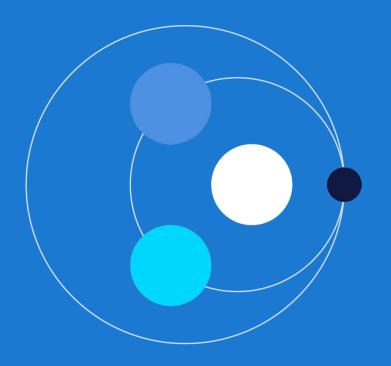
poland.

country report randstad employer brand research 2025





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introduction.





a few words about the report.

The beginning of 2025 marks a period of further economic stabilization and accelerated growth across numerous sectors, presenting Polish employers with a wealth of new opportunities. At the same time, it indicates continued talent-related challenges. In this latest edition of the Randstad Employer Brand Research, you can read not only how competitive compensation, benefits, and a positive workplace atmosphere continue to be effective in attracting and retaining talent but also about the increasing need to properly address motivation of employees.

As it turns out, this very element is becoming one of the most critical factors shaping long-term employee engagement and loyalty towards employers today. This year's analysis reveals that factors such as a lack of recognition, insufficient remuneration, or a scope of responsibilities mismatched to an employee's capabilities can lead to decreased engagement and a desire to seek new employment. What does this mean for employers? Which employee groups are the least motivated? And what steps are worth taking to unlock employee potential and effectively retain them within teams?

You will find answers to these questions, as well as more insights into other factors influencing the talent attraction, engagement and motivation, in the Randstad Employer Brand Research 2025 report. Enjoy your reading!





what is the randstad employer brand research?



A representative employer brand research based on perceptions of the general audience. Optimized through 25 years of experience worldwide and 15 years in Poland on how to effectively shape the employer image.



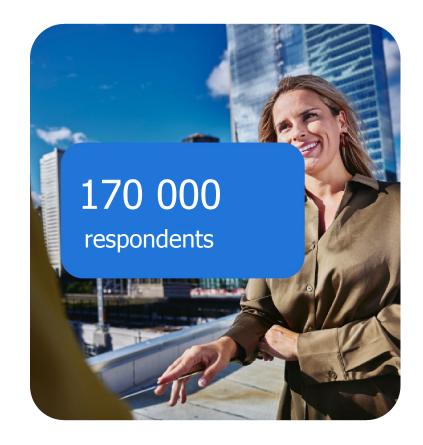
An independent survey with nearly 170 000 respondents and 6 400 companies surveyed worldwide. In Poland, we asked the opinion of 4 623 respondents.



A reflection of employer attractiveness in a given country for the 150 largest companies in the market, known by at least 15% of the population, and additional companies necessary to maintain a benchmark in sectors.



Provides valuable insights to help employers shape their employer brand.



34 markets surveyed covering more than 75% of the global economy.

sample

- aged 18 to retirement
- age representative on gender
- overrepresentation of age 25-44
- comprised of students, employed and unemployed workforce

fieldwork

online interview conducted in February 2025

length of interview

14 minutes

Poland

4623 respondents





argentin
australia
austria
belgium
brazil
chile
china

czech republic denmark france greece spain netherlands

hongkong

india japan canada luxemboura malaysia mexico

germany

norway new zealand poland portugal romania singapore united states

switzerland sweden uruguay hungary united kingdom italy

main assumptions behind the randstad employer brand research.

30 companies per respondent

"do you know this company?" determines awareness.

recognized companies

"would you want to work for this company?" determines attractiveness.

for each company known

rating on a set of drivers determines reasons of attractiveness.

EVP drivers

each company is evaluated on:

- 01 financially healthy
- 02 job security
- 03 career progression
- 04 equal employment opportunity regardless of age, gender, ethnic background, etc.
- 05 pleasant work atmosphere
- 06 work-life balance
- 07 good reputation
- 08 attractive salary and benefits
- 09 cares about the environment & gives back to society
- 10 interesting job content
- 10 location

smart sampling

Each respondent is shown 30 companies. Each company is evaluated only by respondents who are aware of that particular brand.

In order to make sure that the less well known brands are assessed by a sufficient number of respondents, we make use of a smart sampling method.

