grafton | 30 Years Anniversary

Gi Group Holding

2026 Business Services

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About the report

The report was created primarily for:

High and middle-level managers in the modern business services sector

New investors

Investment support organizations and business associations

HR departments

Market data

The report utilizes data of Statistics Poland (GUS), Eurostat and the "Business Services Sector in Poland 2025" report by ABSL.

Tailored reports

We can also create paid raports on individual request. If you require a detailed analysis, data or comparisons, we invite you to contact us.

Salary charts

The benchmark has been created by Grafton Recruitment experts. The pay ranges are provided as gross monthly pay in PLN. Presented values encompass both factual market values and 2026 forecasts. Their floor reflects the lowest pay allowing to hire a given specialist and the ceiling is what it takes to employ a specialist with the best available experience, education or skills.

The salaries in key areas have been separated by location and experience:

Entry level: up to a year of experience

Specialist: 1-3 years of experience

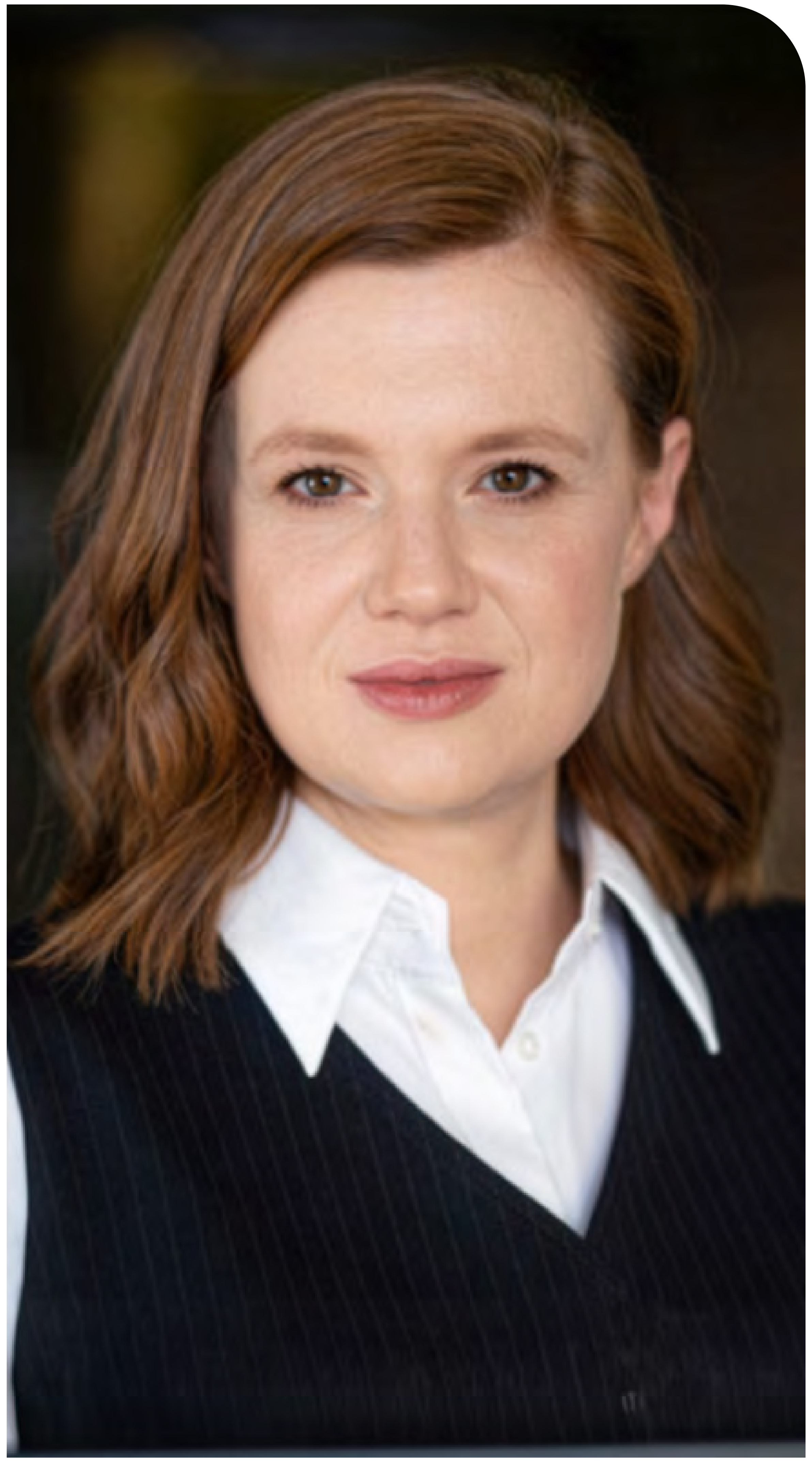
Senior specialist: 3-5 years of experience as a specialist

Team leader: at least a year of experience as a leader

Manager: at least a year of experience as a manager

Layout of the report

The cities in the report were ordered based on the scale of employment in that location's BSS sector - from the largest employer to the smallest employer.



Dear Readers,

we lay into your hands the the tenth edition of our report on modern business services in Poland. This anniversary edition comes at a time when the BSS sector is undergoing a next step of its transformation.

The shared services sector keeps growing in Poland and strengthening its position across Europe, yet its nature is visibly changing. Business models primarily based on cost effectiveness are making way to competence centers implementing increasingly advanced and specialized processes. At the same time, the automation is taking hold with ever-increasing use of artificial intelligence and businesses are facing new expectations of their employees and a growing effectiveness pressure.

In this year's edition of the report we are examining these changes in detail. We analyze the data on employment, salaries and availability of competencies, highlight positions growing in importance and areas either evolving or losing their tempo. We also show how the development of technology is having an impact on the market structure and decisions made by investors.

Poland's business services market remains stable and promising, even though it requires vigilance, flexibility and reasiness to react to the changes. We hope that our analyses will serve as practical support to you, both in planning future business development and everyday operational decision-making.

