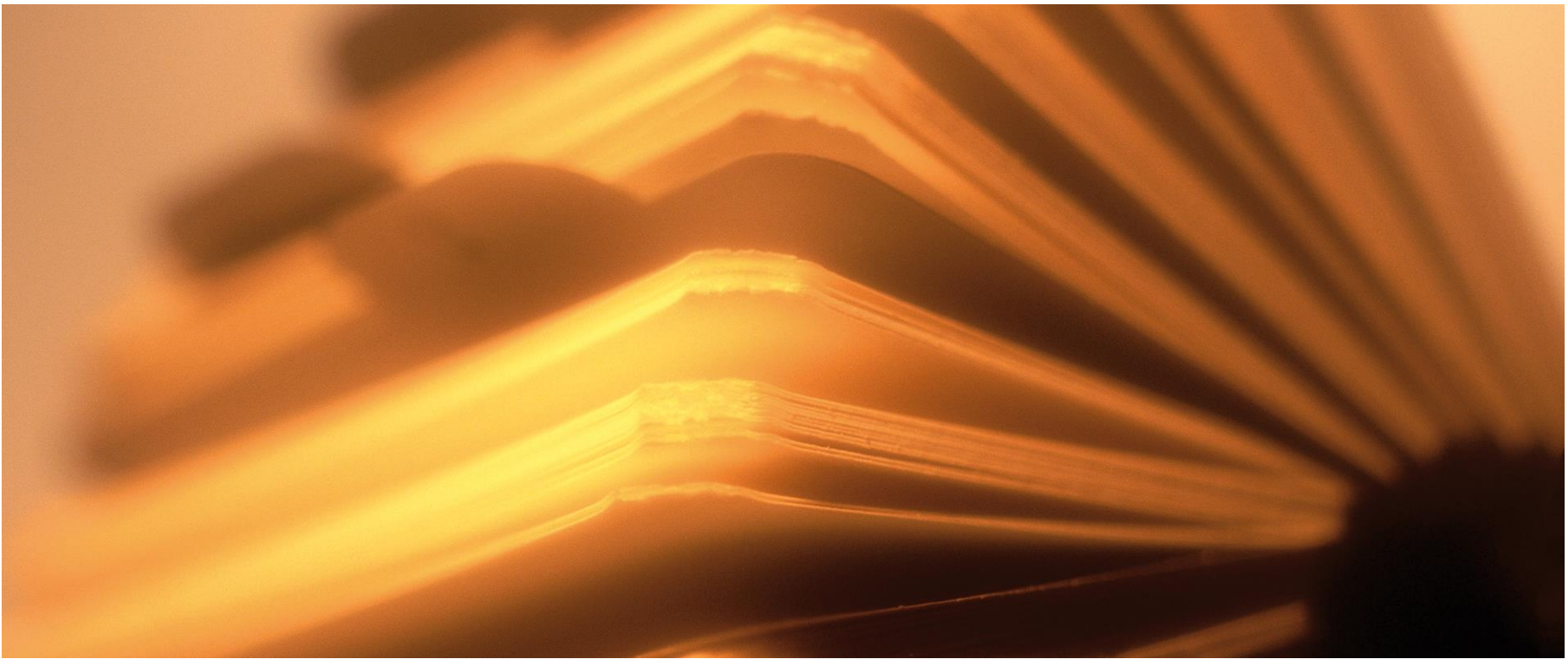




# EXCELLENCE IN EXECUTIVE SEARCH

Beijing · Berlin · Delhi · Dusseldorf · Frankfurt · London · Los Angeles · Mumbai · Munich · Pune · Rostock · Shanghai · Singapore · Warsaw