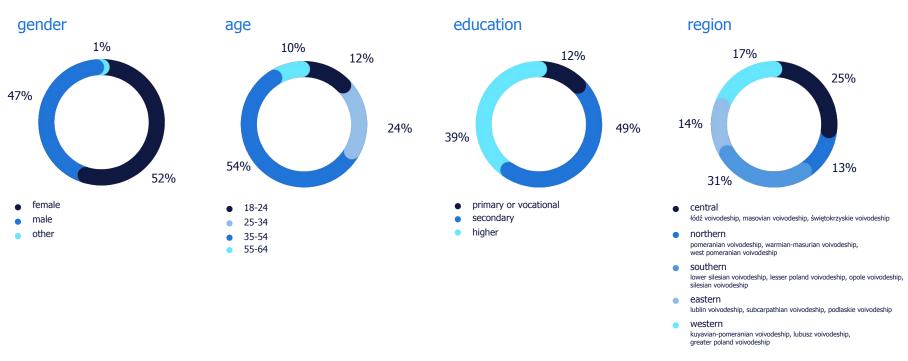
This method ensures that companies with lower awareness are shown to more people. As a result, Randstad Employer Brand Research provides more reliable insights into both less and better known employer brands.

KANTAR TNS:

For this research, Randstad partners with Kantar, one of the world's largest insight, information and consultancy networks.



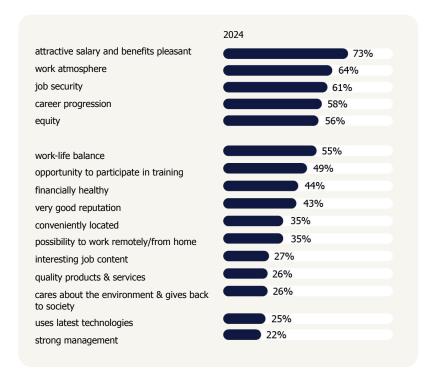
sample characteristics in Poland: gender, age, region, education.

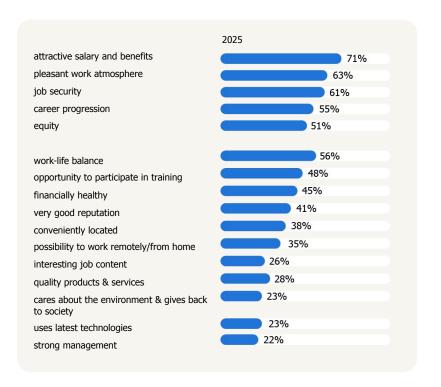




employer attractiveness factors in poland.

which factors most strongly determine employer choice in 2025?







what should an employer offer in 2025?



remuneration consistently ranked first

Just as in previous edition, attractive remuneration and benefits once again enjoy the greatest interest among employees with 71% of respondents indicating it as an important decision factor when choosing an employer.

However, not all age groups rate this element equally high. Its significance increases with age.



friendly atmosphere still very important

For another consecutive year, a friendly workplace atmosphere holds the second position. It was indicated by 63% of respondents – almost exactly the same as last year.

Moreover, a friendly workplace atmosphere is the most important factor determining employer choice among the youngest and the oldest employee groups who participated in the study.



seeking stability, work-life balance, and development

Further employer attractiveness factors include: job security (61%), work-life balance (56%), career development (55%), and equal opportunities regardless of age, gender, or origin (51%).

Interestingly, work-life balance has moved up from sixth to fourth place over the past year. Its importance increases with age showing a greater need to reconcile professional and family obligations.

what do employees think of their current employer's offer?

The largest number of respondents state their employers provide them with job security. This is most strongly noticed by individuals aged 25-34 and 35-54, and least by the youngest employees. Followed by good workplace location, good financial standing of the company, and ensuring equal opportunities regardless of age, gender, or ethnic origin.

are employee needs being met?

Employees indicated career development opportunities, attractive remuneration and benefits, environmental awareness, and employer's social engagement as the least frequently present attractors in their workplaces. Each of these elements was selected by about half of the respondents, on average.

assessment of current employer

- 1. job security
- 2. location
- 3. good financial standing of the company
- 4. ensuring equal opportunities regardless of age, gender, ethnic origin, etc.
- 5. friendly work atmosphere
- 6. good reputation
- 7. work-life balance
- 8. interesting job content
- 9. career development opportunities
- 10. attractive remuneration and benefits

ideal employer profile

- 1. attractive remuneration and benefits
- 2. friendly work atmosphere
- 3. job security
- 4. work-life balance
- 5. career development opportunities
- 6. ensuring equal opportunities regardless of age, gender, ethnic origin, etc.
- 7. opportunity to participate in training
- 8. good financial standing of the company
- 9. good reputation
- 10. location