Joanna Wanatowicz

Managing Director
Grafton Recruitment

Ewa Michalska

Operations Director
Grafton Recruitment

General data and trends

POLAND

Demographic and market data

37,489,000

Country population*

21,834,117

People in working age**

6%

Unemployment

January 2026 r.***

9,002.47 PLN

Average gross salary

January 2026 r.****

* Source: Statistics Poland, data as of 31.12.2024 https://plwliczbach.stat.gov.pl/EN/population.html

** Pre-working (17 years of age or less), working and retirement age population in urban and rural areas. GUS BDL, 22.05.2025

*** Statistics Poland, data as of 24.02.2026 https://ssgk.stat.gov.pl/Rynek_pracy.html

**** Statistics Poland, data as of 24.02.2026 https://ssgk.stat.gov.pl/Wynagrodzenia_i_swiadczenia_spoleczne.html

Michał Piernik

Division & Business Development Manager

Mateusz Skiba

Client Relationship Manager & FDI Country Executive

BSS – the new reality where quality overcomes quantity

The year 2025 could be described as an in-between period. Poland's business services sector finds itself in a transitional state, moving from a years-long dependence on a model based on scale, volume and relatively simple processes to the new reality in which knowledge, technology and real added value are the key priorities. This is neither a time of dynamic growth nor of a market failure - rather, it is a time of suspension and redefinition.

Currently, processes based on expertise and advanced technological tools are dominating. Automation, data analysis and AI are all making the organizations operate more efficiently, quickly and with more awareness - though not necessarily any cheaper. The focus is on improving the business results, measurable process savings, quality of work with stakeholders and operational effectiveness. The quality has begun to overtake quantity, both in terms of structure design and expectations toward the teams.

The job market is reflecting this transitional period. We are seeing a growing amount of recruitment freezes, however this doesn't mean the activity has fully ceased. The response took the form of flexible forms of employment - outsourcing, hybrid models and time-limited projects are increasingly often replacing permanent recruitments. At the same time, despite a lower number of new investments and lack of wage pressure, all too familiar in the 2021-23 period, the recruitment processes haven't become neither simpler nor quicker. To the contrary - they are now more demanding, multi-stage and on average 15 days longer than in 2024. ▶

488,700
People employed by business services centers*

2,081
in business services sector**

+6.2%
Employment growth as compared to the previous year**

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* World Economic Forum, The Future of Jobs Report 2025 (https://www.weforum.org/publications/the-future-of-jobs-report-2025/)
** Source: "Business Services Sector in Poland 2025" report by ABSL, data as of Q1 2025

The next-generation SSC and GBS centers are becoming increasingly visible. They are simultaneously reducing the simple, repeatable processes and recruiting for more advanced roles - analytical, expert and strategic positions. According to our observations, the decisions to change one's job are now made more cautiously. Counteroffers are once again important and approximately 30% of passive candidates end up remaining at their current organization despite having received an offer. Terminations happen, though not as mass layoffs. This is reflected by the growing interest in outplacement services.

In these circumstances, specialized centers carrying out complex, advanced operations and steadily bolstering their positions in global structures are gaining the advantage. These organizations are able to prove that BSS is more than operations - that they also constitute the creative and strategic business functions, especially given that the long-term forecasts show a clear trend: by 2030, 40% of currently required skills will be replaced or considered obsolete, with as many as 59% of global workforce needing to upskill or reskill.*

BSS employees

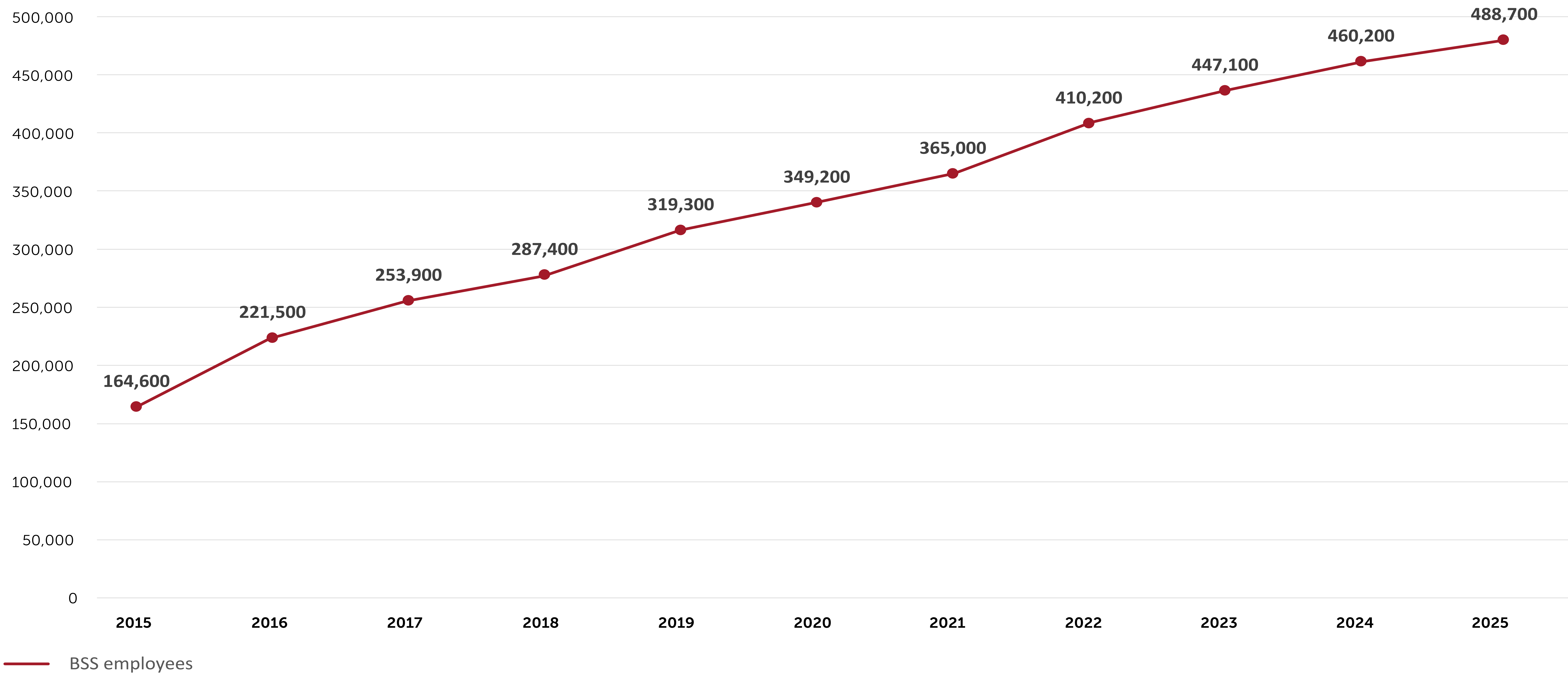


Chart: ABSL report „Business Services Sector in Poland 2025", data as of the end of the first quarter of 2025.

