistics industry (71%).

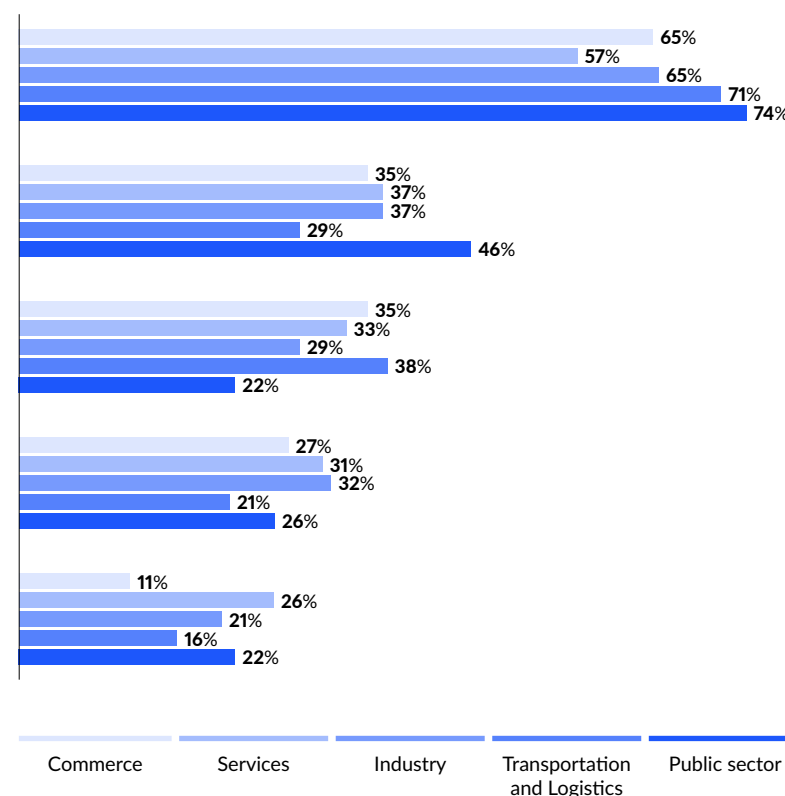
The growing inflation motivated 38% of businesses to raise salaries. Large enterprises (44%) and the public sector (46%) are leading in this regard, similar to the previous year. Almost a third of all businesses chose to raise wages as a means of showing appreciation for their employees – this approach proved particularly popular among medium-sized enterprises and the transportation industry (at 38% each). On the other hand, the largest organisations – especially in services and industrial sectors – view pay raises primarily as a tool of limiting employee turnover.

Adjusting the salaries to match the market standards has proven less important than a year ago (decreasing from 20% to 18%). This answer was chosen primarily by businesses operating in the services sector (26%).

Reasons for salary increases across company sizes



Reasons for salary increases across industries



Respondents could select multiple answers • N=265

Businesses, which either raised salaries in the last quarter or are planning to do so

**Agnieszka Zielińska**

Director, Polish HR Forum

Growing labour costs – a challenge for the competitiveness of Polish businesses

The Polish labour market is facing numerous challenges. Those most commonly pointed out by people responsible for companies' HR policies include the ever-growing costs of employment. In the previous year, they increased by approx. 12%, largely due to the raising of the minimum wage. For comparison, the EU average amounted to a growth of merely 5%.

Labour costs are becoming one of the fastest-growing components of operational costs borne by businesses in our country. This phenomenon remains impactful for business decisions, especially in light of employment policies. Companies are postponing the creation of new positions, as reflected by the results of recent research among the members of the Polish HR Forum. The data proves that over the past year, the employment level of temporary workers and recruitment volume for permanent positions have both decreased.

One of the key problems arising from the increased labour costs is a lack of proportional increase in efficiency. Since the end of 2015, labour effectiveness in Poland has grown by 18.63%, with the overall salary growth reaching 85.76%. This means that the tempo of salary increases greatly exceeds improvements to work effectiveness. And from the viewpoint of long-term competitiveness of an economy, it is important for the salaries to closely correspond to work efficiency.

The lack of such correlation might lead to long-term issues for businesses that still struggle to meet the rising operational costs. This situation will stay relevant for the ability of Polish businesses to compete in international markets. Given the circumstances of the global economy, companies unable to effectively increase their productivity might face difficulties in retaining their market positions, especially in industries requiring high operational effectiveness.

Another key challenge concerns the low investment level in Poland. The growing labour costs should naturally lead businesses toward the implementation of modern technologies and automation processes, enabling increased work effectiveness and helping lower long-term operational and labour costs. This approach proved successful – in many European countries, businesses are investing major resources in developing modern production systems, artificial intelligence and process robotisation, allowing them to retain high work efficiency while limiting the employment costs. Meanwhile, the tempo at which solutions such as these are being implemented in Poland is insufficient, deepening the concerns over the future competitiveness of Polish businesses.



Pay transparency on the Polish labour market



Marta Hale

Head of People, Culture & Organization – HR Director, Nicols Poland Sp. z o.o.

EU directive on pay transparency – what requirements will be imposed on employers?

The EU directive on pay transparency is supposed to be a breakthrough toward eliminating the wage gap and ensuring equal treatment of employees. But will it be so? The new regulations will impose a number of obligations on employers, aiming to increase the transparency of salary policies and bolster employee protection. What are its key assumptions? What challenges could crop up in the implementation process, especially from the perspective of Poland's job market? Let's take a closer look.

Key aspects of the new directive

The first major change introduced by the new directive is pay transparency in the recruitment process. Employers will be obligated to provide information on the base pay or pay ranges in their job offers or ahead of the job interview. Furthermore, the recruiters won't be able to ask candidates about their previous earnings.

The second pillar of the new legislation concerns the right to information. Each employee will be entitled to inspect the data about average salary for their position (for each gender), while the businesses will be obliged to utilise objective and gender-neutral remuneration and promotion criteria.

Reporting and remedial action will also become key obligations. Businesses will have to report data on pay differences: for example, businesses employing 250 or more people will have to do so annually, while those with 150-249 employees once every three years. If an unjustified wage gap exceeding 5% is found, the employer will be required to take remedial action in cooperation with employee representatives.

The directive will also strengthen employee protection through sanctions for breaching the regulations. The employees will be able to claim damages for wage discrimination, including salary adjustments and additional payments. Disputes concerning wage inequality will place the obligation to prove no discrimination is taking place on the employer's shoulders.

Legislative changes and expected benefits

The directive was adopted by the European Council in April 2023 and member states have until 2026 to implement its provisions. In Poland, this will involve amending the Labour Code and other provisions concerning employment – the government and state institutions will have to establish detailed directives on reporting and enforcing the new regulations.

By adopting provisions of the directive to the realities of the local job market, Poland could draw on the experiences of other countries to better face the challenges related to this process – for example, the introduction of similar legislation in Germany has led to resistance from the employers, concerned about the increased administrative burdens.

Nevertheless, I expect the new regulations to bring many advantages to employers and employees alike. Unifying the remuneration rules could increase employee trust and improve company image, while pay transparency can help attract and retain highly qualified staff, increasing one's competitiveness on the job market. Furthermore, these regulations might help in further limiting the wage gap, which, according to Eurostat, currently amounts to 7.8%. ▶

Operational challenges

Implementing the directive comes with major challenges for the employers. Adjusting to the salary reporting requirements might lead to increased administrative burdens, especially in mid-sized enterprises. Retaining a balance between transparency and personal data protection also remains a challenge – sharing salary information cannot violate employee privacy. Furthermore, the fact that salaries have long been a taboo topic in Poland might make the practical implementation of new regulations more difficult, leading to a need for changing a company's organisational culture.

To fulfill the directive's requirements, employers will have to pay special attention to precisely describing the positions, clearly defining the tasks and responsibilities of employees. Another key aspect concerns professional evaluation of various positions, that is, applying proven methods of appraising the value of labour to set salary levels objectively. Pay transparency should become an element of long-term salary policy and contribute to a broader human resource management strategy.

Adjusting the company operations to the new regulations will require procedural changes and a strategic approach to salary management, including the implementation of just, well-documented remuneration rules. Therefore, it's worth treating pay transparency regulations not only as a legal requirement, but also as an opportunity to optimise salary policies within organisations. The new administrative burden might lead to building modern and transparent remuneration structures, benefitting the entire job market in the long term.



prof. Grażyna Spytek-Bandurska

Expert of the Polish Entrepreneur Federation

Pay transparency is more than an upcoming regulatory obligation

The EU directive on pay transparency, adopted in 2023, requires the member states to adjust their national laws before June 7th, 2026. The goal is to increase equality in terms of wages, promotions and access to new positions on the job market, with a particular focus on reducing the wage gap between men and women.

The new regulations are forcing businesses to implement solutions providing employees with information on the wage structure, clear promotion and pay raise criteria, as well as transparent reporting of salary differences. Publishing pay ranges in job offers will also become mandatory – with possible exceptions made for the smallest businesses, employing up to 50 people. It bears mentioning that taking the right approach to implementing the directive is key, especially in the SME sector, which accounts for a vast majority of the market.

The trend creating the modern job market

Pay transparency is more than a regulatory requirement – it is also a trend building a strong and modern organisational culture. Clear remuneration rules allow for eliminating inequalities, supporting a sense of justice, honesty and trust within the organisation. This, in turn, leads to higher motivation, better relations within teams and a healthier workplace atmosphere. Pay transparency also streamlines the recruitment process – employers openly communicating their salary policies are being perceived by candidates as trustworthy, professional and attractive. Furthermore, pay transparency supports effective negotiation, better alignment of employee and employer expectations and stimulates skill development among the workers.

Caution and strategic approach

Nevertheless, implementing pay transparency requires caution and a strategic approach. When revealed without appropriate preparation, pay inequalities may lead to tensions, disgruntled employees and a sense of inequality. It bears keeping in mind that for many, the salary is not only a number on their pay slip, but also a reflection of their competencies, scope of responsibility and the value they bring to the company. Therefore, it will be key to implement the changes gradually, based on careful analysis, verification of the internal procedures and consistent communication. The organisations should invest in educating managers and HR teams in order to explain the remuneration mechanisms and manage the potential emotions of employees.

Why it's worth it

Pay transparency, while demanding, is an investment in a stable and modern business. Organisations able to consciously and responsibly approach the new regulations will not only improve their image, but also operations – by building more involved, loyal teams and strengthening their market position.

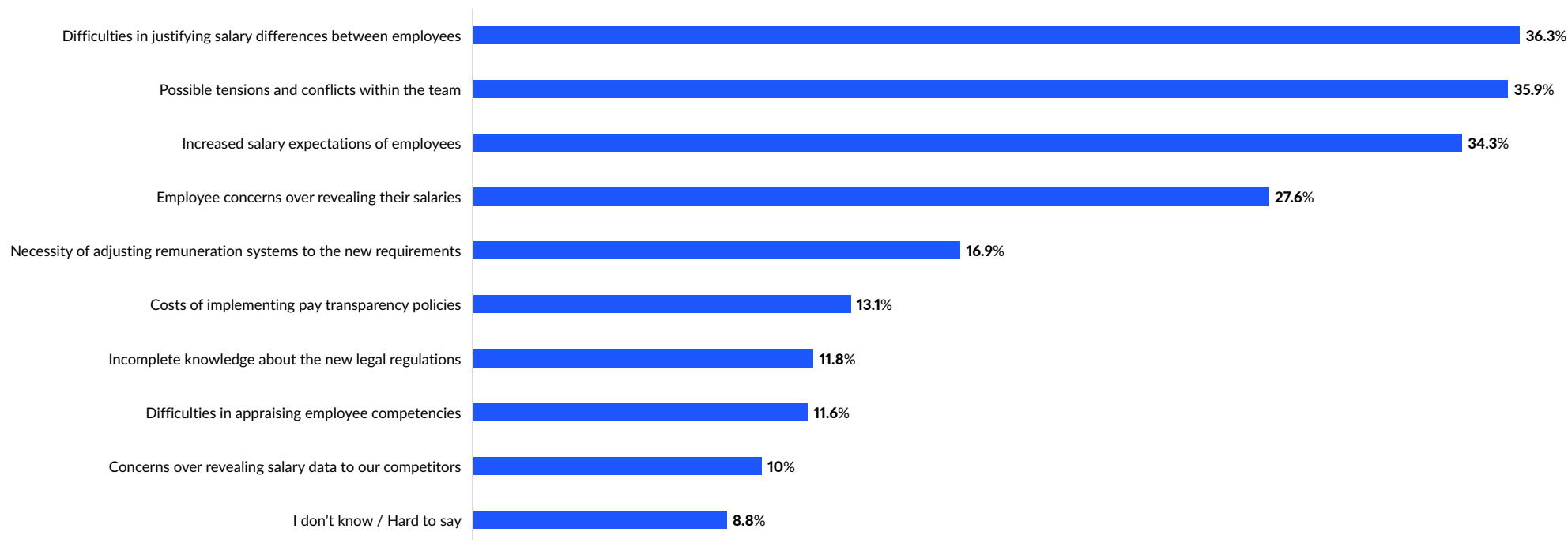
Pay transparency – new obligations and challenges ahead of employers

The difficulties in justifying salary differences (36%), possible tensions and conflicts (36%) and increased employee pay expectations (34%) are the most commonly pointed out challenges concerning the implementation of pay transparency. Analysing the responses, one could say that the entrepreneurs are more afraid of possible misunderstandings and tensions within their teams than formal difficulties in adjusting the company to new regulations, or the implementation costs.

The likelihood of citing difficulties in justifying salary differences correlates with company size (at 31% for small businesses and 45% for large enterprises). A similar trend concerns expected tensions and conflicts (24% for small businesses and 39% for large enterprises). Growing salary expectations are definitely a concern for the largest enterprises (42%). These results might suggest that pay inequalities occur most commonly in large businesses, which is fairly understandable given the greater number of employees, diversity of positions and more complex pay grid.

Difficulties in justifying salary differences were pointed out primarily by businesses operating in commerce and transportation and logistics sectors (at 40% each). Concerns over possible conflicts within the teams proved a concern primarily in the services sector (39%). From a regional perspective, Lublin and Lower Silesia provinces were the most concerned about the need to justify wage differences (at 45%), while potential tensions and internal conflicts were perceived as a major issue in Masovia (44%).

What do you think will prove the biggest challenge in terms of implementing pay transparency in your organisation?



Respondents could select multiple answers



Iwona Janicka-Borowik

HR Director, Herbapol Lublin

Pay transparency in Polish businesses – key HR challenges

The issue of pay transparency is a topic that has grown in importance over the past few years, from both a legal and cultural viewpoint. **Introducing pay transparency into one's remuneration policy can bring both opportunities and organisational challenges, both already experienced by Polish businesses.**

A key challenge related to pay transparency concerns potential tensions between employees, arising from revealing large salary differences. Misunderstanding the criteria behind remunerations might lead to frustration, lowered engagement and weakening of the organisational culture. This is why it's so important for businesses to clearly define how salaries are set before implementing pay transparency. At Herbapol Lublin, we pay great attention to measuring competencies and their impact on salaries – it's primarily them that define pay differences at our company. It's a key element of our transparent HR policy, with work effectiveness also considered a major factor.

Transparency requires a well-structured salary policy

Another key challenge concerns the need to organise one's salary policy to ensure its coherence, objectivity and resilience to accusations of inequality. Many businesses are facing the need to redefine their pay ranges and remuneration principles – both internally and in the greater context of the market. One should not omit the aspect of competitiveness – concerns about revealing one's salary data to the competitors are a big part of the discourse.

Aside from the average salary, another indicator to take note of is the median pay. It forms an important market and remuneration benchmark. For many businesses, including Herbapol Lublin, the median has an important role in shaping their salary policy, allowing for correctly positioning salaries as compared to the market and retaining competitiveness. We focus on the median, as it provides us with an objective reference point, minimising the risk of major disproportions and helping establish a just and transparent remuneration system.

Pay transparency as an aspect of a modern HR policy

Europe is currently undergoing a strong regulatory trend toward pay transparency, as exemplified by the EU directive on pay transparency. Businesses that choose transparency are able to build a stronger employer brand and bolster employee trust. When it comes to pay transparency, it is key for the salary differences to be understandable and based on objective criteria, such as market benchmark, competencies or work effectiveness.

At Herbapol Lublin we believe that a responsible salary policy will not only help organise the remuneration system, but also improve the overall trust within the organisation.

Introducing pay transparency requires a strategic approach, transparent communication and readiness to restructure the remuneration structure. This process – if carried out properly – can become an important tool for building an organisational culture based on openness and justice.

**Izabela Krzeszewska-Rykowska**

HR Director, ANWIS

How to prepare an organisation for introduction of pay transparency?

Introduction of wage transparency is an important step toward the creation of a just and open organisational culture. It's important to appropriately prepare the company for upcoming changes in order to ensure the success of this process.

It's worth beginning with an analysis of the current remuneration system: verify whether the rules within the company are just and consistent and whether they reflect the factual value of work in various positions. Wage transparency often reveals inequality between salaries, therefore it is important to identify and mitigate them ahead of time.

Following the salary audit, helping identify unjustified wage differences between people with similar competencies and experience, one should carry out a diligent appraisal of current positions, including their names, required competencies and scope of obligations. This will help objectively establish the value of labour and set salaries adequate for one's skills, responsibilities and contributions, thus ensuring a coherent and just remuneration system.

It is also important to provide training for managers and teams, explaining the benefits of wage transparency and the principles of their operation. Employees should be able to understand how their salaries are decided and what influences their level. It's also worth considering how to provide the employees with information concerning pay ranges, assessment criteria and the rules behind awarding pay raises and bonuses.

The introduction of wage transparency might raise concerns, therefore an organisation ought to ensure clear internal communication: involve employees in the change process and answer their inquiries. It is key to show that the planned changes are intended to ensure just and equal treatment of all employees – it's a major cultural change, requiring appropriate management.

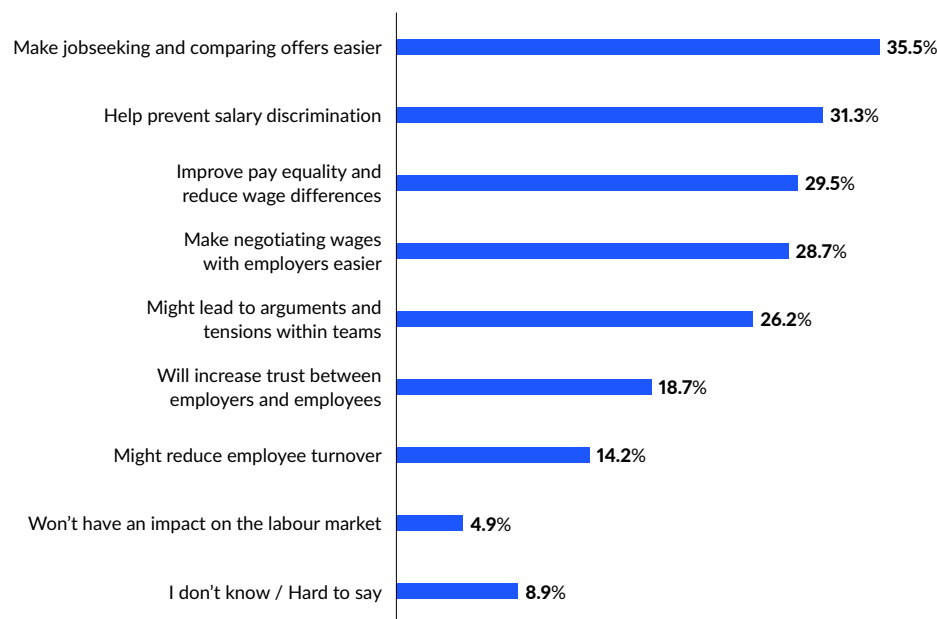
In summary, the process of introducing pay transparency requires the involvement of both the organisation and its employees. Its key elements involve a careful analysis of the remuneration system, adjusting it to the new requirements, elimination of inequalities and educating the team as to the changing rules. Effective change management and clear communication are the only means allowing for fluid introduction of wage transparency, leading to greater trust and motivation of employees as well as improving the organisation's image as an honest and transparent employer.

Pay transparency – employee perspective

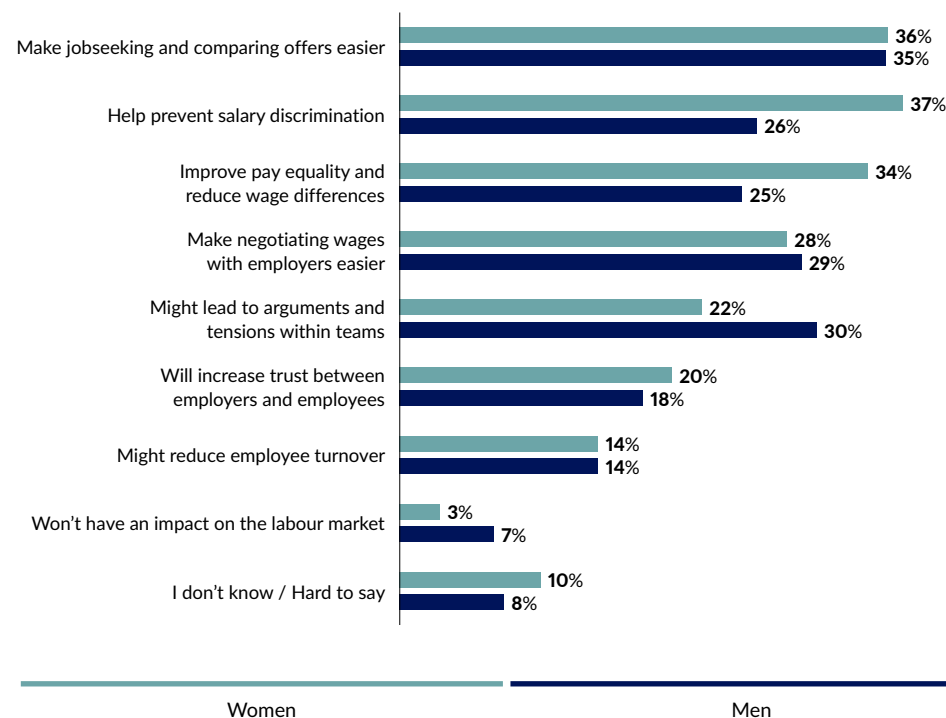
Unlike employers, the surveyed employees do not see possible tensions and conflicts as a major consequence of implementing pay transparency in Poland. This was pointed out by over 26% of respondents. They were much more likely to point out positive outcomes of the new regulations. 35.5% of people believe that implementing pay transparency will be a huge help in job seeking and comparing job offers. 31.3% of our respondents believe that pay transparency will help prevent wage discrimination and inequalities based on gender, age and other factors. 29.5% of respondents believe that this will lead to increased wage equality in businesses and reduce differences in salaries between various positions.

However, it bears pointing out the differences in answers of men and women, which might reflect both their professional experiences and perceptions of the current job market. The women are much more likely to notice that the new regulations might help eliminate wage discrimination (37%, as compared to 26% of men), equalise salaries and reduce pay differences (34% vs. 25%). Both of these groups are in agreement that the new regulations will make job seeking and comparing offers much easier. However, the men are much more likely to notice a potential risk to the atmosphere within the team – they are concerned about possible tensions and conflicts (30% vs. 22%). They are also more likely to claim the changes won't have a major impact on the job market (7%, as compared to 3% of women). While both of these groups focus on the opportunities to improve their professional situation, it is primarily women who see wage transparency as a chance for greater workplace equality.

What do you think the introduction of pay transparency regulations could change?



The effects of pay transparency – answers across genders



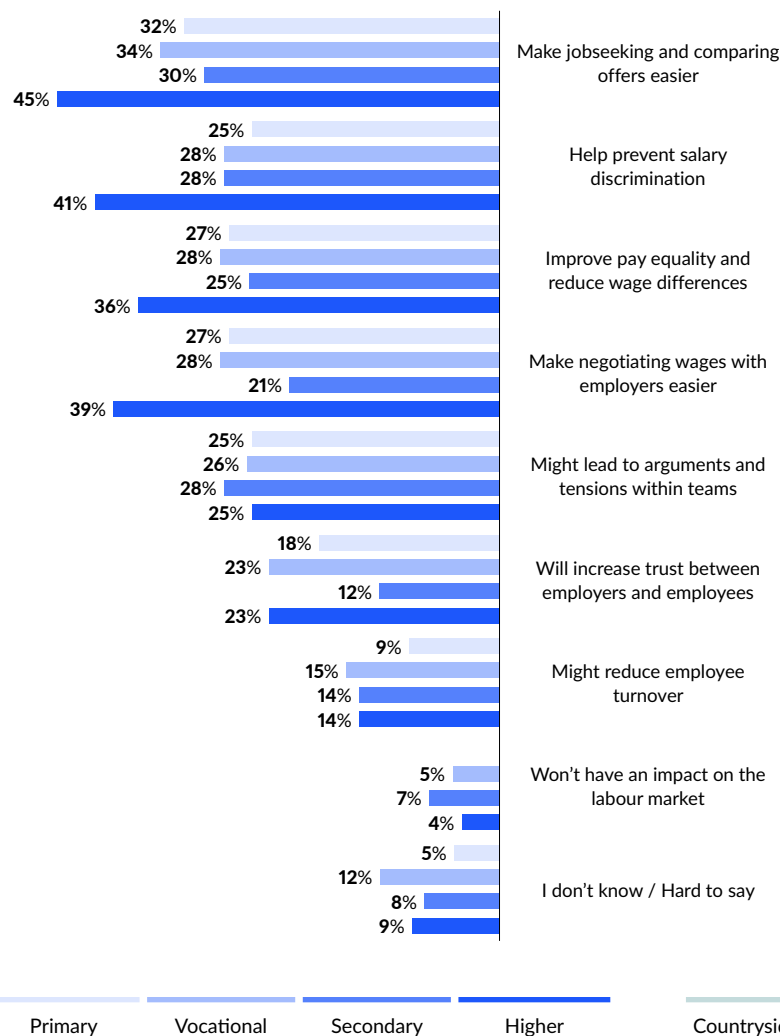
Respondents could select multiple answers

Pay transparency – employee perspective

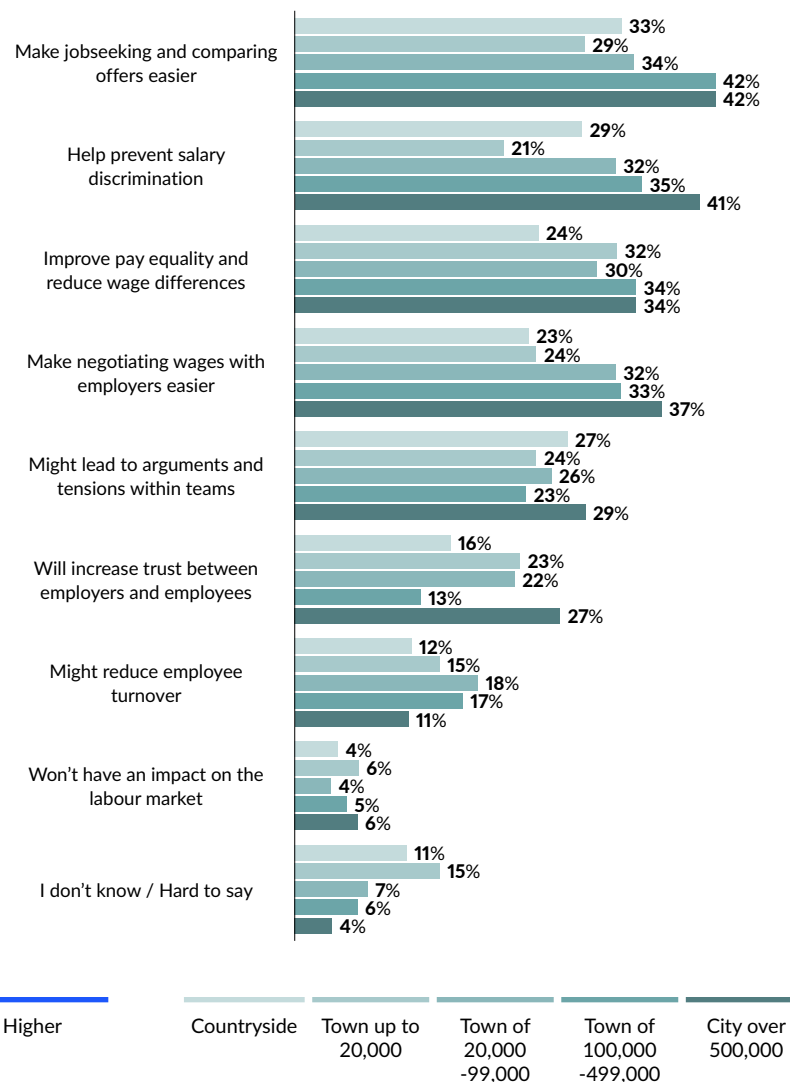
Education is also proving an important factor impacting the perception of pay transparency. Better-educated employees tended to point out that pay transparency could ease job-seeking, prevent wage discrimination, increase pay equality and eliminate wage differences, as well as ease salary negotiations with the employer. This could be due to this group's greater awareness of the mechanisms of the job market and possible consequences of the new regulations. It is also possible that the better educated employees, who often take positions of more responsibility, are more likely to face pay differences – be it through their own professional experiences or by observing their industries.

A similar correlation can be seen in the places of residence. Those living in large cities are more likely to point out that pay transparency could lead to decreased wage discrimination and improved pay equality. They were also more likely to notice the potential advantages in the context of job seeking and comparing offers.

The effects of pay transparency
– answers across educational levels



The effects of pay transparency
– answers across places of residence



Respondents could select multiple answers



Sylwia Kowalska-Drozd

Business Trainer, HR Consultant, Psychologist, Gestalt Psychotherapist, founder of Rzeka Zmian

Pay transparency in Polish work culture – will it be a challenge and how will it impact the labour market?

Despite wage transparency encompassing merely pay ranges for a given position, rather than individual salaries, new regulations in this area often cause concerns and even resistance. Yet, in truth, they could become a catalyst for positive change in the job market, increasing employee trust and bolstering internal cooperation in the long term.

For many years, it has been considered taboo in Poland to discuss salaries. Back in socialist times, wages were a tool of social control and access to better salaries was often dependent on one's connections and dealings. Following the political transformation, sayings such as "the first million has to be stolen" or "gentlemen don't talk about money" became commonplace. As a result, finances became a private matter and a lack of transparency has fostered inequalities and abuse.

Why does Polish work culture exclude discussing money? Avoiding this topic is oftentimes related to fears of comparisons and judgment. We fear that wage transparency will lead to conflicts, as not everyone will understand why some are earning more for a similar position. When one isn't aware of the criteria behind wage differences (such as experience, scope of obligations or results), it's easy for a sense of frustration and inequality to crop up.

Wage transparency could change our approach to salaries and thus also help eliminate wage discrimination and salary differences within the same position. This is of particular importance for financially underappreciated groups such as women or people with extensive professional experience, whose wages often trail behind the market standards. At the same time, the introduction of wage transparency might prove a challenge for an organisation, though different businesses may be affected to a varying degree.

Businesses that relied on the spirit of cooperation for years, treating their organisation as a system of interconnected vessels (rather than competing silos) will find implementing the changes much easier. If they're already taking care to maintain clear remuneration criteria, transparent career paths and equality of the bonus systems, wage transparency will form a natural next step toward increased openness and trust.

To achieve this openness and avoid tensions, it is key to create an organisational culture centered around partnership, rather than competition. The managers should be able to communicate the rules behind salaries clearly enough so that their subordinates understand what impacts their salaries and what growth opportunities are available to them. Otherwise, wage transparency might merely deepen the pre-existing differences.

In summary, wage transparency is an important step toward a more just labour market, requiring well-thought-out implementation and changing the modes of thinking of employers and employees alike. The businesses which already bank on transparency and cooperation will go through this process with ease, while those structured around competing silos will face greater challenges.



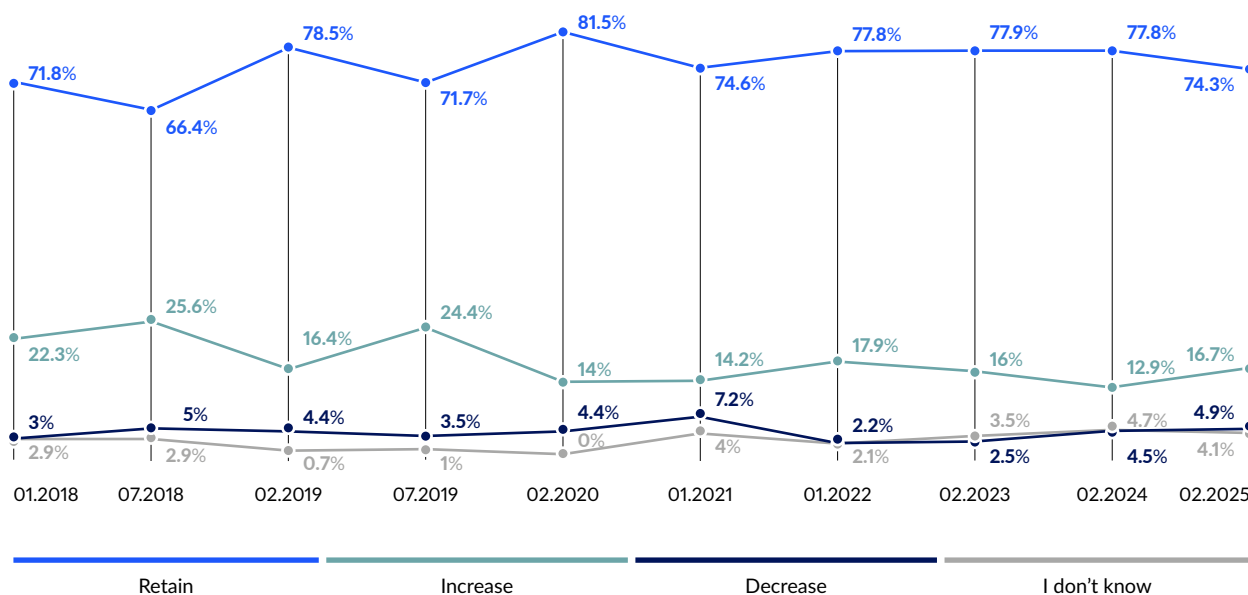
Current trends and
recruitment challenges

Recruitment plans of the businesses

16,7% of surveyed entrepreneurs are planning to increase employment in the coming quarter, marking an increase of 3.8 p.p. as compared to the year before. On the other hand, the number of businesses aiming to retain their current number of employees has fallen to 74.3%, making a decrease of 3.5 p.p. y/y. It bears mentioning that in this group the number of employers planning to retain current employment levels without new recruitments has decreased since the previous year (49.6%, a decrease of 8 p.p. y/y), while more expect new recruitments to fill out vacancies left open due to employee turnover (24.7%, an increase of 4.5 p.p. y/y). However, the percentage of businesses planning to reduce employment has increased, as declared by 4.9% of respondents, marking an increase of 0.8 p.p. y/y. While the increase is fairly small, it marks the second-highest value since 2018, following the beginning of 2021.

The data might suggest a certain recovery of the job market, despite employers still being cautious toward new recruitments. Increased operational costs due to growing costs of labour and other resources have an impact on the global competitiveness of Polish businesses, requiring them to put greater care into their recruitment plans. Furthermore, businesses that either recently went through, or are currently undergoing various optimisations and restructurings have decreased their needs in this regard. Finally, the unstable geopolitical situation remains impactful, further increasing the economic uncertainty.

Planned employment changes – a comparison over the years



In the coming quarter, are you planning to:

16.7% Increase employment

24.7% Retain current employment through recruitment

74.3%
Retain

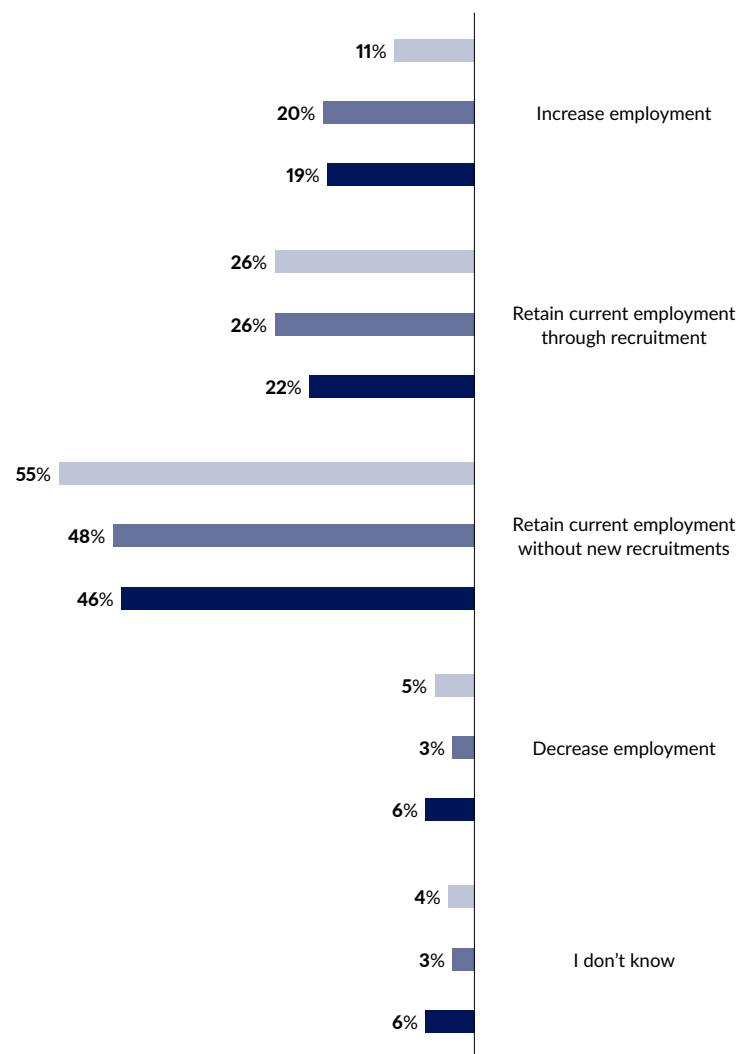
49.6% Retain current employment without new recruitments

4.9% Decrease employment

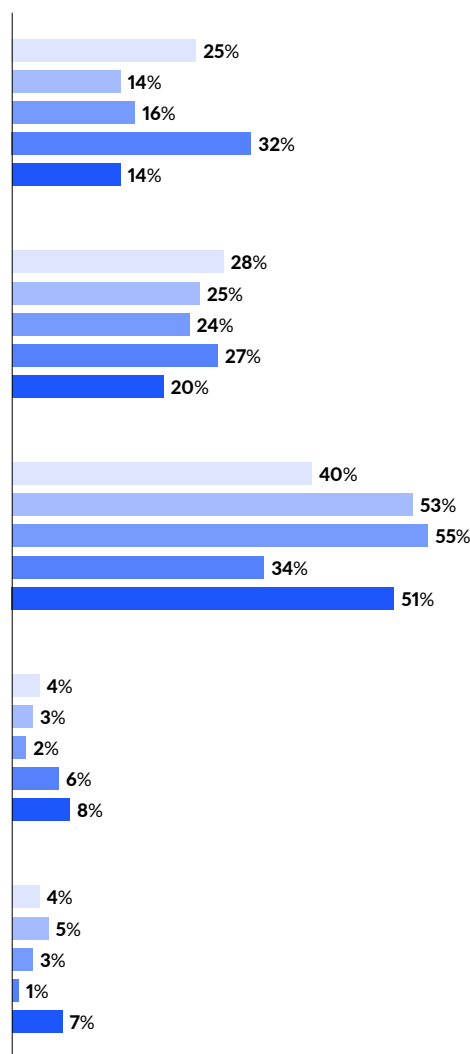
4.1% I don't know

Recruitment plans of the businesses

Plans to change employment levels
across company sizes



Plans to change employment levels
across industries



Who is planning to increase employment? Such declarations are mostly made by medium-sized (20%) and large (19%) companies, particularly those in the transportation and logistics sector (32%). Maintaining the current level of employment through supplementary recruitment is a more common strategy among small and medium-sized businesses (26% each) than in large companies (22%), and is mainly observed in the commerce (28%) and transportation and logistics (27%) sectors.