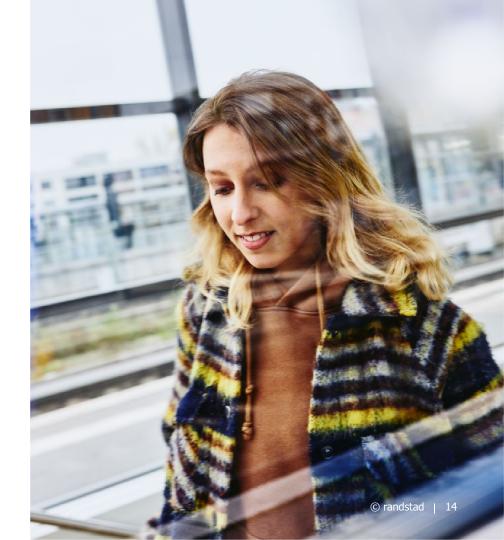


88

expectations of Polish women and men towards employers differ.

Compared to last year's survey, the current needs of employees and candidates have not changed significantly. Employees know what they want and clearly define their expectations towards potential employers.

However, significant differences in expectations towards employers, as well as in the current workplace perception, emerge when we look at how women and men responded to our questions this year.



most significant differences in the perception of ideal employer attractiveness factors by gender

factors of greater importance to women:

attractive remuneration (74% vs. 67%) work-life balance (60% vs. 51%) job security (63% vs. 58%)

factors valued higher by men:

use of the latest technologies at work (27% vs. 20%) good financial standing of the company (46% vs. 44%) high quality of products and services (28% vs. 27%) interesting job content (27% vs. 25%)

most significant differences in the perception of the current employer's offer by gender

women rate higher:

location (71% vs. 68%) friendly atmosphere (60% vs. 58%) work-life balance (57% vs. 55%)

men rate higher:

attractive remuneration and benefits (53% vs. 48%) good financial standing of the company (68% vs. 65%)



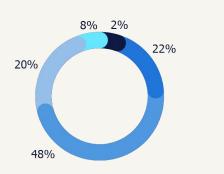
remote, on-site, or hybrid work?

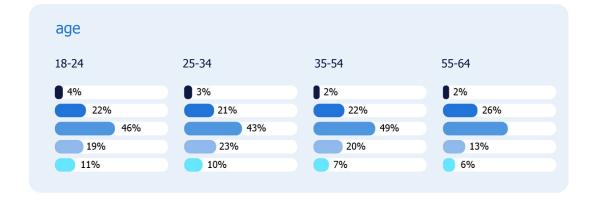
After 2020, remote and hybrid work became popular forms of employment, significantly changing the face of the labor market. However, especially in the last 2 years, a growing trend of returning to offices is increasingly visible. As a result, our research shows that almost half of employees (48%) perform their duties exclusively on company premises, and one-fifth have no possibility of working from home at all. Only 8% work remotely, and 20% in a hybrid model.

The remote and hybrid models are more frequently used by employees aged 18-24 and 25-34, i.e., representatives of younger generations, for whom the possibility of using flexible forms of work is particularly attractive.

do you work remotely?

- I want to work remotely, but my employer doesn't allow it
- in my profession, I can't / don't have the option to work from home
- no, I work only on-site at my employer's premises
- yes, I work in a hybrid model
- yes, I work fully remotely





career development.



career development: how important is it?

Career development is the fifth most important factor determining employer choice and the third most frequent reason for leaving a job.

Compared to 2024, the age group that values this element the most has changed: in the previous study, it was the youngest employees. In the current one – individuals aged 25-34.

However, both Generation Z and Millennials consistently pay the most attention to career development opportunities when looking for a job. These two groups are also the most likely to decide to change employers due to a lack of career development opportunities and a limited career path within the company.

This means that career development – just as in previous years – is a hugely decisive factor, especially for those at the beginning of their professional journey.

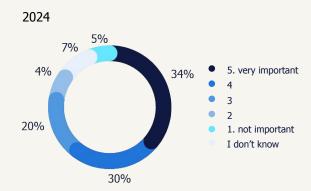
opportunity of reskilling to aid career development.