* World Economic Forum, The Future of Jobs Report 2025 (https://www.weforum.org/publications/the-future-of-jobs-report-2025/)

Variability – a key value for the development of BSS industry

Przemysław Siuda

Director, Shared Services Center and Chairman of the Board, TÜV Rheinland Polska

Changes in the businesses services sector have been discussed for a long time - in varying contexts and almost always tinged with concerns about their consequences for the sector. Historically, it began with the warnings of possible exhaustion of the talent pool - or in other words, the inability to hire the necessary number of people to match the explosive growth of Poland's business services market.

In subsequent years, they were joined by a forecasted drop in competitiveness of Poland's market due to continuing growth of salaries and overall societal wealth. This was supposed to lead to a mass relocation of services centers from Poland to other, cheaper CEE countries. Some have also pointed out the risk of disrupting the market growth due to office space shortages. The latest "boogeyman" is the AI.

Each of the above-mentioned factions (and several other) did indeed influence the transformation of business service centers, leading to the changes of business models, use of technology as well as organization and cost management systems. However, none of them led to an actual risk of sector's collapse as the market kept exhibiting great flexibility and adaptability.

The topic of changing one's services portfolio - moving from the simplest, transaction-oriented ones to those creating the most added value - also isn't a new development. It had already been discussed in the context of employee development, cost management and the "evolution" of business services centers. Nowadays, it is the artificial intelligence and its ruthless takeover of tasks in the lower-to-middle steps of the value chain that drives the changes. In this context, changing employee profile appears inevitable. Foreign language fluency will cease to be a key competency, while the so-called digital nativity will become much more important.

However, there is a single conclusion: in our sector, change is a constant and guaranteed element of its development. For recruiters, this means always having their hands full even though the mass, high-volume recruitments are no longer a focus.

TÜVRheinland®
Precisely Right.

Demand for roles

Over the past few years, the demand for roles in the BSS has been leading to a very clear trend: following the highly dynamic 2021-2022 period, the labor market has slowed down and entered a stabilization stage. The changes observed nowadays arise primarily from the direction of organizational growth rather than the health of the market. The businesses aren't suddenly increasing employment nor reducing it drastically - rather, they are adjusting their structures to new needs, adapt processes and shift competencies toward more advanced functions.

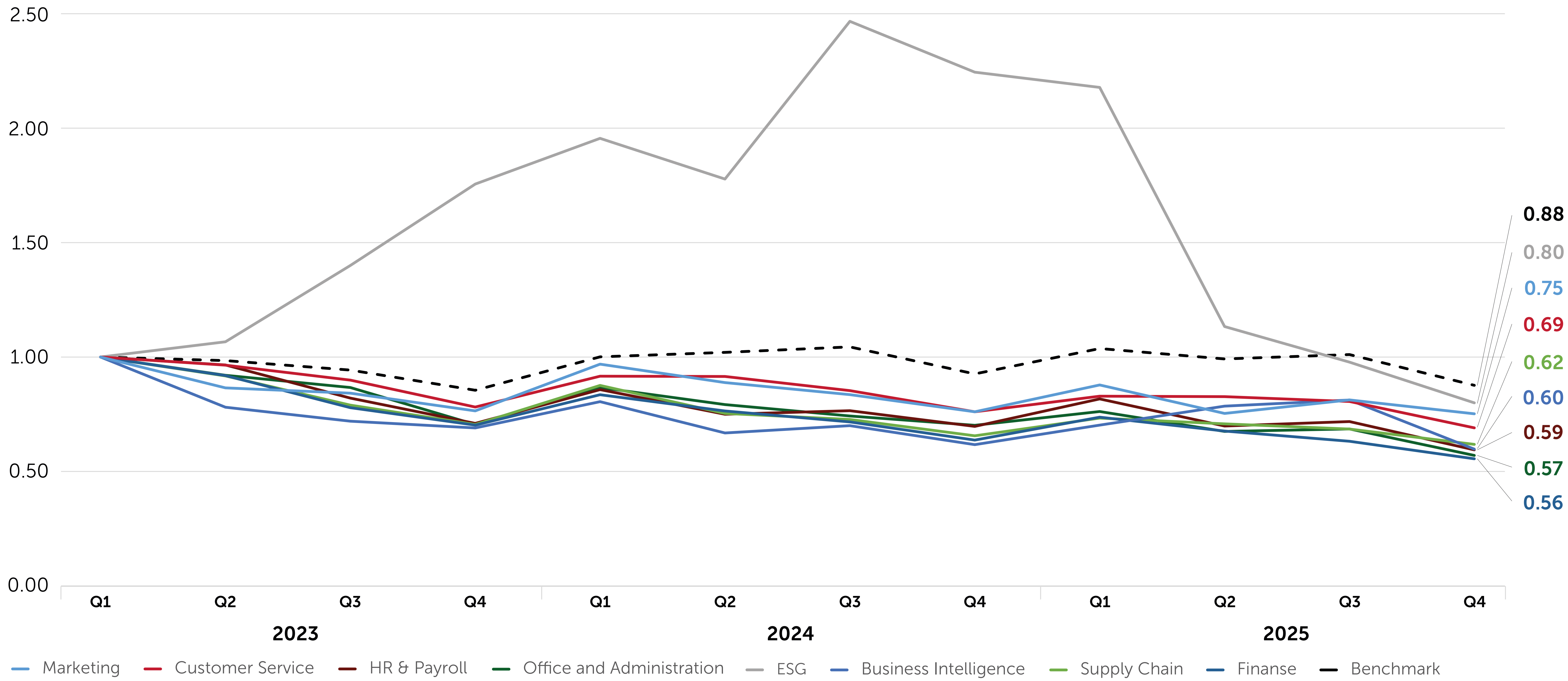
Over the past few quarters, the demand for most BSS roles has remained stable. Customer Service, Supply Chain, Business Intelligence, HR & Payroll, Marketing and Office & Administration all remain at a similar level with no major fluctuations. A similar case concerns Finance and Accounting, two categories we've combined this year to better reflect the way they're managed and operating as a cohesive structure. The scale of demand for various categories indicates that the businesses are now recruiting in a more cautious and selective manner, focusing on filling out key operational and analytical roles instead of broadly expanding the teams. ▶