Over half of small companies (55%), as well as businesses from the industrial (55%), service (53%), and public (51%) sectors, report no recruitment plans in the upcoming quarter. Employment reduction plans are more frequent among the largest entities and the public sector. In terms of regions, the highest number of recruitments are expected by companies from the Masovia region (47.9%) and northern Poland (45.5%), while maintaining the current employment level is more common in the central (80.4%), northern (78.2%), and eastern (77.8%) regions.

Small businesses Mid-sized businesses Large businesses

Commerce Services Industry Transportation and Logistics Public sector



Agnieszka Żak

Agnieszka Żak, Regional Director, Gi Group Poland

The future of blue collar workers in Poland's job market

The growing demand for specialists and the risk of layoffs, ever-changing requirements and rampant automation – Poland's job market is full of contrasts. It reflects all of the ongoing global economic trends, with change being the only constant. How does all of that impact the blue-collar workers?

Industries that are hiring

Current demand for blue-collar workers is strongly linked to the growth of the logistics and construction industries. The blooming e-commerce sector never ceases to drive demand for warehouse workers, forklift operators and couriers. The popularity of online shopping and globalisation of supply chains have made physical workers necessary to manage the growing amount of warehouse goods and their distribution. Everything points to this trend continuing in the coming years.

Construction specialists such as bricklayers, plasterers, electricians or plumbers also enjoy high demand. Despite a notable drop in certain segments, arising from business restructurings and the falling number of public investments, the sector keeps offering employment, especially in residential and infrastructural construction projects. Physical workers are still being sought out by manufacturing and industrial businesses, primarily in automotive, metallurgical, food processing and chemical sectors. However, it bears mentioning that the ongoing automation and digitisation are changing the employment structure and requirements for employee competencies.

Blue-collar workers vs the new technologies

Technological change will undoubtedly have an impact on the market for physical workers. Even industries enjoying the high demand in this scope might experience layoffs due to the introduction of automation, robotisation and artificial intelligence. Reducing the demand for workers carrying out routine, repeatable tasks is the future ahead of many sectors, including manufacturing and logistics – they may see people partially replaced by machines.

The risk of losing jobs is also influenced by other global trends. For example, reducing the number of large construction investments and a new approach to growth may both lead to a reduced number of projects and thus lower the demand for construction workers and force layoffs in the sector. On the other hand, green Energy will force some industries to change their requirements toward employee competencies and employees to adapt to new norms and technologies.

Opportunities granted by new competencies

There is no shortage of voices claiming that automation will open new professional growth opportunities to blue-collar workers. Technological change will lead to employment reduction, yet also create new positions, requiring greater qualifications. Nowadays, the labour market is increasingly hungry for technical and digital skills and physical workers are being increasingly expected to be able to operate new machines and technologies. Manufacturing has to deal with new management systems, while logistics needs to handle stock management, parcel tracking or monitoring systems. All require basic computer skills. The solution is vocational trainings and equipment operation courses, which can help employees adapt to the new requirements. However, a precondition to their use is the flexibility of people involved and their readiness to learn and keep improving their qualifications.

Demographic changes and the role of foreigners

From the perspective of demand for blue-collar employees, one ought to mention the impact of demographic changes. Poland, like many other European states, is dealing with a falling number of people of working age. This means that despite limited demand for workers in many segments, filling vacancies may become more difficult with time. Automation and robotisation might be a solution to this, although only a partial one. This is why employers are increasingly eager to reach for foreign workers. This no longer only means workers from beyond our eastern borders, but also people from faraway countries. ▶

This trend has been growing over the past few years and there are no signs of it slowing down. Foreigners are necessary for the Polish job market, filling employee shortages in sectors and regions struggling to acquire workers locally. Despite the challenges related to integration or language barriers, economic migration is becoming a key factor in stabilising the job market.

Specialists are always in demand

Our analyses confirm that the demand for blue-collar workers in Poland remains at a stable level. In some industries, one can even see a slight growth tendency and professions requiring high manual and technical skills are still facing worker shortages.

From a long-term perspective, physical work will definitely evolve toward greater automation and digitisation, but the demand for a qualified workforce won't disappear. Therefore, training employees prepares them to face new technological and digital challenges. It's also important to focus on developing flexibility to adapt to the dynamically changing external circumstances.

What kind of employees are employers looking for?

What kinds of employees are you planning to recruit?

11.8%

Management staff

56.4%

Mid-ranking employees

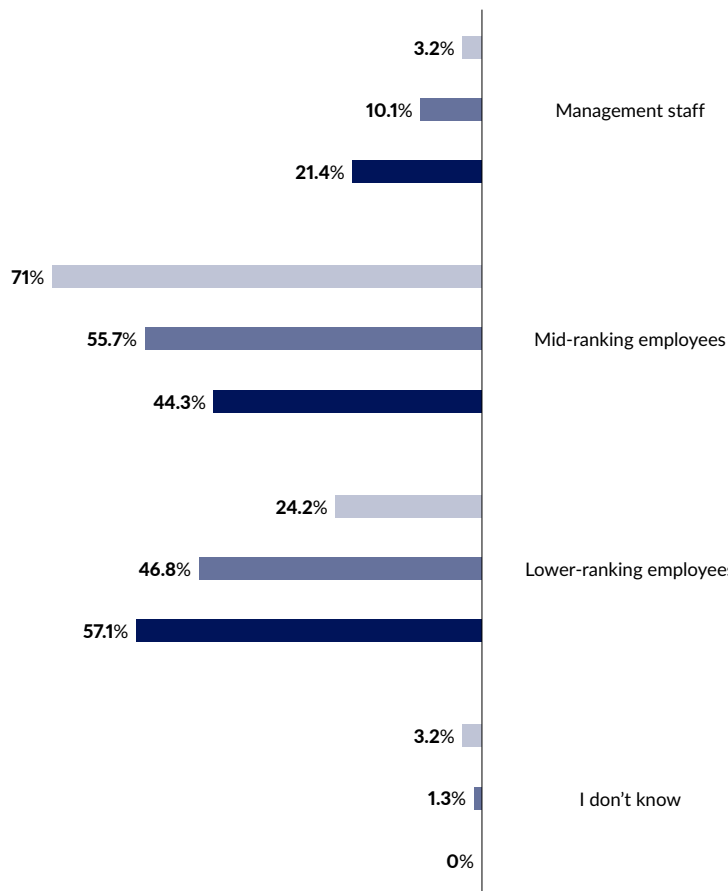
43.6%

Lower-ranking employees

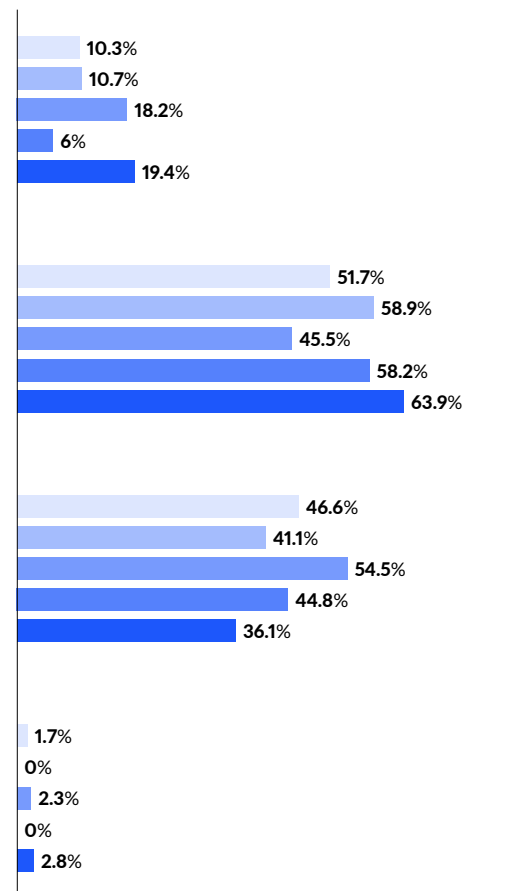
1.4%

I don't know

Employee recruitment across company sizes



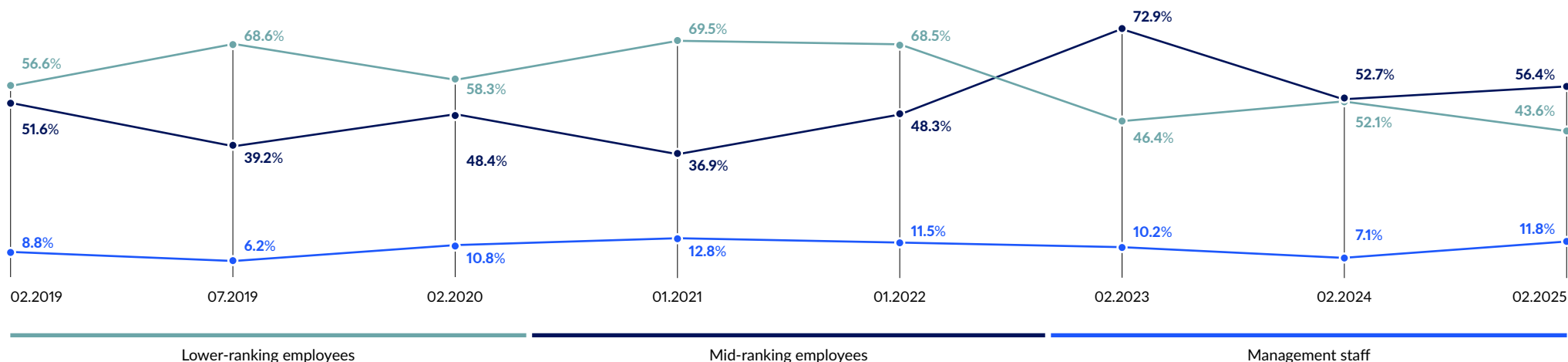
Employee recruitment across industries



What kind of employees are employers looking for?

In the coming months, businesses will be primarily seeking mid-ranking employees, as declared by more than half of all employers (56.4%). A slightly lower number (43.6%) plans to recruit for lower-ranking positions, while a tenth of all businesses (11.8%) expect to be hiring management staff. When compared to a year ago, the interest in specialists and managers has increased notably, while the number of businesses seeking employees for the lowest-ranking positions has fallen (by 8.5% p.p.). Manager recruitments were planned primarily by the largest enterprises (21.4%), especially in the public (19.4%) and industrial (18.2%) sectors. Large enterprises are also exhibiting greater demand for lower-ranking employees (57.1%), especially in industry (54.5%). On the other hand, small businesses are focusing on employing mid-ranking employees – as indicated by 71% of them, with the largest demand claimed by the public (63.9%), services (58.9%) and transportation and logistics sectors.

What kind of employees do companies plan to recruit – a comparison over the years





Mariusz Lemparty

Country Cross Sell Manager, Grafton Recruitment

White collars in the era of (r)evolution in the labour market

The current job market is highly volatile and varied due to both the current economic situation and the growing importance of new technologies, as well as changing employee and employer requirements. The businesses are adjusting their recruitment strategies to the current situation of various industries, hoping to counteract candidate shortages and rising costs. At the same time, the market is becoming more selective and employees are increasingly open to change and conscious of their expectations.

Employment – on the rise or going down?

The (broadly understood) tech industry, as well as pharmaceutical, biotechnology, healthcare, FMGC and food industries remain resilient to this uncertainty and market volatility. In these sectors, jobs are still easily found. However, seeking candidates with expected competencies proves much harder. Employment is also rising in shared services centers, even though this trend is slowing down due to increasing costs of labour in Poland. Following a period of prosperity and a peak in orders related to the growth of e-commerce and rapid popularisation of remote work, IT sector is recalibrating – the market is no longer competing over programmers, but rather engineers specialising in cybersecurity, AI or cloud solutions. The automotive sector is facing wholly different challenges and reacting by cutting costs and downsizing teams while throwing worried glances at its peers behind the Western border.

Technological development, including digitisation and artificial intelligence, has a major impact on the current demand for personnel and the employment structure. The banking sector is a good example: centralising the roles leads to decreasing employment in field offices while simultaneously expanding the central analytics or automation teams.

New competencies

The most sought after competencies are currently analytical skills, fluency with digital technologies and project management. They prove useful in basically all specialisations or departments – in marketing and sales, HR, finances or accounting. Their utilisation often makes or breaks a company's attempts to redefine its operations, develop its services or increase competitiveness. This is greatly showcased by the changes taking place in the BSS sector, which reacted to the falling number of international investments in Poland by acquiring more demanding projects, thanks to the potential offered by high employee competencies.

Where is the technology leading us to?

The technology provides important support given the negative demographic trends and the pressure to optimise costs. On the other hand, AI solutions, robotisation and digitisation are all reducing the demand for routine and repeatable tasks, which are getting replaced by machines and algorithms. They are becoming replaced by increasingly attractive technical skills, creativity or ability to manage complex processes.

From this perspective, it bears mentioning the growing importance of reskilling and upskilling, which are both becoming key elements of business strategies. The steady change of attitude, growing appreciation of this area and ensuing investments in employee development all undoubtedly are positive developments, as is the growing readiness of Poles to change their profession or industry. However, increased support of the state and a clear strategy for supporting professionally active people in redefining their career paths are both a necessity. This issue is gaining additional importance given the aging of society and a need for stronger activation of people not present in the job market, or about to leave it. This is no longer an alternative, but a necessity.



Paweł Prociak

Managing Director, Board Member, Wyser

In uncertain times, the market needs leaders

The changing market environment, pace of technological transformation and increased focus on effectiveness all contribute to the ongoing trend – organisations need effective leaders. Leaders able to both accurately respond to the modern challenges and sense upcoming trends, while not hesitating to take risks. The expectations and requirements keep increasing – the market needs managers capable of facing numerous challenges, possessing soft and hard skills, able to communicate values of importance to themselves and their organisations.

Industries and specialties

Management staff recruitments reflect changes taking place in the market. They are not only related to the market circumstances and technological development, but also the pressure to retain efficiency, local and global competition, as well as changing business models.

Market research and our observations both suggest that businesses want and will keep employing managers in basically all sectors – especially the industrial sector – even though the public sector is also increasingly eager to utilise them, as it undergoes its own transformation. Tech, finance, healthcare and logistics are all recruiting. So does the commercial real estate market, which recently went through several challenging years due to the macroeconomic situation and now requires competent cadres in response to increased activity of investment funds looking to invest in Poland. Following the painful recalibration of IT resources, the demand for managers specialising in cybersecurity, cloud solutions and AI is on the rise.

In these unstable times, one appreciates the sales & marketing departments, whose effective operation helps a company stand out on the competitive market, which would be impossible without leaders with a clear destination in mind. Moreover, businesses are increasingly focused on effectively managing talent, further increasing the importance of HR managers.

People & Culture specialists, who take care of employee motivation and well-being, will prove crucial for the organisations hoping to retain the best talent.

A modern style of leadership

The market needs agile, dynamic and modern managers, while the rapid pace and the nature of changes necessitate a constant search for leaders able to ensure growth in these trying times. Businesses are seeking managers who not only understand the market but are also able to effectively manage and motivate teams. They see that people are the foundation for success, able to build relations based on openness and partnership. Therefore, the growing demand for managers should come as no surprise, as they are not only able to adapt to the shifting circumstances but also to create an inspiring workplace, support innovation and facilitate competence development. The most highly sought skills include the ability to establish an organisational culture open to dialogue and employee expectations. Given the ongoing personnel shortages, this is more than important.

Despite a slowdown in certain areas – such as the automotive sector – the perspectives for experienced leaders remain very promising, especially in key industries driving the economy. Their necessity is being recognised by the market and businesses strive to attract leaders whose competencies can secure a competitive advantage at a time of transformation and economic uncertainty.

Difficulties in recruiting new employees

Did your business face difficulties in finding employees over the past few months? If yes, which group did it concern?

49.8% faced difficulties in recruiting at least one group of employees

42.7%

No

7.5%

Hard to say

13.3%

Yes, employees of all ranks

16.5%

Yes, qualified high-ranking employees

13.1%

Yes, qualified mid-ranking employees

10.6%

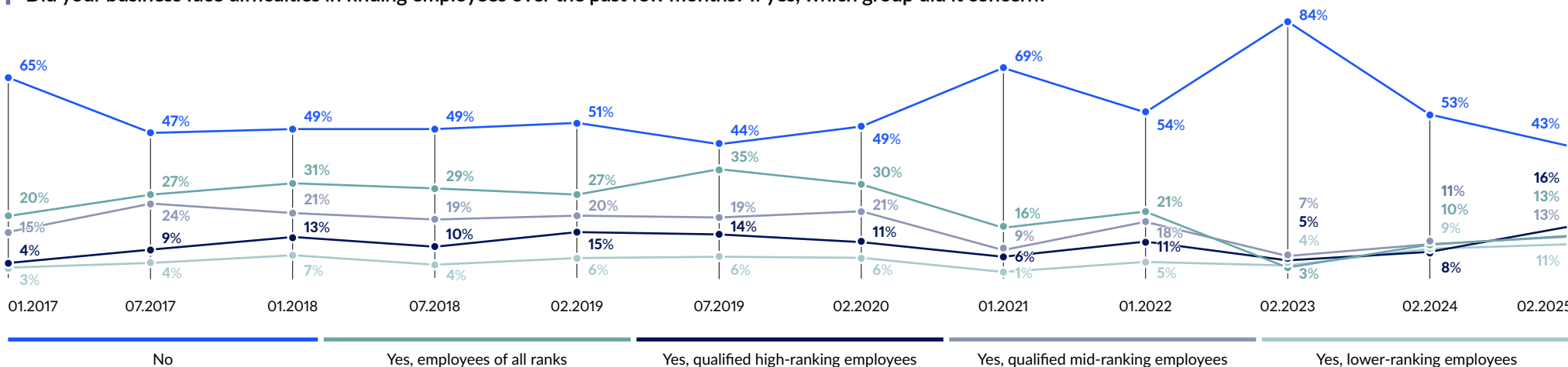
Yes, lower-ranking employees

Almost 50% of surveyed businesses admitted that in recent months they had difficulties in recruiting at least one group of workers – marking a notable increase since the last year, when this problem was declared by 36% of businesses. Recruitment difficulties have increased across all types of positions, however, the increase has been the highest for the higher-ranking staff (by 8.5 p.p.). It's the recruitment for these positions that has proven to be the biggest challenge for employers.

The issues with filling out vacancies for all types of positions concern primarily medium-sized enterprises (16%) and businesses operating in commerce and transportation and logistics industries (at 19% each). The recruitment of higher-ranking staff proved the greatest challenge for medium-sized enterprises (19%) and the public sector (22%). On the other hand, the difficulties in acquiring qualified medium-ranking employees were reported primarily by medium-sized and large enterprises and industrial businesses (19%). The largest businesses, especially in the services sector (15%), were more likely to face employee shortages in lower-ranking positions (16%).

At the same time, 42.7% of surveyed businesses have declared having no recent issues with recruitment – 10.6 p.p. less than the year before, marking the lowest level since 2017.

Did your business face difficulties in finding employees over the past few months? If yes, which group did it concern?



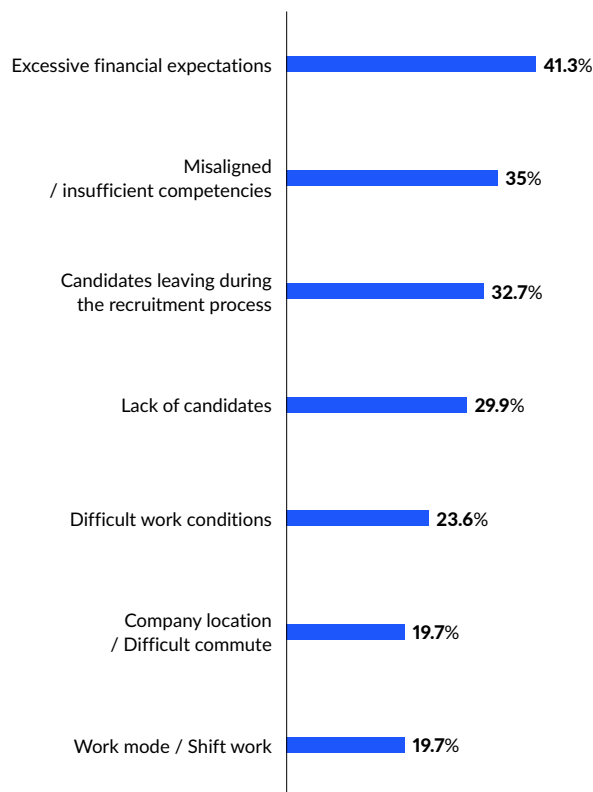
Respondents could select multiple answers • N=510

Reasons behind recruitment difficulties

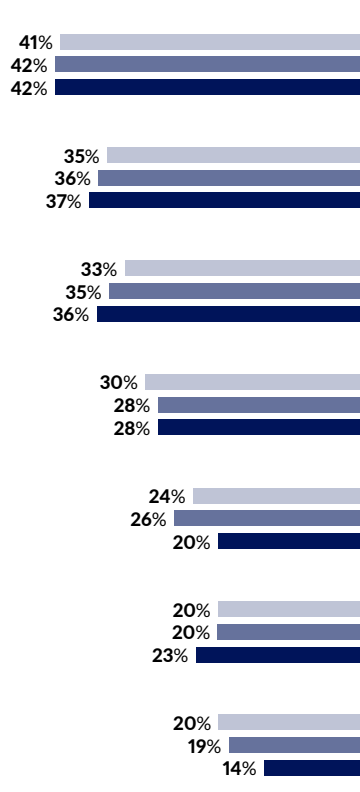
Businesses facing recruitment challenges are pointing out three primary causes: excessive financial expectations of employees (41%), lack of necessary qualifications or their misalignment with the needs of employers (35%) and candidates leaving during the recruitment process (33%). The results are similar to the year before. Importantly, the difficulties affect all businesses regardless of their size – small, medium-sized and large enterprises alike are all pointing out similar difficulties in acquiring employees. It also bears pointing out that their chief issue isn't a lack of candidates – only pointed out by 30% of respondents – but rather the availability of people with the right qualifications, ready to pick up employment at the offered terms.

Various industries see different recruitment difficulties occur to varying degrees. Employers in the public sector are much more likely to point out the discrepancies between the salary expectations of candidates and the financial capabilities of businesses (62%). They are also more likely to face candidate shortages than other candidates (43%). On the other hand, the transportation and logistics sector is challenged primarily by candidates leaving during the recruitment (44%) and shortages of required competencies (41%). In the industrial sector, difficulties in acquiring new employees are largely caused by excessive financial requirements of the candidates (36%), but difficult work conditions have proven just as much of a barrier (36%). For the commerce and services industries, excessive financial expectations are the primary issue (at 45% and 40%, respectively).

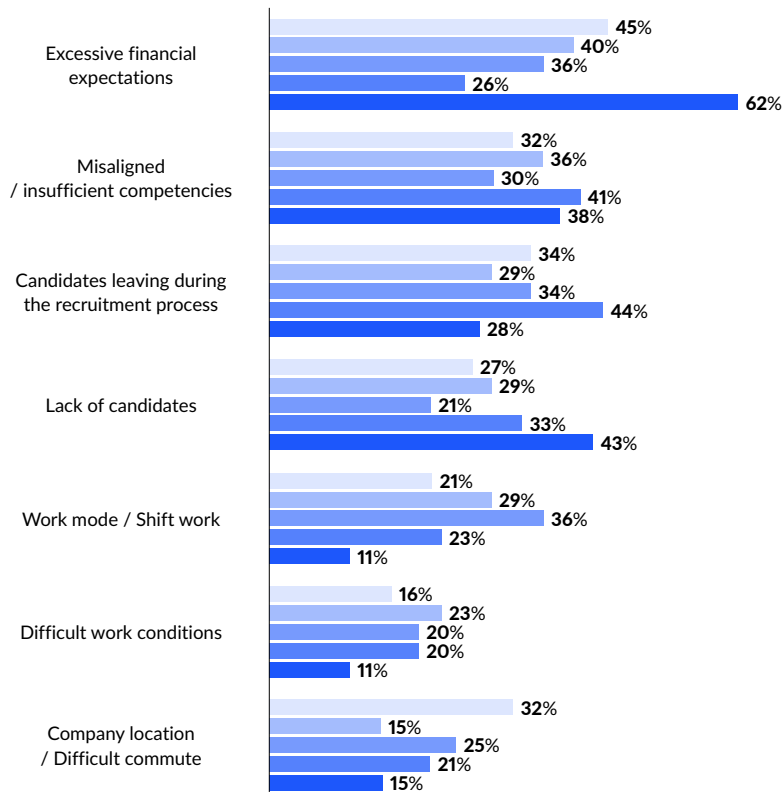
What, in your opinion, has an impact on recruitment difficulties?



Recruitment difficulties across company sizes



Recruitment difficulties across industries



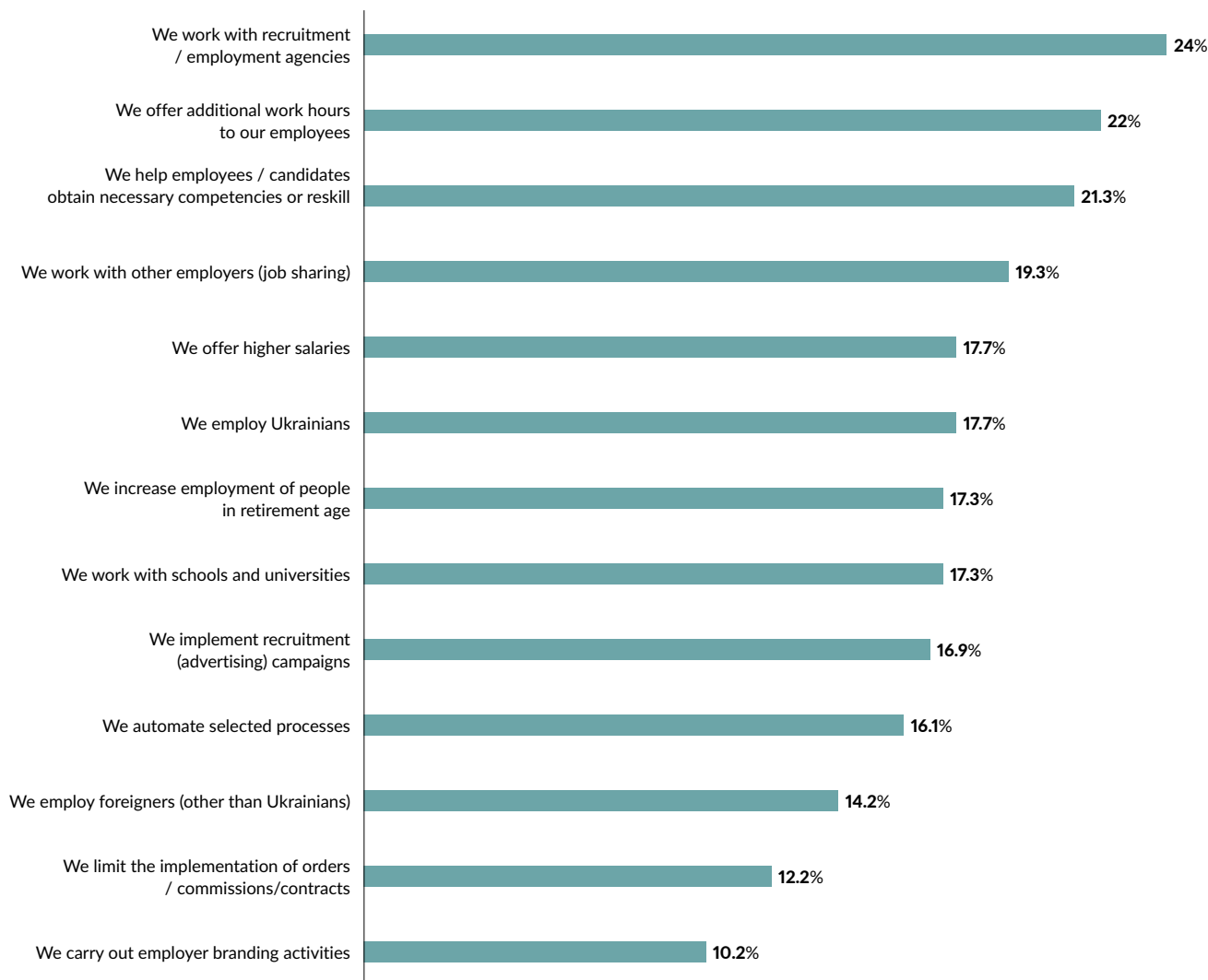
Respondents could select up to 3 answers • N=254
Businesses facing challenges in acquiring employees

Small businesses Mid-sized businesses Large businesses

Commerce Services Industry Transportation and Logistics Public sector

How are the businesses addressing recruitment difficulties?

How are companies approaching recruitment difficulties and employee shortages?



The businesses are reaching for various solutions to address recruitment difficulties, increasingly diversifying their actions. A quarter of all surveyed businesses are turning toward employment agencies (24%). This marks a notable increase as compared to the previous year, when only 17% of respondents declared doing so.

22% of businesses are offering additional work hours, although this strategy is being used less frequently than a year ago (a decrease of 3.5 p.p.).

Given the shortages of candidates with certain competencies, an increased number of businesses are investing in raising qualifications or reskilling their employees (21.3%, marking an increase by 3.4 p.p. y/y).

Offering higher pay – once the primary way of attracting the desired candidates – is no longer the employers' first choice of action (at 17.7% currently).

The strategies for dealing with recruitment difficulties differ between industries and company sizes. Employment agencies are utilised most eagerly by industrial and transportation businesses (33%). Services and industrial sector companies tend to prefer offering additional work hours to their pre-existing employees (25%). Large enterprises are most likely to choose this avenue (24%).

To fill open vacancies, large enterprises are also seeking out foreigners. In the transportation and logistics industry, Ukrainians are sought out more often, while the industry prefers people from other countries. Raising wages as a method of attracting candidates is utilised most commonly in the services sector, while supporting employees in reskilling and developing new competencies is a strategy chosen most eagerly by organisations operating in the public sector (30%).

Plans of employees to change jobs

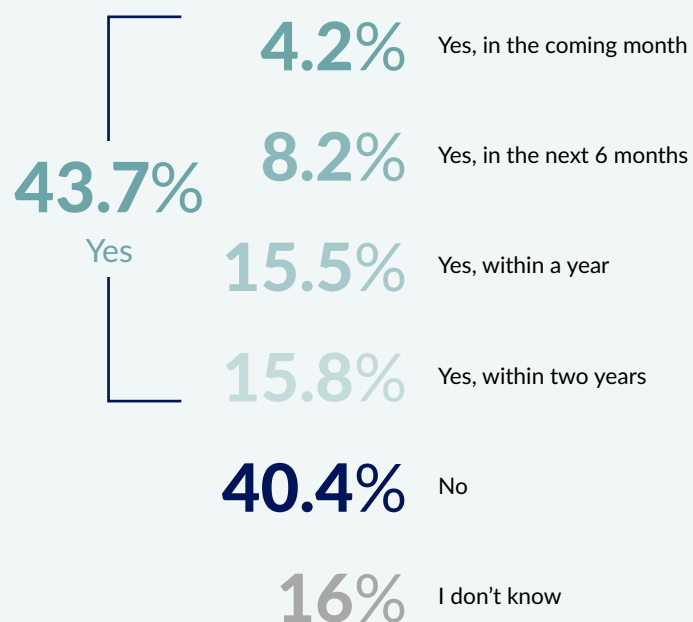
The percentage of employees seeking to change their job remains at a high level – 43.7% consider such a step, while 12.4% want to do it within the next six months. This marks a second year in a row in which the number of people willing to change jobs exceeds those who do not have such plans. However, it bears mentioning that the percentage share of people eager to remain at their current workplace has increased by 2.9 p.p. since last year. Thus, employees have become a bit more cautious toward changing employment than a year ago, even though the change is fairly minor.

Following the pandemic, many industries saw a recruitment boom, which was followed by market stabilisation, with some sectors experiencing a decrease in demand for employees and a slowdown in recruitment. However, it did not have a major impact on the attitudes of employees, who still perceive the job market as full of opportunities. While this year's edition of our research sees a slight increase in caution concerning decisions to change employment, the employees – and especially the younger generations – remain open to changing workplaces and are actively seeking better terms of employment.

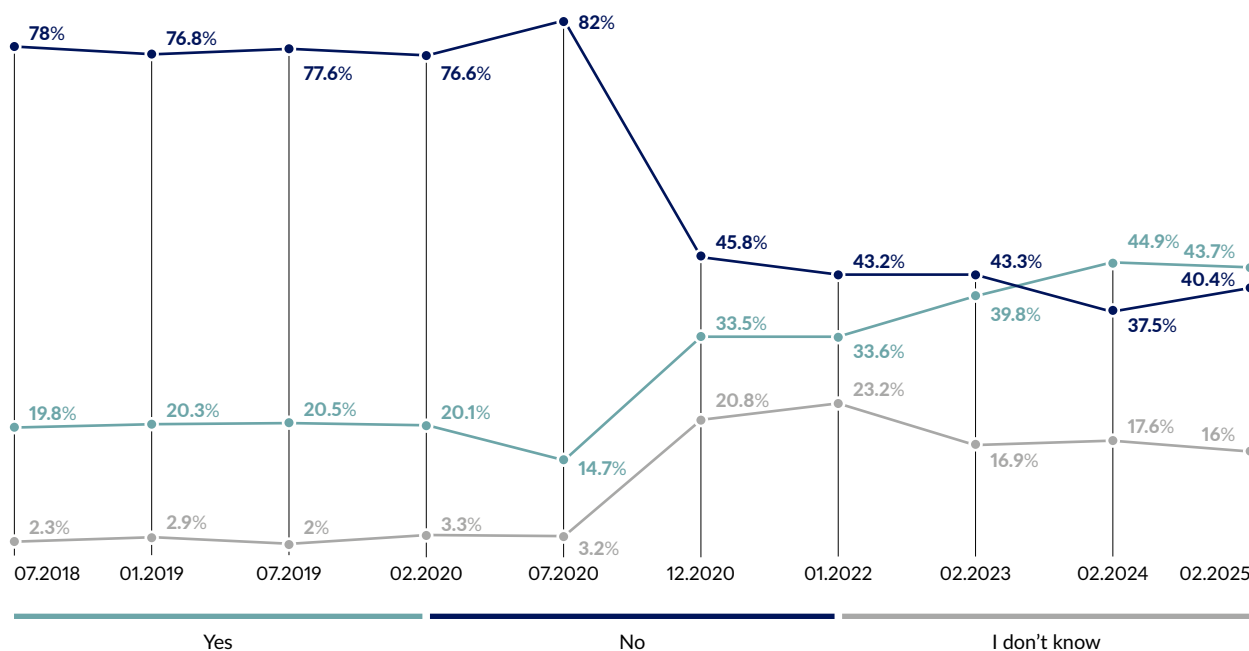
Technological development is further strengthening such attitudes – recruitments take place primarily online, making it easier for candidates to seek and apply for offers, as well as shortening the time necessary to participate in job interviews.

While the market has slowed down, the shift in employee attitudes and their greater openness toward changing employment seems to be lasting. Changing market conditions, causing deeper changes to the demand for workers, could eventually cause this trend to come to a standstill. However, as of now, despite the weakening position of employees, we cannot yet call this a return to an employers' market (especially given the varying situation of various regions and industries). This means that the businesses must keep actively striving to counteract turnover and attract new employees – especially in the case of sectors already struggling with a competence gap or a limited supply of candidates.

Are you planning to change your current job?

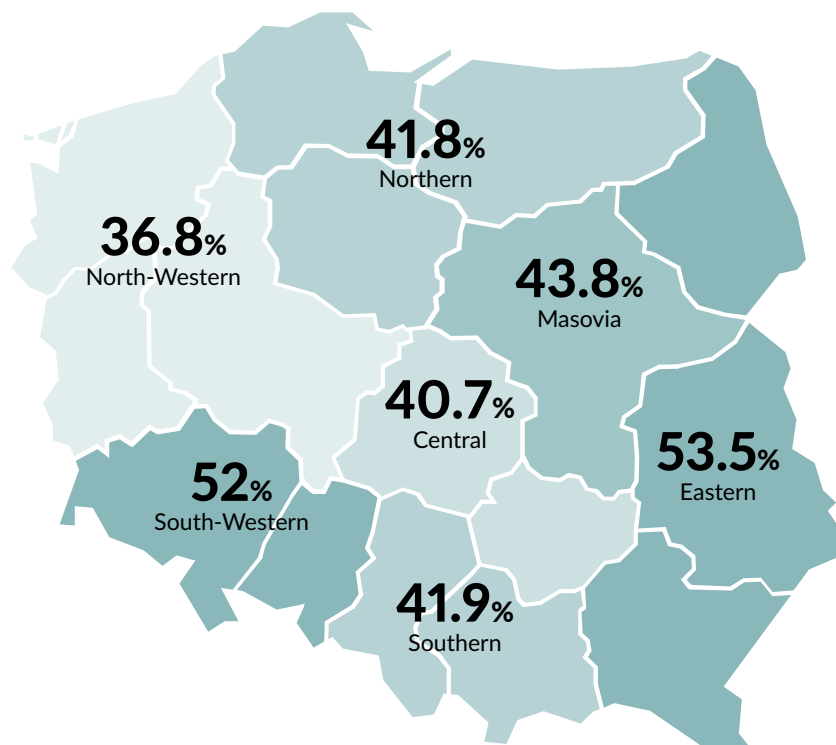


Are you planning to change your current job?



Who is planning to change their job?

Plans to change jobs across regions*



Willingness to change one's place of employment is related to age – the older an employee, the less likely it is for them to take such a step. However, we can see some changes compared to last year's results. In the 25-44 age group, the percentage of people interested in changing their jobs has fallen by 6.3 p.p., while for the oldest workers (55+) the increase amounted to 10.3 p.p. As of writing, approx. 60% of people aged under 24 have declared willingness to change their job. The same is true for almost half of employees aged 25-44, 35% of those aged 45-54 and a third of people over 55 years of age. These results are fairly close to those from the last year, suggesting a lasting trend.