Changes in employers' demand for specific competencies (for example, skills related to the development of new technologies) sometimes require employees to upskill or reskill. That is why we asked respondents how important they believe it is for employers to support their retraining process in order to aid their further career development.

62% of our study participants consider it very important or important that employers provide reskilling opportunities. This need is particularly expressed strong by Gen Z and Millennials, and less by individuals aged 35-54 and 55-64. This indicates that younger employees today are aware that their flexibility to adapt to new conditions and the ever changing labor market is one of the prerequisites for successful career and future development.

reskilling opportunities

how important is the possibility of reskilling to you? Responses were given on a scale from 1 to 5, where 1 means "not important" and 5 means "very important."

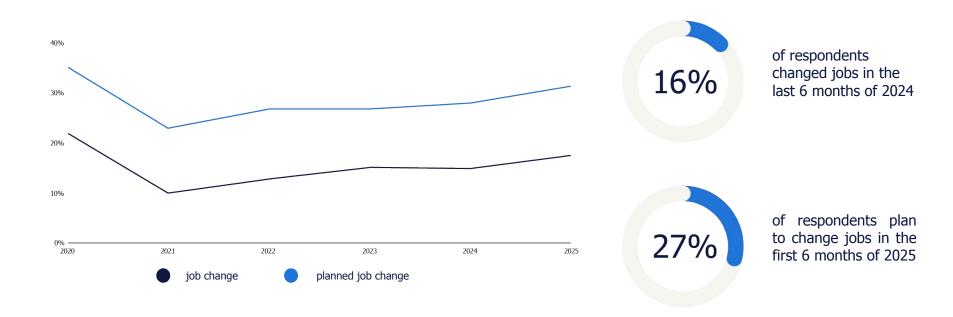




job changes.



how many employees changed jobs in the last 6 months of 2024, and how many plan to do so in 2025?



who changes jobs most often?

job changes in 2024

The vast majority of respondents, regardless of age, did not change jobs in the second half of 2024. For employers this means an important task this year to address the needs of this group of employees – in order to maintain their existing loyalty.

The largest number of people who have recently changed jobs are respondents aged 25-34.

The high professional mobility of this group may relate to the fact that its representatives are often at a stage of intensive career development, making them more open to changes than older employees. They are also more willing to seek opportunities, which better align their workplace with their expectations and aspirations. For employers, this means the need for greater attention to the needs of young employees, investing in career development opportunities, flexible forms of employment, creating a work environment that retains these talents for longer.

plans for 2025

Over half of the respondents do not plan to change jobs in the first half of 2025. Such readiness is expressed by over a quarter of employees – most often aged 25-34, which means the same group that most frequently changed employers in the second half of the previous year.

The least popular option considered by employees, regardless of age group, is changing jobs within the same organization.

Few employees over the age of 55 are willing to change their position or employer.

88888

32%

of employees aged 25-34 plan to change companies in the next six months

8888

78%

of the oldest employees (aged 55-64) do not plan to change jobs in the first half of 2025

top 3 most frequent reasons for leaving a job.



low salary

Too low salary in relation to the rising cost of living is the most frequent motivation for changing jobs. This reason was indicated by 53% of all respondents, most often by individuals between 35 and 54 years of age.



lack of company's financial stability

29% of employees responded that they left their job or could leave due to the lack of financial stability in their organization. The significant rise of this factor (from 5th place last year) indicates that more employees are currently feeling fear of job cuts resulting from the company's financial problems.

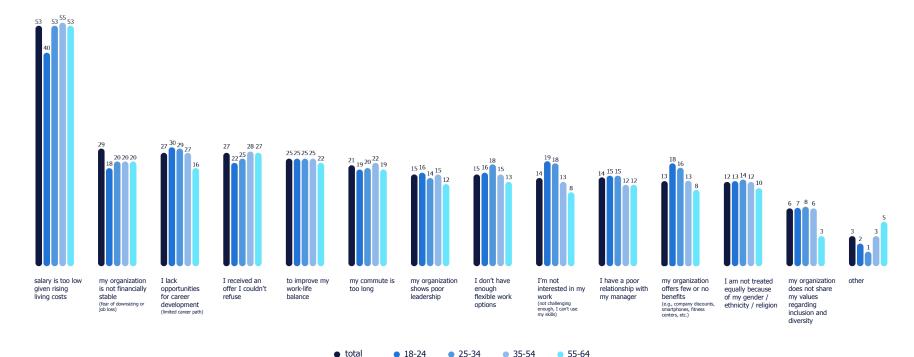


limited career path

A lack of career development prospects as a reason for leaving the job is pointed out by 27% of employees who participated in the study. This reason is particularly frequently indicated by Gen Z and Millennials (30% and 29%), and least important for individuals between 55 and 64 years of age (16%).

why do Poles decide to change jobs?

reasons why someone left or might leave their job



job search channels.