DEININGER  
CONSULTING



# „The Labour Market in Poland: Employees, Specialists and Executives“

By Moritz Herfert

# INVESTING IN POLAND



## HR ASPECTS

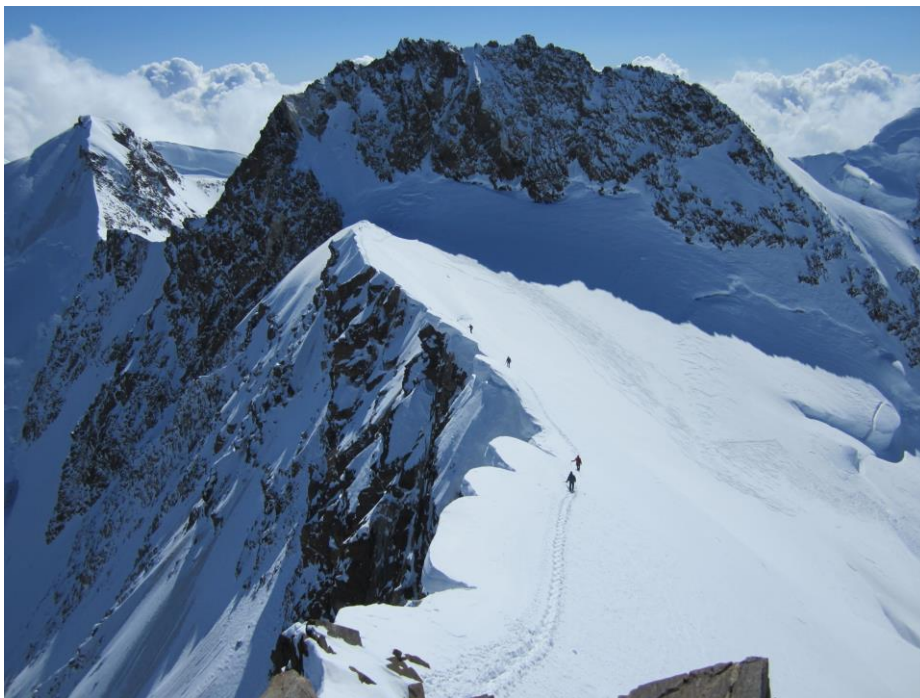
- Availability
- Cost
- Labour law
- Mentality issues



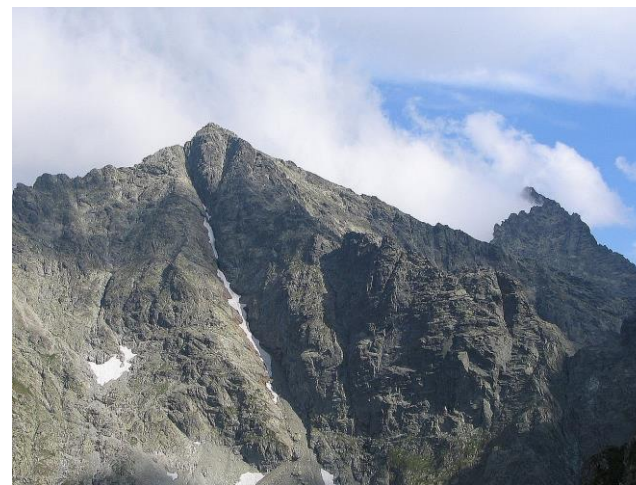
# POLAND AND SWITZERLAND

- 38,5 mil. population
- 312.679 km<sup>2</sup> size
- BIP 505 bil. CHF
- 13.000 CHF BIP / per capita
- GDP has grown from 42.6% up to 67.8% of the EU average.
- 3,8 bil. CHF trade volume with Switzerland
- 6,9 bil. CHF cumulated direct investment from Switzerland

# POLAND AND SWITZERLAND



Dufourspitze  
(4634 m ASL)



Rysy  
(2499 m ASL)



# SALES ORGANIZATIONS

- Distributors are more difficult to manage than fully-owned subsidiaries
- Well-trained sales forces available
- Running your own subsidiary causes certain cost but enables to be close to the client



# PRODUCTION

- From simple, labour-intensive to sophisticated engineering and value-added production
- Well-educated labour at moderate cost
- Excellent management skills
- Finding the right location is crucial
- Poland is the second biggest car producer in Central Europe
- Poland is the biggest producer of big white goods
- Aviation industry