Men tend to declare a greater readiness to change employment than women (at 46.2% and 41%, respectively). When it comes to specific positions, lower-ranking employees (51.7%) and junior specialists (46.8%) tend to be more likely to consider getting a new job. Senior specialists remain most adverse to change, with only 38% planning to leave their current workplace.

By industry, the highest number of people considering a job change are in commerce, services, and transportation and logistics – half of the respondents from these sectors have such plans. In manufacturing, the willingness to seek a new employer has been declared by 40% of workers. The willingness to change jobs is definitely lower among employees in the public sector, just like last year – 33.3% of respondents in this group make such declarations.

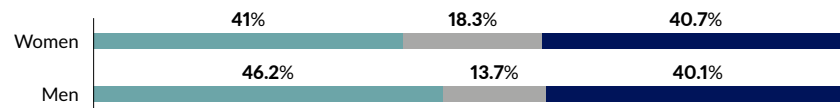
Half of the respondents from the Eastern and South-Western regions are interested in changing their employment. A year ago, these regions were also the most prone to change. In Northern and Central regions, as well as the Masovia province the number willing to change their workplace has increased. On the other hand, the number of respondents interested in seeking a new employer has fallen greatly in the North-Western region – dropping from 46.8% a year ago to merely 36.8%.

*Percentage of people in a given region planning to change their job • N=550

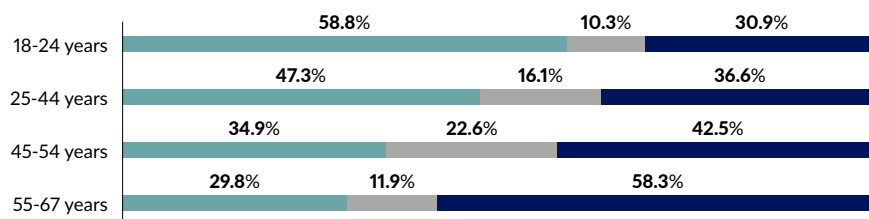
Who is planning to change their job?

Are you planning to change your current job?

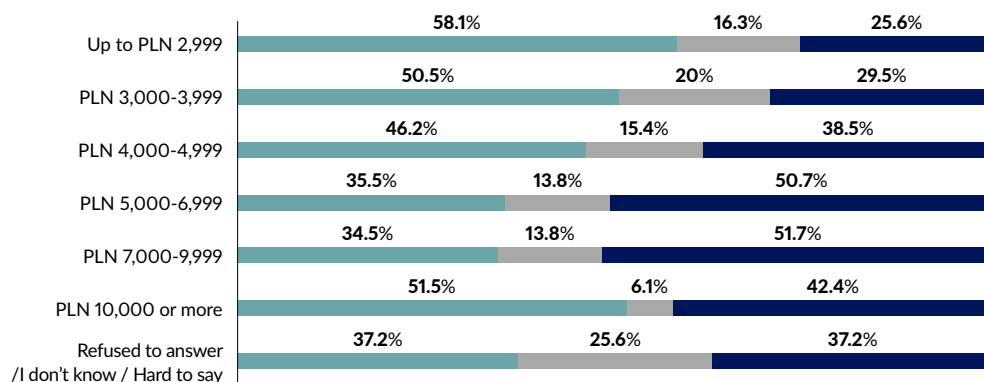
Gender



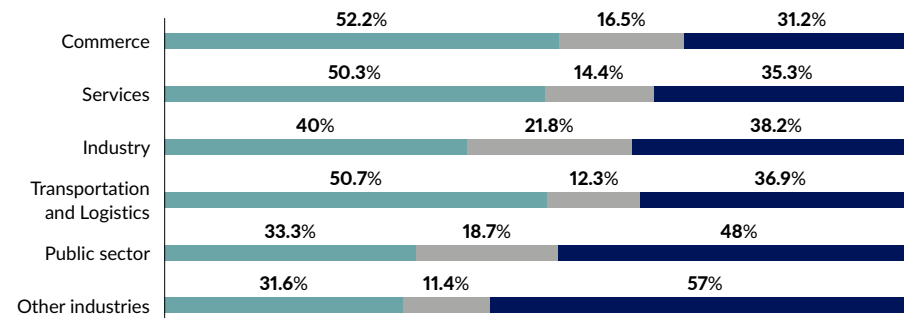
Age



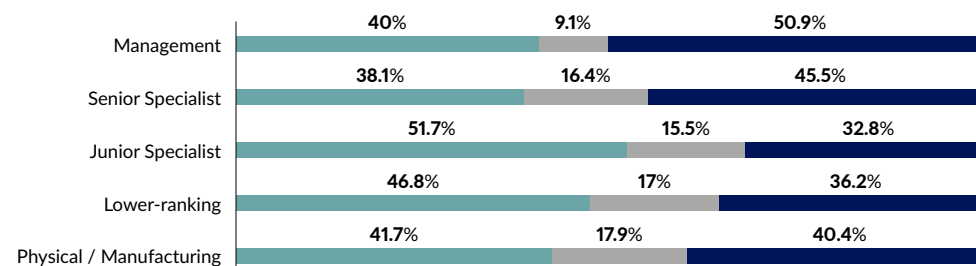
Income



Industry



Position



Yes

I don't know

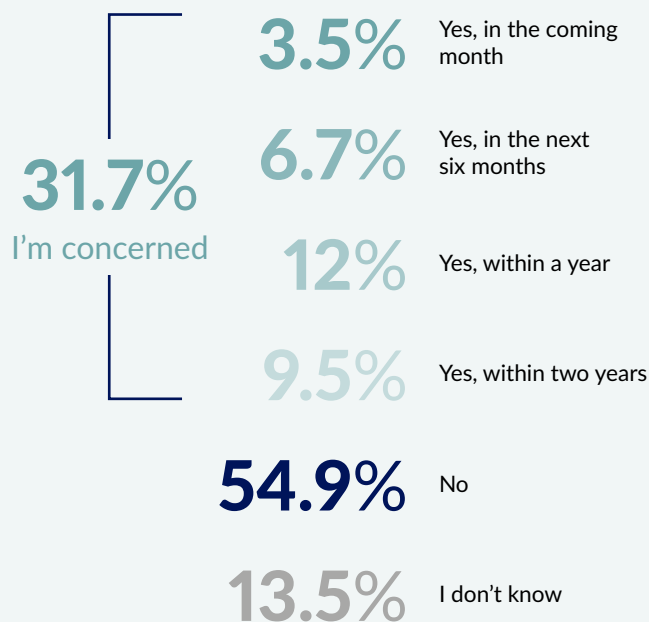
No

Concerns about losing one's job

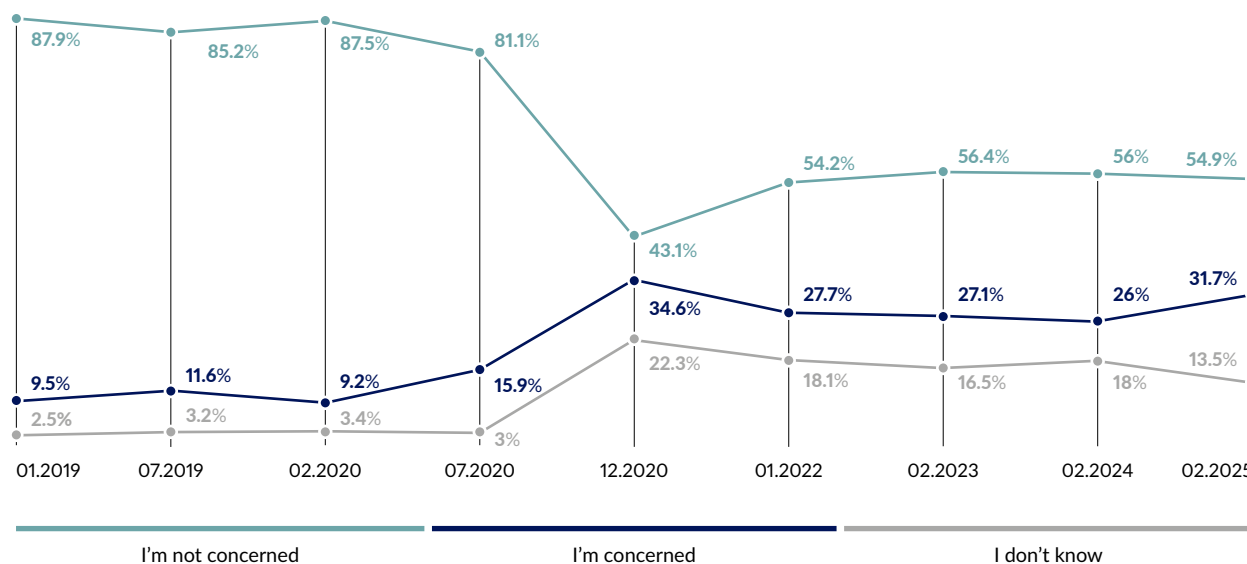
The percentage of people concerned about losing their jobs has increased to almost 32% – 6 p.p. more than a year ago (26%), marking the second highest result since 2019. Over the past three years, this indicator has not exceeded 28%, which suggests a shift in the trend. At the same time, the percentage of people declaring no concerns over their employment has decreased slightly (by a little over 1 p.p.). The number of 'I don't know' responses has also dropped, suggesting that employees have a clearer view of their professional situation – although for some, this means growing concerns.

The growing concerns over losing one's job could be related to increased media coverage of mass layoffs, which undermines employees' sense of job security – even if they are not directly affected.

Are you concerned about losing your job?



Are you concerned about losing your job?



Who's concerned about losing their job?

The youngest employees are the most uncertain about their future at the current place of employment, with as many as 39.7% of people aged 18-24 afraid of being fired. Workers earning between PLN 3,000–3,999 and over PLN 10,000 are also more likely to feel concerned about job loss. Employees earning between PLN 5,000 and 9,999 per month report the highest relative sense of job stability.

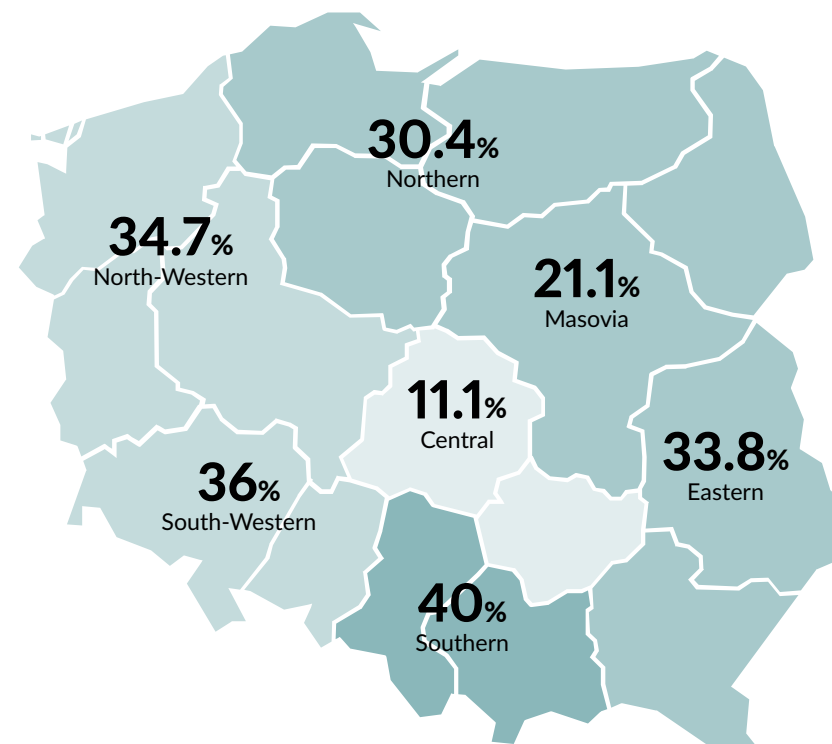
Across various industries, those employed in the commerce sector are the most concerned (38.5%), while public sector workers feel more comfortable. Management staff tend to be the most certain about their continued employment.

On a regional level, the largest spike of concerns can be seen in Southern Poland, where as many as 40% of all workers are concerned about their employment – almost twice as many as a year ago (24%). A similar situation concerns the South-Western region, where the number of people concerned about possible termination increased from 25.9% to 36%.

This could be related to difficulties faced by the automotive industry, which is a major employer in these regions. The Central region is an exception to the general trend, with the percentage share of people concerned about their jobs falling from over 23% to merely 11%.

These results show that concerns over the stability of employment are becoming more commonplace, although the exact scale differs among the various groups of employees.

Concerns about losing one's job across regions*

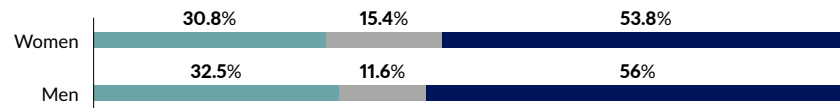


*Percentage of region's residents concerned about losing their jobs • N=550

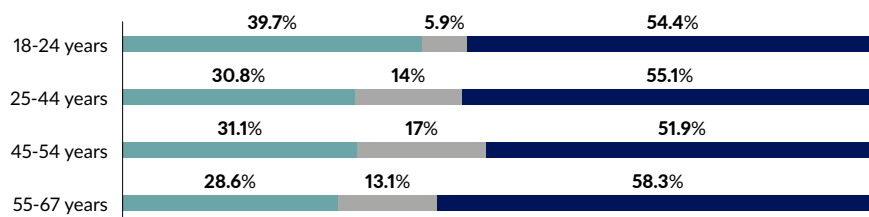
Who's concerned about losing their job?

Are you concerned about losing your job?

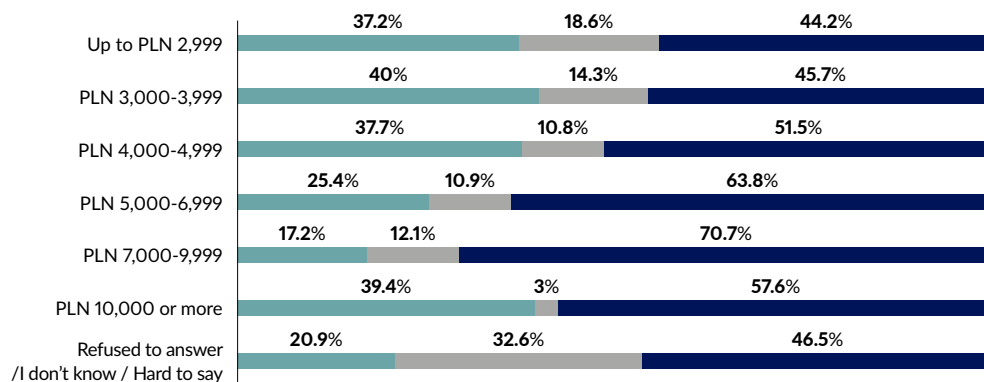
Gender



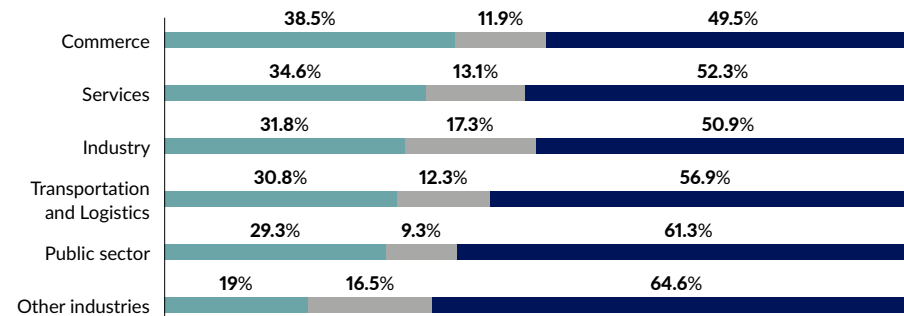
Age



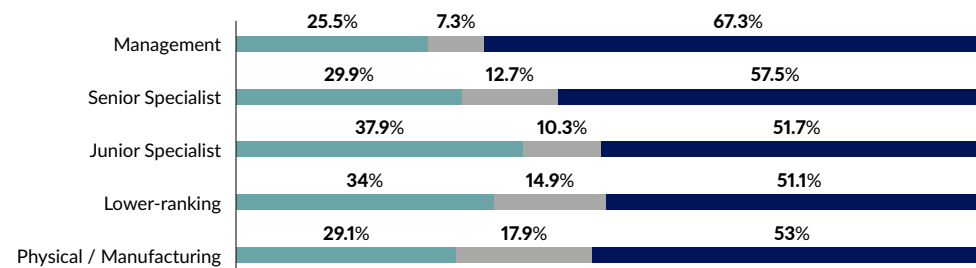
Income



Industry



Position



Yes

I don't know

No

Employee activity on the job market

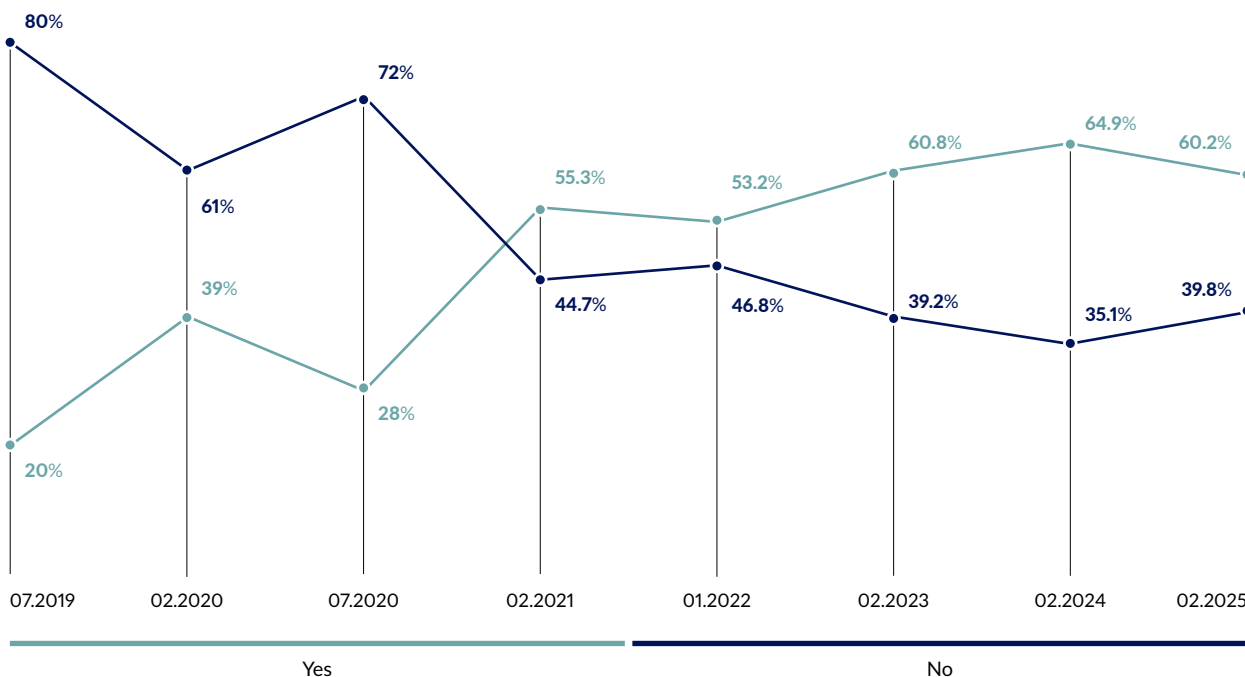
Are you currently looking for a job?*

60.2%
Yes

39.8%
No

*Question asked to people concerned about losing their job and/or planning to change it • N=279

Jobseeking - comparison with previous years



For several years of our research, we have observed that employees who expect to change their job or are concerned about losing their current one are highly active in seeking out new employers.

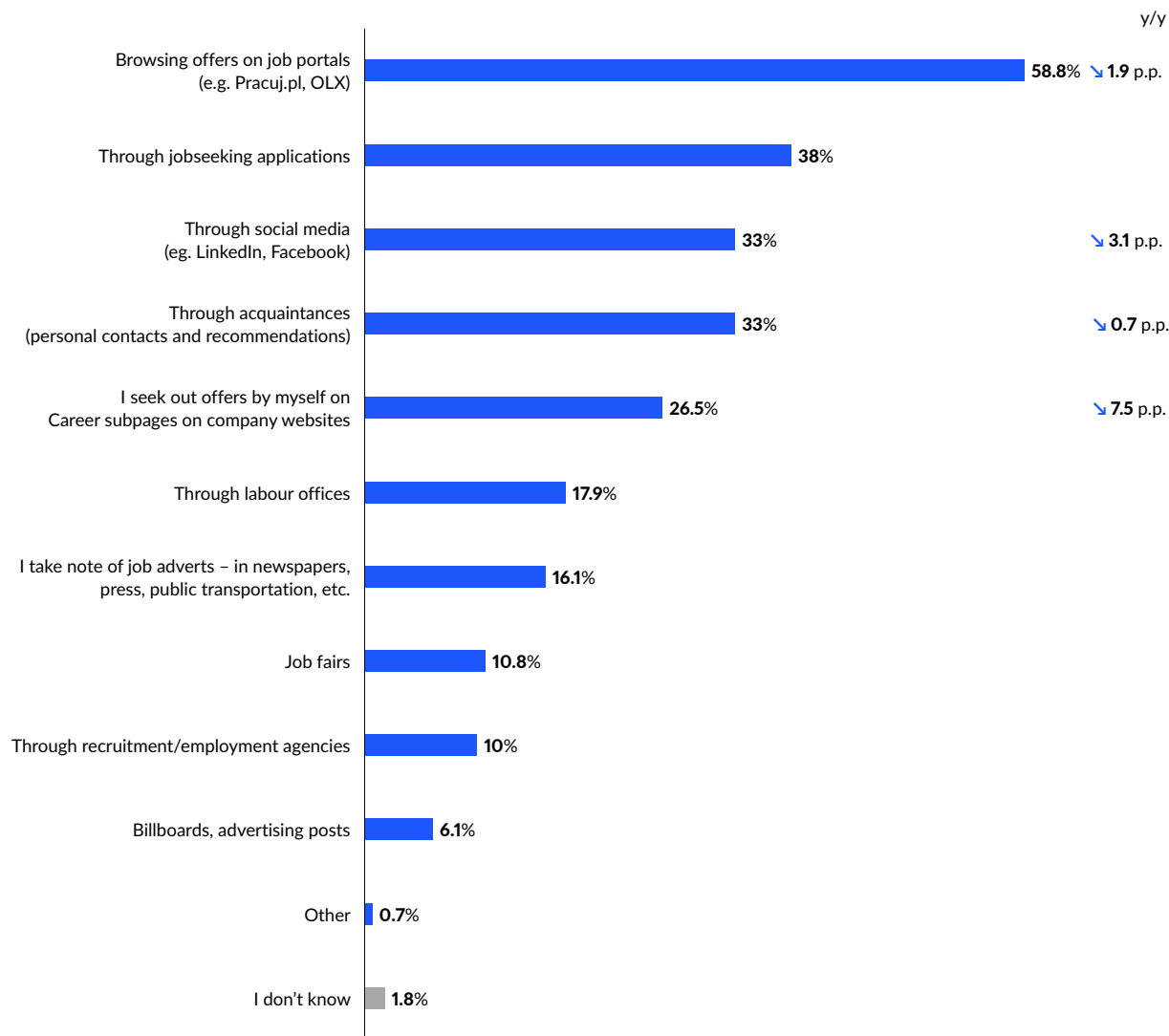
Despite the percentage of workers declaring that they're currently seeking a new place of employment having fallen by 4.7 p.p., as compared to the previous year, it remains over 60%. This indicates that the proactive approach of employees on the job market is becoming a constant trend.

The share of respondents who, despite planning to change jobs or fearing dismissal, are not taking any action is decreasing, suggesting employees are becoming more cautious. Given the media coverage of employment reductions and a decreased number of available job offers, many people could be delaying seeking new jobs for as long as possible.

However, this doesn't change the fact that the employee activity on the job market remains high, meaning a necessity of taking action to counteract turnover.

Means of seeking employment

How are you planning to seek a new job?*



The popularity of various job-seeking channels hasn't changed notably compared to the previous year. The most notable change is the falling percentage of people seeking out offers directly on employers' webpages – decreasing by 7.5 p.p., from 34% to 26.5%.

Fewer respondents also use social media when looking for a new job (33%, a decrease of 3.1 p.p. y/y). A decline in interest is also observed with job portals and job seeking apps, however, as in the previous year, these two channels remain the most frequently chosen by job seekers.

*Question asked to people concerned about losing their job and/or planning to change it • Respondents could select multiple answers • N=279

Job-seeking methods across age groups

While the methods of seeking out jobs are fairly similar for all age groups, there are some observable differences. Dedicated job-seeking portals remain the most popular channel for all age groups. When compared to the previous year, they have gained importance amongst the youngest and oldest respondents (by 8.5 p.p. and 5 p.p., respectively), while in other groups their popularity decreased slightly.

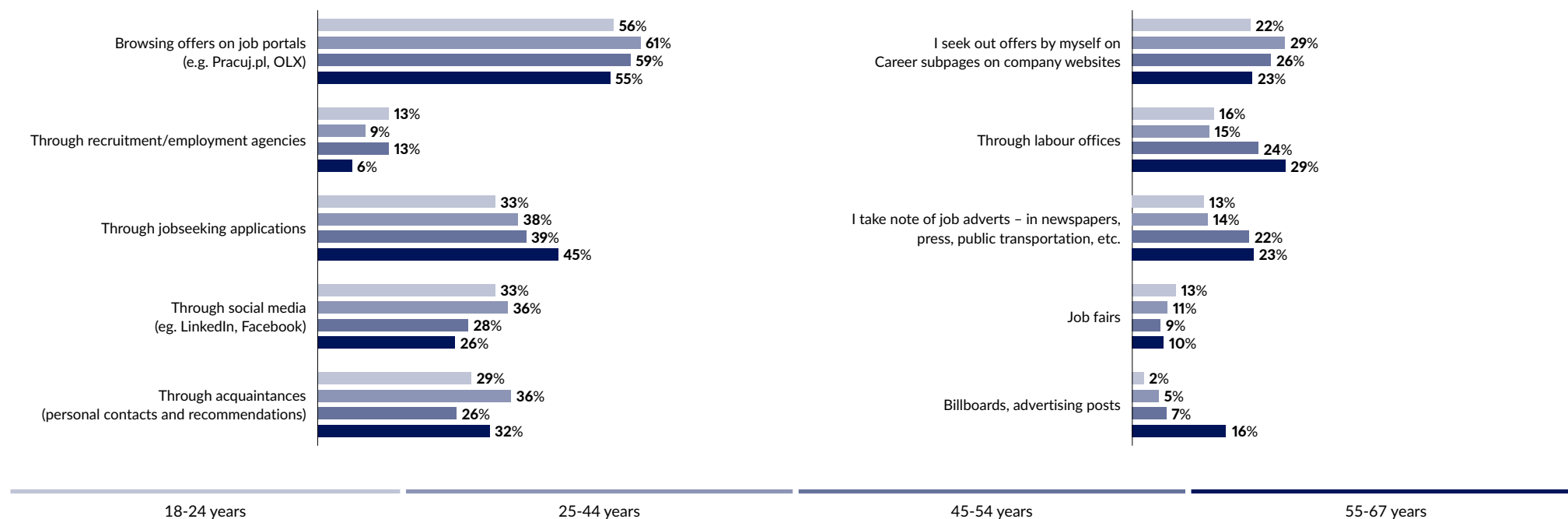
Job-seeking apps are the second most popular channel. It bears mentioning their increased importance among people aged 55+ (from 33.3% to 45%), which might be an indicator of a growing openness of the older employees toward digital tools.

The younger workers are more likely to use social media, while the older ones are more reliant on their contact networks. However, we have observed that in the 45-54 and 55+ age groups, the percentage of people seeking jobs through their friends decreased by a notable amount – 18.7 and 26.5 p.p., respectively.

In this context, it bears mentioning that the younger generations are building their professional networks primarily through social media. How rarely they mentioned acquaintances as a source of information about the offers might thus not be fully representative of the scale of this phenomenon. One could assume that for many young people, friends and social media are one and the same – and thus it is difficult to separate these channels when it comes to job seeking.

The oldest employees still tend to choose more traditional ways of seeking out jobs, such as labour offices, press advertisements or ads in public spaces.

Job-seeking methods across age groups*



*Question asked to people concerned about losing their job and/or planning to change it • Respondents could select multiple answers • N=279

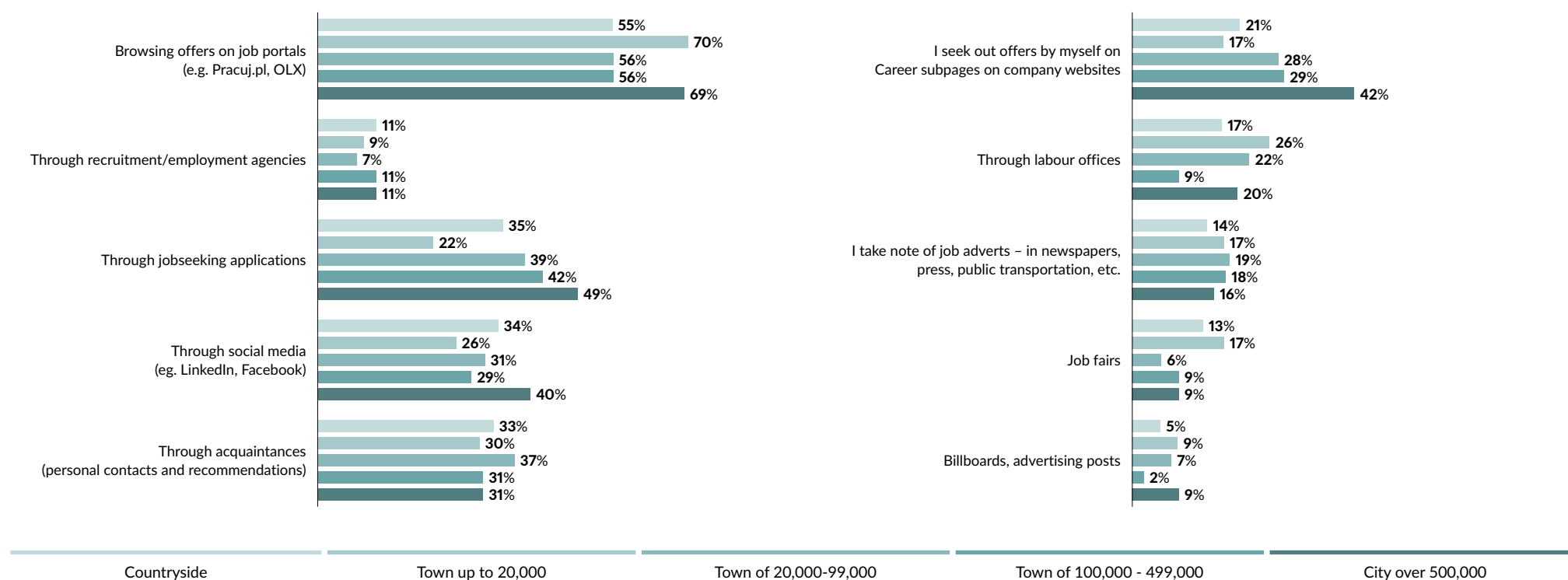
Job-seeking methods across places of residence

Dedicated job-seeking portals are the most important job-seeking channel, primarily for residents of the smallest towns and the largest cities. In the largest cities, the percentage increased from 66% to 69%, while in the smallest towns, it dropped from over 77% to 70%.

Job-seeking apps are more popular in the largest cities, as is the use of social media (40%) and independent search on company websites (42%).

While in smaller towns, up to 20,000 residents, job-seeking portals are the predominant channel, it bears mentioning that a third of all respondents obtain information on open vacancies from their acquaintances. This channel is just as popular in mid-sized towns (20,000-99,000 residents). In the smallest towns, the services of labour offices (26%) and trade fairs (17%) are utilised to the largest extent. In the countryside, job-seeking portals dominate (55%), followed by job-seeking apps (35%) and social media (34%). Also seeking jobs through acquaintances is still popular (33%).

Job-seeking methods across places of residence*



*Question asked to people concerned about losing their job and/or planning to change it • Respondents could select multiple answers • N=279

Job-seeking methods across industries

The means of seeking employers tend to differ between industries. Job-seeking portals are the most popular channel across all sectors, but when it comes to other methods, the results are much more varied.

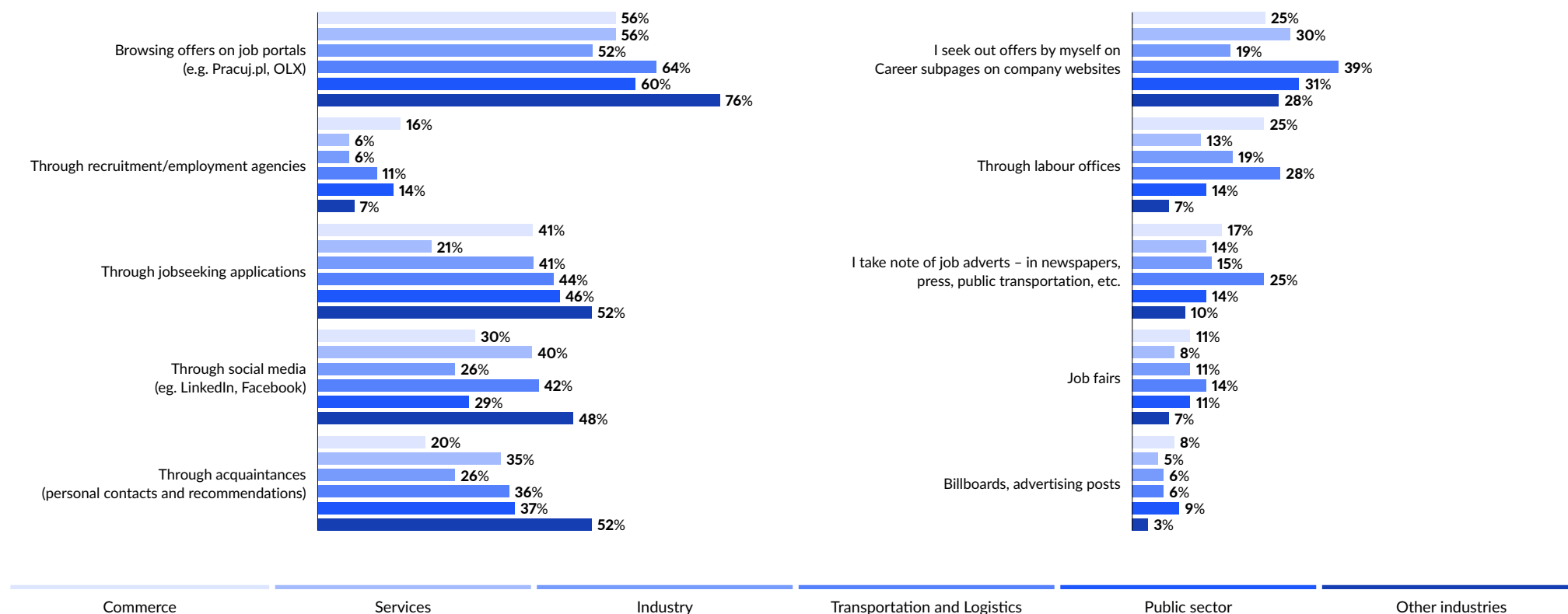
Commerce sector employees tend to be more reliant on employment agencies and labour offices than others, while those employed in the services sector tend to focus on social media and recommendations from friends.

In the industrial sector, job-seeking apps and contact networks play an important role, while social media has proven less popular (26%).

In the transportation and logistics sector, candidates tend to diversify their sources of information about available offers more heavily – aside from using job-seeking portals and apps, they are more likely than others to browse company webpages, advertisements and offers of labour offices.

Aside from job-seeking portals and apps or social media, public sector workers are more likely than other groups to seek employment through their acquaintances.

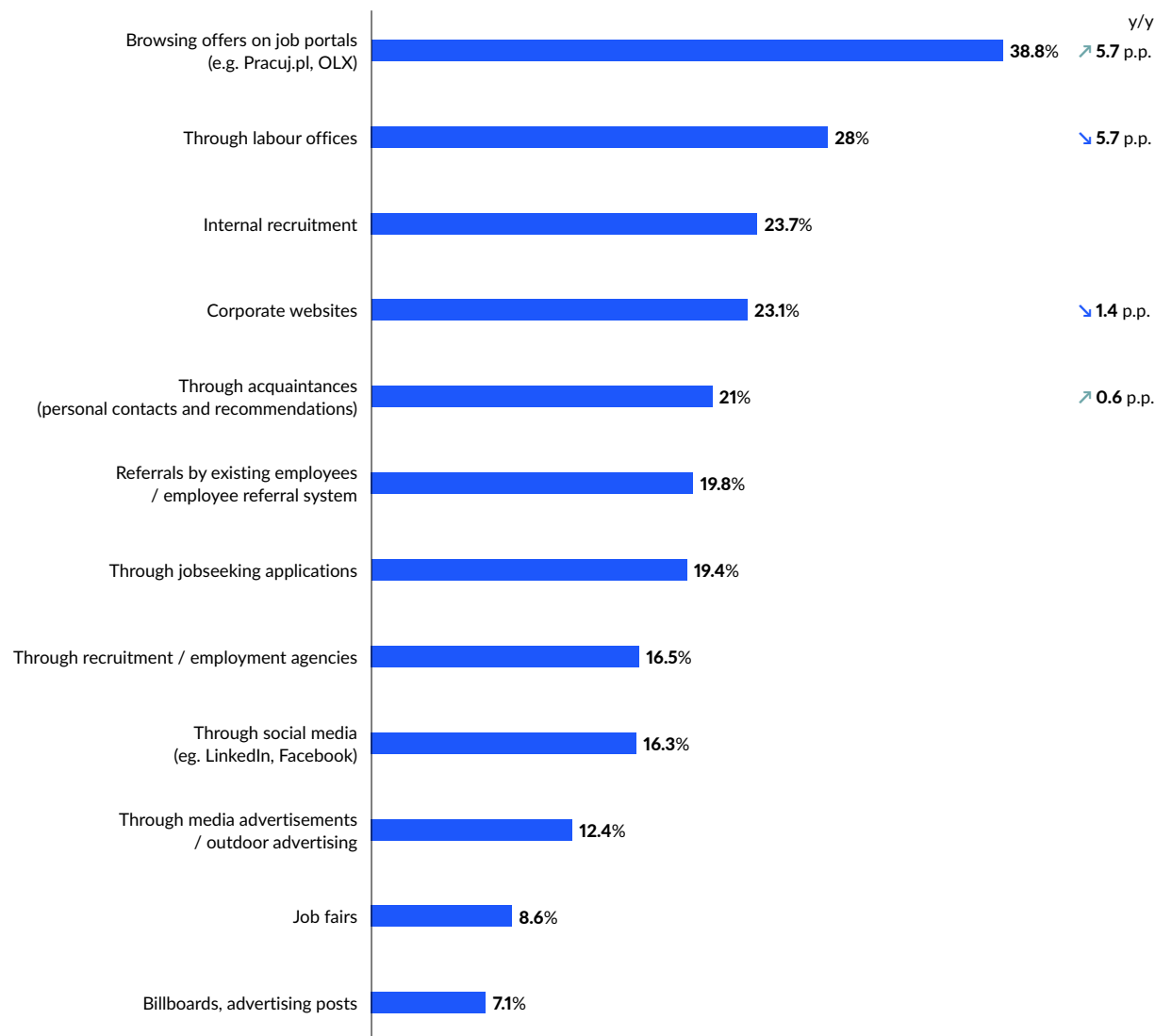
Job-seeking methods across industry*



*Question asked to people concerned about losing their job and/or planning to change it • Respondents could select multiple answers • N=279

How are employers seeking new employees?