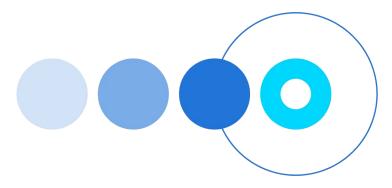


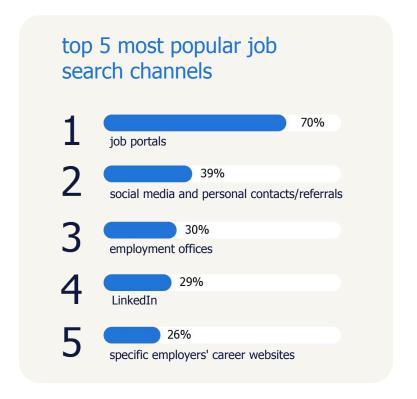
where do employees look for job offers?

The vast majority (70%) of our study participants look for new employment on job portals. This form of search is chosen by significantly more women than men.

The next sources of offers are social media, personal contacts and referrals – this option was indicated by 39% of respondents each. The youngest employees and women most often use social, while the oldest employees and men use the latter.

Slightly less common, but still frequently used job search channels are employment offices, LinkedIn, and employers' career websites.





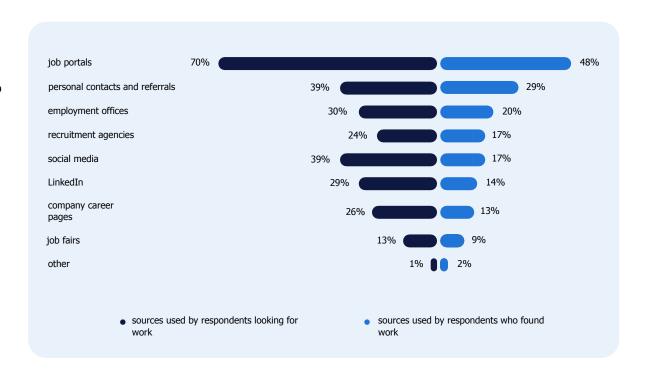
successful job search.

which job offer sources were most frequently used by employees who found employment?

Nearly half of the respondents who found a job last year used job portals. This form of job search was most frequently indicated by the youngest employees.

Almost one in three employees managed to find a new job with the help of personal contacts and referrals, and one in five through an employment office.

Compared to last year's edition of the study, the biggest decrease is seen in the number of the youngest employees who found employment with the help of personal referrals and contacts (by as much as 14%). In this age group, employment offices, for a change, gained popularity – 6% more of the youngest employees used them than a year ago.



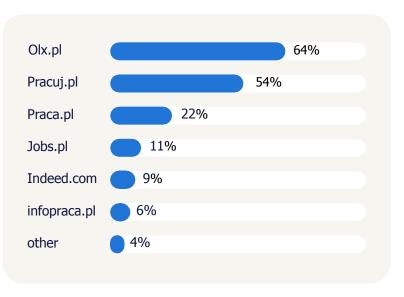
most popular job portals.

Job portals have proven to be the most frequently chosen source of information about open recruitment for another consecutive year, which is why we asked study participants which specific job websites they use most often.

The classifieds portal OLX.pl once again triumphed in the ranking, although its popularity decreased by 5 percentage points compared to the previous year. OLX.pl is most often indicated by young generation employees (74% of responses in the 18-24 age group). The popularity of the site has clearly decreased (by as much as 24 percentage points) among the oldest employees.

The second place, with a result of 54%, was taken by Pracuj.pl, which was most often indicated by individuals aged 25-34 and women. The top 3 ranking is closed by Praca.pl with 22%.





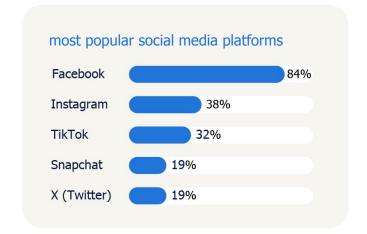
which social media platforms are helpful for job searching today?