# BPOs / SSCs

- 130.000 people employed
- From simple call-centres to more sophisticated services
- IT, HR, accounting services
  - Capgemini
  - Credit Swiss
  - Clariant
  - Deloitte
  - EY
  - Google
  - HP
  - IBM
  - Mettler Toledo
  - Microsoft



# BPOs / SSCs

## Olsztyn

- Citi Group
- France Telecom

## Tricity

- Arla Foods
- GE Money Bank
- Lufthansa
- Nordea

## Szczecin

- Arvato
- Metro AG
- Unicredit

## Bydgoszcz

- Alcatel Lucent
- JP Morgan

## Poznan

- Carlsberg
- Glaxosmithkline
- Microsoft

## Wroclaw

- Capgemini
- Credit Suisse
- Google
- IBM
- McKinsey



## Lodz

- ABB
- Accenture
- General Electric
- RR Donnelley

## Warsaw

- ABN Amro
- Accenture
- Tchibo
- TNT Express

## Lublin

- Genpact
- Orange

## Silesia

- Arcelormittal
- Deloitte
- Unilever
- Saint Gobain

## Krakow

- AON Hewitt
- Delphi
- HSBC
- Motorola
- Philippe Morris

## Rzeszow

- Orange
- Pratt & Whitney

# AVAILABILITY

- 8 – 11% unemployment (with big regional differences)
- Good primary and secondary education
- Vocational education not as good as in Switzerland
- 1,7 Mil. Students
- Good level at universities – but little praxis-oriented
- Weak knowledge of foreign languages at BC level
- Good knowledge of foreign languages among graduates, specialists and managers
- Limited mobility (except from young professionals and top managers)
- Scarcity of IT specialists and engineers by far not as dramatic as in Switzerland
- Availability of managers in all functions and almost all business areas
- Excellent skills in manufacturing

# SALARY LEVELS

Salaries grow constantly (but at a moderate level)

	gross per annum
Minimum salary	5.400 CHF
Average salary level	12.000 CHF
Machine operator	12.000 CHF
Forklift driver	9.000 CHF
Welder	10.500 CHF
University graduates without professional experience	12.000 CHF
Plant Manager (managing full plant operations with 500 people)	120.000 CHF
Plant Finance Manager	54.000 CHF
Production Manager (managing 200 people)	50.000 CHF
HR Plant Manager	45.000 CHF
Experienced Production Engineer	30.000 CHF

# SALARY LEVELS

	gross per annum
Country Manager (managing sales and production company with 50 M CHF turnover)	150.000 CHF
GM BPO with P&L responsibility	120.000 CHF
BPO Operational Manager (managing 100 IT Specialists)	100.000 CHF
IT Team Leader	50.000 CHF
Experienced IT Specialist	36.000 CHF
IT Young Professional	25.000 CHF
Junior Accountant	12.500 CHF
Senior Accountant / Team Leader	24.000 CHF
HR Specialist	14.000 CHF
HR Manager	40.000 CHF



# LABOUR LAW

## Contract of employment

- Signing Parties
- Function
- Reporting lines
- Starting date
- Kind of contract (limited / unlimited)
- Salary
- Localisation / work place



# LABOUR LAW

- Notice period
  - 2 weeks during the first 6 months of employment
  - 1 months afterwards
  - 3 monthss after 3 years of employment in the same company
- Requirements for giving notice: there needs to be a reason
- Statutory holidays
  - 20 days for young professionals
  - 26 days as of 28 years of age

# MENTALITY ISSUES



- Switzerland has an excellent reputation
- Swiss companies stand for quality and reliability
- Poland underwent a tremendous mental transformation
- The younger generation is mentally close to Western Europe

# MENTALITY ISSUES POLISH ATTITUDES



- Ambitious
- Hungry for success
- Hardworking
- Eager to learn
- Imaginative, creative, able to improvise
- Quite disciplined
- Not as precise as a Swiss military watch (but almost)
- Are used to hierarchies
- Evade responsibility
- Avoid conflict

Most important at work:

1. Stability
2. Money
3. Atmosphere
4. Development perspectives



# CONTACT



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