How are you usually seeking employees?



Job-seeking portals are currently the most commonly chosen recruitment tool, utilised by 39% of employers, marking an increase of 5.7 p.p. as compared to the previous year. They are followed by the assistance of labour offices (28%), even though their importance is falling (-5.7% p.p. y/y), which could have been caused by the limited availability of candidates under this formula combined with the growing importance of more direct methods. They were followed by internal recruitments (23.7% of answers, similar to the previous year) and advertising on the company's website (at a slight y/y decrease).

Recruitment preferences tend to differ based on company size. The bigger the organisation, the more likely it is to utilise job-seeking portals (35% – small, 39% – mid-sized, 42% – large). An opposite trend concerns the labour offices (32% – small, 31% – mid-sized, 21% – large). The differences are also noticeable between various industries – job-seeking portals see more use in the transportation and logistics sector (45%), while labour offices see more use in the public sector (37%).

Despite their popularity, job-seeking apps and social media remain less utilised channels of candidate acquisition. When comparing the methods preferred by candidates with those of chosen by employers, it is clear that job-seeking portals offer the best chance for the two sides to “meet in the middle”.



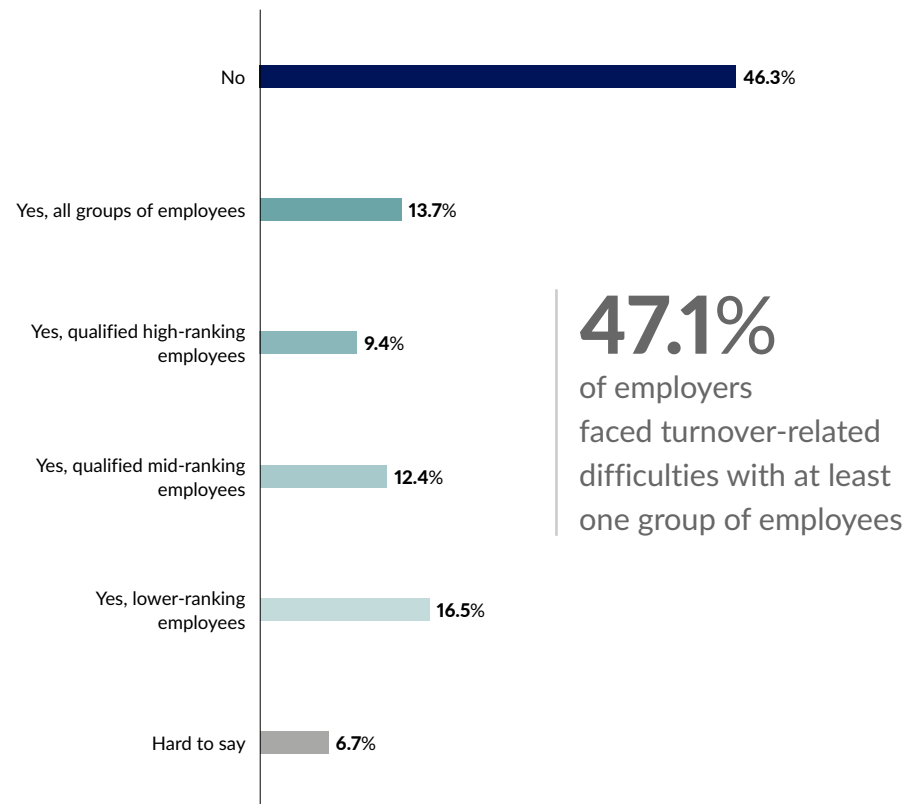
Counteracting
employee turnover

Turnover – a growing challenge for businesses

When compared to the previous year, there has been a notable increase in the number of businesses struggling with employee turnover. As of writing, over 47% of surveyed companies admitted facing turnover issues with at least one group of employees – marking an increase by 11 p.p. since a year ago. The increase is particularly noticeable among qualified, medium-ranking staff (by 4.6 p.p. y/y), though it is present in all employee categories. Lower-ranking employees are the most susceptible to increased turnover (at 16.5%).

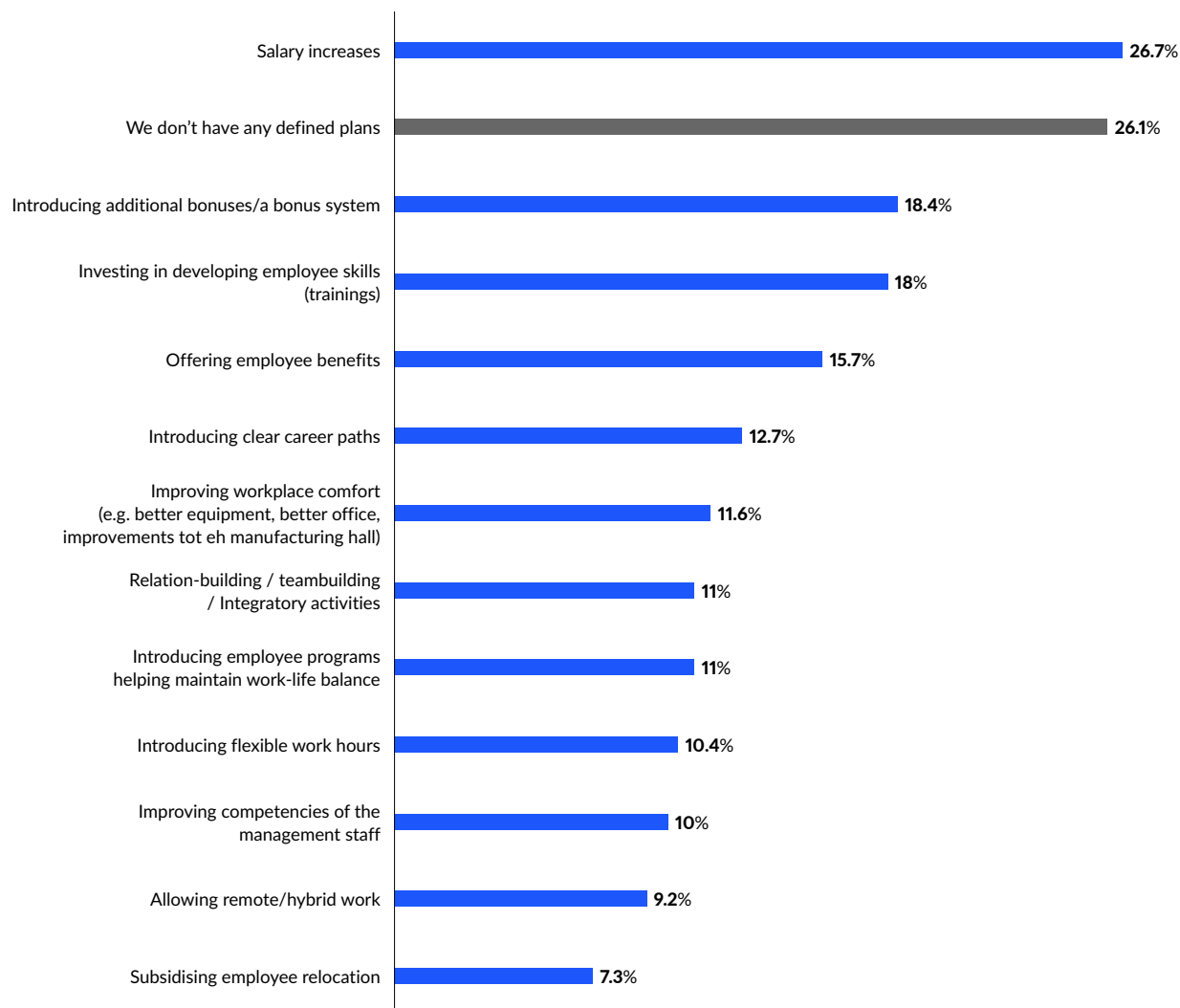
It bears mentioning the falling number of companies unable to clearly say whether turnover issues concern them (with 6.5% answering „Hard to say“, marking a decrease by 4.9 p.p.). This might suggest that the issue is getting increasingly visible and the companies are beginning to consciously analyse this issue and monitor the turnover indicators more closely. Back in the 2023 research, turnover issues were declared by as many as 87% of businesses.

**In the past few months, did you face difficulties with employees leaving?
If yes, which group of employees?**



Counteracting employee turnover

What actions does your company plan to take this year to reduce turnover?



Increasingly often, businesses are taking active measures to retain employees. Salary raises remain the most popular solution, being chosen by 26.7% of employers. This largely aligns with employee expectations. This is followed by additional bonuses (18.4%) and investing in employee growth. Allowing flexible work hours and remote work are offered much less frequently, even though such benefits can very effectively increase employee loyalty.

These strategies tend to differ between industries and various company sizes. Pay raises are offered primarily by smaller companies (30%), as well as those operating in the industrial (31%) or commerce (30%) sectors. Service companies tend to choose introducing additional bonuses (24%), while the transportation and logistics sector prefers offering additional trainings.

At the same time, a decreasing number of businesses remain passive toward turnover. The percentage of organisations with no defined anti-turnover strategy has fallen to 26.1%. For comparison, a year ago this amounted to 38.2% and a year before that – 41%. This is a strong signal that employers are not only seeing the problem, but also taking active measures to counteract it. Companies are increasingly aware of the effects excessive turnover might bring, generating additional recruitment and employee training costs as well as reducing the stability and effectiveness of their teams.

The public sector is the most affected when it comes to counteracting turnover, with 38% of organisations implementing no measures to this effect. In other industries, a fifth of all employers lack a defined anti-turnover strategy.

Satisfaction with current jobs

Employee satisfaction with their current workplace remains high, with over 68% of respondents declaring work satisfaction. It bears mentioning that the number of strongly satisfied workers has notably increased (+ 6.7 p.p.), while the number of dissatisfied employees has decreased.

While each age group saw an increase in the number of definitely satisfied workers, the greatest surge took place in the 25-44 age group (+8.1 p.p.). It's worth taking note of both the youngest and the oldest employees- both of those groups saw an influx of employees rating their job negatively or neutral. These were the only groups to see an increased number of dissatisfied workers.

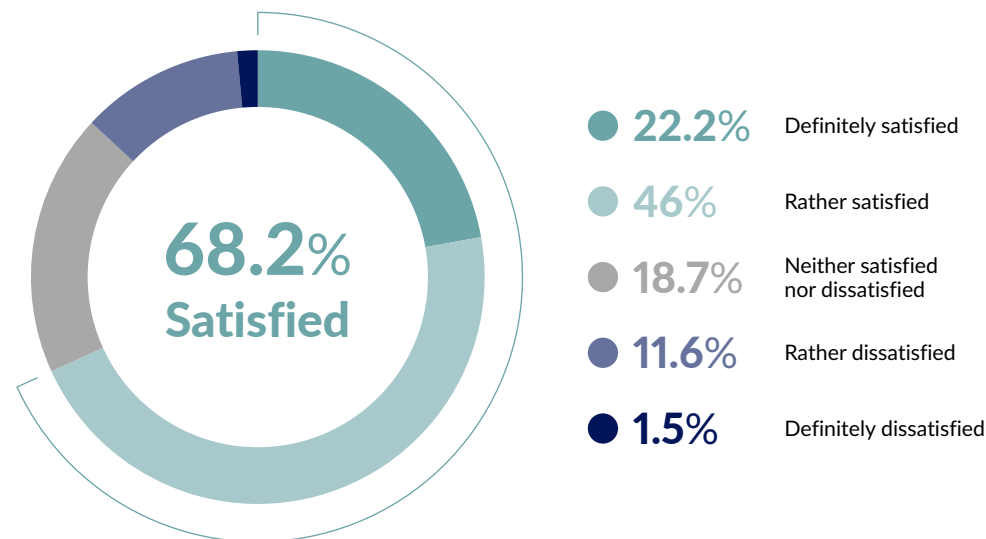
Work satisfaction levels tend to increase with one's salary level. The highest percentage of strongly satisfied employees belongs to those with net earnings over PLN 7,000. Yet at the same time, people earning between PLN 7,000-9,000, the percentage of unsatisfied workers is also the highest, at over 20%. Among those with lower earnings, the percentage of satisfied workers is smaller, but remains relatively high. It suggests that the financial factors aren't the only ones to influence workplace satisfaction.

The overall increase in the number of people satisfied with their work has been true for all sectors. Furthermore, the number of dissatisfied workers went down. The satisfaction is highest in the commerce and transportation and logistics sectors. The lowest workplace satisfaction was declared by manufacturing sector workers. High workplace satisfaction was declared by the management staff (83.6%) and senior specialists (75.4%). Lower-ranking employees account for the lowest number of both satisfied and dissatisfied employees. However, it bears mentioning the high satisfaction level among physical workers (67.5%).

Such results may suggest an increasing quality of workplaces. In recent years, employees have enjoyed high availability of offers. Many have chosen a better-paying job, or one that better reflects their individual needs and aspirations. The approach of businesses has changed, becoming more deliberate, more focused on employee wellbeing, quality of equipment or the aesthetics and furnishing of workstations. Many employers are offering greater flexibility, for example when it comes to work hours or the place of work, increasing the overall employee satisfaction levels. The overall increase in salaries across the country is also impactful.

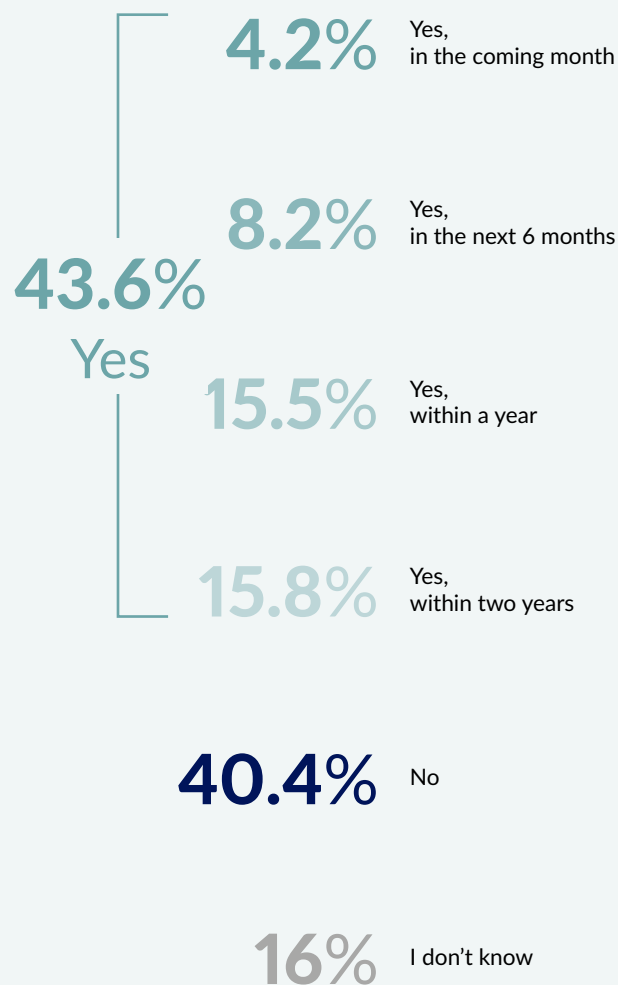
Increased employee satisfaction suggests positive changes taking place in the job market. While the financial factors remain important, they aren't the only factor determining workplace satisfaction. It signals that an organisation's long-term success relies on taking care of comprehensive development of its employees – not merely through salaries, but also creating conditions for their growth, flexibility and the comfort of work.

To what extent are you satisfied with your current job?



Reasons for changing jobs

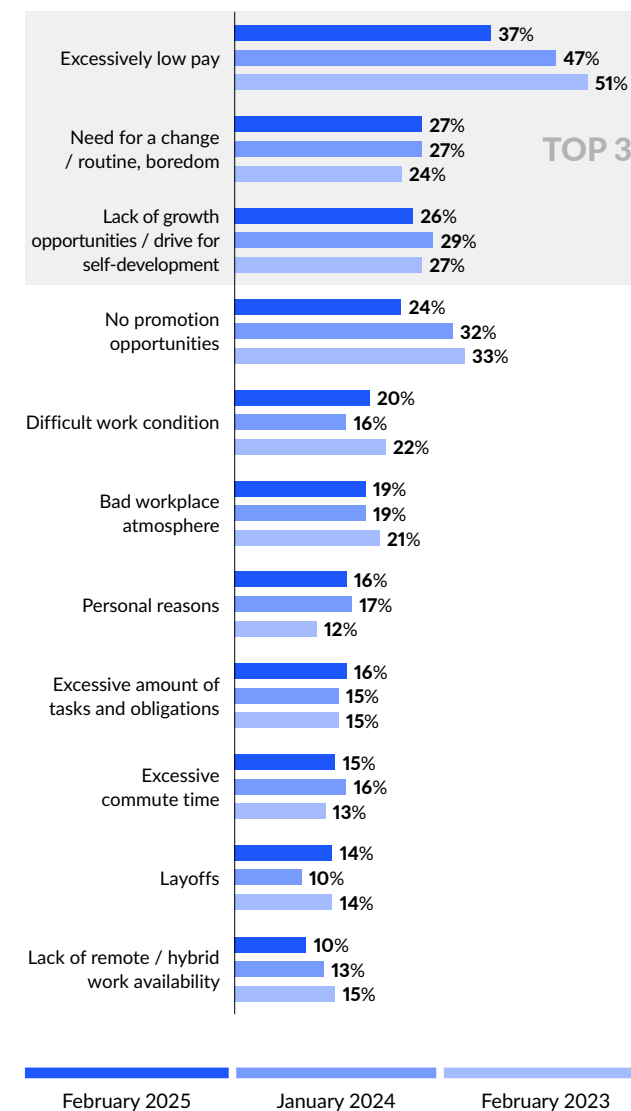
Are you planning to change your current job?



The financial factor remains a predominant reason for changing one's job, however, its importance is steadily decreasing. This year, it was mentioned by 37% of respondents, marking a 10 p.p. decrease year on year. For comparison, two years ago this answer was chosen by more than half of our respondents. This might suggest that employees of all industries are achieving more satisfying pay and are increasingly often taking note of other aspects of work. Another possible reason is the generational change and differing expectations of the younger employees.

Aside from salaries, the most common reasons for changing jobs are yearning for a change (27%), wish for self-development and lack of growth opportunities (26%) as well as a lack of promotion opportunities in the current workplace (24%). We took note of the differences in responses of men and women. Low pay motivates 41% of men and 33% of women to seek a new job. Men are also more likely to point out a lack of promotion opportunities (27% vs 21% of women) and difficult work conditions (22% of men vs 17% of women). On the other hand, women are more motivated by bad workplace atmosphere (23%, as compared to 15% of men) and a need for change (28% vs 26% of men).

Why are you planning to change your current job?*



*Question asked to respondents planning to change their job • Respondents could select multiple answers • N=240

What would convince employees to stay at their current workplace?

Pay raises and bonuses remain key factors influencing the decision to remain in the company, despite their importance has fallen slightly as compared to the previous year – 79% of employees (90% a year ago) pointed to pay raises as a factor keeping them in the current workplace, while 75% highlighted additional bonuses (a decrease from 85%). Similar to a year ago, subsequent places went to better opportunities for professional growth (72%) and improving workplace atmosphere (65%), even though these two factors also had seen a decrease.

It bears pointing out differences in answers between various professional and demographic groups. Women are more likely than men to point out the importance of bonuses, benefits and workplace atmosphere. Financial factors are a priority primarily for people aged 25-54, while the youngest workers (18-24 years) are paying more attention to professional growth and subsidised education.

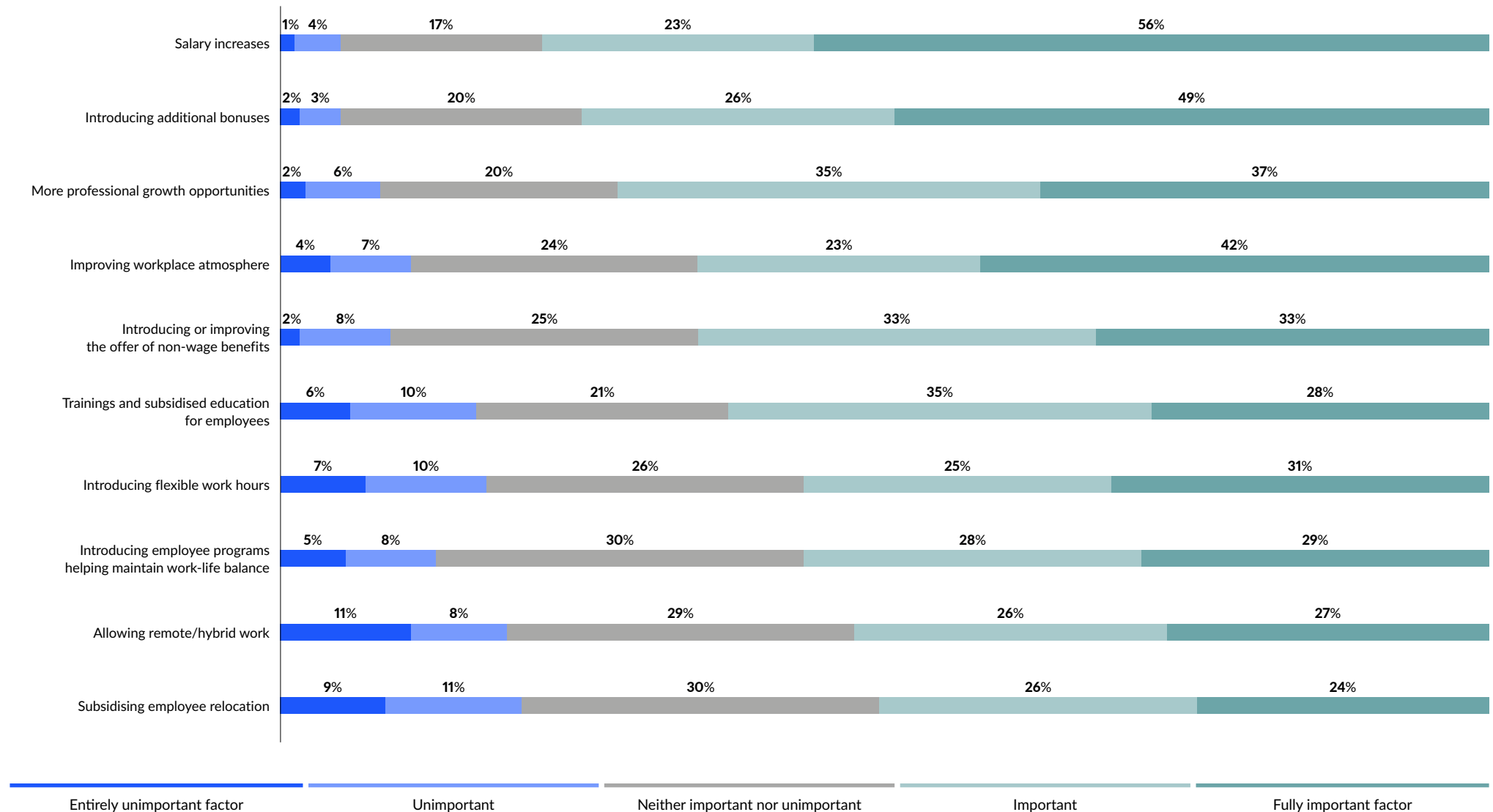
Taking a look at various industries, pay raises would usually help retain employees in public and commerce sectors, while in the case of industry introducing additional benefits or broadening the professional growth opportunities would be more impactful. When it comes to positions, each category perceives the financial factors (pay raises, bonuses) as the most important factor. Professional growth opportunities are also important – especially when it comes to management staff and manufacturing workers.

Invariably, it is three crucial factors – salary and bonuses, growth opportunities and workplace atmosphere – that decide whether employees decide to stay with a given company. For the businesses, this is a strong signal that a successful retention policy must encompass these aspects. 4 out of 10 employers still lack a strategy for counteracting excessive employee turnover. While employees are increasingly aware of their needs, some businesses still don't see a need to react to these changes.

Of course, one cannot omit the fact that the economic situation and growing operational costs are very real limitations for employers, who are forced to manage their salary and employee development budgets in their attempts to retain competitiveness. Yet from a long-term perspective, businesses shouldn't be looking merely at the current economic challenges, but also demographic difficulties. The number of people of working age is steadily falling, making retaining one's employees just as important as their acquisition. Especially given that effective employee retention tends to be cheaper and more efficient than recruiting new workers.

What would convince employees to stay at their current workplace?

What actions would have a notable impact on your willingness to stay at the current workplace?*



*Question asked to respondents planning to change their job • Respondents could select multiple answers • N=240



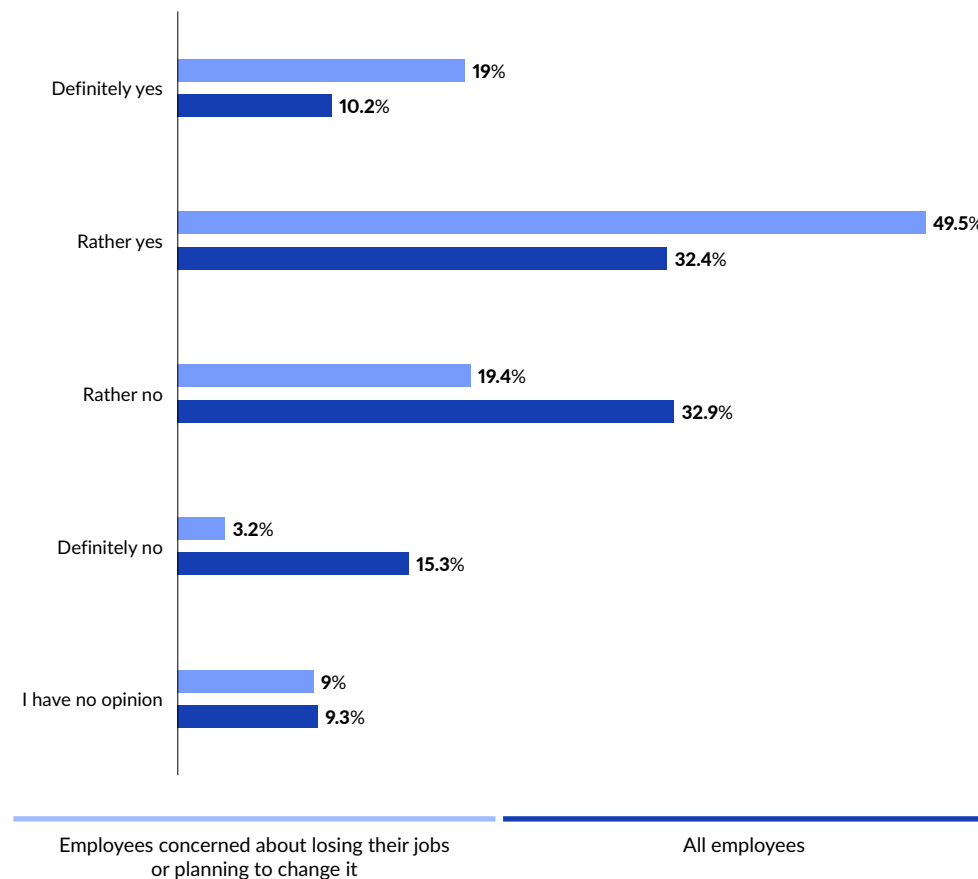
Reskilling and upskilling
– needs and available
support

Are employees ready for reskillig?

The percentage of employees considering changing their profession has increased by 3.1 p.p. last year, reaching 42.5%. People concerned about losing their job or planning to change it are particularly likely to reskill – with 68.5% of people in this group declaring so, marking an increase of 2.5 p.p. as compared to the previous year. Data show that uncertainty over employment stability greatly increases the readiness of employees to seek new career paths or industries.

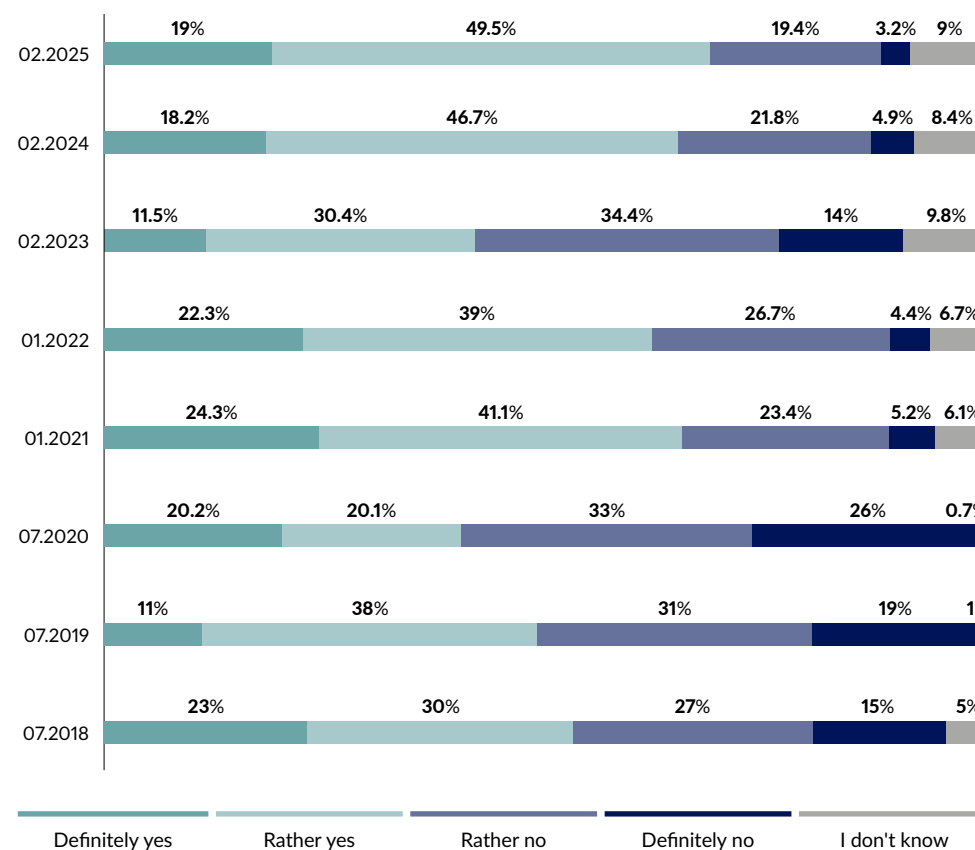
In the past few years, we have seen a rising readiness of employees to change their professions, largely due to the volatility of the job market. Automation, technological development and economic uncertainty are all causing an increasing number of people to see the need to adjust to the new circumstances and actively seek new growth opportunities in other industries.

Are you considering changing your current job/profession (reskilling)?



All employees, N=550 • Employees concerned about losing their jobs or planning to change it, N=279

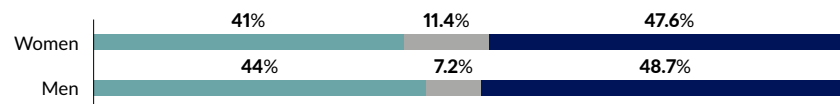
Reskilling plans over the years – among employees concerned about losing their jobs or planning to change it.*



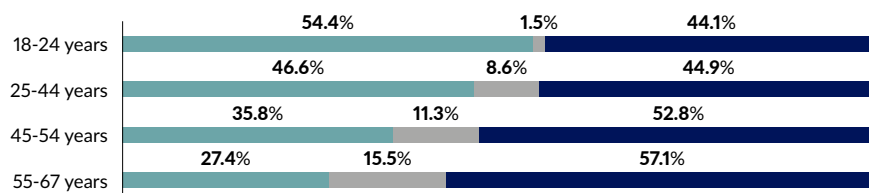
Responses of respondents concerned about losing their jobs or planning to change it • N=279

Who's interested in changing their job?

Reskilling plans of each gender



Reskilling plans of each age group



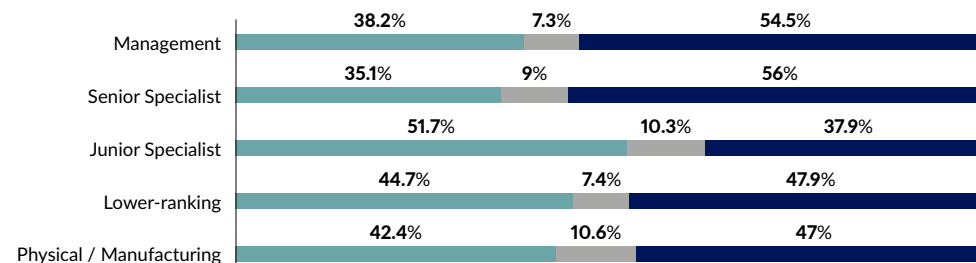
The willingness to change one's profession is declared by slightly more men (44%) than women (41%). One of the key factors influencing openness to reskilling remains age – in the 18-24 age group, 54.4% of respondents express a willingness to reskill, while this percentage drops to 27.4% among those aged 55 and above.

Junior specialists are more eager to reskill – as declared by half of them (51.7%), marking a notable increase as compared to a year ago (41%). Among senior specialists and management staff, such an eventuality is being considered by 35.1% and 38.2%, respectively.

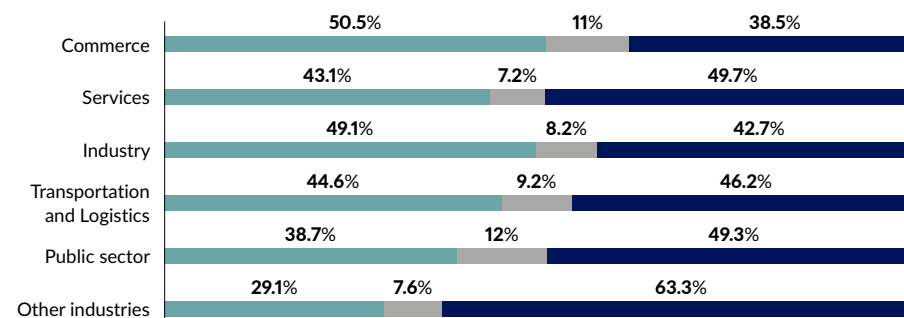
The highest willingness to change profession is shown by employees in commerce (50.5%) and industry sector (49.1%), while in the public sector the interest in reskilling is significantly lower (38.7%). Education level also plays a role – people with primary (45.5%) and secondary (43.9%) education are more likely to declare willingness to reskill, whereas among university graduates, this percentage has decreased to 40.9%, down from 45.6% a year ago.

The openness to professional changes is high, showing that the employees are trying to adjust to the quickly changing labour market. Technological changes, process automation and optimisation mean not only reducing employment, but also the creation of new workplaces requiring new competencies. The growing interest in reskilling proves that many are trying to actively prepare for the upcoming challenges.

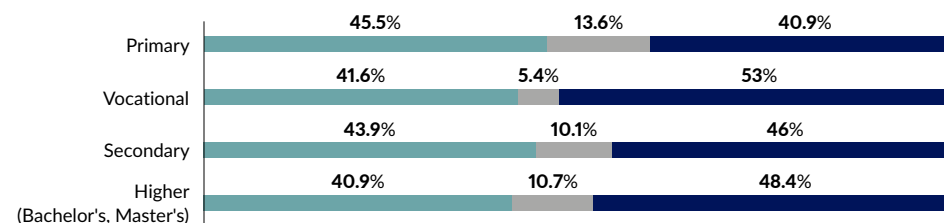
Reskilling plans of each employee group



Reskilling plans in each industry



Reskilling plans in each education level



Yes

I don't have an opinion

No

What is the preferred direction for employee development?

Learning new foreign languages and vocational trainings related to one's current job enjoy the greatest popularity among employees (at 42% and 37.1%, respectively). Digital competencies are a priority for 29.3% of respondents.

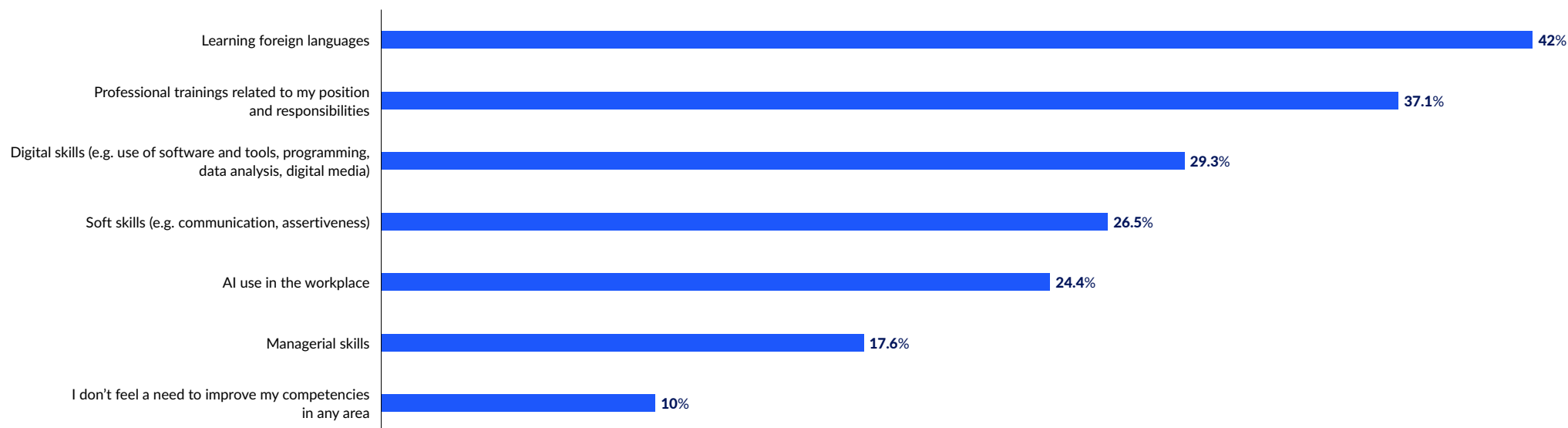
While the willingness to learn foreign languages has been declared primarily by those aged 25-54 – people at a key stage of their careers, who prior to beginning work lacked the learning opportunities enjoyed by the younger generations. Women tend to be more interested in learning foreign languages (45% vs 39%). Furthermore, senior specialists, managers and junior specialists also tend to show higher interest in it, suggesting that fluency in foreign languages might be an important factor in securing promotions. Public and commerce sector workers (47% and 44%, respectively) and people with higher education (49%) are also most likely to point to this kind of trainings.