Dagmara Jaworecka

Regional Division Manager

grafton Gi Group Holding

Demand for roles



Source: Data from one of Poland's most popular job portals, compiled by Grafton Recruitment. The complete data set for the researched period n = 1,600,381. The demand analysis utilized role categories matching those used in the report at large (n = 105,992). Data indexed against Q1 2023, meaning that, for example, a value of 1.11 in Q1 2024 means an 11% increase between the analyzed periods. The data was deduplicated (that is, offers issued by the same company for the same position at the same time were counted as a single offer, even when they all concerned different provinces).

ESG notably distinguishes itself from this backdrop of general stabilization. In 2024 and early 2025, we have observed a notable increase in demand for roles in this area. It was primarily caused by regulatory pressure related to CSRD and ESRS, as well as a need to create competencies that many businesses lacked before. However, following this intense period the demand has returned to more modest levels.

This view of a marketplace fits the greater economic context. The businesses are more cautious to recruit - instead of increasing employment, they are focusing on optimizing costs, reorganizing their structures and automating processes. The number of new projects is limited and salary dynamics are moderate.

At the same time, unemployment in Poland remains one of the lowest in Europe, which means limited availability of candidates. Employers are competing over the same specialist pool while their greater caution further incentivizes candidates to be less eager to change their jobs. As a result, the turnover remains moderate and the demand for BSS roles is stable and selective - the changes arise primarily from transforming processes and shifting competencies rather than expanding employment.

Similar tendencies are visible in a majority of European countries where economic downturns, high inflation in earlier years and geopolitical uncertainty have all pushed the investors toward greater caution. International organizations operating in Poland are adjusting their strategies to these circumstances, limiting major development projects and refocusing budgets on optimization and operational effectiveness. As a result, the growth of BSS centers now relies primarily on transforming processes and increasing their maturity rather than rapid expansion of employment.

> As a result, the growth of BSS centers now relies primarily on transforming processes and increasing their maturity rather than rapid expansion of employment.

Hybrid competencies as a key to business effectiveness

Katarzyna Rogóż

Director
SSC Service HUBS

DÜRR GROUP. SERVICES

The growing importance of combining process knowledge, the ability to utilize modern technologies and work effectively with the stakeholders - both internal and external - are among the most important factors behind building a competitive advantage. In a world in which the market is shifting more rapidly than ever before, these three areas are decisive for the capability to effectively react to changes and utilize opportunities. The rapidly developing technology, growing client expectations and global competition all require businesses to maintain maximum possible flexibility - both in how they operate and how they build teams.

When creating the Dürr Group Services (DGS) in Poznań, we looked at the candidates with a broader perspective than just their substantive or technical skills. Familiarity with specialist tools, prior experience in working with RPA and AI as well as industry knowledge are important to us, but we also greatly value the ability to solve problems independently, work in an international environment and share information in a clear and simple manner adjusted to one's interlocutor.

In the dynamically changing business environment, it is key to not only broaden one's knowledge but also to be able to analyze the impact of current events and the decisions taken on the entire organization. It is just as important to be ready to openly share one's observations and conclusions with the stakeholders. At DGS, we are consciously building an organizational culture based on learning, drawing the right conclusions and flexibly reacting to the changing circumstances.

One of the foundations of our organizational culture is the conviction that process and substantive knowledge can be successfully developed during our shared work. That's why we provide our employees with mentoring, training and opportunity to participate in varied projects. Aptitude and willingness to learn as just as important to us as prior experience.

According to our observations, technical skills need to be combined with soft skills. Automating processes and utilizing artificial intelligence are both very effective tools - on the condition that one is able to translate them to real business advantages such as more effective processes, better customer service or increating team effectiveness.

Nowadays, process knowledge is a baseline standard that opens any discussion of employment. A specialization alone isn't enough - we seek people who understand how a company operates and for what purpose, who are able to adopt a broad perspective exceeding their own role and who are truly engaged in implementing shared goals. Such people are able to translate their knowledge into concrete results supporting the entire organization.

Hybrid competencies - understood as a combination of process knowledge, modern technologies and effective cooperation - form the foundation of effective business operations. They enable reacting quickly to changes, utilizing new capabilities and building permanent relations. This is why at Dürr Group Services we rely on people who develop these skills and are able to translate them into concrete achievements.

More than sheer volume – changing roles as the foundation for the competitiveness of BSS sector

Jarosław Borawski

Vice President,
Global FP&A

Smith+Nephew

BSS at a new stage of development

Before Poland took its current place as one of Europe's key Business Shared Services (BSS) hubs, similar investments were developed in other countries. In the 90s, shared services centers were being created in Ireland and Netherlands then in the early 00s moved to other CEE countries, such as Czechia and Hungary. It is there that the industry went through subsequent stages of maturity now being experienced by the Polish market.

Poland's BSS sector has entered a stage in which the role structure differs greatly from the situation even a few years ago. At an earlier stage, junior and middle-ranking positions predominated, focusing on high-volume, transactional processing of processes. Nowadays, many centers experience a notable growth in the number of expert, managerial and directorial roles and position themselves as process owners rather than mere contractors.