Social media consistently remain the second most frequently chosen source of job offers, right after job portals. Their growing popularity result from the fact that they enable quick, direct communication with recruiters and potential employers, as well as convenient access to job offers that, thanks to algorithms, are often tailored to individual user preferences.

The most popular social media platform in this regard was once again

Facebook with a result of 84%, although it was the only platform in our set that recorded a decrease compared to last year. The rest of the social platforms gained popularity – most notably the TikTok application, through which 11% more people found work than a year ago.

Instagram came as second with a result of 38%, and the third (32%) was the aforementioned TikTok, particularly popular among the youngest employees.







artificial intelligence

> in the labor market.

employee concerns and emotions in the light of emerging artificial intelligence-based solutions.

Once again, we asked employees about their expectations and experiences related to the use of artificial intelligence in their daily work. What did we learn?



do employees expect artificial intelligence to impact their work within the next 5 years?

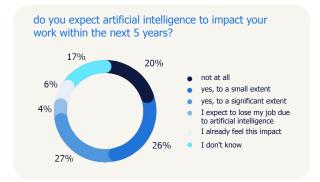
Over half of the employees believe so. Moreover, compared to the previous year, there has been an increase in the number of people who think that AI will have a significant impact on their work. This answer was most frequently given by the youngest employees – one in three Generation Z representatives already believes this. At the same time, the number of people who deny the impact of artificial intelligence on their work has decreased – currently, one in five employees holds this view.

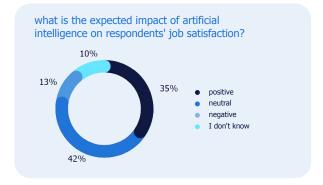
What's more, compared to the previous year, a larger percentage of employees already feel the impact of AI on their daily work – this is more frequently reported by the youngest employees.



will artificial intelligence have a positive or negative impact on job satisfaction?

The majority of employees believe that AI will have a positive or neutral impact on their work. This view is more frequently expressed by men. Only 13% of respondents hold the opposite opinion. A negative or unknown impact of artificial intelligence on their work was more often declared by women and the oldest employees.



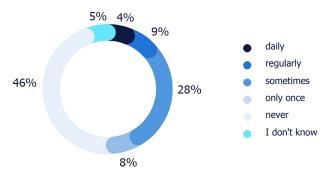


A

how often do employees use artificial intelligence in their work?

Although artificial intelligence-based tools are increasingly present in companies nowadays, assisting in many areas (from generating content and graphics to data analysis), almost half of the employees admit that they have never used AI in their daily work. We see a significant difference here between the youngest and oldest groups. Only 19% of Gen Z and as many as 63% of individuals aged 55-64 have never used AI at work.

Above one-fourth of employees use artificial intelligence for support sometimes – and this is most often done by younger respondents, i.e., individuals between 18 and 34 years of age.



65% of participants in the [global] Randstad Workmonitor 2025 survey, when asked about the importance of innovation in the workplace, considered it important. Almost half of the respondents (47%) believe that employers could use AI more often, and 48% think it would make their work more interesting. AI skills are also the most frequently sought-after area of development by employees (40%; an increase from 29% year-over-year).

These conclusions align with the opinions of HR leaders. According to the Talent Trends 2025 survey by Randstad Enterprise, 84% of respondents believe that process automation and machine learning relieve employees in the area of routine tasks, allowing them to focus on key, more advanced tasks. This percentage increased by 6 percentage points year-over-year.

Analyses show that with more time for innovation, creativity, and collaboration, talents feel more fulfilled and have a sense of purpose. AI is thus becoming an important partner in stimulating critical and creative thinking and transforming ideas into action.

source: the talent multiverse. the future is defined by your decisions. talent trends 2025, by randstad enterprise

effective employee motivation

and engagement building.



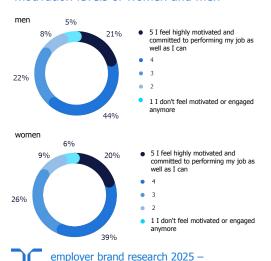
employee motivation and engagement: what does the situation look like currently and how has it changed over the past year?

Motivation and engagement are factors that impact not only employee effectiveness but also their well-being and the atmosphere within the company. That is precisely why we examined the extent to which employees currently feel motivated and engaged, whether their motivation has changed over the past year, and what contributes to the lack of engagement among some of them.