The demand for job-specific training is also highest among employees aged 25-54 – a time when continuously updating and expanding one's knowledge becomes crucial to strengthening one's professional position. The need for such trainings is expressed by more women (41%) than men (34%). Junior specialists are particularly interested in them (44%), as gaining new skills is a key step on their path to a promotion. Across industries, vocational trainings are in the highest demand in the public sector, transportation and logistics.

Interest in digital competencies is mainly expressed by people aged 25-44, while the topic of artificial intelligence (AI) tends to attract more attention from employees over the age of 45. Women are more interested in developing their digital skills, while men are more focused on AI. Senior specialists (34%) are the most interested in learning about AI – most likely because it's their positions that see the greatest utilisation of AI, raising awareness about the need to better understand it.

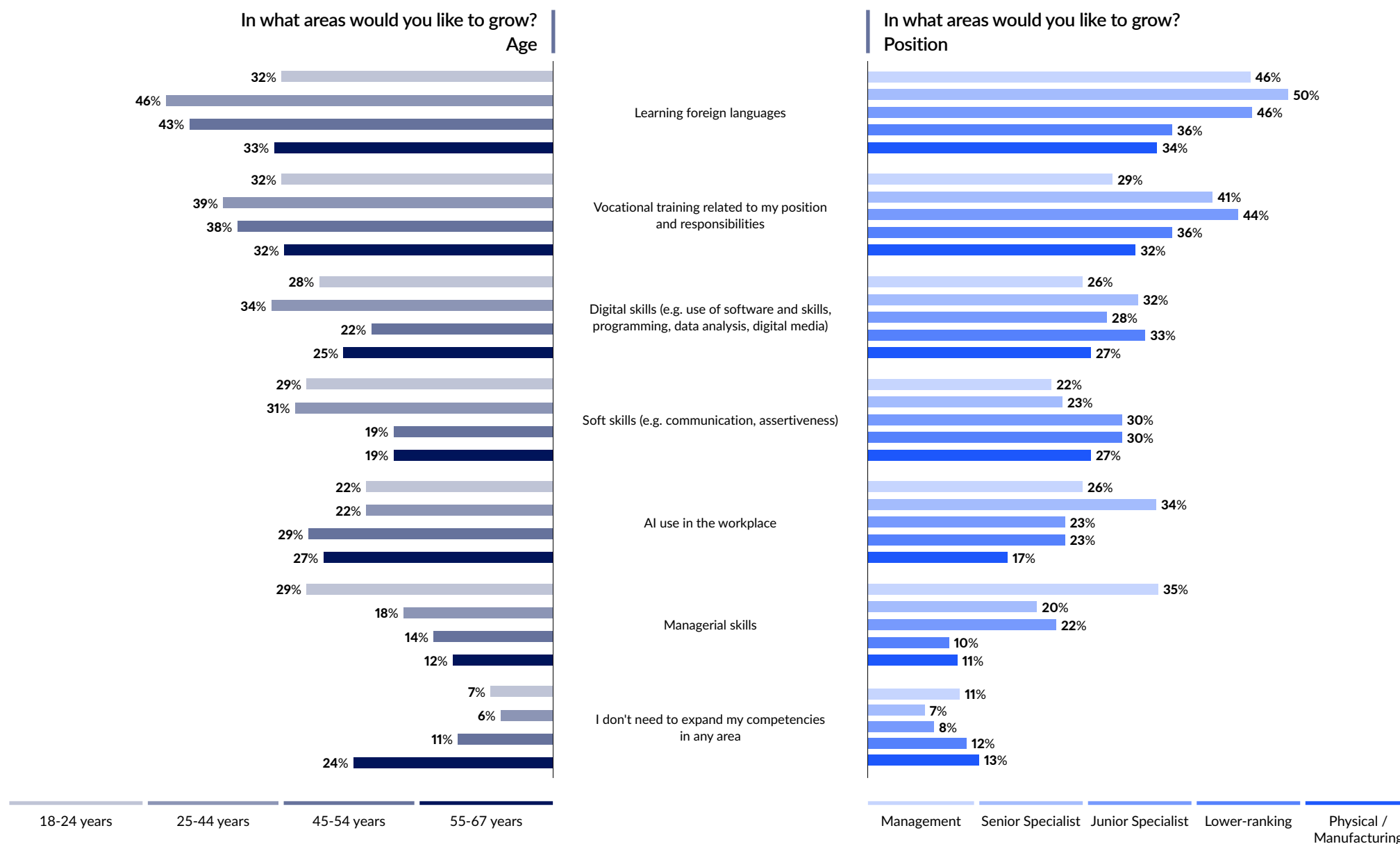
Across the various industries, digital skills are in the highest demand in the public sector and industry, while AI is of most interest to the public sector. Interest in these competencies is notably higher among residents of the largest cities and those with higher education.

What areas would you like to develop in?



Respondents could select multiple answers • N=550

What is the preferred direction for employee development?



Respondents could select multiple answers • N=510

Supporting employees in their professional growth

The rapid pace of technological development and ongoing changes on the job market have made reskilling and upskilling into inextricable aspects of career development for those willing to retain competitiveness and activity on the job market. This trend fits the broader concept of lifelong learning.

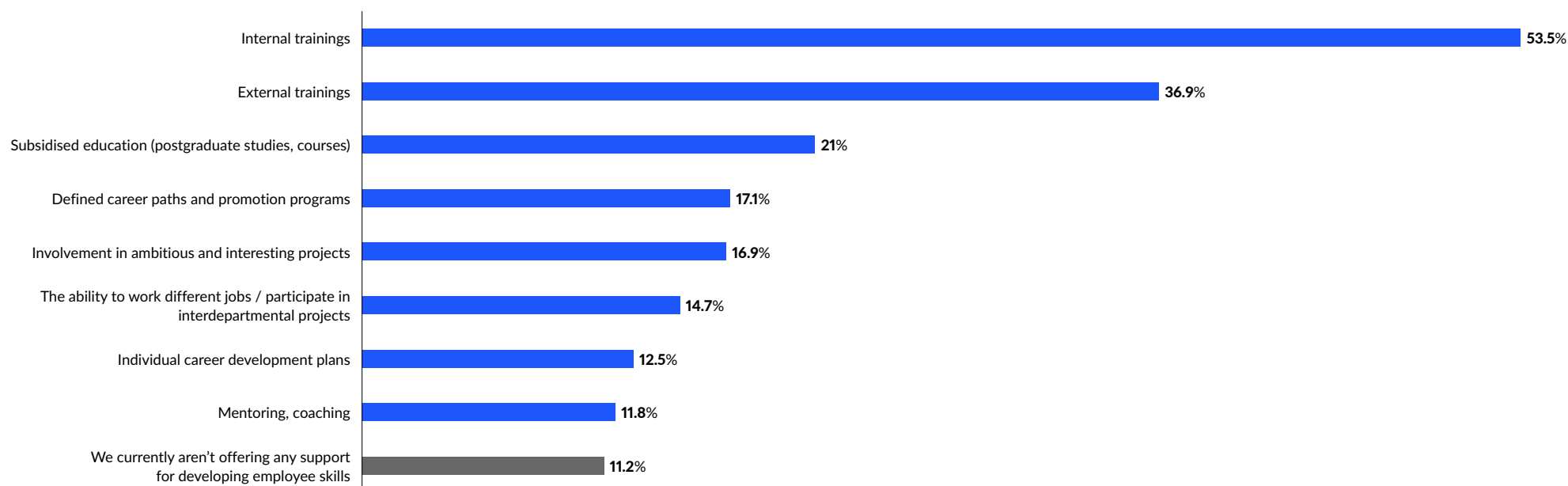
While many employees are working on their competencies by themselves, not everyone can fully realise this process – especially in areas requiring specialist knowledge. This makes employer support for reskilling and upskilling crucial in counteracting the growing competence gap faced by some of the sectors.

What action is being taken by businesses to support the development of their employees? A vast majority (53.5%) organises internal trainings as a basic form of support for improving qualifications. The second place went to external trainings, offered by 36.9% of businesses. Furthermore, 21% of employers have chosen to subsidise the education of their employees. 11.2% of respondents admitted that they take no action to support the professional growth of their teams.

Internal trainings are chosen primarily by large enterprises (65%) and least often by the smallest ones (45%). Presumably, this is due to staff shortages – large enterprises have more specialists at their disposal, which supports the exchange of knowledge and the implementation of training programs within the organisation. Internal trainings are implemented most often by public and commerce sector organisations (62% and 56%, respectively), even though these same industries are also the most likely to utilise external trainings (at 52% and 40%, respectively).

Subsidising employee education is most commonly chosen by large enterprises (24%) – especially in the public sector (29%) and transportation and logistics (25%). Industrial enterprises are the least likely to utilise this solution (at 18%).

What support are you offering for the professional development of your employees?



Respondents could select multiple answers • N=510

In which areas do companies support the development of employees' skills?

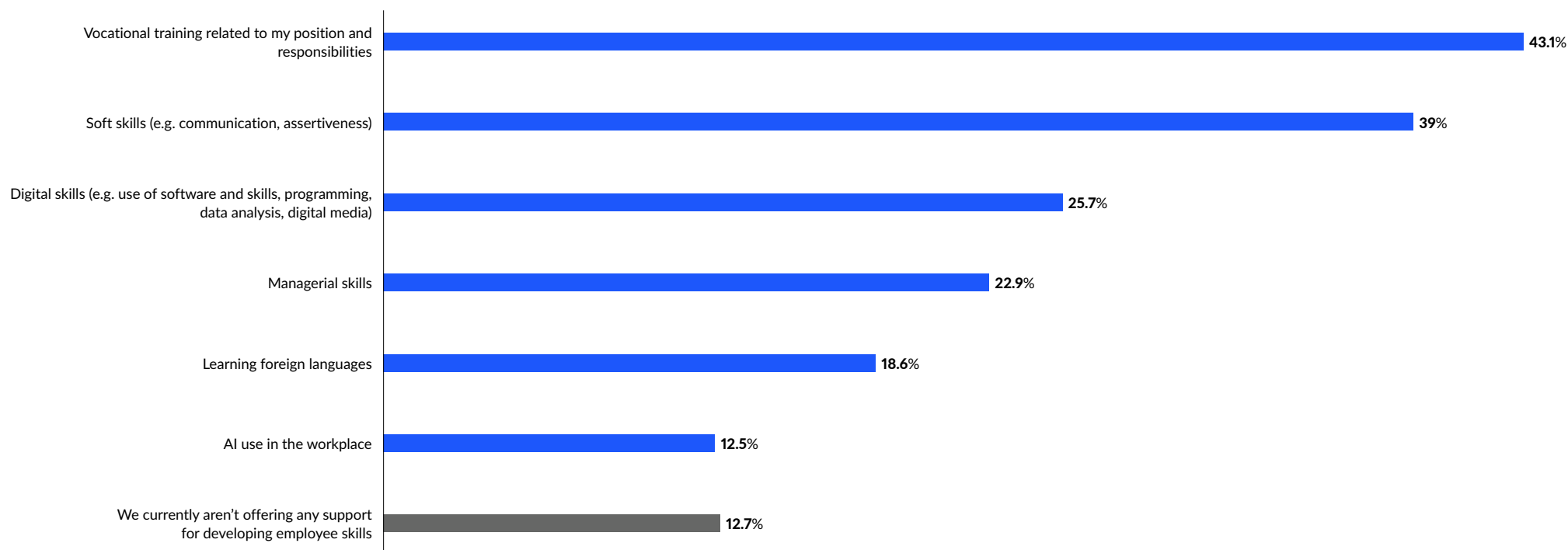
The businesses are usually investing in the development of professional competencies related to one's position – as declared by 43.1% of all employers. This step is usually chosen by large enterprises (47%), public sector (50%) and industrial (45%) businesses.

39% of organisations support soft skills development, which are key for enabling effective communication and adaptability. Approximately 23% of businesses strive to improve the competencies of their managers.

25.7% of employers are supporting the development of digital skills, with medium-sized enterprises leading in this category (28%). Businesses are much less likely to invest in AI-related training, with only 12.5% declaring doing so. Small and medium-sized enterprises are the most active in this regard (14-15%), especially in the services sector (17%).

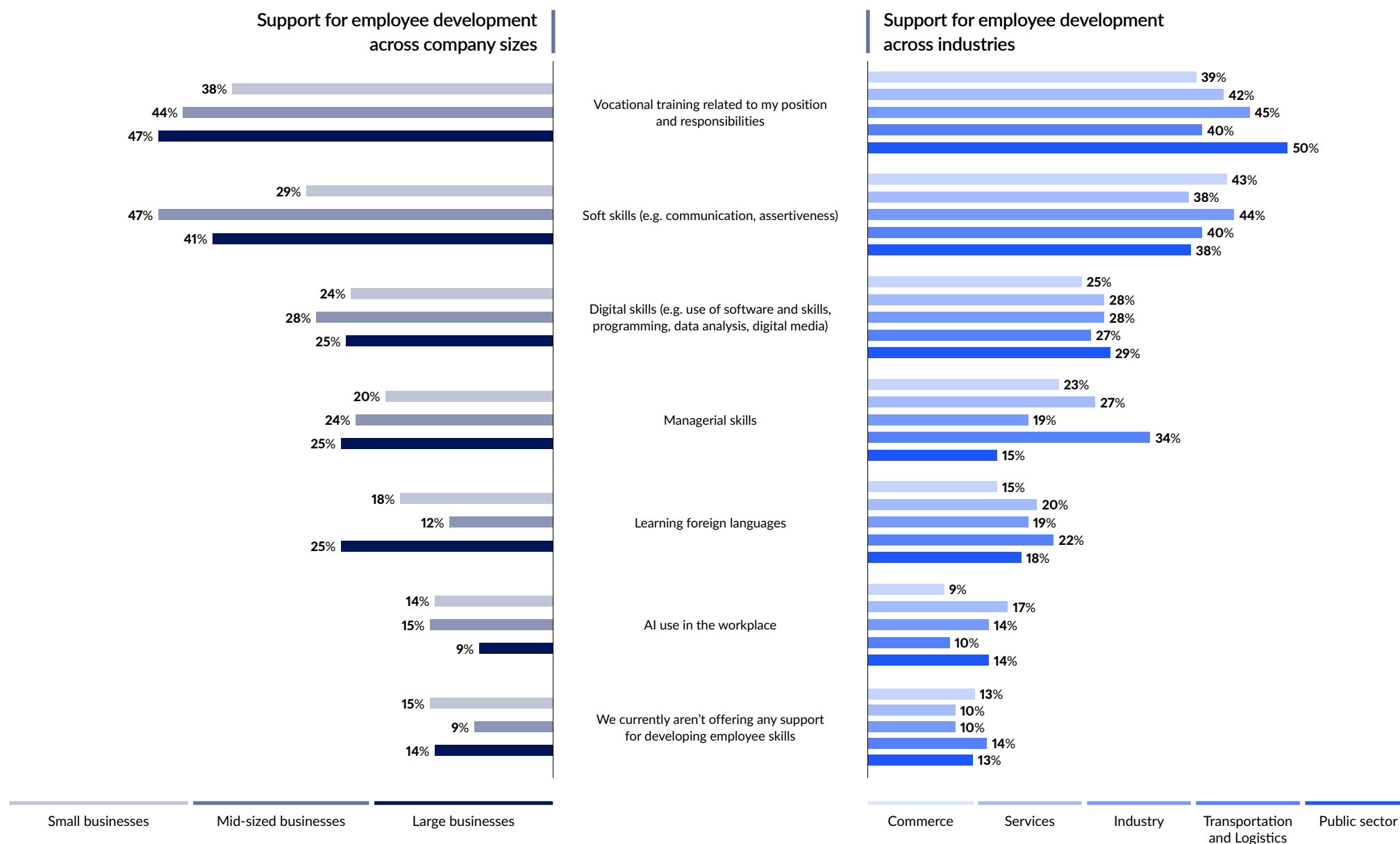
Over 18% of employers are offering opportunities to learn foreign languages, a skill in demand among workers. A quarter of all large enterprises choose to do so, especially in the transportation and logistics sector (22%).

In what areas is your business supporting the development of employee skills?



Respondents could select multiple answers • N=510

In which areas do companies support the development of employees' skills?



Respondents could select multiple answers • N=510



Automation and the use
of AI solutions

Automation from the perspective of businesses

How do you define automation as it pertains to business activities?

47.3%

Improvement
of manufacturing
and operational processes

33.9%

Integration of IT systems
to improve work effectiveness

32.7%

Utilising data and digital tools
in decision-making

28.6%

Implementation of technologies
replacing human labour
for routine tasks

How are businesses defining automation in the context of their operations? We asked the employers to better understand which areas are deemed automation priorities and their possible impact on the job market, especially in terms of specific roles and competencies.

Most of the surveyed employers perceive automation as a means of improving manufacturing and operational processes – such a definition was chosen by 47% of surveyed businesses. This primarily included the largest enterprises (51.8%) and companies operating in the industrial and transportation and logistics sectors (at 61% and 54%, respectively), for whom process automation has a major impact on improving operational effectiveness.

Almost 34% of respondents defined automation as integrating IT systems to improve work effectiveness. This answer has been given primarily to large businesses, especially in the transportation and logistics, services and public sectors. Presumably, they utilise many different systems and their integration greatly improves the flow of data and processes.

A slightly smaller share of businesses (32.7%) defined automation as using data and digital tools in decision-making. This opinion was shared primarily by smaller enterprises (24.7%), primarily in transportation and logistics (39%) and services (37%).

The definition of automation is technology replacing human labour in routine tasks (28.6%). This answer was given primarily by mid-sized and large enterprises (at 31.2% and 30.6%, respectively) and – increasingly often – the public sector (37%).

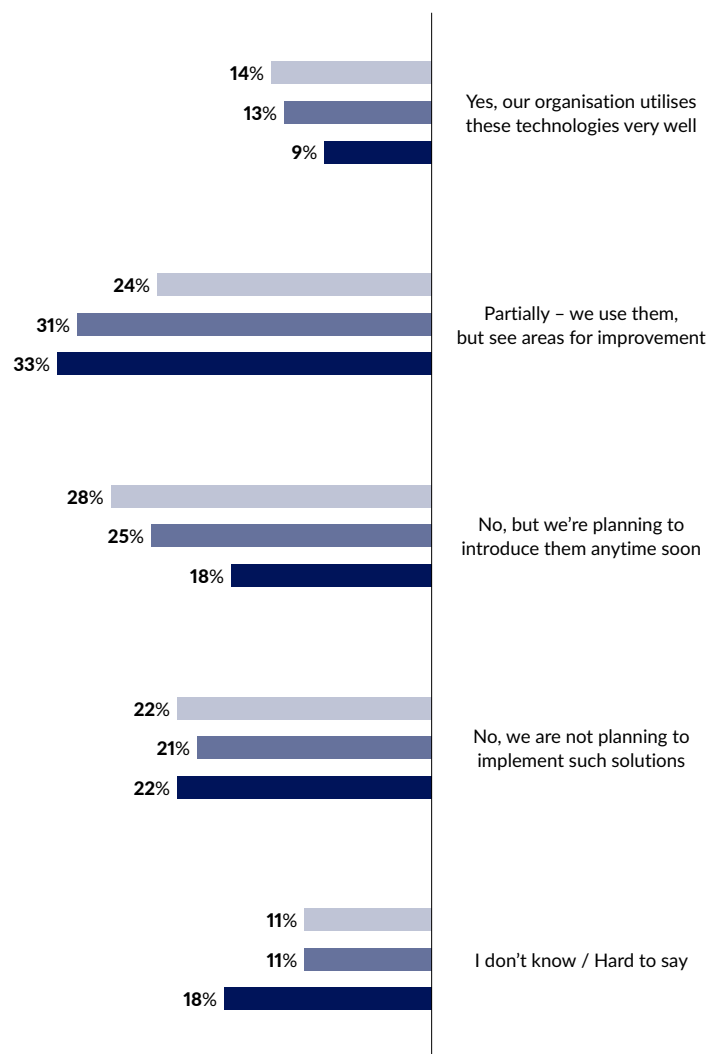
The use of AI and automation in Polish businesses

Does your business utilise automation and AI solutions?

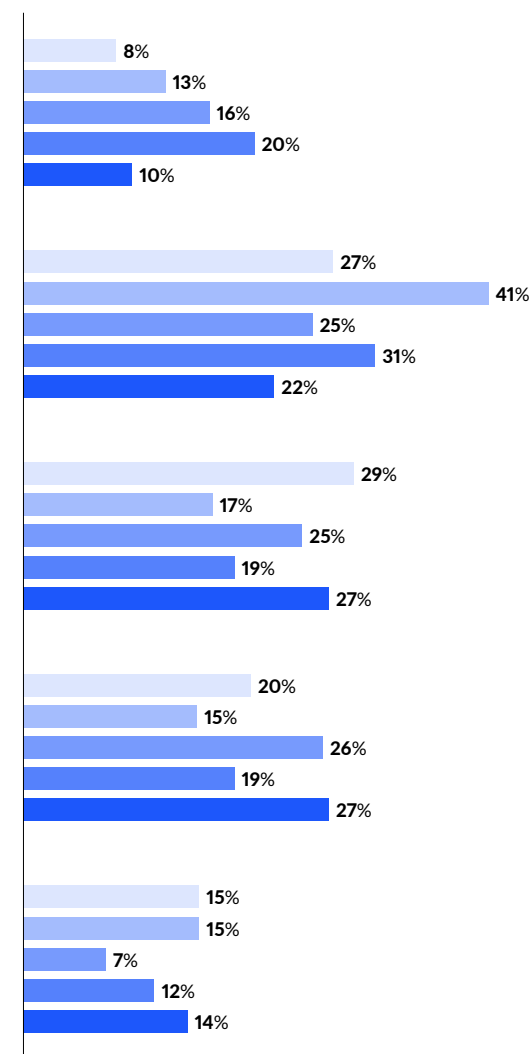


- **12.2%** Yes, our organisation utilises these technologies very well
- **29.4%** Partially – we use them, but see areas for improvement
- **23.5%** No, but we're planning to introduce them anytime soon
- **21.6%** No, we are not planning to implement such solutions
- **13.3%** I don't know / Hard to say

The use of AI and automation across company sizes



The use of AI and automation across industries



Small businesses Mid-sized businesses Large businesses

Commerce Services Industry Transportation and Logistics Public sector and Logistics

The use of AI and automation in Polish businesses

The growing popularity of automation and AI-based solutions is also reflected by the results of our research. Currently, 41.6% of businesses declares using them, with 12.2% believing they have implemented it effectively and to a full extent – this primarily means small and medium enterprises as well as businesses operating in the transportation and logistics industry, where the implementation might be easier due to a lower scale of operations or better defined needs.

Almost a third of all businesses (29.4%) admit to using AI and automation to a partial degree, aware that there are still areas for improvement. They comprise primarily large enterprises and companies operating in the transportation and logistics industry, who require more complex implementations due to their structure and the number of processes.

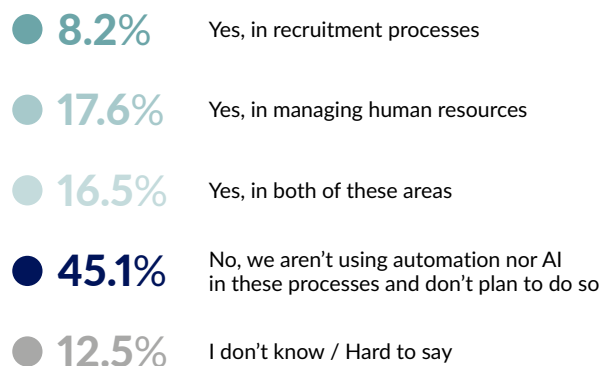
23.5% of businesses are only planning to utilise such solutions – these are primarily small entities, operating in commerce or public sectors. On the other hand, 20% of surveyed companies admit to not using or planning to use these technologies at all. This sentiment is particularly strong in public and industrial sectors.

From this viewpoint, it's worth remembering the answers to this question from the 17th edition of Labour Market Barometer, published two years ago. Back then, almost 21% of businesses had declared implementing or utilising automation, with a further 8% planning or being interested in such implementation and approx. 71% not considering these solutions at all. This shows the spectacular tempo and scale of technological changes we're facing now.

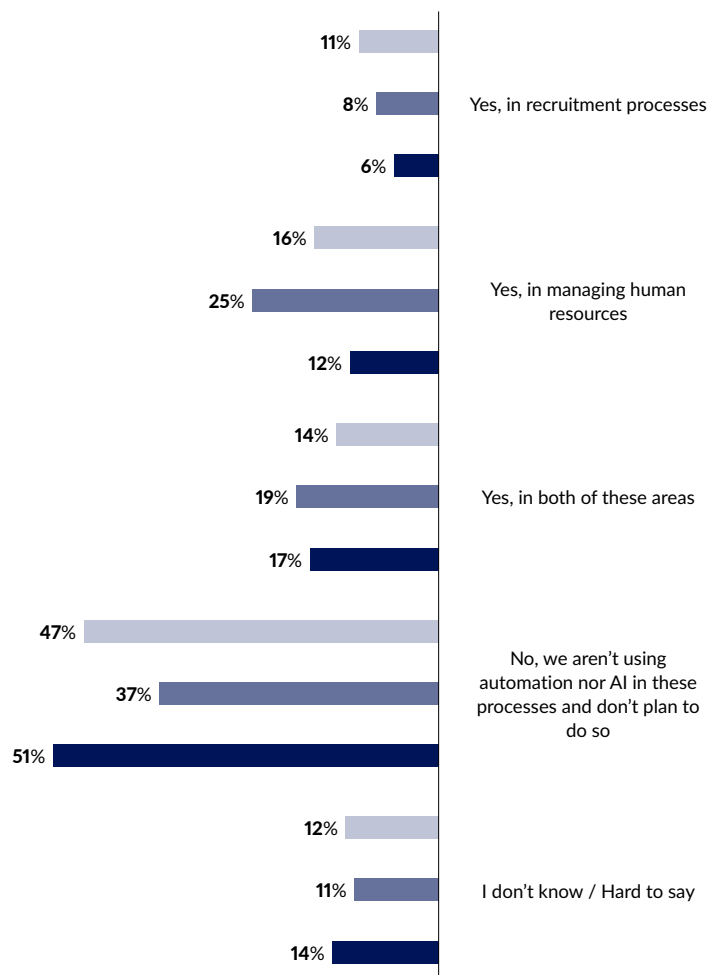
When it comes to utilising automation and AI-based solutions in recruitment processes and human resources management, almost a tenth of all businesses (8.2%) use them in recruitment processes and a sixth (17.6%) have them support human resources management. A similar percentage of respondents (16.5%) uses automation in both of these areas. On the other hand, almost half of all businesses (45.1%) aren't planning to implement either automation or AI in these processes. This is especially true of large enterprises (51%) and the public sector (53%).

The use of AI and automation in recruitment processes

Are you using, or planning to use, automation or AI in recruitment processes and managing human resources?

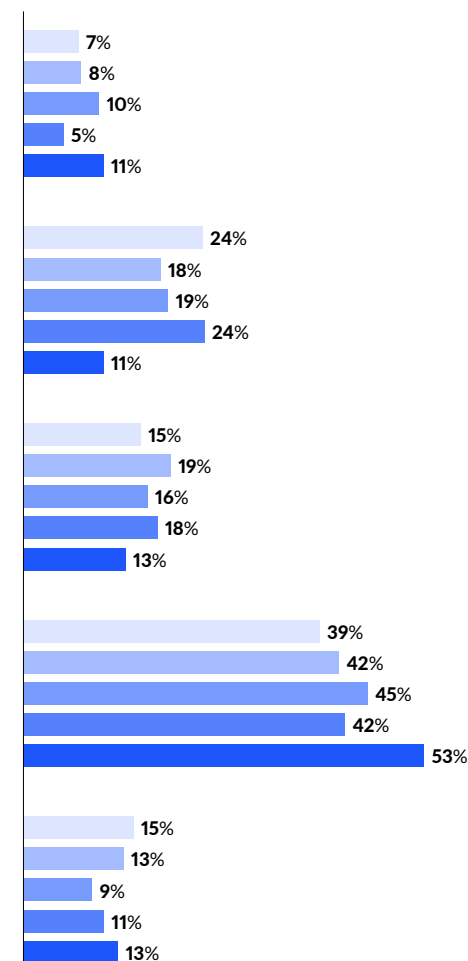


Automation and AI in recruitment processes across company sizes



Small businesses Mid-sized businesses Large businesses

Automation and AI in recruitment processes across industries



Commerce Services Industry Transportation and Logistics Public sector



Aneta Lebieżyńska-Bieleś

Employer Branding and Recruitment Leader, Skanska Central Europe

How do the new technologies impact the methods of job and employee seeking?

The job market is changing on an almost monthly basis. Once upon a time, we sought employment through newspaper advertisements and mailing physical CVs to businesses – nowadays, all it takes is a few clicks on the phone: we send CVs digitally, talk to a chatbot and arrange a video interview. Technology, especially artificial intelligence, is greatly transforming the recruitment processes, impacting both the methods in which businesses seek talent and the job-seeking strategies of the candidates.

New technologies simplify recruitment and increase its efficiency – for recruiters and candidates alike. However, the key aspect of AI utilisation should concern creating positive experiences for both sides. The solutions utilised by us must not only be intuitive, but also trustworthy and aligned with basic ethical principles. AI tools ought to be monitored regularly to minimise the risk of mistakes – so that worthwhile candidates aren't being rejected by the algorithms and that job offers are reaching the right people. At Skanska, this philosophy accompanies us at each step of recruitment, for example when auditing our processes. This lets us keep perfecting them and ensure each candidate has equal opportunities.

Support from the very first stage of recruitment

There are many myths concerning the technologies used in HR – especially automated CV selection. They are often quite incorrect and stoke concerns among the candidates. At Skanska, we utilise many tools to hasten the early stages of recruitment such as AI generation of job offers through ATS (Applicant Tracking System) or automatic candidate tagging, helping find them in the database later on. Such solutions make our work much easier, but when using them one should strive to maintain a balance between AI and the recruiter's own work. At Skanska, we do not rely solely on the AI – the automation supports, rather than supplants human reasoning. The system never rejects anyone automatically and the AI has merely an advisory role. Our process remains fundamentally human.

Impact on decision-making and efficiency

Our recruitment also utilises ATS analytical tools, helping us make decisions. For example, reports allow us to quickly appraise the efficiency of various candidate acquisition channels, steering our selection toward greater efficiency. Thanks to technological support, we are able to analyse key performance indicators, optimise processes, eliminate bottlenecks and adjust our actions to the current needs and conditions of the market.

Artificial intelligence won't replace a human

It bears keeping in mind that recruiters aren't the only ones supported by the AI – the candidates are also capable of using intelligent tools to help draft CVs by suggesting the right phrases or adjusting the document's layout to a given offer. Such solutions allow for more conscious management of the job-seeking process, however, I believe one shouldn't fully rely on them. The final decisions concerning both the style and substance of a CV should be made by the candidate – the document needs to reflect their unique experience and personality.

Further use of AI in recruitment appears promising, but will only make any sense when we cease to look at it as a tool for competition between candidates and recruiters. This process requires mutual understanding, education and dialogue – it's those aspects that allow us to create new, better recruitment standards.



Anna Ostrowska

HR Manager CEE, Logwin Poland

The impact of automation on employee responsibilities and competencies – HR perspective

Process automation within organisations changes the way we work, redefining roles, competencies and the structure of teams. This doesn't mean merely employment reduction – this means a different nature of the labour: reducing the amount of repeatable and operational tasks in favor of strategic, creative and analytical ones.

At the HR department of Logwin Poland, we utilise a wide range of systems and applications supporting personnel management. These include solutions for recording worktime, payroll services, processing holiday leave applications, recruitment processes, exit interviews and controlling sick leaves. We also utilise platforms enabling communication with public institutions such as ZUS, tax offices or provincial labour offices. The automation allows us to implement processes quickly, better structure our data and make information more accessible to employees and the management staff.

Benefits of the changing roles

In practical terms, automation has changed the scope of competencies in our team – HR workers are no longer executors of routine operations, but rather administrators, analysts and advisors. Their role evolved toward controlling and optimising systems, interpreting data and providing worthwhile analyses. This allows the HR departments to focus on more complex tasks such as employee development, shaping the organisational culture or supporting strategic business decisions.

Necessary openness to what's new

To reap benefits from process automation, one ought to focus the team's competencies on it. In this context, the ability to quickly acquire knowledge, flexibility and openness to new technologies are all becoming key. Similarly important factors include data analysis and communication skills, as well as patience and resilience. The latter two will also prove useful to adopt an experimental approach and solution testing – after all, not everything will work perfectly from the get-go.

The human factor remains important

Of course, not all industries or positions will be affected by the automation to the same degree. In areas requiring contact with customers, creativity or making complex decisions, the human factor is still playing a crucial role – unlike operational or manufacturing sectors, where automation might lead to reduced employment. Finding a balance between automation and the human factor will prove crucial. The organisations that learn, invest in employee competencies and are open to technological change will be able to effectively combine the potential of automation with human creativity and intuition.

Automation forms an opportunity for both employees and organisations at large. In the area of my specialty, it allows the HR departments to transform from operational units into strategic business partners, providing worthwhile data and analyses able to support decision-making. This might be a difficult process, requiring flexibility and readiness to learn and cooperate, but its effects might bring significant benefits to an organisation.



Daniel Piaszczyk

Senior Partner, Head of Information Technology Practice, Wyser



Adam Ajtner

Principal, Information Technology Practice, Wyser

How is AI changing the traditional management roles?

Artificial Intelligence (AI) is revolutionising management, transforming the roles of managers and the decision-making process. Thanks to advanced analytics, leaders can rely on precise data instead of merely their intuition and experience. AI supports them by forecasting market trends, optimising supply chains, personalising offers or automating routine tasks, allowing the managers to focus on strategic initiatives. However, despite these technological changes, human intuition and ethics remain a critical part of the decision-making process.

AI as a new dimension of decision-making

Under the traditional management model, decisions were made based on subjective feelings and limited data analysis. Nowadays, artificial intelligence is playing an increased role in the decision-making processes, providing not only quick access to key data, but also deepened real-time analysis. Its value isn't limited to automated data gathering – it is also a tool allowing the decision-makers to test their assumptions, analyse various scenarios and identify potential risks. One could treat it as an intelligent sparring partner who questions rote modes of thought and provokes deeper deliberation over the upcoming decisions. Unlike the solutions replacing human work, AI supports making better, properly thought-out long-term decisions. It isn't providing complete answers, but rather tools to find them.

AI is changing the management paradigm, allowing for the processing of massive data sets in real time, increasing the precision of decision-making. However, the leaders need to not merely trust the algorithms, but also rather understand how they work, skillfully interpret the results and oversee the analytical processes to avoid mistakes and unconscious biases in data.

How to effectively integrate the AI into the management process?

From the perspective of an expert observing the job market as it pertains to AI, I can tell that current recruitment challenges require a new approach. Businesses must focus on identifying candidates able to combine solid technical competencies – including fluency in AI use – with key soft skills. In an age of growing automation, the ability to work with intelligent systems, adaptability and the capacity for critical thinking are becoming as important as practical knowledge on AI use in business. The success of an organisation in the AI era relies on hiring people able to effectively combine these two skill sets.

AI as a catalyst of innovation

AI not only improves the operational effectiveness and helps reduce costs, but also enables a more conscious and precise approach to the client. Thanks to data analysis, organisations are able to better align their products, services and means of communication with the individual expectations of their customers. Ultimately, introducing AI does not mean eliminating humans from the management process, but rather its evolution – the technology is supporting the leaders, allowing them to focus on building long-term, worthwhile relations with their clients and teams.

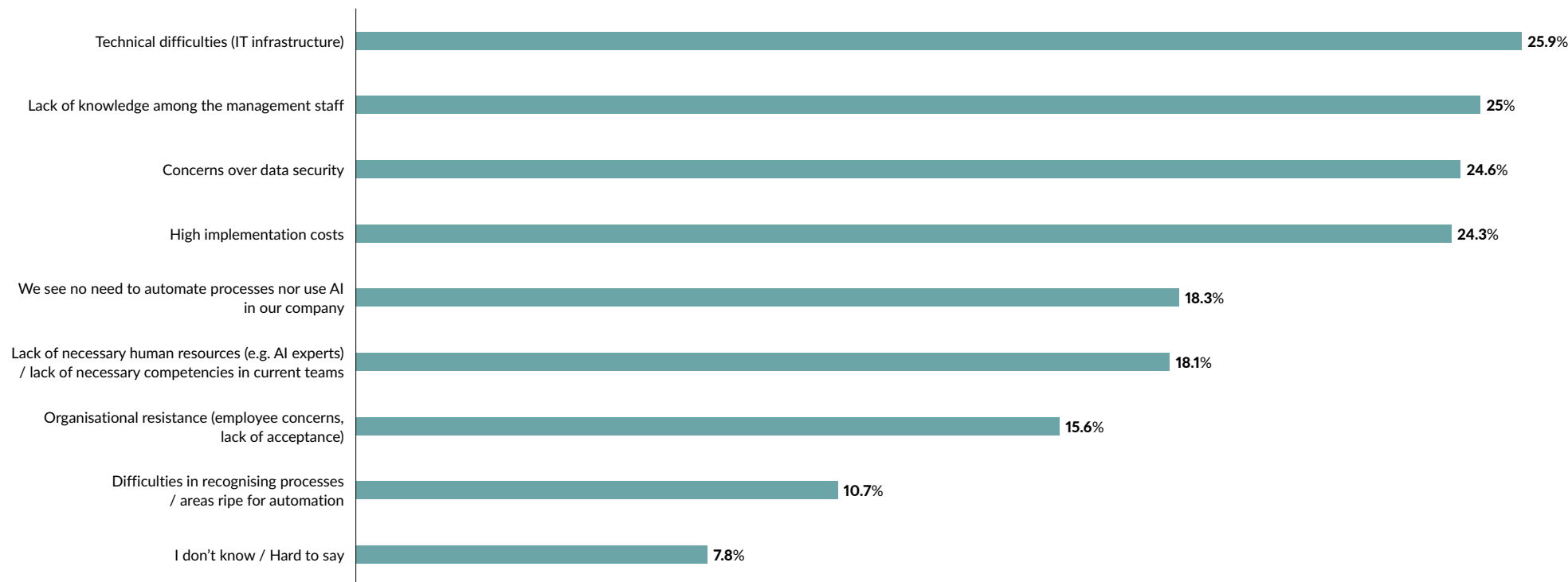
Obstacles in implementing automation and AI-based solutions

The businesses that admitted to not yet utilising the full potential of automation and AI-based solutions usually justify it with technical limitations (25.9%), lack of knowledge among the management staff (25%), concerns over data security (24.6%) and high implementation costs (24.3%).

The largest enterprises are usually pointing toward technical limitations (31%) and insufficient competencies of the management staff (28%). Concerns over data security are shared by small and large businesses alike (27%). On the other hand, high implementation costs are a barrier primarily for medium-sized companies (28%).