From repeatability to specialization

At the same time, the growing labor costs in Poland - approaching those seen in Spain or Portugal - are forcing the businesses to reconsider which tasks can be implemented in other, cheaper locations. According to media reports on BSS sector restructurings, it is primarily the positions based on repeatability and high volumes that are losing importance. This concerns, among others, roles related to managing accounts payable and receivable, the first line of IT support, processing basic data (master data, data entry) or standard client inquiries.

At the same time, we have observed a strong development of highly specialized roles. Increasingly often, Polish branches are handling functions such as procurement category management, taxation or cybersecurity expert teams or centers of excellence for finance, data analysis and risk management. In many cases, it is Poland where the key process and expert knowledge is concentrated in. This trend clearly shows that we're a location worth investing in.

Process knowledge isn't everything

The changes taking place in the sector are further amplified by the ongoing AI revolution, set to have a real impact on its operations. Importantly, what will prove crucial is not the implementation AI-powered tools by itself but rather developing the skills allowing for active identification of possible use cases, rebuilding one's processes and integration of AI into everyday operational work. The ability to combine process knowledge with digital competencies is becoming a key competitive advantage.

To ensure this natural transformation cycle goes as smoothly as possible, investments in reskilling and upskilling Polish teams will prove crucial. It's the services center workers - familiar with end-to-end processes and business needs - who will become the main architects of AI implementations and thus also pillars of long-term competitiveness of the nation's entire BSS ecosystem.

Which competencies define “premium talent” in the BSS?

Joanna Kozłowska

Manager People Operations R2

Szymon Pawelka

Recruitment Team Lead

Joanna Kozłowska

I believe that “premium talent” means candidates combining deep substantive expertise with well-developed digital solutions and familiarity with AI-powered tools. They should have substantive knowledge, which in the area of HR allows for a better understanding of processes, interdependencies and consequences of undertaken actions, as well as building stronger relations with stakeholders.

The Business Shared Service Centers environments remain in a state of constant transformation - we seek standardization, automation and elimination of process inefficiencies. Many of these improvements can be implemented under the citizen development model, therefore we need people combining their HR knowledge with technical skills and a passion for working with systems.

Szymon Pawelka

As a recruitment leader at John Deere, hearing the experiences of our BSS managers, I am led to believe there is a major change in the way “premium talent” is defined. Increasingly ofren, what matters is not only the narrowly understood competencies of the candidates but rather their attitudes and soft skills, allowing them to function effectively in the dynamic global business environment.

The managers are taking a particular note of communication and teamworking skills. The most valued candidates are those who are able to clearly and adequately communicate with various stakeholders, build relations in international teams and effectively navigate a multicultural environment. Flexibility and adaptability to change are equally important - that is, being able to quickly react to the changing priorities, new scopes of obligations or process transformations. The managers are indicating that such people have a much easier time adapting to the reality of the BSS sector where change is an everyday occurrence.

Independence and good work organization are also valued greatly. Employers are seeking people able to prioritize the right tasks and achieve their goals effectively without the need to be micromanaged. Thise profile is supplemented by growth-oriented attitude and the ability to learn quickly allowing the candidates to grow alongside the organization. As a result, the “premium talent” now means a person that’s adaptable, communicative and ready for continuous change.

Evolution of roles in shared services centers

Falling demand

- Junior/entry level positions
- Customer Service
- Master Data
- Office Specialist
- Order Management Specialist
- Talent Acquisition

Rising demand

- Controlling
- FP&A
- RtR & Reporting Experts
- Continuous Improvement
- BI Specialist & RPA
- Supply Chain
- HR Analytics

Bartosz Poździk

Global Business Services & Transformation Executive,
Talent Market Expert

The changing map of BSS roles – from positions losing their relevance to key developmental competencies

For the business services sector, 2025 was a year of further transformation. Following 25 years of dynamic expansion based primarily on transactional services, the sector is entering the next stage of its development. Poland ceases to be a low labor cost market and the investment incentives provided by national government and local authorities. As a result, new projects are slowing down and the regions increasingly shift toward focusing on retaining their current scale of employment and competitive advantages.

In Pomerania, the business shared services sector employs over 40,000 professionals across 220 projects. Initial data suggests that this didn't change noticeably over 2025. While the region maintains the fifth lowest unemployment rate in the country (at 5.2%) and local authorities have announced a launch of six new projects creating approximately 1,500 new jobs, the dynamics of the local BS sector suggest a stabilization tendency - or perhaps a slight organic growth - rather than an expansion. Regardless, Pomerania remains a region with high potential, especially given one of the youngest populations across the country (with a median age of 42 years), 80,000 active university students and well-developed infrastructure.

Lower demand for supporting roles

The challenge ahead of the BS sector lies not in lacking access to educated and experienced specialists but rather the service centers themselves, which still largely implement transactional, supporting processes. This limits the opportunities for unlocking the full intellectual potential of one's employees and therefore also the industry's collective knowledge. For clarity, I define transactional and derivative processes as those with low added value or which don't require involvement of employees with advanced expert knowledge. The ongoing automation and digitization of processes further limits the demand for such roles. As a result, businesses are doing more restructurings, flatten their organizational structures, expand the breadth of management, promote horizontal advancement and focus solely on retaining key competencies.

New competencies for a maturing market

In 2025, numerous Polish centers underwent optimization processes. Major businesses such as Nordea, Aptiv, Bayer, Intel, Fujitsu, NatWest, HSBC, Heineken or Shell have announced layoffs and changes to their employment structures. For some observers this might have seemed like an indication of a slowdown, while in reality it's a natural stage of the market maturing and seeking greater effectiveness.

Regardless of one's profession, such intensely changing environment increasingly seeks adaptability and openness to change - and especially the readiness to utilize the new technological tools, experiment with their use and optimize one's work. The technology and tools we work with today will no longer fit our needs in two or three years. This is why adaptability, determination and focus on continuous growth are among the most important competencies of the upcoming decade. ▶

From operational support to strategic partnership

While the investors are still hesitant to place highly complex processes in Poland, the shortage of talent on European markets will soon necessitate changing this approach. It will come alongside increased demand for specialist in such areas as engineering and automation, data analysis and interpretation, designing and improving processes, managing change and projects, as well as broadly understood digital and operational security.