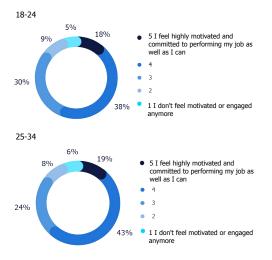


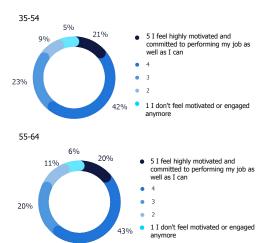
are employees currently motivated and engaged in their positions?

motivation levels of women and men



motivation levels across different generations





Employee engagement data indicates that it is particularly worthwhile to examine the needs and expectations of women and the youngest employees in the workplace – it is representatives of these two groups who feel less motivated and engaged in their responsibilities compared to other employees and the overall workforce.

possible solutions.

- A good solution in this situation may be to introduce regular meetings between employees and HR experts and team leaders to understand the precise and individual reasons for the low motivation of those employee groups that report this issue. The next step should be to create an appropriate action plan to strengthen engagement, based on information obtained from employees.
- It is worth remembering to constantly monitor the atmosphere within the company and to respond promptly to the first signs indicating a decline in engagement within teams.





how has employee motivation changed over the past year?

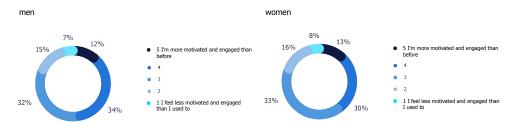
13% of employees feel an increase in motivation and engagement compared to the previous year. In contrast, one in three respondents admits that their motivation and engagement remain at the same level. Lower engagement and motivation are reported by 7% of employees.



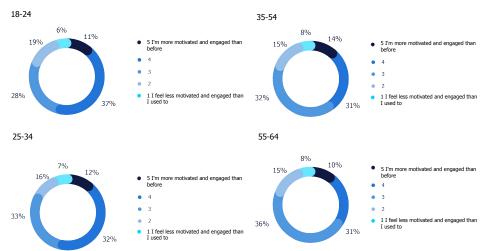
what does this mean for employers?

The unchanged or low level of motivation among some employees may indicate that not everyone is experiencing the positive effects of implemented changes or received compensation and benefits – it might be worth revising the applied forms and values of appreciation and motivation to break the stagnation and more effectively ensure the engagement of this group of employees.

changes in motivation levels of women and men



changes in motivation levels across generations



what are the reasons for low engagement?

We asked those employees in our survey who reported low levels of engagement and motivation about what contributes to this state in their case. The main reasons they indicated were primarily:

- a desire to receive higher pay or better benefits (which clearly aligns with the declarations regarding the characteristics of an ideal employer, which we wrote about at the beginning of the report).
- a lack of recognition and appreciation for their work, as well as a feeling of being undervalued or lacking support from their manager or team members.

Women more often point to a lack of appreciation and recognition at work. This is also the case for employees aged 55-64, who - as our research shows - are also the most loyal to their current employers and, at the same time, the most professionally experienced. It is worth noting that it is the oldest employees who most often cite excessive workload as a reason for low engagement.

main reasons for low engagement.

desire to receive higher pay or better benefits

888888 43% lack of recognition or appreciation for my work

888 feeling undervalued or lacking support from my manager or team

888888 35% excessive workload

8888888 32% limited opportunities for professional development or promotion



what motivates engaged employees?

Those employees in our survey who felt they are more engaged in their professional responsibilities today than they were a year ago most often cited appropriate recognition and appreciation at work. This reason was more frequently given by men and the youngest employees.

The next two most frequently mentioned factors were work-life balance and the feeling of being valued and supported by management and team colleagues – all age groups held similar views on this matter.

33%

appropriate recognition and appreciation for my work

32%

work-life balance

28%

feeling valued and supported by my manager or team

27%

opportunities for promotion or professional development

27%

certainty regarding job security or stability

23%

clear and realistic expectations from management





how to strengthen employee engagement and motivation?

Employees' financial expectations remain a very important motivator and, in many cases, determine engagement – it is therefore worth verifying whether the company's compensation and benefits system is competitive and meets the real needs of employees.