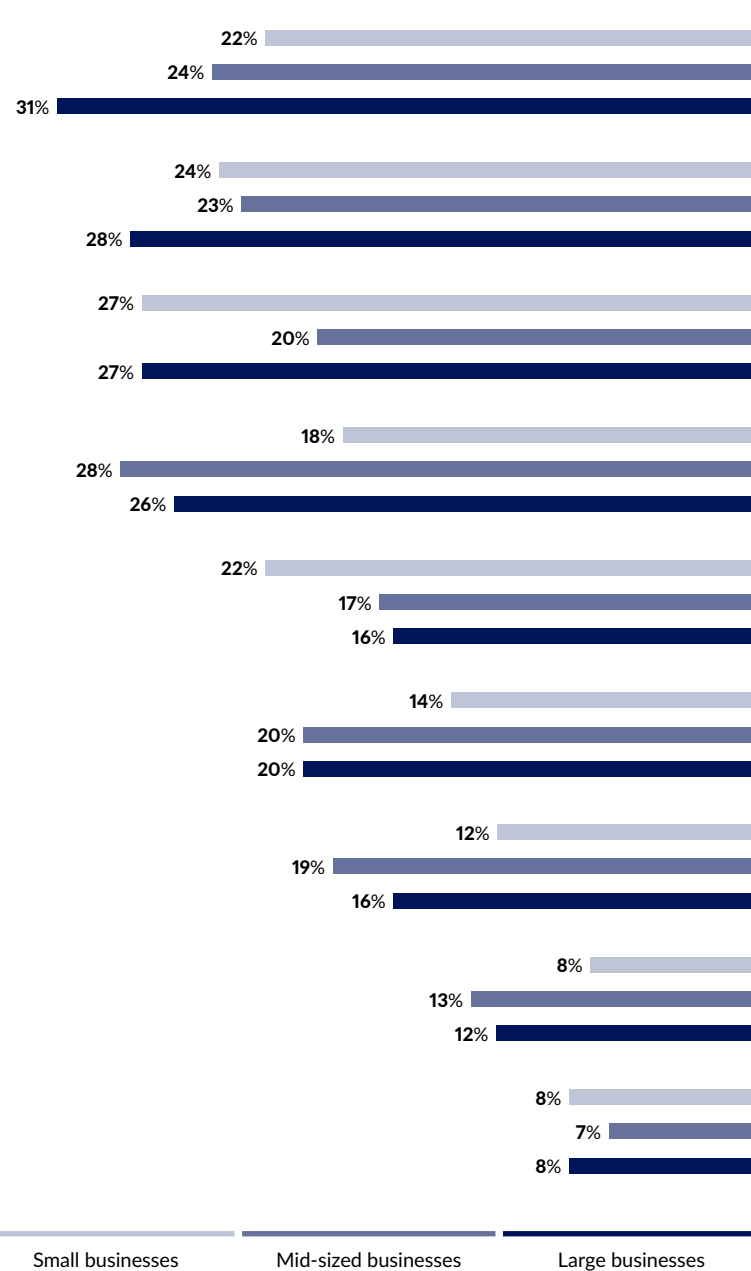
Across various industries, IT infrastructure limitations are an obstacle to automation, primarily in transportation and logistics, industrial and public sectors. Insufficient knowledge of the management staff is an issue of particular importance to the services sector. On the other hand, commerce is most concerned about data security issues – which might be due to a high number of serviced clients and processed data. High implementation costs are a major challenge for the public sector, limited by both budgets and public finance regulations. Financial barriers are also an issue for businesses operating in services and industrial sectors.

What are the primary obstacles to process automation or implementing AI-based solutions in your company?

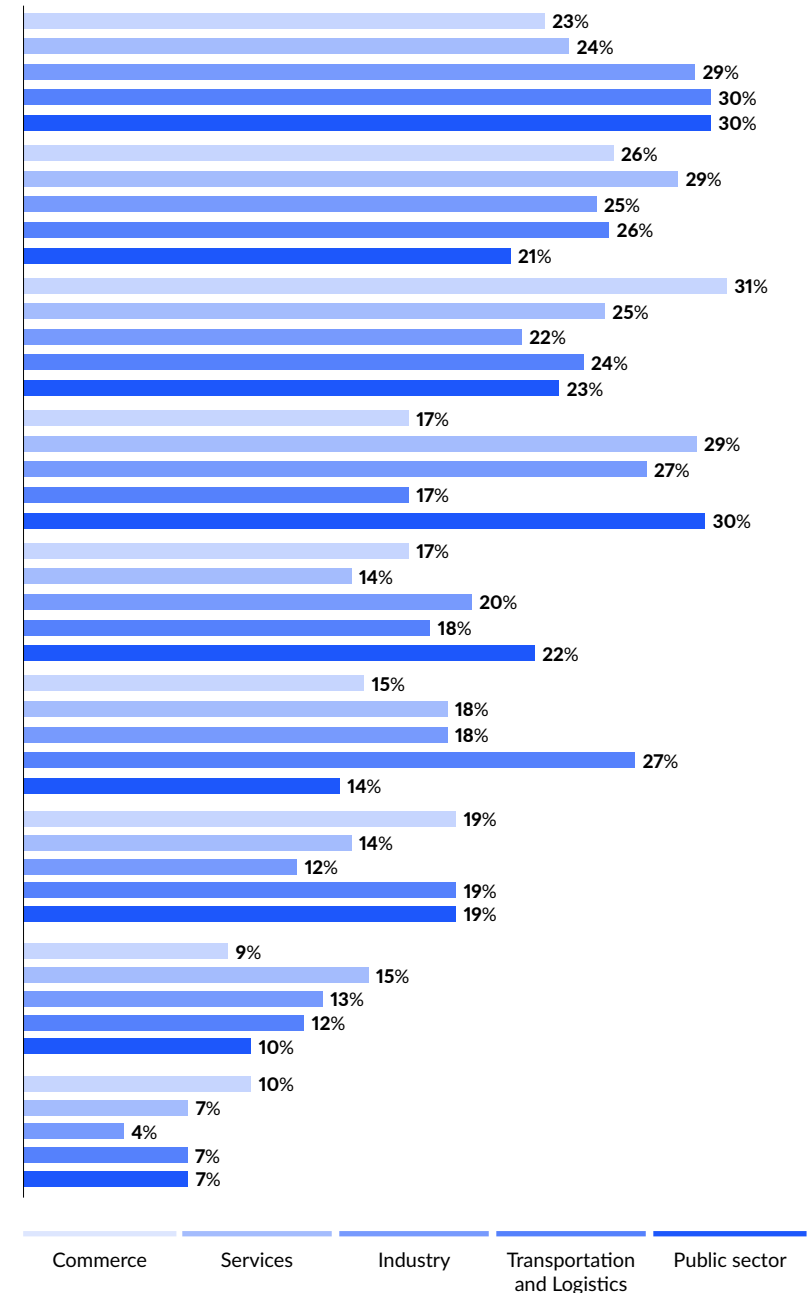


Respondents could select multiple answers • N=448 • Businesses claiming to not yet utilise the full potential of automation and AI-based solutions

Primary obstacles in process automation or implementing AI-based solutions across company sizes



Primary obstacles in process automation or implementing AI-based solutions across industries



Respondents could select multiple answers • N=448 • Businesses claiming to not yet utilise the full potential of automation and AI-based solutions



Robert Lisicki

Director, Labour Department, Konfederacja Lewiatan

The use of AI and digital technologies in Polish businesses

In light of Eurostat's latest data, Poland took penultimate place in the EU in terms of AI utilisation, with only 5.9% of businesses using AI solutions. When compared to the EU average of 13.5% or 27.6% as seen in Denmark, there seems to be little cause for optimism. And yet, we should take into account the fact EU is generally behind in terms of investment and utilisation of artificial intelligence. This has an impact on the potential and competitiveness of its economy.

According to OECD data, over the period of 2018 – Q3 2023, EU-based businesses invested approximately EUR 32.5 bln in artificial intelligence. It would sound impressive, if not for the fact that the US invested over EUR 120 bln – nearly quadruple as much.

Do the investments in new technologies have a real impact? According to the European Central Bank, one of the key factors impacting efficiency is investment in digitisation and automation. Between 2020 and H2 2024, hourly work efficiency in the US has increased by 6.7%. In the eurozone, the same indicator only amounted to approx. 1% over the same period.

There are many reasons behind this underutilisation of AI by Polish businesses. It is still a very new technology and the knowledge necessary for its effective use remains insufficient. It also poses major challenges for carrying out accurate research or assessments of the involvement of businesses in this regard. We haven't yet fully understood the potential of AI for innovation, research, improving efficiency of task implementation or of internal processes. Usually, it makes us think of the chatbots, which are already being commonly utilised for some of the simpler tasks in the areas of administration or services.

Larger entities tend to be more aware, thanks to their international know-how and appropriate investment resources. The small share of businesses utilising AI, or digital technologies in general, is also caused by their implementation costs and the low financing present among domestic businesses, especially in the SME sector.

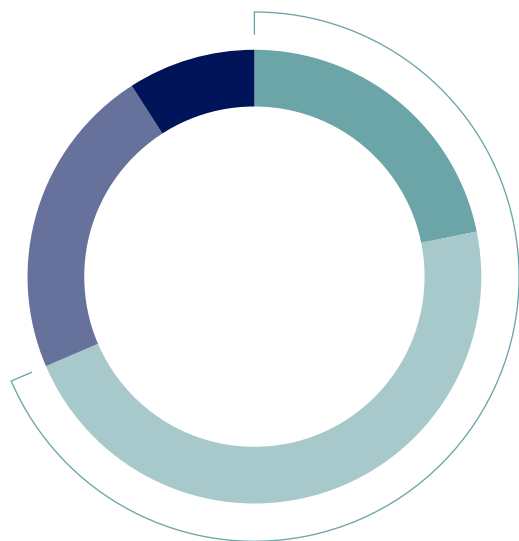
One should also bear in mind that the scale and tempo of AI utilisation will remain different in various sectors of the economy. While the IT services, media and telecommunication industries rank high in terms of utilising modern technologies, industries such as HoReCa or construction trail behind. Further development of AI will depend on the gains within the scope of process automation and the feasibility of its utilisation.

Another issue with a possible impact on the situation in Poland is the limited availability of qualified personnel able to support the companies in drafting strategies for introducing and implementing AI solutions. Within the EU, we belong to a group of countries with the lowest rates of ICT utilisation and the lowest digital competency levels ("AI in Poland's labour market" report by PIE).

AI development brings many concerns, including those about its impact on the job market. However, it bears remembering that in the end this (r) evolution is unstoppable.

Do employees understand the role of AI and automation in their workplace?

Do you understand what AI is and how can it be used at your workplace?



- **21.8%** Yes, I have full knowledge and understand these processes
- **46.7%** Yes, but I would like to learn more about their possible use
- **22.4%** No, I only have broad knowledge and don't know how they are used exactly
- **9.1%** No, I don't understand their impact on my work

Do employees understand automation and artificial intelligence, as well as their possible utilisation in their workplace? We asked our respondents. The vast majority – 46.7% – claims to have some knowledge on this topic, yet would like to learn more about the possible uses of these technologies.

The full understanding of AI and automation processes is declared by almost 22% of surveyed employees. A similar number (22.4%) admit to only having a broad understanding of the issue. On the other hand, over 9% of respondents don't know how AI and automation might impact their work.

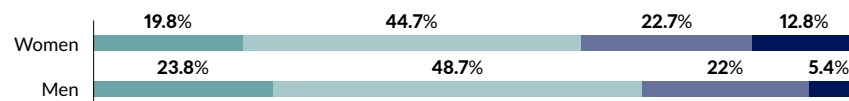
Analysing the results, we can clearly see a correlation between employee age and their understanding of the issue. In the youngest group, aged 18-24, as many as 35.3% are convinced they fully understand the topic, with a further 38.2% having some knowledge they'd like to expand. On the other hand, in the 55+ age group, only 9.5% of respondents declared fully understanding the issue and 16.7% have no idea how AI and automation could be used in their workplace.

The younger generations were raised when new technologies were commonplace, which definitely helps them understand these issues. However, it bears keeping in mind that the youngest workers have had much fewer opportunities to verify their knowledge in a professional environment. While they are much more eager to utilise the basic generative AI tools, they might have had fewer opportunities to use, implement or supervise the more advanced solutions, which can often verify one's knowledge on a subject matter and highlight deficiencies. This could explain why in the age group of 25-44 less people claim full understanding of the issue, despite a similar number of respondents declaring limited or basic knowledge. Furthermore, 49.3% of them admit their knowledge needs expanding.

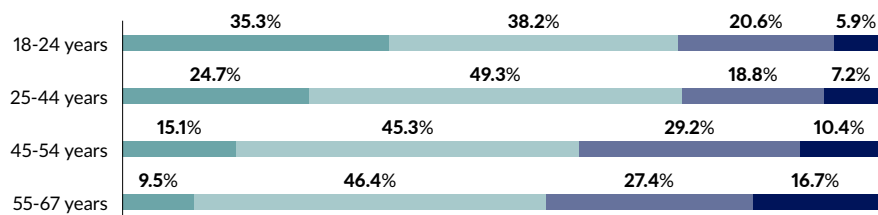
Do employees understand the role of AI and automation in their workplace?

Do you understand what automation and AI (artificial intelligence) are and how they can be used in your workplace?

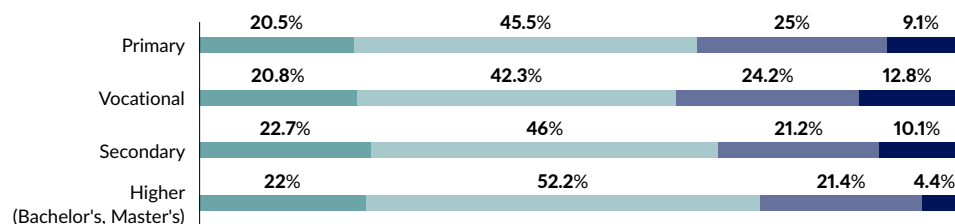
Gender



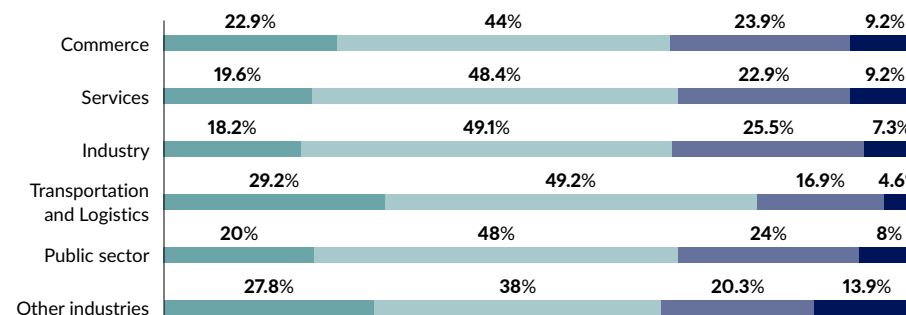
Age



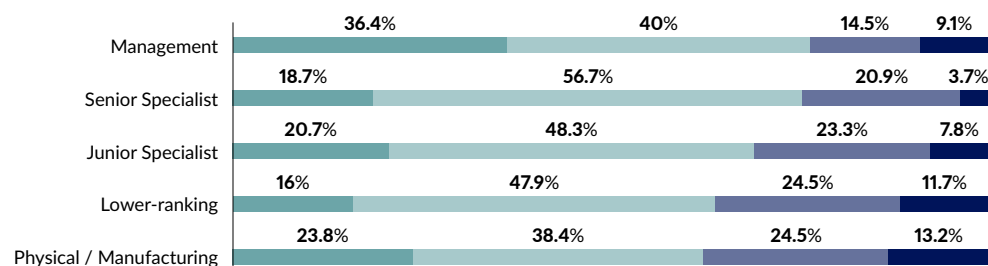
Education



Industry



Position



Yes, I have full knowledge and understand these processes

Yes, but I would like to learn more about their possible use

No, I only have broad knowledge and don't know how they are used exactly

No, I don't understand their impact on my work

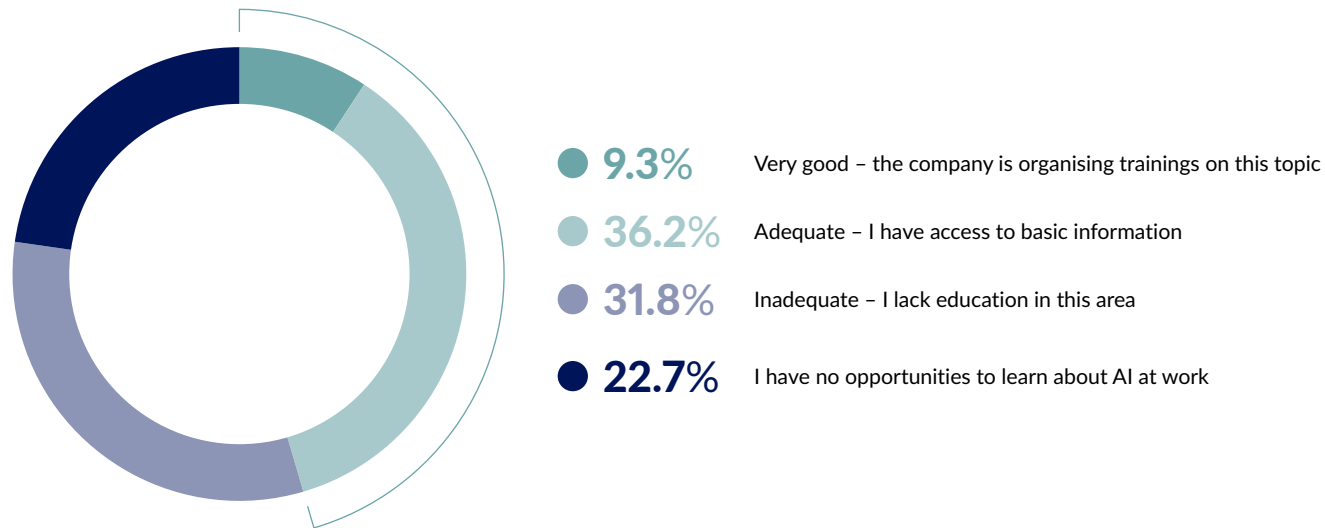
Opportunities to learn about AI in the workplace

How are employees rating the opportunities for learning about IA utilisation in their workplaces? Over a third of respondents (36.2%) consider their access to information to be sufficient, claiming the ability to obtain basic knowledge in this regard. 31.8% admit lacking education in the subject of AI, with 22,7% of respondents having no opportunities to face such solutions in their workplace. Only 9.3% of respondents consider their access to knowledge about AI to be very good, pointing out that their company is offering trainings in this area.

Who claims to have the best opportunities to learn about AI solutions? The youngest workers (aged 18-24), people with primary education and commerce workers. Managers, senior specialists and top earners are also declaring to have better access to knowledge about AI.

In the context of the reported competence gap related to technological progress and the growing need for employees with technical skills, this data highlights how much work remains to be done when it comes to upskilling. The extent to which expanding knowledge about AI ought to be initiated and organised by companies themselves, as opposed to employees acting on their initiative, remains an open question. As does the question of which of these paths will prove more effective?

How would you rate the opportunities to learn about AI in your workplace?



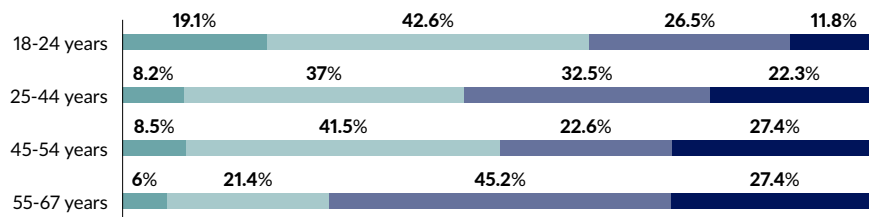
Opportunities to learn about AI in the workplace

How would you rate the opportunities to learn about Artificial Intelligence in your workplace?

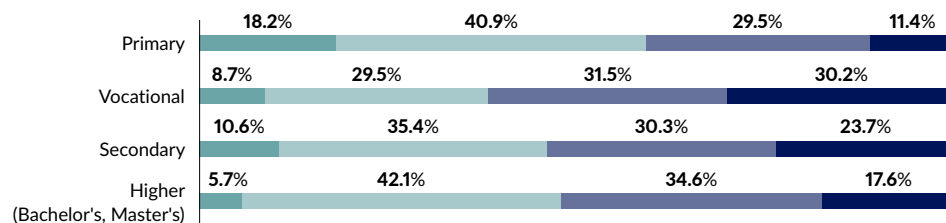
Gender



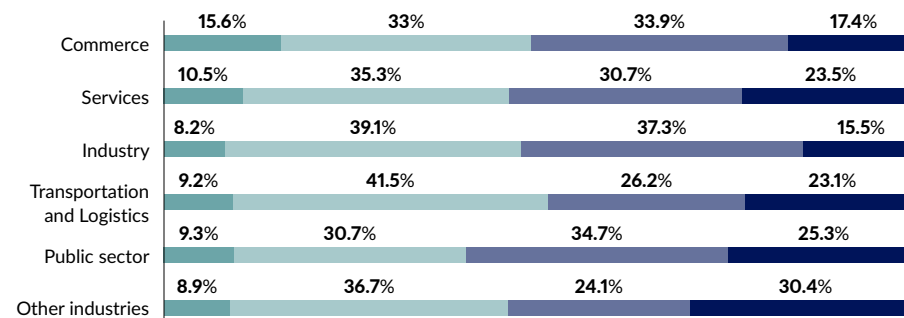
Age



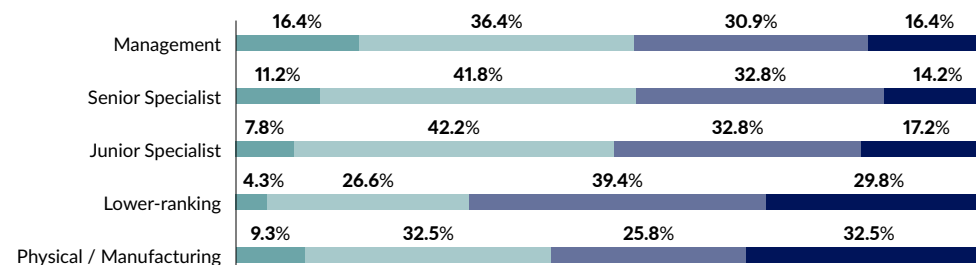
Education



Industry



Position



Very good
– the company is organising trainings on this topic

Adequate
– I have access to basic information

Inadequate
– I lack education in this area

I have no opportunities
to learn about AI at work



Katarzyna Złotnicka

HR Business Partner, Autoneum

The role of employers in developing digital skills among employees

The evolution of industrial technologies, commonplace digitisation and the use of AI in practically all spheres of life, all of which require organisations to adapt to their environments. They also have an impact on the expectations toward employees: in these times, digital competencies are basically mandatory. How can employers support their teams in developing the competencies and why is this issue so important?

Competitiveness, effectiveness and security

The digital competencies of employees are currently key to maintaining competitiveness and business effectiveness. However, the familiarity with new technologies isn't enough – only their effective utilisation can allow businesses to keep increasing innovation, automating processes and increasing productivity. New technologies have also eased everyday work in various positions, creating opportunities for remote and hybrid work and strengthening communication – both internal and external.

Digital skills are also important in the context of cybersecurity. Not everyone is aware that a digitally incompetent worker might be a threat to the security of their organisation at large. In the digital world there is an ever-increasing number of threats and only a digitally aware person can recognise an online scam (e.g. phishing) or avoid installing illegal apps prohibited by the company's security policy.

Employer support

The shortage of digitally competent workers can prove a development barrier for many businesses, which is why initiating and effectively developing the digital competencies of employees is so important. What can the employer do to help?

- **Trainings and courses for employees**

Let's use a wide range of diverse trainings and courses co-financed by the National Training Fund and the Developmental Services Database (BUR), as well as free webinars. The trainings might be the most obvious way of raising competencies.

- **Internal initiatives**

Let's organise workshops concerning digital issues, during which project groups of diverse ages and work experience will solve problems together, share knowledge and ideas.

- **Investment in new technologies**

We should invest in new technologies to the best of our ability. We digitise processes and utilise modern applications and platforms to create a work environment supporting the acquisition of new digital competencies over the course of everyday work (on-the-job training).

- **Creating a culture of continuous development**

Let's create a corporate culture and policy that motivates employees to constant improvement while mutual help, exchanging experiences and personal initiatives are being appreciated. This might be the most time-intensive way of growing competencies, but it is also the most cost-efficient.

Responsibility of both sides

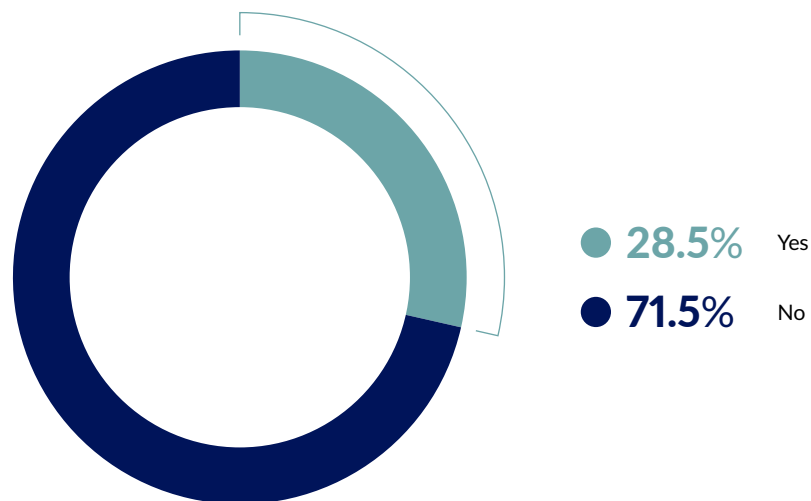
Employer support shouldn't relieve employees from the responsibility for individually developing their digital competencies. Having such qualifications is key for retaining competitiveness on the job market and efficiently carrying out one's duties as a respected employee. ▶

The ability to utilise digital technologies has a major impact on the quality of life and daily operations: it enables access to information, educational and healthcare services, as well as relationships with various institutions. Given the increased average length of life and the returning topic of raising the retirement age, people without digital competencies are consigning themselves to exclusion – and not only in their professional lives.

Therefore, we shouldn't be afraid of new technologies and learn to utilise the opportunities they offer. Only such an open approach can bring a competitive advantage on the job market. We should also keep in mind that digital skills mean more than fluency in using Excel or other tools and applications. It also means soft skills, such as critical thinking, effective communication and problem-solving. It also means self-confidence and rapid adaptability to the dynamically changing business environment.

Using AI at work

Do you currently use AI (artificial intelligence) in your work?



28.5% of employees have declared using artificial intelligence (AI) in their work. It is utilised primarily by people aged 18-24, half of whom use AI tools. In other age groups, the share of AI users is similar, at approximately 25%.

While men are more likely to claim knowing automation and AI, women actually use them more often – at 30.4%, as compared to 26.7% of men. Those with (36.4%) or higher (32.1%) education are more likely to utilise AI.

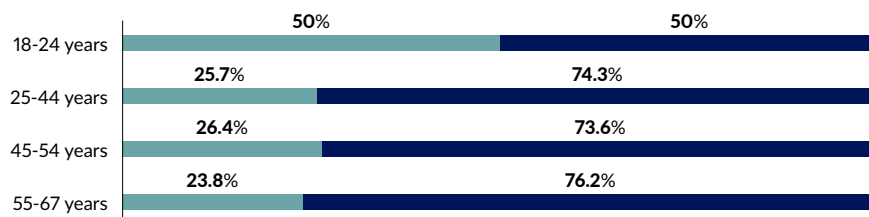
When it comes to industries, most of the AI users are employed in services (35.3%), transportation and logistics (32.3%) or commerce (32.1%) sectors. Public sector workers see much less AI utilisation, at merely 21.3%.

Income level and position of a given employee also have an impact on the likelihood of utilising artificial intelligence at work. The higher one's position or pay, the more likely that person will be to declare using AI in their everyday work.

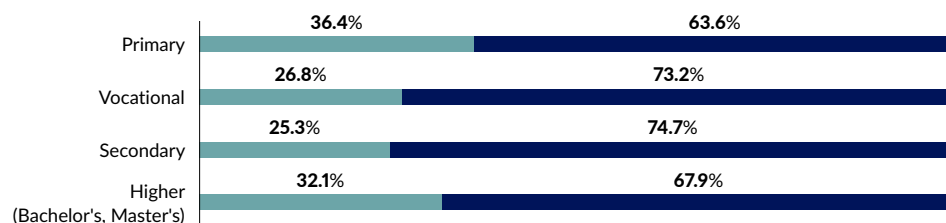
Using AI at work

Do you currently use AI (artificial intelligence) in your work?

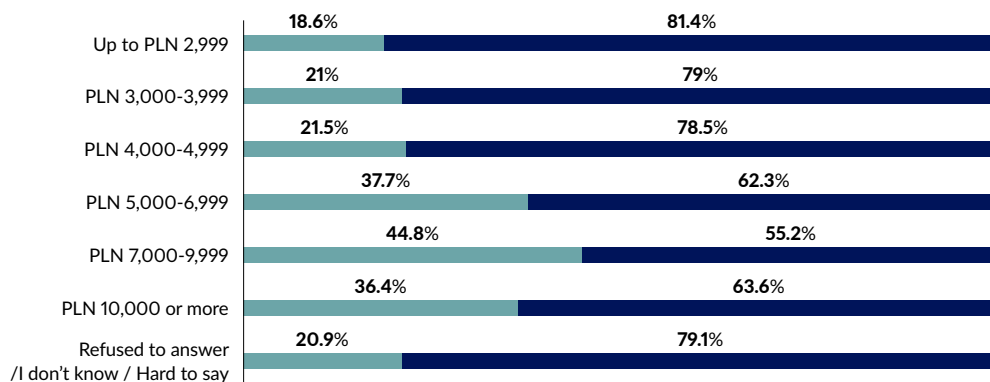
Age



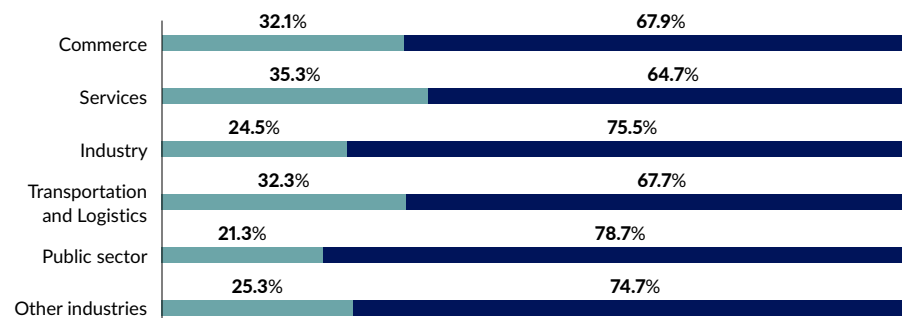
Education



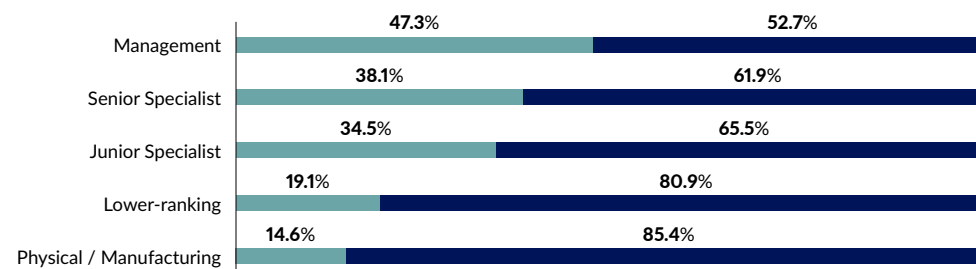
Income



Industry



Position



Yes

No

Technology and AI at work – employees' concerns

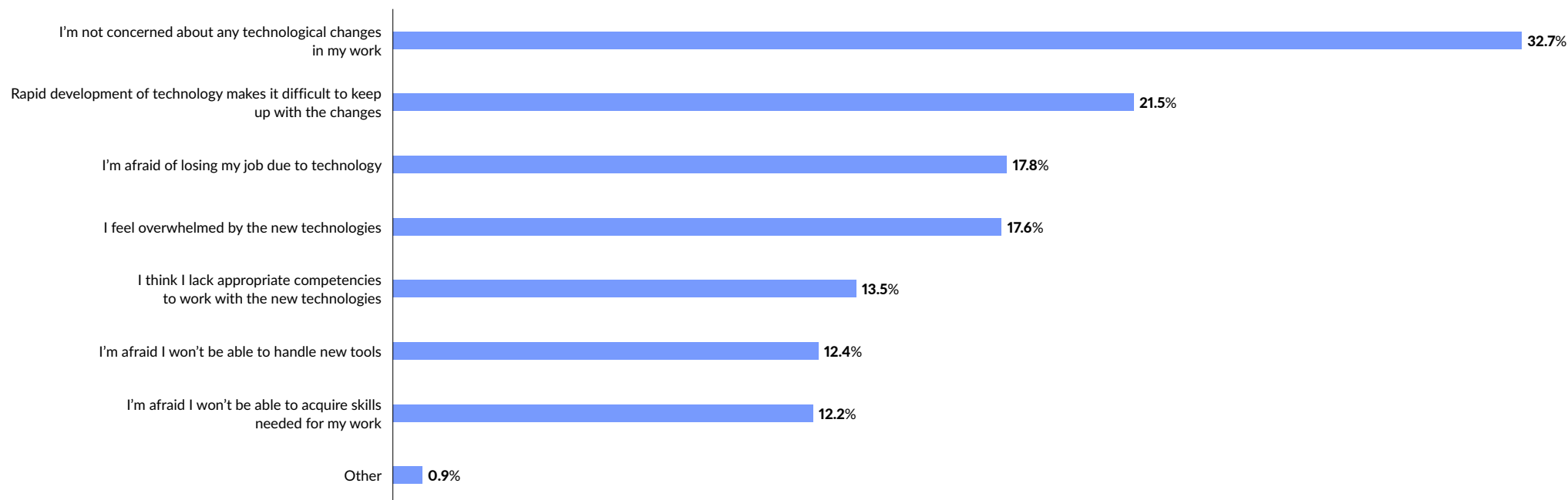
The majority of surveyed employees (32.7%) are not concerned about technological developments having an impact on their work. Such attitudes are seen more commonly among men, people aged 55+, residents of large cities and those with secondary education. When it comes to various industries, people employed in transportation and logistics and the public sector are the least likely to express concerns.

Employees who do see the challenges related to new technologies tend to worry about the pace of changes, which 21.5% find too fast to keep up with. This group comprises primarily men, people aged 45-54, senior specialists and people with higher education. Furthermore, 17.6% of the respondents feel overwhelmed by quickly changing technologies. This tends to affect younger employees, women, lower-ranking workers and people with primary education. These concerns are also more visible among the rural populace.

Are employees afraid of losing their jobs because of technological development and AI utilisation? It's not the primary concern, with only 17.8% of respondents claiming so. This concern is most common among the youngest workers (18-24 years of age), women (20%, as compared to 16% of men), people with primary education, lower-ranking employees and junior specialists. These concerns are especially strong in services and commerce sectors.

On the other hand, lack of necessary competencies or the opportunities to obtain them is much less of a concern, suggesting employees feel quite prepared to obtain new knowledge.

What are your concerns related to the use of technology and AI in workplace?



Respondents could select multiple answers • N=550



Izabela Gosiewska

Human Resources Business Partner, Kuehne + Nagel

AI and automation in workplace – how to dispel employee concerns?

Automation and artificial intelligence are changing professional work, bringing both excitement and anxiety. History shows that each industrial revolution has brought similar emotions – from the mechanisation of weaving in the 18th century, through the steam engine in the 19th century to the proliferation of computers in the 20th century. Nowadays, we are definitely standing on the precipice of a new wave of innovation and a new age of fears.

A difficult exit from the comfort zone

Research carried out by McKinsey & Company indicates that by 2030, up to 30% of jobs worldwide may disappear due to automation. This is naturally causing anxieties over losing jobs and a sense that human labour will prove unnecessary. The workers are concerned about not being able to adapt to the new requirements or that the technology will prove too complicated for them.

From the perspective of the psychology of management, people tend to naturally resist new developments, as change means leaving their comfort zones. The process of adaptation often goes through the phases of shock, denial, frustration and only then acceptance and engagement. This is why the right approach to this issue is so key for organisations and why the leaders have such an important role in managing the fears. Therefore, how could one minimise the fears of automation?

Conscious management and transparent communication

The most important step is conscious and strategic management of change. Transparent communication is of key importance: lack of information always stokes the anxiety and employees always fear what they don't understand the most. This is why the organisations need to openly communicate the changes that will be brought by automation, what their goals are, how AI will impact their operations and what skills will remain important.

The biggest problem for employees won't be the automation in itself, but rather the inability to adjust to the new job market. Therefore, the organisations should already start investing in reskilling programs, helping to adapt one's skills to the requirements of new technologies. Gradual implementation of the changes will also prove helpful to avoid unnecessary panic. One could implement AI gradually, testing it in select teams and adapting the solutions to the factual needs of their employees.

A culture of innovation and implementing changes

Another key factor concerns building a culture of innovation within the organisation. It's worth presenting AI not as a tool to reduce costs or employment levels, but as a tool to support employees – as the more involved they'll be in the entire process, the quicker it will be for them to adapt to change. For example, the organisations may introduce workshops on co-creating AI solutions, surveys and discussion panels on the impact of technology on labour or ambassadors of change. The leaders should regularly keep explaining to their employees what changes are about to take place and how they will impact them, showcase the value of AI, highlight its role in streamlining everyday work, inspire and educate, provide trainings, mentoring and developing competencies of the future.

In summary, introducing artificial intelligence into our everyday work is inevitable. Therefore, we should strive to utilise the available tools and knowledge to the best of our ability, as they represent humankind's collective experience. We should be creative and bold to ensure this change is the beginning of effective and satisfying careers for our employees.