Thanks to its access to highly qualified professionals, Poland has a chance to quickly transition its transactional roles (such as supporting accounting, HR or back-office processes) into positions creating greater added value focused on creating, innovating and and enhancing the organization.

It also bears mentioning that the changing structure of the BSS market doesn’t indicate a decline but rather reaching a higher stage of maturity. Shared services centers of the future will no longer be considered operational support but rather strategic business partners - places where data, automation and innovation meet human creativity.

Adam Martyna

Head of Finance Operations EMEA

The end of the era of repeatable tasks: which BSS roles are losing relevance and which are on the rise?

On the BSS, the era of roles focused solely on carrying out repeatable process tasks is over - even if they're being carried out reliably with no mistakes. Automation and AI are causing operational excellence to become a baseline standard rather than an advantage. Roles combining process knowledge with the ability to design solutions, simplify structures and consciously utilize technology. BSS organizations will be growing not through increasing the number of "contractors" but through leaders and specialists able to manage the system, understand the business context and influence the upcoming changes, rather than merely supporting them.

At a time of constant transformation, merely combining process and technological knowledge is no longer enough. Understanding shared goals and working for a single, cohesive agenda. Nowadays, the greatest added value is introduced by people able to integrate process, technology and business perspectives, managing the often contradictory stakeholder expectations and turning them into real results. At SKF we can see that it's those competencies that enable BSS centers to support the strategy of staying close tot he client - not by expanding the scale of operations but faster decision-making, greater transparency and good understandign of factual business needs.

In the context of work models, we have observed a notable turn toward flexibility. However, I wouldn't call it the beginning of a new "golden era" - rather entering a phase of mature changes following a period of excessive simplification. Recruitment freezes necessitate greater discipline and flexible work models have become a permanent aspect of the market that the organizations must be able to respond to. At the same time, as a leader I can see a great, often underestimated value of teamwork at an office. It takes the form of communication quality, speed of decision-making and building responsibility - all of which cannot be fully achieved under remote work. Therefore, for me, the future of the BSS doesn't lie in returning to a single model but rather in consciously combininig flexibility with physical presence wherever it leads to actual improvement of a team's cohesion and effectiveness.

SKF®

Hanna Burzyńska

Senior Recruitment Consultant

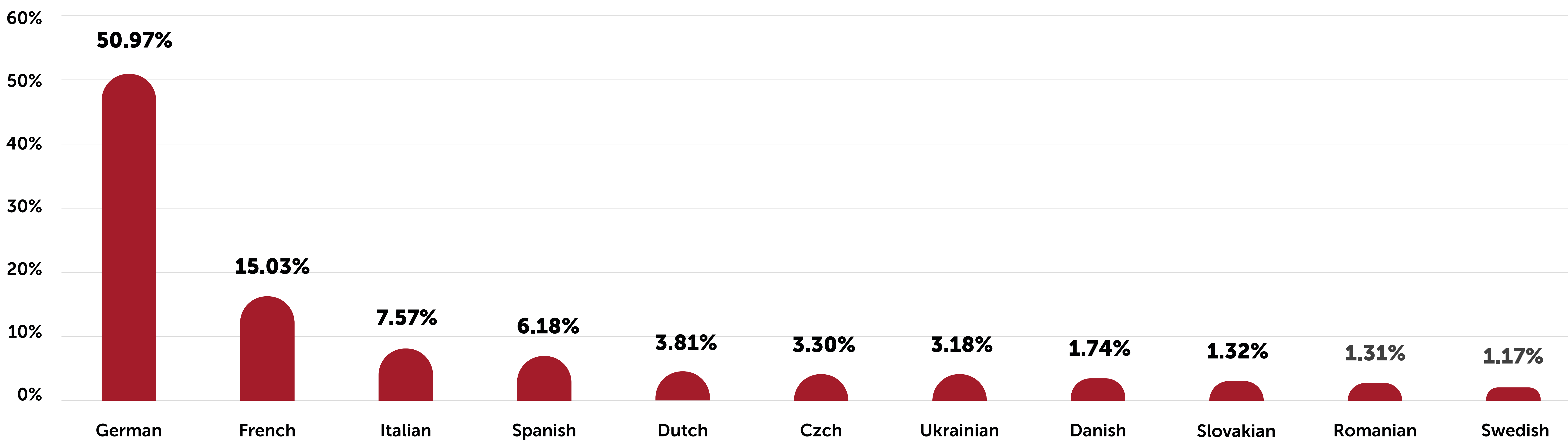
Demand for foreign languages

In 2026, language skills remain one of the most important factors distinguishing a candidate on the job market. Globalization, development of shared services centers and the growing scale of intercontinental cooperation make the demand for multilingual workers greater than ever before. Global businesses expect not only fluency in English but also familiarity with other languages, able to support clients from particular regions. As a result, the hierarchy of most sought after languages is now looking very different to the situation several years ago.

The greatest demand invariably concerns the German language, which accounts for half of the offers requiring familiarity with a foreign language. It owes its strong position to close economic ties between Poland and Germany. Geographic neighborhood, shared membership in the EU, cultural similarities and access to qualified specialists that speak German – at a competitive pay – turn Poland into a natural base of operations for businesses servicing the German market.

The second key group is formed by the romance languages. French, Italian and Spanish still retain their strong position, even though the scale of the demand is much lower than for German. The demand for these languages reflects the development of shared services centers and international businesses placing their branches in Poland. ▶

Demand for foreign languages



Source: Data from one of Poland's most popular job portals, compiled by Grafton Recruitment. The complete data set for the researched period n = 1,600,381. The language demand analysis concerned job offers requiring familiarity with foreign language other than English n = 10,915. The data was deduplicated. The percentages indicate a share of a given language in all analyzed offers.

In the case of Scandinavian languages and Portuguese, the number of offers is much more limited, however they're often tied to more specialized positions and attractive terms of employment. This can be considered a niche but worthwhile competitive advantage for the candidates.

It bears mentioning that fluency in English is now considered a baseline competency required by almost all white collar positions rather than a candidate's advantage.