It is also worth paying attention to the need expressed by employees to receive support and appreciation from their superiors. Since the feeling of being valued has a huge impact on increasing motivation, it may be worth considering rebuilding or strengthening the culture of feedback and an atmosphere of support and mutual respect within the organization.

what else is worth knowing to motivate more effectively?

According to the Randstad Workmonitor 2025 report, talent today increasingly expects work to align with their personal values, ambitions, and life circumstances. Hence, the growing importance of an individual approach to motivation, based on:

- alignment of goals with social and environmental values,
- work-life balance,
- personalized development paths and career advancement prospects tailored to the individual needs of each employee,
- ensuring flexibility, autonomy, and equal opportunities.





AI to the aid of motivation.

Work overload is one of the main reasons for the decline in employee engagement and motivation. How to effectively counteract it? It turns out that in today's world, employers have gained a powerful ally in this challenging task: artificial intelligence. As we read in the Randstad Talent Trends 2025 report, creating space for employees to achieve greater creativity and higher quality work is a sure way to increase motivation and job satisfaction.

By leveraging AI-powered tools in their work, employees can free themselves from routine, repetitive, and time-consuming tasks to focus more on creative work and areas that are most meaningful to them and conducive to development. This, in turn, leads to greater satisfaction, stronger engagement, and a sense of purpose, and consequently – to higher efficiency.



the most attractive employers 2025.



top employers to work for in poland.

2025

- 1. Allegro
- LG Energy Solution Wrocław
- Volvo Polska
- Fujitsu Technology Solutions
- Grupa TZMO
- Toyota Motor Manufacturing Poland
- 7. Eko-Okna
- PGE Polska Grupa Energetyczna
- Grupa Saint-Gobain w Polsce
- KGHM Polska Miedź

2024

- 1. Volvo Polska
- 2. Kompania Piwowarska
- 3. Toyota Motor Manufacturing Poland
- 4. Volkswagen Poznań
- 5. Fujitsu Technology Solutions
- 6. Stellantis
- 7. PGE Polska Grupa Energetyczna
- 8. Neuca
- 9. LS Airport Services
- 10. Grupa Saint-Gobain w Polsce

2023

- 1. EMC Instytut Medyczny
- 2. LS Airport Services
- 3. Fujitsu Technology Solutions
- 4. Volvo Polska
- 5. Signify (dawniej: Philips)
- Toyota Motor Manufacturing Poland
- 7. BSH Sprzęt Gospodarstwa Domowego
- 8. Flextronics International Poland
- 9. Volkswagen Poznań
- 10. Pratt & Whitney Rzeszów





top 3 EVP drivers of the top 5 companies.

The top 5 companies excel across similar characteristics, with financial health standing out as the primary factor. While this may not be a top driver in the ideal employer profile, this suggests that employees may prioritize it more than anticipated.

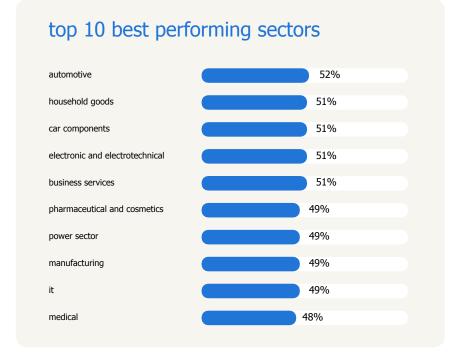
The subsequent rankings highlight the appeal of a strong employer reputation and long-term job security. This aligns with our overall findings on key drivers of attractiveness and provides a tip for employers to strongly emphasize these aspects in their employer branding efforts.

3. top 5 employers 1. Allegro financially healthy very good reputation equal chances of employment 2. LG Energy Solution Wrocław financially healthy long-term job security career progression 3. Volvo Polska financially healthy very good reputation equal chances of employment 4. Fujitsu Technology Solutions financially healthy long-term job security career progression 5. Grupa TZMO financially healthy very good reputation pleasant work atmosphere

the most attractive sectors 2025.



sector attractiveness.



automotive pointed as the most attractive sector

Last year's leader in the ranking: IT gave way at the top to the automotive sector, which was only one percentage point ahead of the next four industries.

The differences in attractiveness between the ranked sectors are minimal or almost none. The same number of respondents selects: household goods, automotive components, electronics & electrotechnical, as well as business services industries. And this means that competing for talent today happens not only within the same industry, but also across other sectors of the economy.



thank you.





partner for talent.