¹ McKinsey & Company report: "Shoulder to shoulder with a robot. How to utilise the potential of automation in Poland"

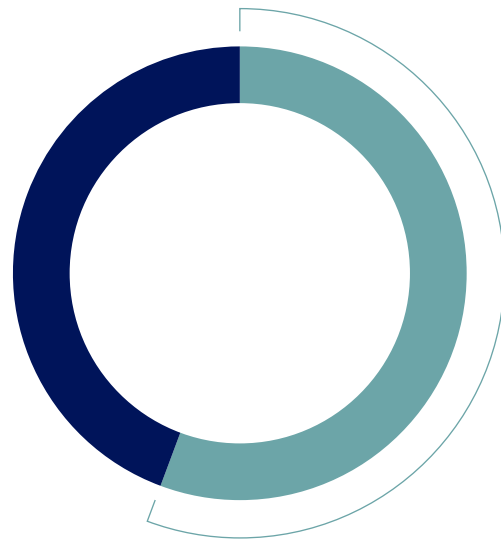


The importance
of flexibility

Utilisation of flexible forms of employment

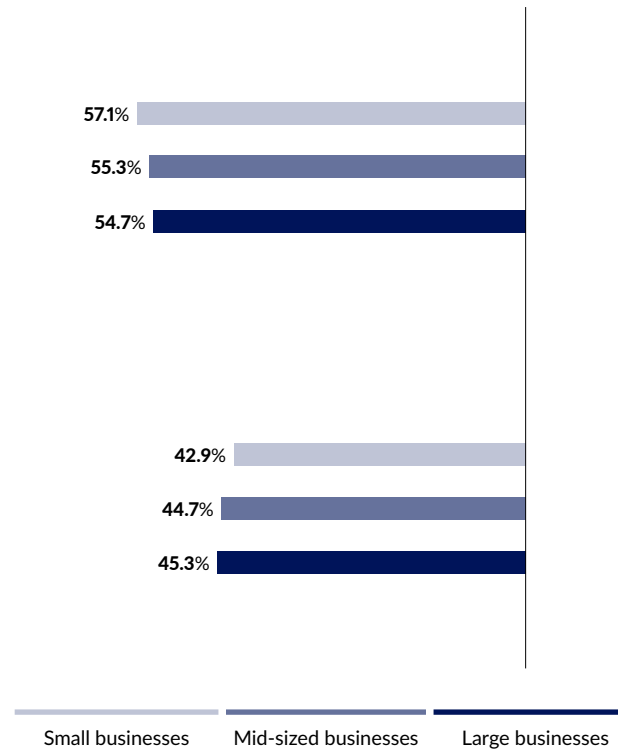
Over a half of surveyed businesses are implementing flexible forms of employment. While their utilisation isn't directly dependent on company sizes, there are notable differences between the sectors. Businesses operating in transportation and logistics industry are the most likely to utilise them (at 64.6%) while the public sector was the most reticent (47.1%).

Does your organisation currently utilise flexible forms of employment?

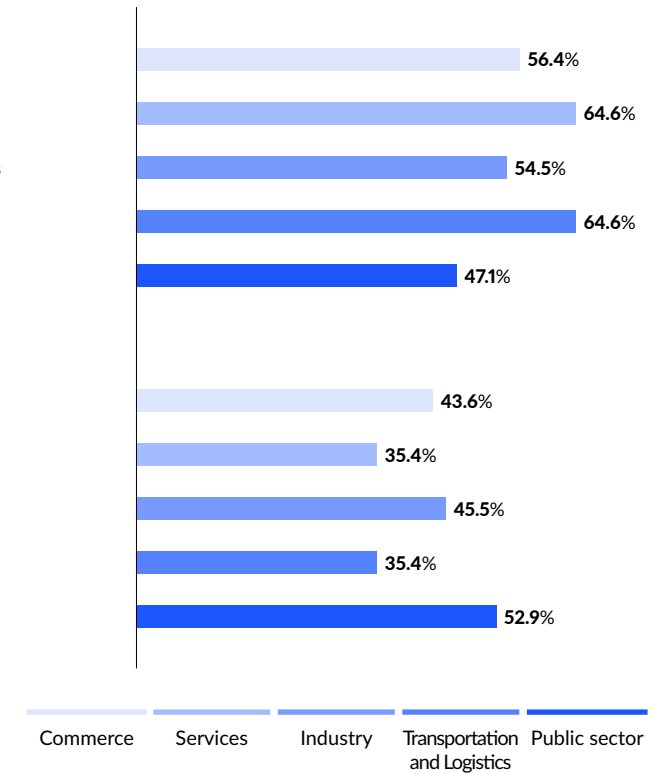


● **55.7%** Yes
● **44.3%** No

Does your organisation currently utilise flexible forms of employment?
Based on company size



Does your organisation currently utilise flexible forms of employment?
Based on industry





Edyta Kozłowska

Lead Manager HR Poland, Hemmersbach Central Support

Flexibility as a strategy for success: how can organisations and their teams thrive in challenging times?

A swift decision-making process allows for reacting to challenges before they can become problems. It's of particular importance to the service industry, and especially IT services, where the speed of decision-making and flexibility are key to success. But what does this mean in practical terms?

Flat organisational structure

At Hemmersbach, flexibility begins with a flat and specialised organisational structure. Our operational teams sometimes encompass no more than six levels between an IT technician/specialist and CEO, which greatly enhances our agility and speed of decision-making. This structure allows for seamless career progression from a developing talent all the way up to senior management, while retaining organisational effectiveness.

Effective recruitment and developing competencies

To respond quickly to the needs of our clients – both internal and external – we utilise a specialised structure and several well-developed practices. We do not rely on detailed forecasts and hiring plans, as it's not feasible in an industry as dynamic as ours. That is why our talent acquisition process is designed to deliver the right candidate for a position within 30 days.

IT projects within our company continually keep evolving – with some ending and some starting – it is crucial for us to seamlessly keep offering new challenges to our employees during subsequent projects. However, we believe that preparing for a new role or a new scope of obligation is much faster for pre-existing employees than for new candidates from the market.

To achieve this, we utilise an internal Job Board system where anyone can apply for a position of their choice within the organisation. Furthermore, all of our employees have access to the Global Campus – an online development platform offering role- and project-specific trainings and

mentor support to help translate knowledge into practice. These trainings help not only expand one's competencies but also prepare our employees for immediately picking up new tasks as needed.

Work model

The service industry relies on people, and our employees are our greatest asset. That is why we strive to provide them as much flexibility as possible – not only in terms of development or project selection, but also work-life balance.

We realise this in several ways. Introduction of flexible working models, such as hybrid and remote work, allows us to be more responsive to the individual needs of our employees, leading to their increased engagement and job satisfaction. However, not all positions can adopt a flexible working model, as some obligations require attendance at the workplace. For such positions, we offer flexible work hours, or schedule- or project-work, opening the possibility of casual employment. Some of our employees have requested reduced work hours, or transfer to teams using more flexible work models in response to changes in their private lives.

We strive to respond to the needs of our employees wherever possible. We are a socially responsible business and one of our foundations, Hemmersbach Kids Family – supports foster care and children's homes, and thus we understand the importance of family and private life. The flexibility allows our employees to effectively separate their private and professional spheres, and allows us to gain a competitive advantage based on highly engaged specialists.



Agnieszka Jakubczyk-Latała

Head of HR Lublin, DATA MODUL Polska

Organisational flexibility and culture – how to create a work environment facilitating flexibility?

In the ever-changing business environment, organisational flexibility is a key success factor. Global crises, technological development and changing employee expectations all require businesses to quickly adapt to the new circumstances. However, the true flexibility rests not only on the ability to react to the changes, but also on consciously building and fostering proper organisational culture.

What is the crux of organisational flexibility?

Organisational flexibility is the company's ability to adapt to the changing market, technological or social environment. This isn't limited to introducing new tools or processes, but rather concerns the organisation's overall mode of thinking and acting, encompassing many aspects. These include the structural flexibility, concerning team and process reorganisation to match the current challenges, or operational flexibility, encompassing quick decision-making, streamlining procedures and readiness for implementing innovation. Finally, the cultural flexibility is expressed through openness to diversity, cooperation and new work models, such as hybrid or project-based work.

Flexibility as an element of the organisational culture

The organisational culture forms the foundation for business flexibility. If an organisation is promoting openness, trust and shared responsibility, the changes will be viewed as a natural aspect of growth, rather than a threat. Flexible businesses are open to innovation – they entice their employees to test new solutions and accept mistakes as a part of the learning process. They're also distinguished by a flat organisational structure, as more compact hierarchies improve the flow of information and speed up decision-making. They also bank on agile management achieved through such methodologies as Agile or Lean, speeding up project implementation. Such organisations also tend to be employee-focused, offering flexible forms of employment and taking care of the team's work-life balance, fostering a culture based on trust.

Which activities support flexibility?

When building a work environment based on flexibility, it's worth focusing on several key areas. Effective communication – clear, open and mutual – is of utmost importance, letting employees feel informed and involved. An organisation wishing to become flexible should invest in tools allowing for swift transfers of information and promoting a culture of feedback.

Another key element concerns openness to change and diversity. Diverse teams are more innovative and take less time to find effective solutions to progress. Organisations aiming for flexibility should actively promote diversity and inclusion, as it bolsters their creativity and adaptability to the changing circumstances.

The speed of decision-making processes is yet another important factor. In rigidly structured businesses, flexibility can prove impossible to achieve. Only by decentralising the decision-making process, delegating responsibility and simplifying procedures can the reaction speed be improved.

The right leadership is also key. Leaders play an important role in shaping a culture of flexibility. They should be inspiring, engaging and creating an environment in which the employees won't be afraid of experimentation and stepping outside the box. Leadership based on trust and empowerment makes the teams more independent and resistant to change.

Finally, technology can greatly support building organisational flexibility. Modern digital tools allow for more effective work management, automation of repeatable processes and better data analysis, leading to improved speed of decision-making.

In summary, organisational flexibility is more than strategy: it's primarily a mode of thinking and acting. It's worth investing in flexibility, as a work environment able to foster it also creates a foundation for lasting, sustainable growth. Businesses incorporating flexibility into their organisational culture will gain a competitive advantage and find it much easier to attract and retain talent. They will also be more resilient to market changes, which we have faced plenty of in recent years.



Monika Zych

HR Manager, AFL Telecommunications Poland

Flexible work models in the manufacturing sector

Flexible forms of employment, such as remote work, freelancing or limited work hours, have gained popularity in recent years, especially in creative industries, IT, services and SSC. Furthermore, the COVID-19 pandemic has proven a major catalyst for the development of remote and hybrid work. They have become a baseline standard for many organisations, allowing one to attract potential candidates and optimise costs.

Manufacturing and remote work – does it make any sense?

When it comes to the manufacturing industry, a question arises of whether flexible work models are possible at all in an environment requiring physical presence in a manufacturing hall.

In manufacturing plants, employee presence is necessary for the correct operation of the entire process – and a person lacking direct contact with the product, machinery and manufacturing processes isn't able to effectively react to the changing needs. In manufacturing, the focus isn't on „background work” but rather immediate interaction with employees and machinery, adjusting manufacturing processes to the shifting circumstances and managing the team directly.

The manufacturing industry is highly mutable and requires quick reaction to a variety of issues such as material shortages, machinery breakdowns or high absence rates. This is why managers and specialists overseeing the production need direct contact with their team, machinery and technological processes. Lack of physical presence can lead to delays in decision-making, as well as make it more difficult to implement changes swiftly.

One should also bear in mind that the organisational culture of manufacturing businesses often relies on physical presence and direct interpersonal relations. Integrational activities, trainings, sharing experiences and solving manufacturing hall problems together are all difficult to implement remotely.

Alternative solutions increase the flexibility of manufacturing

Remote work is not possible for manufacturing line jobs – but the flexibility of employment means more than just a home office. Manufacturing businesses can introduce other solutions, which better reflect employee needs while still taking into account the operational specificity of manufacturing plants. The opportunities analysed in our organisation include flexible work schedules allowing employees to adjust their work time within predefined ranges. This solution may prove particularly convenient for people commuting from farther towns or limited by familial obligations. We also strive to adjust the shift system to employee needs. Appropriately planning the changes can enable the use of such solutions as carsharing.

We are also considering the opportunity to extend daily working hours (by, e.g. an hour or two) in exchange for shorter workdays on Fridays. The equivalent worktime might prove much more satisfactory to workers and improve their work-life balance. Another solution we considered involves increasing the number of allowed remote work days for office workers. Even though the manufacturing line requires a physical presence, administrative departments can utilise an increased number of remote workdays than the usual 24 days a year.

The future of flexibility in the manufacturing sector

Flexible work models are some of the key trends on the job market. For many industries, they have become a baseline standard, but to implement them in the manufacturing sector, one needs to adapt to the specific operational circumstances. ▶

While full flexibility, as seen in the services industry, is impossible in the manufacturing sector, there are solutions to adapt the work model to changing employee expectations. Flexible shift schedules or equivalent work times form practical options that could benefit the companies and employees alike.

The future of flexible employment models in manufacturing largely depends on an organisation's readiness to test new solutions and skillfully combine employee needs with business requirements. Implementing the right mechanisms can become a key element of building competitive advantage in the labour market.

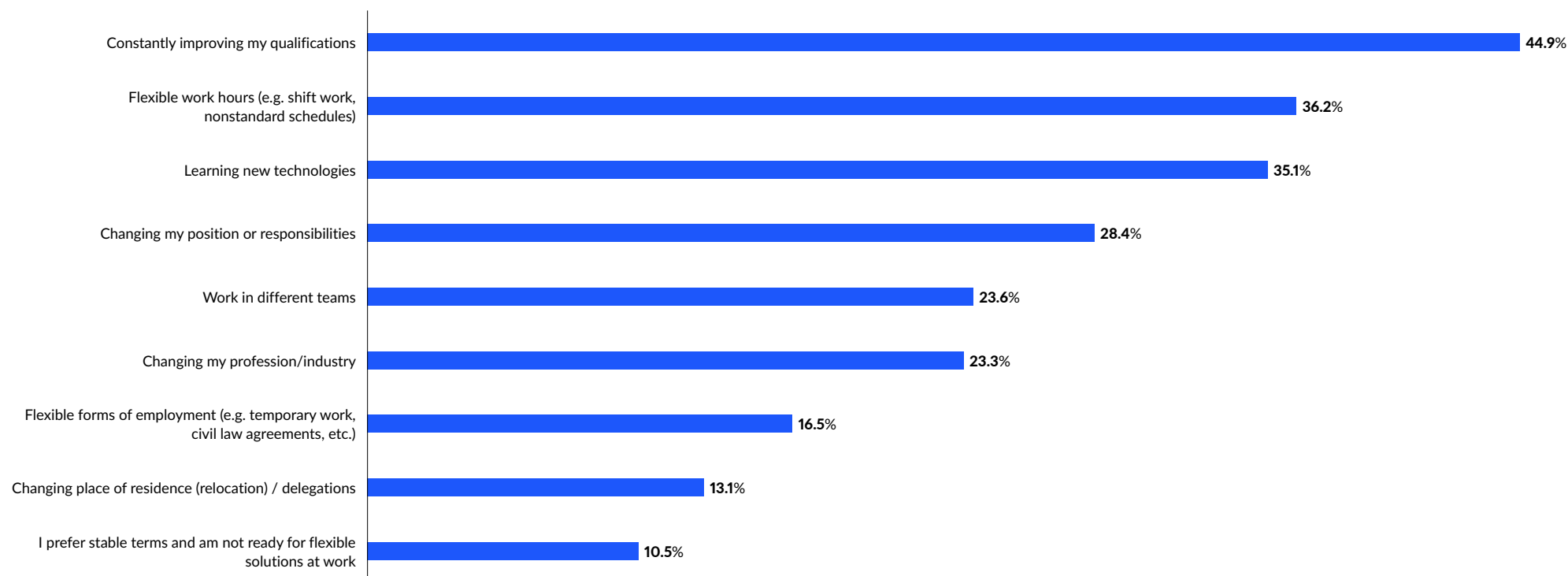
In which aspects of work are employees ready for flexibility?

In a world where economic and geopolitical circumstances can change daily, an organisation's ability to react flexibly to the challenges is more than a competitive advantage – it often becomes a prerequisite for a business to survive and thrive. But the market realities demand flexibility from both the organisations themselves and their employees. We asked them about the areas in which they would be open to increased work flexibility.

Almost 45% of workers are ready for continuous improvement of their professional qualifications and 35.1% are open to learning new technologies. This signals that employees are aware of the fact that so-called lifelong learning is becoming a necessity for remaining active in the job market. It also bears mentioning that over 28% of respondents are ready to change their position or scope of obligations, and 23% would be willing to switch to a completely new job or industry. This shows that to employees, flexibility largely means readiness to modify their career path.

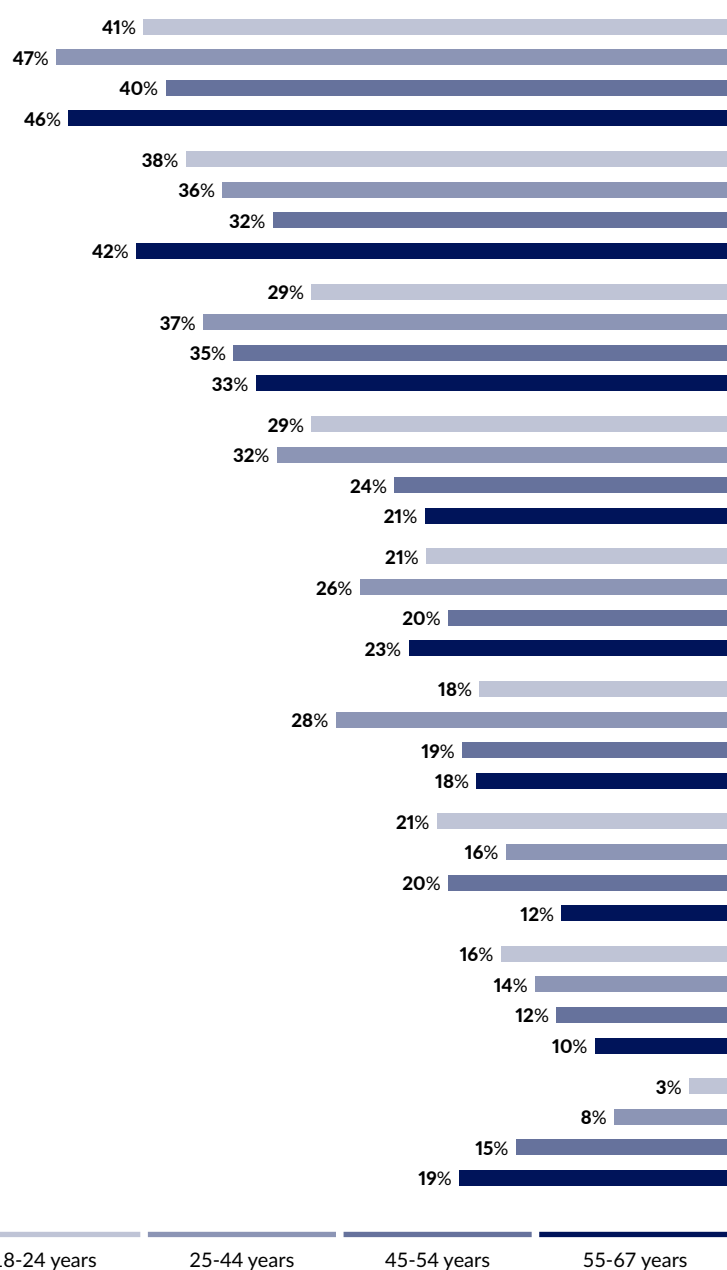
Respondents were much less likely to adopt flexible forms of employment, such as temporary work, contracting or civil law agreements. For the employees, flexibility also concerns flexible work time (36.2%) – they are willing to engage in shift work or adopt unconventional schedules. This might indicate that they prefer to focus on completing their tasks, adjusting worktime to suit both the work at hand and their personal needs.

In what areas are you ready for work flexibility?

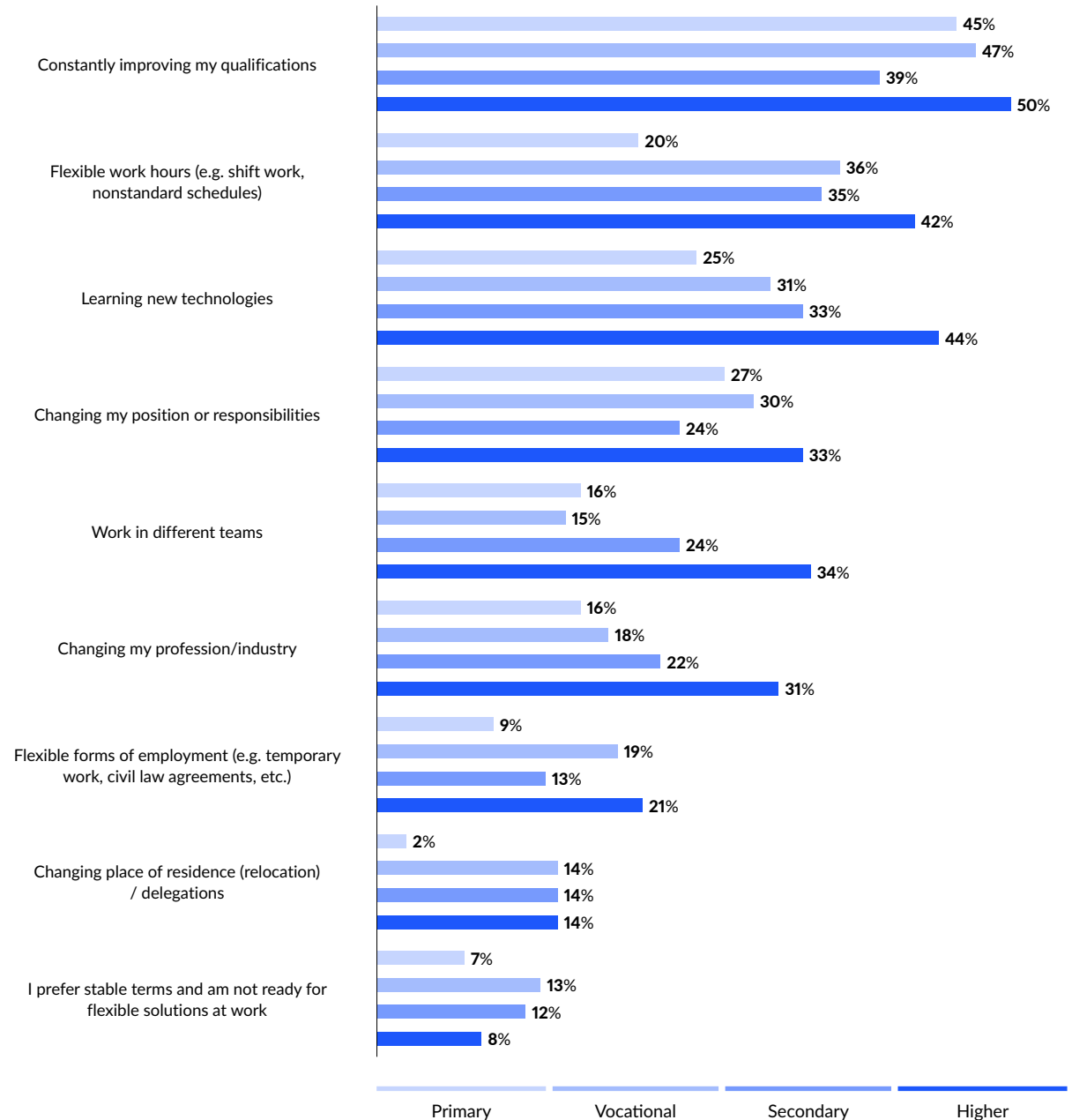


Respondents could select multiple answers • N=550

In what areas are you ready for work flexibility? Age

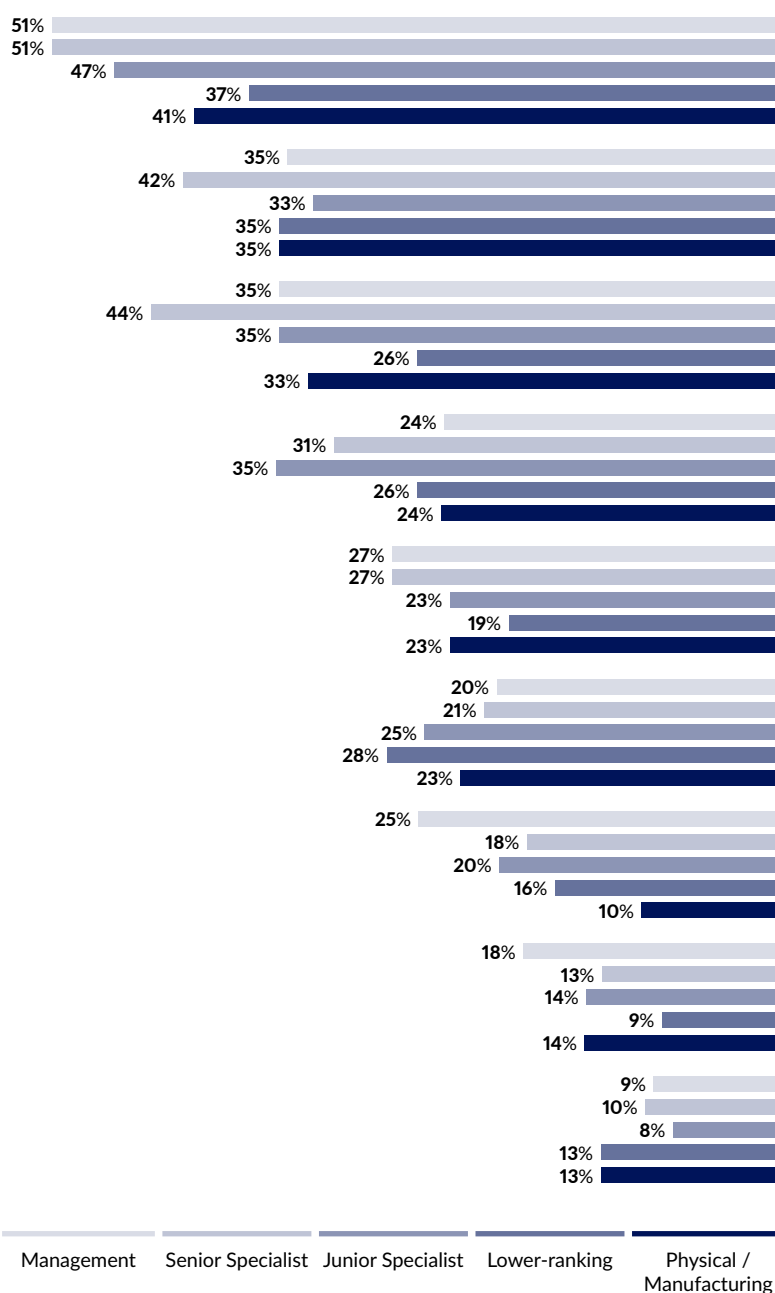


In what areas are you ready for work flexibility? Education



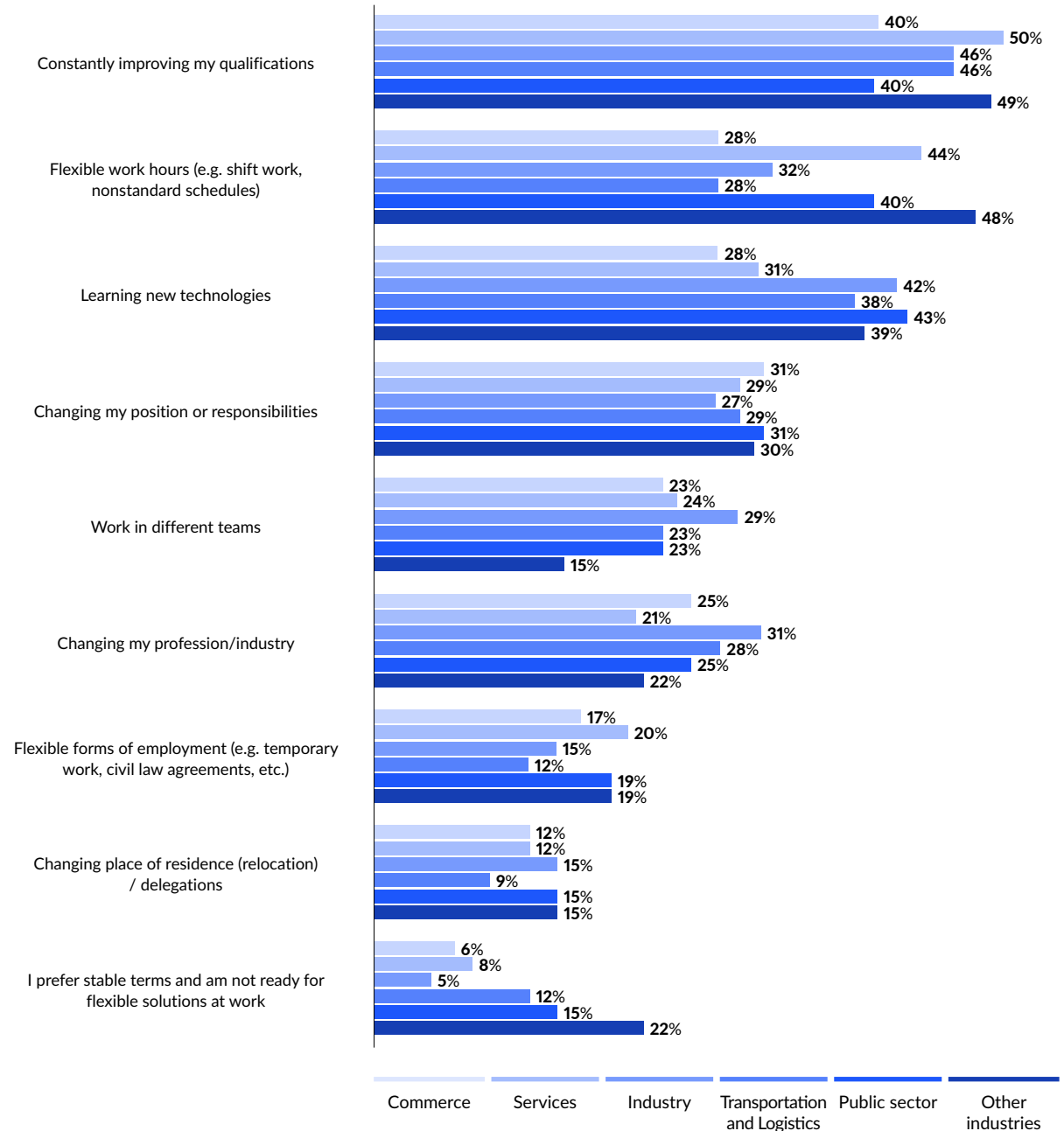
In what areas are you ready for work flexibility?

Position



In what areas are you ready for work flexibility?

Industry





Antonio Carvelli

Deputy Director, Gi Group Poland S.A.

Flexible forms of employment – a response to the changing market circumstances and a key solution for modern employers

The global markets have become incredibly difficult to manage and running a business is at its most difficult for a very long time. In the face of economic changes and high operational costs, the fact that in Poland investors are increasingly often delegating HR services to external agencies has ceased to surprise anyone. Much like the case with the growing popularity of flexible forms of employment, such as temporary work, outsourcing or civil law agreements – they are gaining importance by helping businesses retain competitiveness and providing benefits in many different areas.

Flexibility = optimisation

Cost optimisation is one of the primary benefits of the flexible forms of employment and the primary one behind their adoption. Temporary work and outsourcing allow entrepreneurs to avoid costs that would be borne under permanent employment. Other obvious advantages include the ability to avoid long-term recruitment and implementation costs, as well as access to high-quality services at a minimum cost. Speaking directly, some IT and HR processes are better ordered externally rather than invested in internally. This allows them to focus on effectively managing human resources and to better align them with their current needs.

More effective management and faster adaptation

Thus, we reach the important aspect of adapting an organisation to the changing circumstances. Flexible forms of employment allow a quick reaction to the market's current needs, making them a perfect choice for modern times. Regardless of whether we're dealing with an economic crisis, switching technologies used or observing changes in demand, temporary work and outsourcing are answers to numerous needs. By employing temporary workers, their number can be more easily adjusted to seasonal spikes or the needs of short-term projects while avoiding costly and time-intensive layoffs, which also have an impact on employee morale and the company's reputation.

Shorter recruitments and onboarding are the two aspects of flexibility that provide a major competitive advantage, ensuring operational stability.

Innovation through specialists

Sometimes, businesses are seeking specialists with specific skills for only a short period. IT experts, financial advisors, designers – they are often necessary to support specific projects, for a specific time. In such situations, outsourcing or civil law contracts will also prove good solutions, enabling quick access to highly qualified specialists without the need for prolonged recruitment processes. It bears mentioning that the flexible forms of employment are not only providing businesses with the required skills, but can also suggest innovative solutions able to increase effectiveness or quality of products and services.

Does flexible mean perfect?

Despite many advantages, flexible forms of employment come with certain challenges, especially on the Polish market. The complexity of the country's labour laws, changing regulations on temporary work, minimum hourly wage or employing foreigners all require vigilance in constant monitoring of legislation and adjusting one's processes to the status quo. While a lot is changing in terms of employment flexibility, there are still some areas in which the labour law isn't catching up with the needs of the market. For example, it's difficult to acquire candidates in industries requiring technical skills or technical sectors, where the unemployment rate remains low. In such situations, support from an employment agency might prove a solution. These agencies are currently playing a key role in the quick acquisition of talent and adjusting their offer to specific client requirements. ▶

Strategic support for recruitment

In recent years, the role of an employment agency has undergone a transformation: such organisations are not only offering simple search and selection of candidates for temporary work, but often also services with a high added value. Companies such as Gi Group are able to comprehensively manage the entire HR services ecosystem, becoming strategic partners for organisations willing to retain competitiveness in an unstable environment.

In my daily work, I am seeing an increased demand for HR services adjusted to one's specific needs, as well as solutions tailored to the clients – ones able to support them in effectively managing human resources. Specialised employment agencies can provide such support thanks to their knowledge about market dynamics and the ability to interpret client needs. Furthermore, our responsibility isn't limited to the quality of services – it also has a financial dimension. When one has to continuously keep adjusting their structures to the new economic circumstances, it's beneficial to be able to lean on the knowledge of an experienced partner. Especially given that the demand for flexible forms of employment is growing and that flexibility will soon become an aspect of every organisation's long-term strategy.

Flexible forms of employment from employee perspective

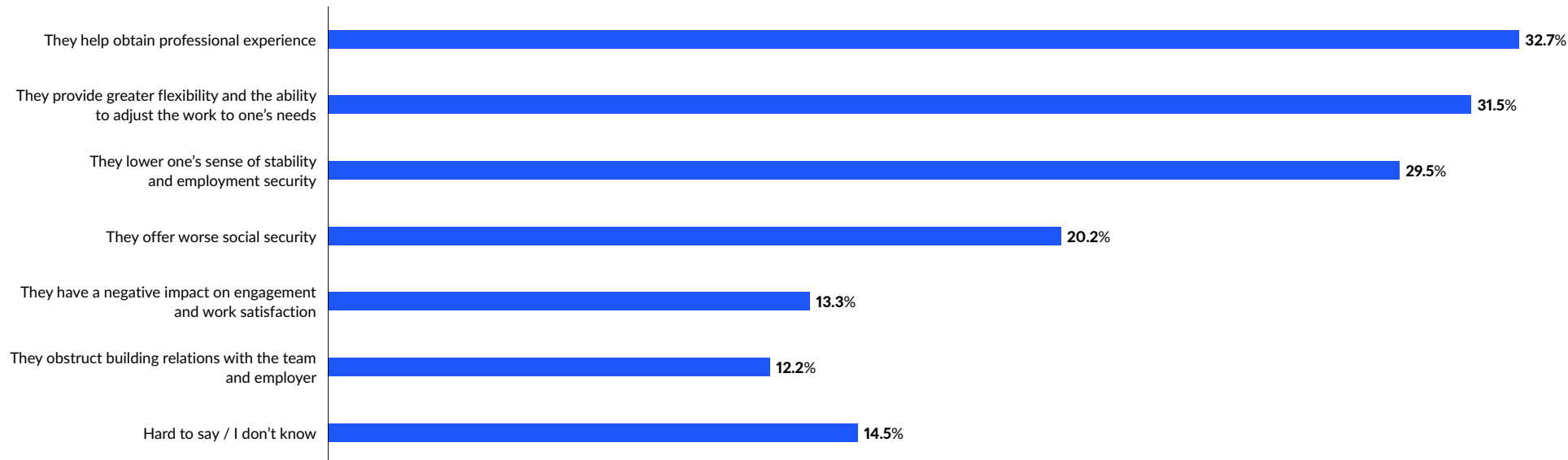
One of the key elements of business flexibility is the ability to effectively adjust one's employment level to the current needs and requirements arising from the economic situation or current orders. This means that diversifying the organisation's forms of employment – going beyond work agreements and including civil law contracts, temporary work agreements, the use of temporary work agencies or outsourcing. However, how are such solutions being perceived by employees?

32.7% of respondents believe that flexible forms of employment are conducive to providing professional experience. The youngest workers tend to share this opinion, predominantly men (36%, as compared to 30% of women).

31.5% of respondents believe that flexible forms of employment allow for better alignment of work with one's individual needs. Younger workers also tend to predominate in this regard, although in this case it's women (34%) who tend to agree with this more than men (29%). The ability to adjust the work to suit one's needs is highlighted primarily by people employed in public, commerce and services sectors, as well as managers and lower-ranking personnel (at 44% each). Manufacturing workers are the most skeptical (22%) and are more likely to point out the lowered sense of stability and employment security (33%). Services and industrial sector workers tend to share similar concerns.

Older employees tend to be more negative toward flexible solutions, pointing out that they offer worse social security and obstruct building relations with their team and employer.

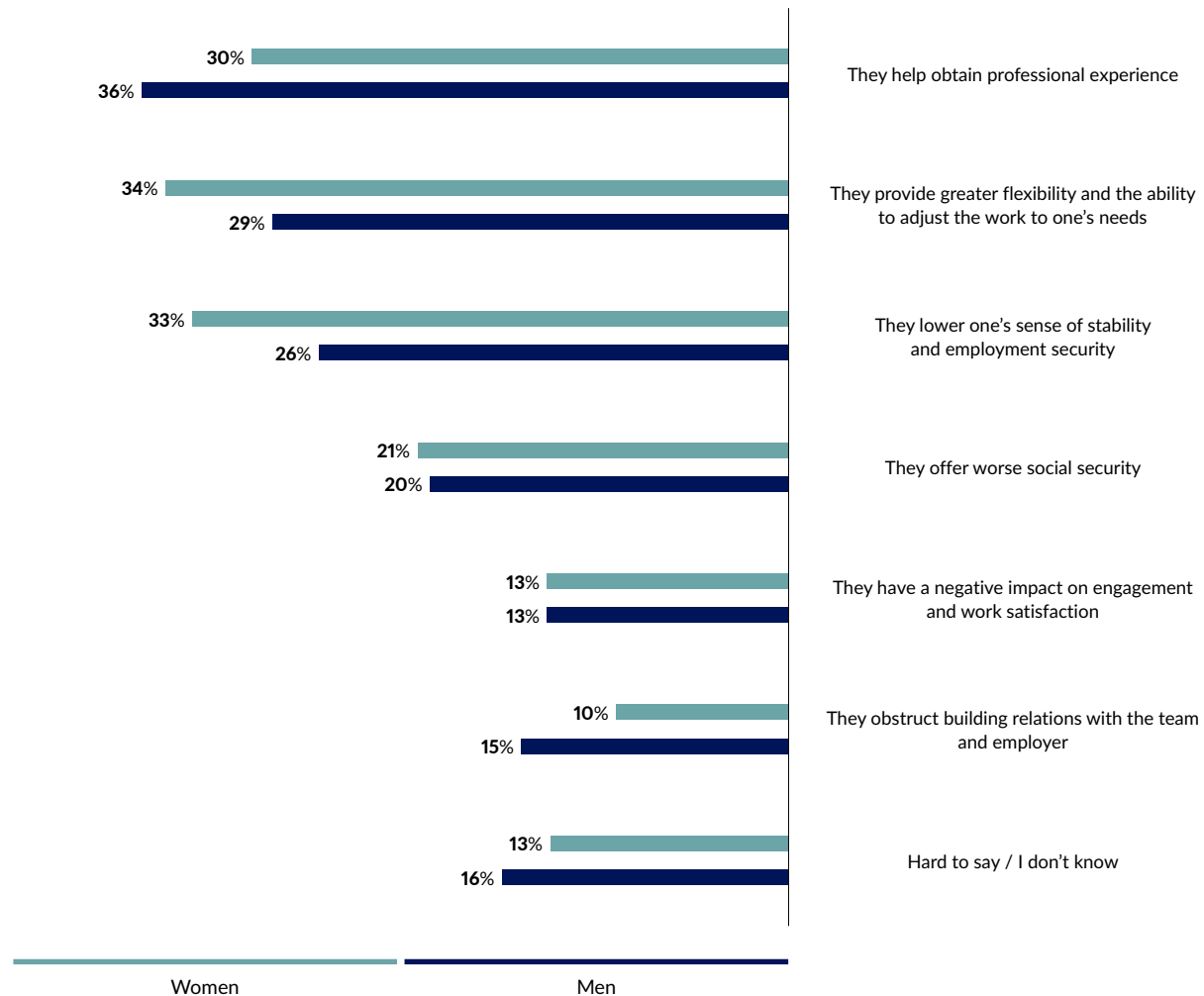
What is your opinion on flexible forms of employment (e.g. temporary work, outsourcing, civil law agreements)?