Language bonuses

Businesses are increasingly often phasing out bonuses for familiarity with foreign languages. Instead, they're offering higher base pay to people fulfilling the language requirements for a given position. This is a strong signal that language skills have become an integral part of a professional profile rather than an additional advantage.

While the benefits are going away, the wage differences remain noticeable. Our market observations suggest that employers are willing to offer higher pay for the less common competencies.

- **Familiarity with German and French languages increase one's pay by 20-30% on average.**
- **Familiarity with Spanish and Italian languages increase one's pay by 20-5% on average.**
- **Scandinavian languages tend to offer the highest salaries, especially in Finance and B2B Customer Service.**

> Companies operating globally today expect not only fluent communication in English, but also proficiency in additional languages that support serving clients from specific regions of the world.

Poland on the international stage

Poland's competitive advantage in the international arena

Economic growth

GDP +3,6% w 2025 r.*

Access to specialists

The largest increase in the number of students since many years - at 2.8%.

Support for investments

Polish Investment & Trade Agency (PAIH) provides comprehensive support for investors and foreign partners interested in launching operations in Poland.

Salaries

Below the European Union average

No. 1 in greenfield projects

CEE leader in greenfield projects (according to PAIH).

Worktime

Average number of actual weekly hours of work in the primary place of employment exceeds the European Union average.

* Statistics Poland (GUS) data based on preliminary estimates for 2025 https://ssgk.stat.gov.pl/Produkt_krajowy_brutto.html

Polish BSS industry in 2026: advantages, trends and directions of transformations

Radosław Pituch

Manager
Head of BSS & Tech Investments
Direct Investments Department

PAIH
Grupa PFR

Polish business shared services sector is proving its maturity and strategic importance for the economy. The shift from simple back-office processes to knowledge-intensive services, competence centers and IT and R&D operations is becoming increasingly visible. Poland not only retains its current volume but is also steadily building added value, bolstering its position among key GBS locations across Europe.

At the same time, shared services centers are undergoing a deep technological transformation. Automation, as well as AI and GenAI-powered solutions are becoming a baseline standard, increasing productivity and helping teams focus on more advanced tasks. This creates a chance for further developing data, AI or cybersecurity-related skills and strengthens Poland's position as a market that adds value instead of merely providing cost advantages.

Poland's modern business services market is entering maturity, which can be seen in both its employment structure and the profile of implemented projects – including many of the investments supported by PAIH. Businesses are increasingly focused on skill development, upskilling and expert roles, while the hybrid work model has become a permanent aspect of work in this sector. Given the global talent shortage, locations able to offer a strong educational ecosystem in addition to their scale are gaining an advantage. In this aspect, Poland remains highly competitive.

At the same time, we are observing natural consolidation and specialization of investments. Aside from the changes taking place in many of the mature centers, new and more specialized centers are being created while the trend of nearshoring (to Poland) remains strong. Investments in the digital infrastructure and cybersecurity provide an additional impulse, driven by AI and cloud computing, as well as new regulatory requirements. Increasingly often, we can observe a changing approach to public support – there is more focus on project quality, innovation and skill development instead of solely the number of jobs created.

Paulina Bednarczyk

Business Director

GT GreenbergTraurig

From quantity to quality: Poland as a center of excellence

Over the past 15 years, Poland has undergone a fascinating path in developing its business shared services sector. In the beginning, shared services centers located in Poland largely focused on simple, repeatable processes such as P2P, however as our experience and knowledge have grown, we have evolved into a center of excellence.

The educated, flexible and ambitious workforce has been unambiguously foundational to this success. Polish workers are distinguished by not only great substantive skills but also a wide business outlook, ability to solve complex problems and openness to development and innovation. It is those traits that make us adapt to new tools and technologies so quickly – robotics or artificial intelligence aren't barriers to us but rather form opportunities for future growth.

End of the cheap contractor era

We are now seeing the end of the time when Polish branches were seen as "cheap contractors". Wage pressure and growing labor costs have made productivity, effectiveness and innovation into predominant values. Nowadays, learning aptitude, flexibility and digital skills are all just as important as digital skills – if not more.

Having said that, it bears mentioning that the key factor is not the AI-powered tools themselves but the way organizations are implementing them. The sheer presence of these modern tools isn't a guarantee of success – one needs comprehensive, multi-threaded change encompassing both processes and mindsets. Skillfully teaching employees how to effectively use the new solutions in their everyday work is just as important as having access to such technology in the first place.

It is us who can shape the standards

I believe that the Polish centers can become drivers of recommendations and good practices in managing global processes. We shouldn't be mere executors of simple processes but partners shaping new standards. I can see Polish BSS leaders as decision-makers in international structures, where they can have real impact on the direction taken by entire organizations.

Our skills and attitude toward change lead us to believe that Poland should be a trend-setters as a modern business services hub. I believe that in the coming years our role will keep growing in importance and the value added to global organizations will become a key element of their success.

However, we ourselves – BSS leaders – may be a barrier to the full utilization of the industry's potential. It is our courage, determination, self-confidence and faith in our teams that will ultimately decide whether we're able to fully utilize the opportunities provided by our new circumstances – a world of quality over quantity. Poland as a center of excellence should be in a great position to face such a world.

Let us be brave then!

Joanna Ciężkowska

Senior Brand Manager

grafton Gi Group Holding

Poland’s technological development forms solid foundations for future acceleration

Highly qualified employees remain one of the key advantages of Poland’s business services sector. By the end of Q1 2025, employment in this area amounted to 488,700 people, marking a 6.2% y/y growth. The scale of operations and the growing number of employees seem to confirm the market’s stability and maturity.

The digital transformation is one of the key factors determining the competitiveness of modern economies. Under the Digital Decade 2030 program, European Union set out ambitious goals for the enterprises:

- over 90% of SME should reach at least a basic digital intensity,
- 75% of businesses ought to utilize cloud computing, big data analysis or artificial intelligence.

The progress of each member state is being monitored by the European Commission through the Digital Decade (previously known as DESI) reports. Furthermore, Digital Intensity Indicator (DII) measures utilization of 12 digital technologies, including AI, e-commerce and ERP systems.