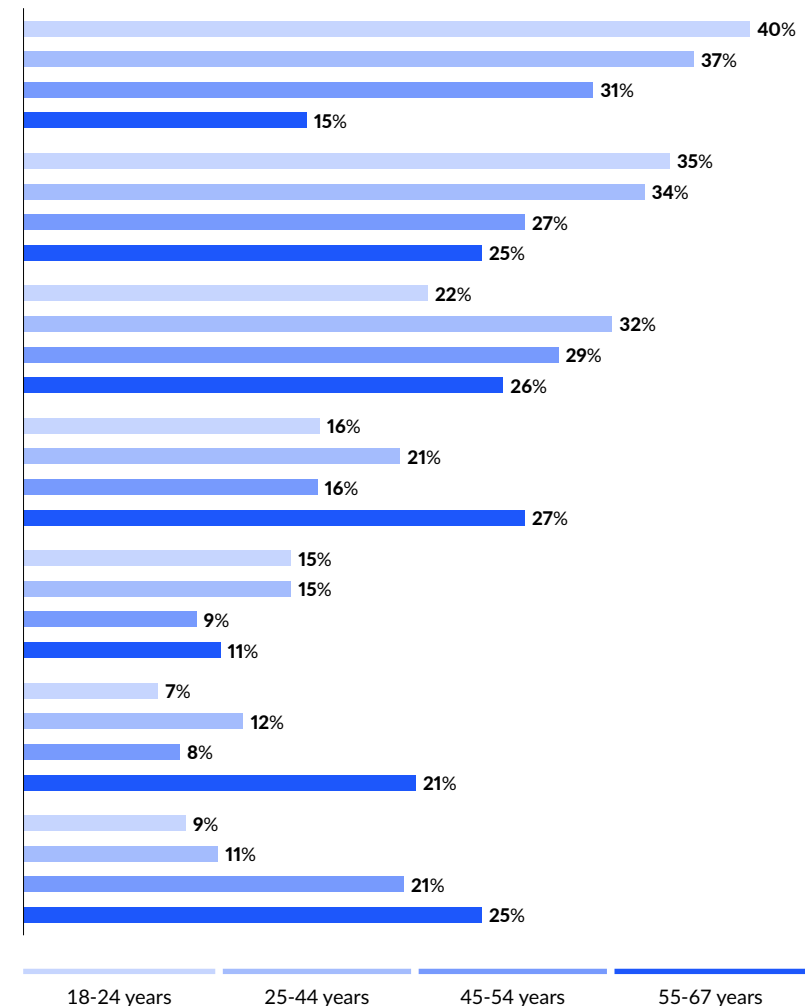
Respondents could select multiple answers • N=550

Flexible forms of employment from employee perspective

Perception of flexible employment forms
Gender



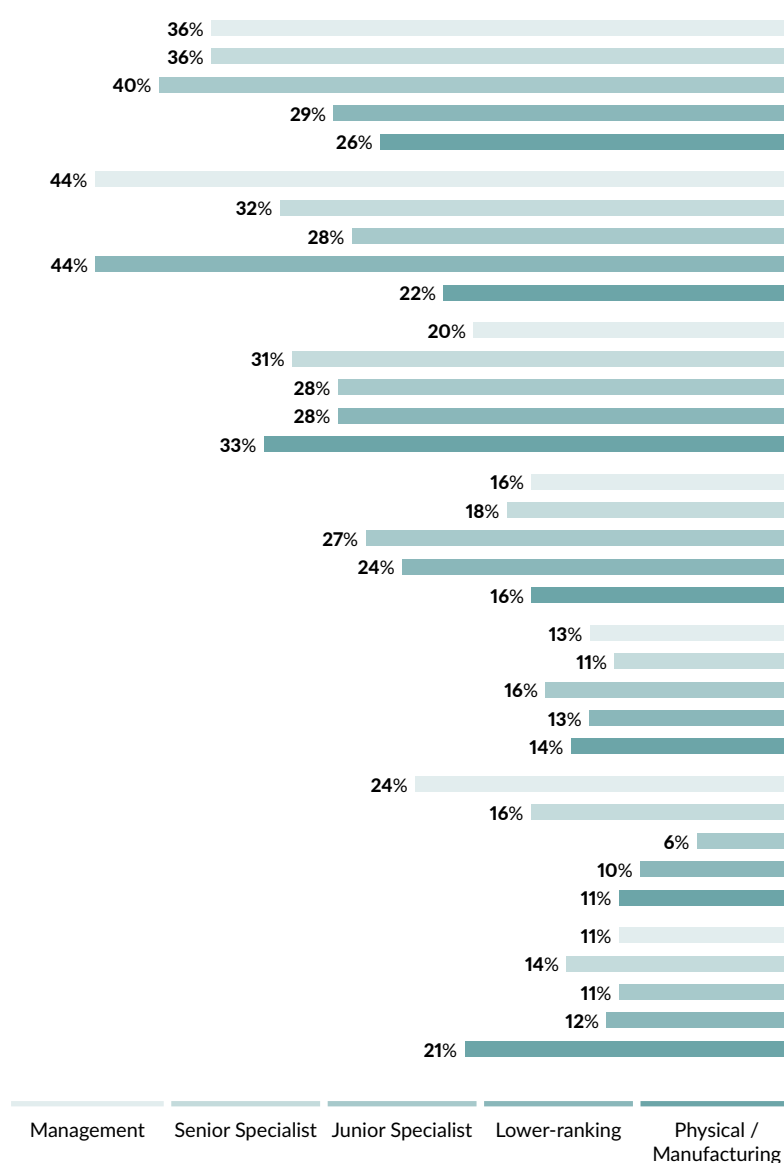
Perception of flexible employment forms
Age



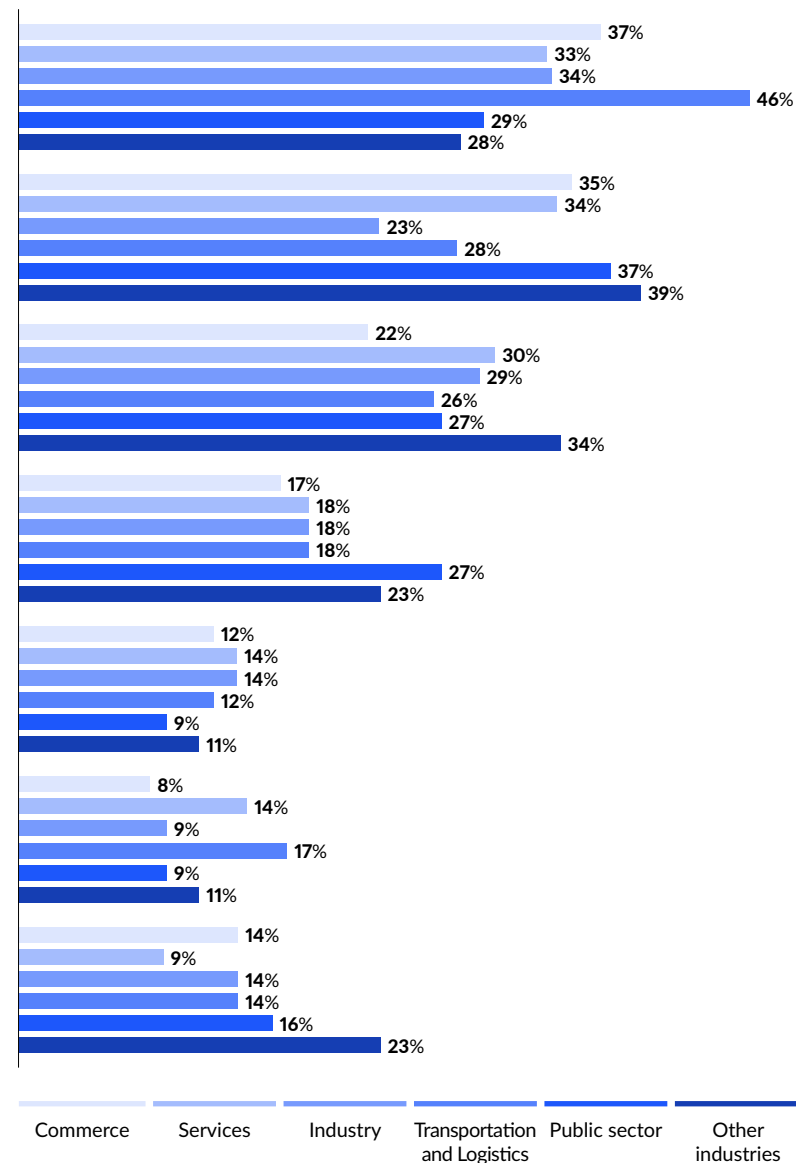
Respondents could select multiple answers • N=550

Flexible forms of employment from employee perspective

Perception of flexible employment forms
Position



Perception of flexible employment forms
Industry



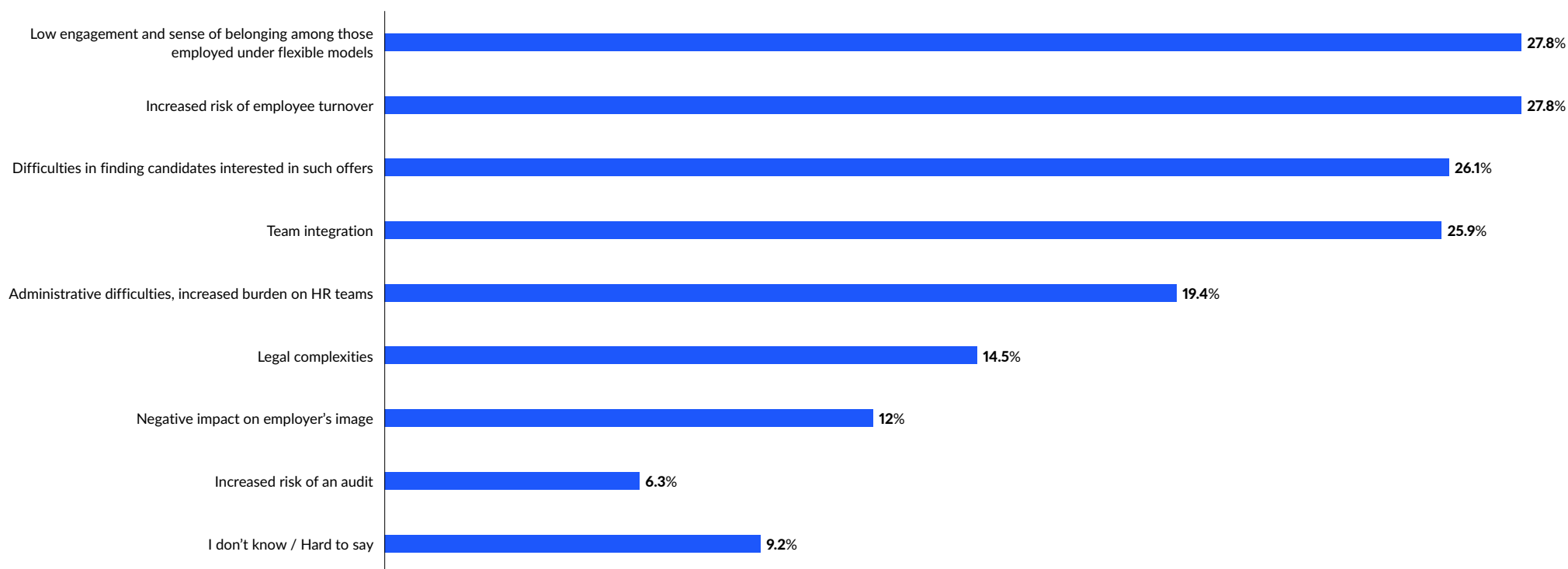
Challenges related to flexible forms of employment

The use of flexible forms of employment, such as temporary work or civil law contracts comes with several notable challenges. Surveyed employers tended to point out low employee engagement (27.8%) and a risk of increased turnover (27.8%). The former is especially visible in the transportation and logistics sector, where as much as 37% of employers highlighted the issue. The higher risk of turnover is primarily a challenge for large organisations. It is especially highlighted by service, industrial, and transportation-logistics companies.

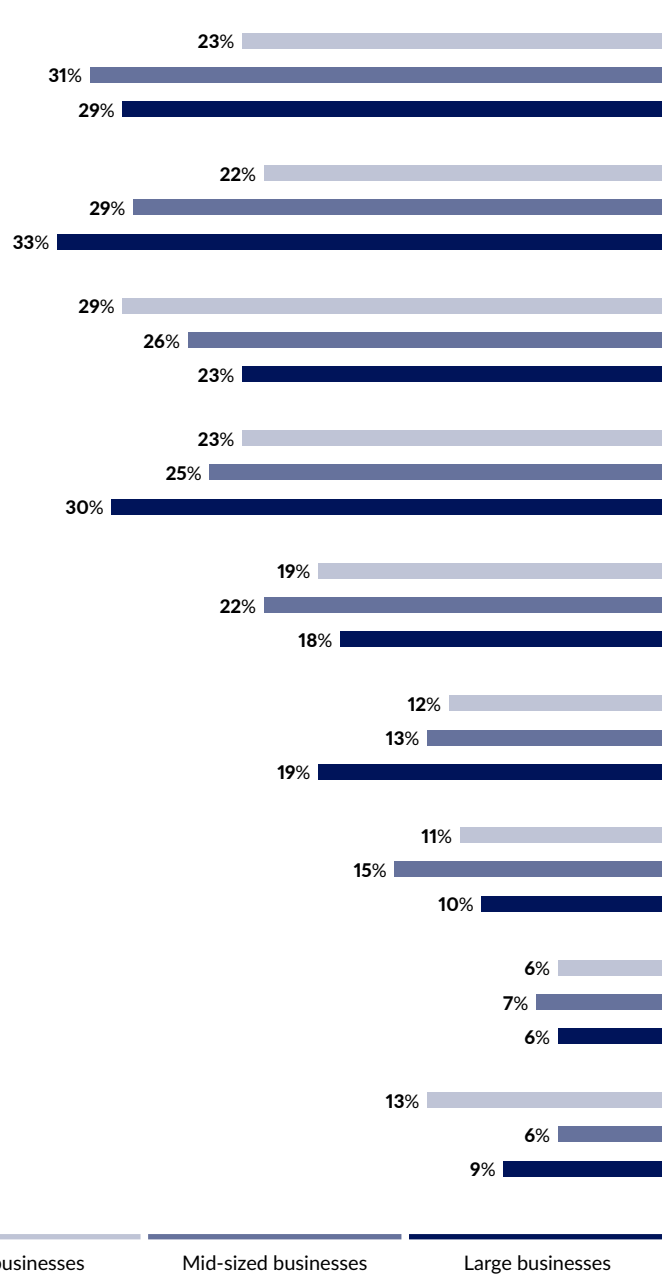
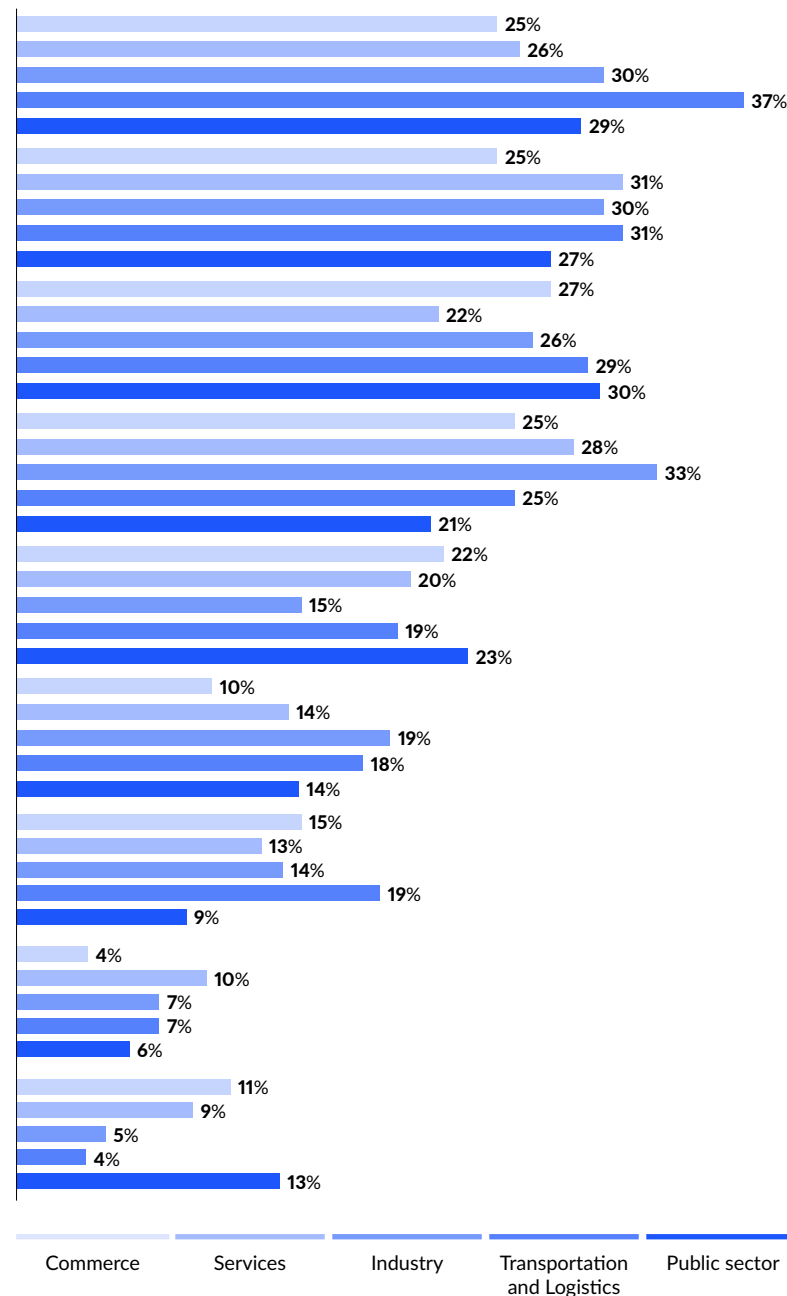
Another important issue concerns difficulties in recruiting people under the flexible forms of employment, as pointed out by 26.1% of employers. This especially concerns small businesses (29%) as well as the public, transportation and logistics and commerce sectors.

Employers are also highlighting difficulties in integrating teams whose members are employed under different terms. This issue is especially visible in large enterprises, where as many as 30% of businesses see this as an obstacle, especially in the industrial (33%) and services (28%) sectors.

What are the primary challenges related to the utilisation of flexible forms of employment in your organisation (temporary work, civil law agreements, etc.)?



Respondents could select multiple answers • N=510

Challenges related to flexible forms of employment
across company sizesChallenges related to flexible forms of employment
across industries

Respondents could select multiple answers • N=510



Anna Mrzyk

Country HR Manager, Bitron Appliance Poland

Employment flexibility and its impact on employee satisfaction and engagement

The modern world is developing very dynamically. Industrial transformation, technological advancement or ongoing globalisation are shaping the current economic and social situation, influencing its various spheres – including the labour market. The signs of these changes include changed ways of work organisation. In order to adapt to the market circumstances, employers are increasingly eager to utilise flexible forms of employment.

The growing popularity of flexible forms of employment is closely related to generational changes. Entrepreneurs cannot ignore the fact that their teams are increasingly formed by younger generations, for whom work organisation and time management mean something else than for their parents. The younger generation of workers has a different approach to performing tasks, fulfilling their duties, loyalty to the company or maintaining life-work balance. This is one of the many reasons behind employers seeking solutions that would allow them to effectively respond to the needs of both the older and the younger generation of employees.

Flexible employment allows workers to adjust work organisation to their individual needs and lifestyles, while fitting the given organisation's larger goals. However, flexibility within an organisation means much more than the ability to manage one's schedule – it also means greater adaptation to the changing market and technological circumstances.

The most popular forms of flexibility in work organisation

The most commonly chosen solutions include the hybrid model, which – as of writing – overtook fully remote work in popularity. Following the pandemic, many employees grew to enjoy the flexibility of choosing their place of work, while noting the value of direct interactions and team integration. However, the satisfaction of people working under this model depends on the quality of communication within the company, available tools and means of supporting team integration.

Flexible work time – allowing one to adjust one's schedule to individual needs – has become just as popular, leading to improved effectiveness and life-work balance. From the employer's perspective, this model lets them work with people from various locations and time zones, expanding the pool of worthwhile candidates. Work models allowing to compensate for a weekly schedule in a shorter time frame – such as four-day work weeks – are also becoming more popular.

Other forms of flexible employment include freelancing and B2B contracts, which provide a greater work time flexibility, improved pay and the ability to implement several projects simultaneously, which could prove especially attractive to highly qualified specialists. However, from the employer's perspective, such a model might prove a challenge – an employee implementing several projects simultaneously won't focus fully on a single company and thus their involvement will be less. When building a talent management strategy, it's worth acknowledging the risk of such workers not being fully available or not being able to fully focus on a singular business goal.






Impact of flexibility on engagement

Lowering employee engagement is one of the key accusations levied against flexible solutions in work organisation. However, research and market experience suggest the opposite. According to a report by HRbrain, as many as 70% of all employees value access to flexible forms of work organisation and 80% declare greater loyalty toward employers offering such solutions. Organisations that implement the flexible models not only attract the best specialists, but also build more engaged and motivated teams. ▶

Benefits of flexibility

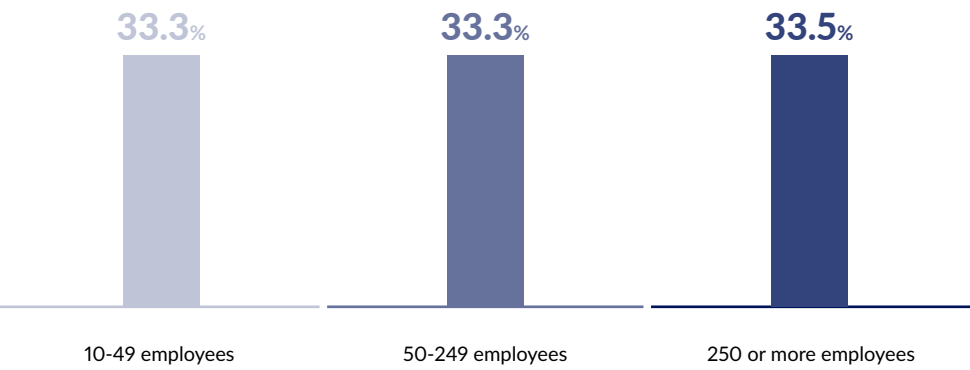
Increasing flexibility of work organisation isn't a solution for every business. However, when feasible, it can bring major benefits to employers and employees alike. The choice of such employment models is gaining popularity and ceases to be perceived as a benefit in large organisation, becoming more of an everyday standard. Empowering employees to manage their style of work can build trust and improve their sense of self-worth, strengthening their engagement, productivity and lowering the eagerness to change their workplace, as flexibility allows them to better organise their personal obligations, leading to lower stress and burnout risk – and thus helping retain the best talent. This is obviously advantageous for both sides.

Research Methodology

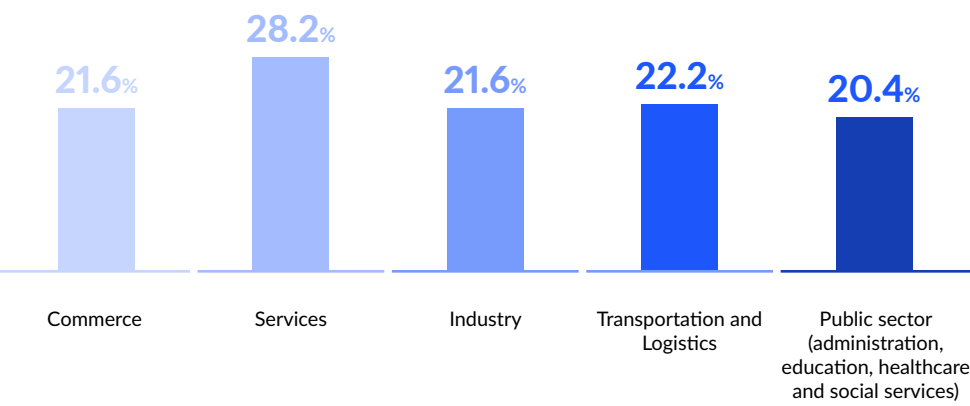
	Research goal:	The primary goal of the research was to verify employee and employer perceptions of Poland's job market.
	Research method:	<ul style="list-style-type: none"> • Employers: computer assisted phone interviews with representatives of small, medium-sized and large enterprises operating in various industries • Employees: on-line interviews (CAWI) through the SW Panel online panel
	Research sample:	<ul style="list-style-type: none"> • Employers: the research involved carrying out 510 surveys with representatives of small, medium-sized and large enterprises operating in various industries • Employees: the research involved carrying out 550 surveys with a representative sample of Poles
	Respondents:	<ul style="list-style-type: none"> ■ Employers: <ul style="list-style-type: none"> • Representatives of small enterprises (10 – 49 employees): N=170 • Representatives of medium-sized enterprises (50 – 249 employees): N=170 • Representatives of large enterprises (over 250 employees): N=170 • Representatives of businesses operating in the commerce sector: N=123 • Representatives of businesses operating in the services sector: N=182 • Representatives of businesses operating in the industrial sector: N=132 • Representatives of businesses operating in the public sector: N=138 ■ Employees: <ul style="list-style-type: none"> • Poles aged 18-67, in accordance with the statistical distribution of genders, age and place of residence by size
	Research period:	<p>Employers: 07.02 – 14.02.2025</p> <p>Employees: 07.02 – 09.02.2025</p>

Demographic structure of the sample – employers

Company size



Sector

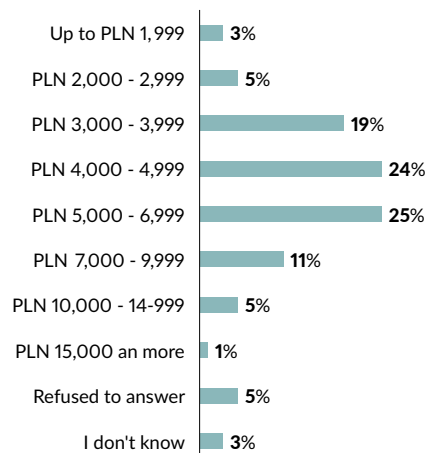


Province

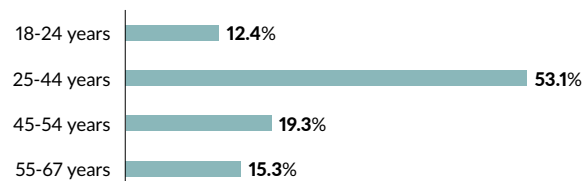


Demographic structure of the sample – employee

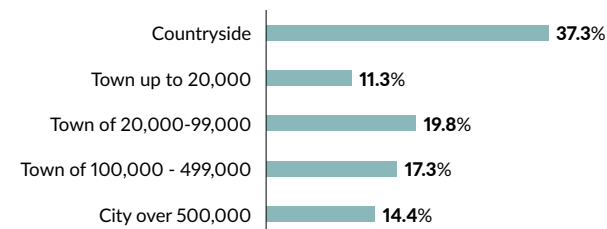
Dochód



Age



Wielkość miejscowości



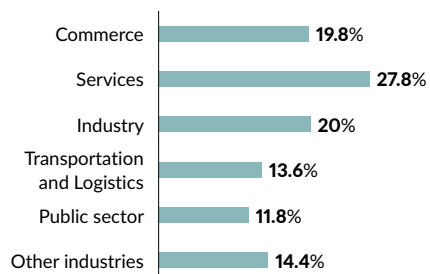
Gender



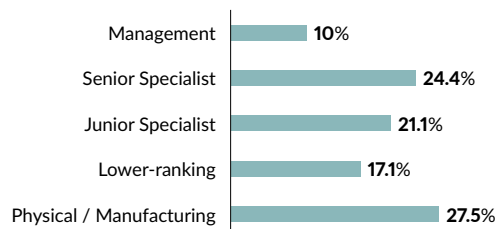
Province



Sector



Position



Gi Group Holding – global HR ecosystem

Gi Group Holding is one of the global HR services providers. The business recruitment ecosystem in Poland is formed by three individual, but mutually supportive brands – Gi Group, Wyser and Grafton Recruitment, which is also an authorised provider of Thomas International tools in Poland. Combined, they allow Gi Group to offer the full scope of HR services, providing businesses with effective solutions fit for their current needs.

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

Currently, the Group is servicing over 27,000 customers worldwide, generating an income of EUR 3.9 billion in 2023. We employ over 8,000 people and remain active in 37 countries across the entire Europe, the APAC region and both Americas.



ONE OF THE LARGEST HR COMPANIES



15th
place
GLOBALLY



9th
place
IN EUROPE



DIRECT PRESENCE IN 37 COUNTRIES

Argentina	China	Estonia	Ireland	Latvia	Norway	Slovakia	United Kingdom
Belgium	Colombia	France	Italy	Malaysia	Poland	Spain	United States
Brazil	Croatia	Germany	Lithuania	Mexico	Portugal	Switzerland	
Bulgaria	Czechia	Hungary	Liechtenstein	Montenegro	Romania	Turkey	
Chile	Denmark	India	Luxembourg	Netherlands	Serbia	Ukraine	



We simplify recruitment processes by combining a global perspective with local expertise. With scalable and tailored solutions, we effectively connect companies with the right employees.

We offer comprehensive services in temporary, permanent, and outsourcing services, building long-term relationships based on experience, trust, and responsibility.



Our global presence



37 countries
Direct Presence



8,000+
Employees



700+
Branches and offices



27,000+
Clients

Local market



25+
Branches in Poland



10,000+
Temporary employees



2,500+
Permanent recruitment



We are one of the largest recruitment company in Poland, ranked in the **TOP3 by the Polish HR Forum**

Our Solutions

- Temporary Staffing
- Permanent recruitments - Gi Pro (Specialised Technical Professionals)
- Recruiting workers from abroad - International Mobility
- Site Managed Services (SMS/Onsite)
- Multi Site Management (MSM)
- RPO
- Outsourcing
- Employer Branding

Candidates' profile

- Warehouse operators
- Manufacturing workers
- Factory workers
- Drivers/Shipping operators
- Quality Assurance employees
- Specialised technicians
- Maintenance operators
- CNC/CAD/CAM operators
- Welders
- Forklift operators
- Electromechanical equipment assemblers
- PLC technicians
- Cabling/Lathe/Milling machine operators
- Electricians
- Maintenance employees
- Office workers
- Administrative workers
- Secretaries/Office assistants
- Sales/shop assistants
- Customer service/Call center operators



Optimisation of Operations through Process Outsourcing in Banking

What makes us unique?

- ✓ 15 years of experience in the finance sector
- ✓ Comprehensive Operational Support for Banks and Financial Institutions
- ✓ Optimisation of costs and operational cost-effectiveness
- ✓ Full compliance with financial supervision authorities
- ✓ Security and precision of finance management
- ✓ Modern technologies and data security
- ✓ Proven outsourcing solutions
- ✓ Comprehensive financial processing
- ✓ Scalability and flexibility of services
- ✓ We operate throughout entire Poland

Gi BPO Finance is a process outsourcing leader in the banking sector. We optimise processes and create added value by introducing new solutions utilising our years of diverse experience gained over various niche projects. During the last 15 years, numerous banks and insurance companies in Poland have chosen Gi BPO Finance as their strategic partner.

Our services



Customer
Service



Back
office



Transaction
Processing

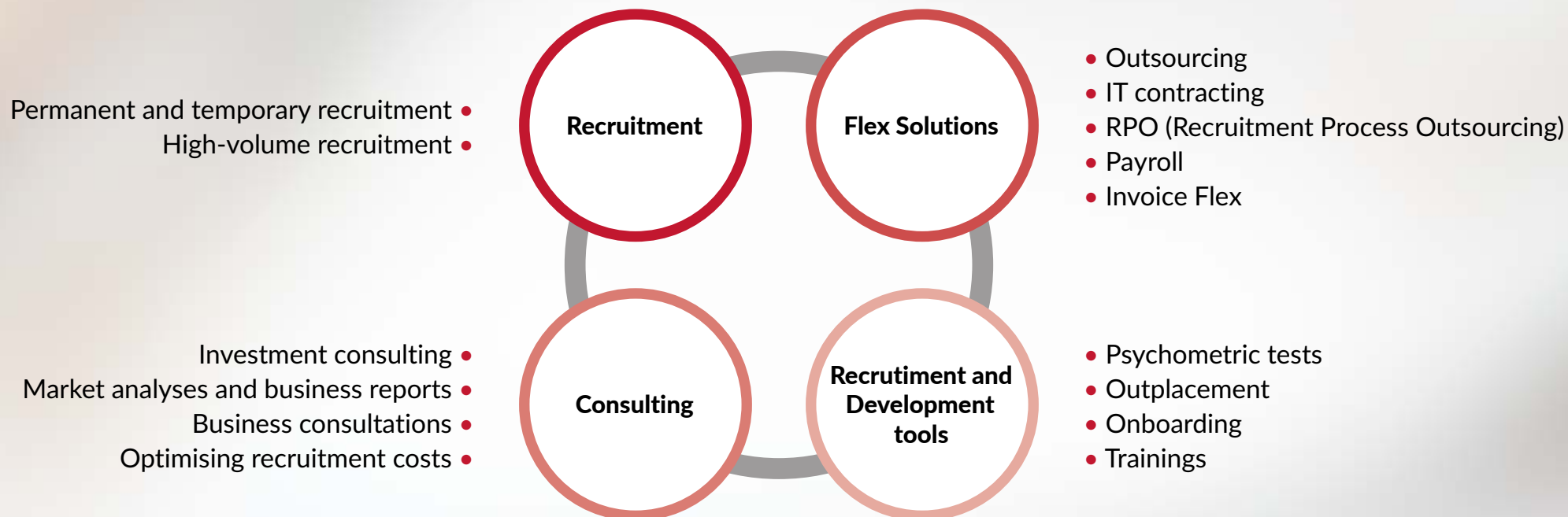


IT Services

The solution you need. Together, we'll get it.

We understand the need to optimise costs and implement a combination of various solutions to best utilise available resources.

Grafton Recruitment means over 40 years of recruitment experience worldwide and almost 30 years of presence in Poland, managing talent and providing a wide selection of HR services. With over 50 Grafton offices employing over 600 people in 25 different countries, we are able to always stay close to our clients and candidates.



We provide our clients with unlimited substantive support.

Thomas International Analyses

We're the best partner if you're facing recruitment challenges! The uses of Thomas psychometric tools encompass all areas related to human resources management in an organisation (recruitment stage, implementation, employee development). Utilizing these tools will solve many of the recruitment challenges.



The right employee?

Make hiring decisions taking into account candidate's aptitude, skills and potential. Your new employee will prove the right person in the right place.



Effective onboarding?

Learn about candidate strengths, limitations and preferences as soon as during the job interview. Retain new employees in your company!



Building teams?

Build awareness and trust, increase diversity and integration within your company.



Hybrid work?

Give your managers the tools and tips necessary for effective management of people regardless of their physical location.



Where to obtain the best leaders from?

Find, develop and promote the most prospective employees. Build individual career paths, increase involvement.



Losing talent?

Personalize the challenge and motivation strategy, **reduce the attrition rate, retain talent** and increase productivity.

Wyser is a retained search recruitment company specialising in Executive Search and Managerial Recruitment services. Our approach leverages the **Executive Search methodology** to drive business development through strategic C-Level relationship management and professional network expansion.

We offer **the quality and standards of Executive Search boutique**, combined with the swift efficiency and dynamic pace of tailored solutions.

Our Specialisations

- C-Level & General Management
- Finance & Accounting
- Private Equity & Capital Markets
- Professional Services
(Consulting & Advisory)
- Business Services (SSC, BPO, CoE)
- Human Resources
- Sales & Marketing
- Digital & E-commerce
- Information Technology
- Manufacturing & Supply Chain
- Real Estate
- Construction & Energy

Quarterly we recruit

- 1 CEO
- 2 GMs / MDs
- 9 Board Members / Directors
- 17 Managers / Senior Experts

Entrusting Wyser Executive Search with leadership recruitment ensures a professional approach, access to top talent, and process optimisation, ultimately leading to the selection of leaders capable of effectively managing and driving long-term organisational growth.

Positions we are recruiting for

- Supervisory Board Members
- C-Level Executives
- Directors & Senior Management
- Managers & Senior Experts

CONTENT

SW Research Agencja Badań Rynku i Opinii
Joanna Fitek-Chybzińska (Gi Group Holding)

EDITING

Joanna Fitek-Chybzińska, Dorota Zawadzka, Katarzyna Lewandowska

ART DIRECTION

Joanna Fitek-Chybzińska

LAYOUT & GRAPHICS

Grzegorz Janiszewski (LABORATORIUM)

MORE INFORMATION

Dorota Zawadzka, Communications Manager, Spokeswoman of Gi Group Holding
M: +48 724 870 909 E: dorota.zawadzka@gigroupholding.com

LABOUR MARKET BAROMETER 2025

© 2025 Gi Group Holding. All rights reserved.

Data should be quoted as: Gi Group Holding Report– “LABOUR MARKET BAROMETER 2025, 19th Edition”