When compared to EU at large, Poland isn’t an innovation leader yet. The European Innovation Scoreboard (EIS) classifies the country as an “emerging innovator”, reaching 65.9% of the EU average in 2025. At the same time, the country has major structural advantages. According to European Commission data, Poland is one of the leading EU members in terms of availability of ICT specialists, forming a strong foundation for further digital transformation. The areas in which we exceed the EU average include the percentage of population with higher education, utilization of cloud computing by enterprises and high activity in the area of project applications and development activity. This means that despite Poland still catching up in terms of overall systemic innovation, it has solid capital and skill foundations that help increase the pace of technological development in the coming years.

Technological transformation of the business services sector

Poland’s modern business services sector is undergoing intense digital transformation. Over the past few years, digital development has moved from simple process automation to more complex models based on artificial intelligence and data analysis.

The ongoing automation and investment in modern technologies are leading to increased operational efficiency, better quality of services and greater scale of implemented projects. Poland is no longer perceived merely as a cost-effective location – increasingly often it serves the role of a competence hub servicing highly complex processes.

Key technological trends in the BSS

- **The growing adoption of AI** – according to ABSL data, an increasing number of BSS centers uses AI-powered solutions in areas such as process automation, customer service (chatbots, virtual assistants), generating content (for both marketing materials and simple correspondence and communication), data analysis or supporting decision-making processes.
- **Shift toward expert processes** – the scope of processes implemented in Poland is evolving toward tasks requiring advanced technological and analytical competencies. Services centers are increasingly responsible for such areas as data analytics, cybersecurity, finance controlling, taxation or ESG. In result, Poland is bolstering its position as a regional competence center and not merely an operational hub.
- **Hyperautomation** – the organizations are integrating RPA solutions with Generative AI tools, automating increasingly complex decision-making processes and improving their operational scalability.

* Source: https://projects.research-and-innovation.ec.europa.eu/en/statistics/performance-indicators/european-innovation-scoreboard/eis#/eis

Marek Smarkusz

Head of Delivery Excellence

Director L'Oréal Business Expertise

Services & Technology Center (BEST)

AI's impact on work organization – changes to career paths, recruitment and salaries

Artificial intelligence is no longer a technological experiment – it has become an integral aspect of everyday work. According tot he latest research, almost 75% of specialists and managers globally are using AI tools in their professional work and the adoption of these technologies keeps stradily growing year on year[1]. Artificial intelligence automates the routine, transactional tasks allowing employees to focus on strategic decision-making and processes with higher added value. When looking at the business shared services centers - such as the ones we use at L'Oréal – we can see how AI supports financial processes and data analytics while retaining the key role of human competencies.

Synergy of technology and the human factor

This transformation has a very real impact on the teams that are already being designed to combine human competencies with the AI capabilities. These systems help identify patterns and make educated decisions, which in turn allows creation of more effective, interdisciplinary project teams. As a result, the nature of career paths is changing – from executive positions toward creative roles and overseeing AI-supported processes. At the same time, we see the rising importance of soft and technology-related skills, such as data analysis or the ability to utilize AI tools which are increasingly often decisive factors defining a candidate's attractiveness. We're already seeing AI-related skills greatly increasing candidate success rate in job interviews[2].

Increased value of new competencies

The above-mentioned changes are closely related to salary policies. As the demand for technology skills is growing, we are seeing a trend of promoting specialists able to work with AI tools and them having a stronger negotiating position[3]. Therefore, businesses need to update their salary policies to reflect the new value of various competencies and incentivize developing new skills.

Revolutionary changes to work organization

Artificial intelligence is a catalyst for structural changes to work organization. The teams are becoming more flexible and interdisciplinary, career paths are evolving toward strategic roles overseeing the work of AI systems and recruitment and salary policies must take into account the growing importance of digital skills. Effective AI implementation is no longer a matter of technology, but rather a matter of organizational transformation and investment in human capital which is – and will remain – a source of competitive advantage.

[1] AI zmienia już pracę specjalistów i menedżerów, Rzeczpospolita [online], accessed: 25.01.2026, https://www.rp.pl/praca/art43188741-ai-zmienia-juz-prace-specjalistow-i-menedzerow.
[2] F. Stephany, O. Teutloff, A. Leone, AI Skills Improve Job Prospects: Causal Evidence from a Hiring Experiment, January 19th 2026, https://arxiv.org/abs/2601.13286v1
[3] AI Jobs Barometer reveals AI's impact on jobs, wages, skills, and productivity, June 3rd 2025, PwC [online], https://www.pwc.com/gx/en/services/ai/ai-jobs-barometer.html

Impact of Artificial Intelligence on Workforce Structures in Modern GBS Organizations

Joanna Wiechowicz

Head of SDC & Site lead, Warsaw GN Audio Poland Sp z o.o.

Artificial intelligence is rapidly redefining how Global Business Services organizations operate - not just by automating tasks, but by fundamentally reshaping how work is designed, delivered, and developed. From my perspective in leading the GN Service Delivery Centre, the real impact of AI is forcing organizations to rethink workforce capabilities, service models, and how continuous improvement is embedded into daily operations.

We are already seeing roles evolve from primarily transactional execution toward positions requiring stronger analytical thinking, process expertise, and digital awareness. As AI increasingly takes over repetitive activities, employees focus more on interpreting data, managing exceptions, redesigning processes, and ensuring technology is applied responsibly and effectively.

In my experience, successful AI adoption is far less about technology and much more about mindset and capability development. Organizations need to support continuous learning, encourage curiosity about AI, and create environments where operational teams feel confident to experiment and identify improvement opportunities. Teams working closest to daily processes often recognize inefficiencies and risks long before they become visible at management level.

At the same time, operational insight alone rarely translates into sustainable transformation. Meaningful change happens when bottom-up expertise is combined with clear top-down ownership. Leadership plays a critical role in prioritizing initiatives, securing investment, and aligning transformation efforts with broader business goals. When this balance is achieved, AI becomes not only a technology tool, but a practical driver of scalable and lasting organizational improvement.

An analysis of specialist salaries in Europe and Poland's competence potential

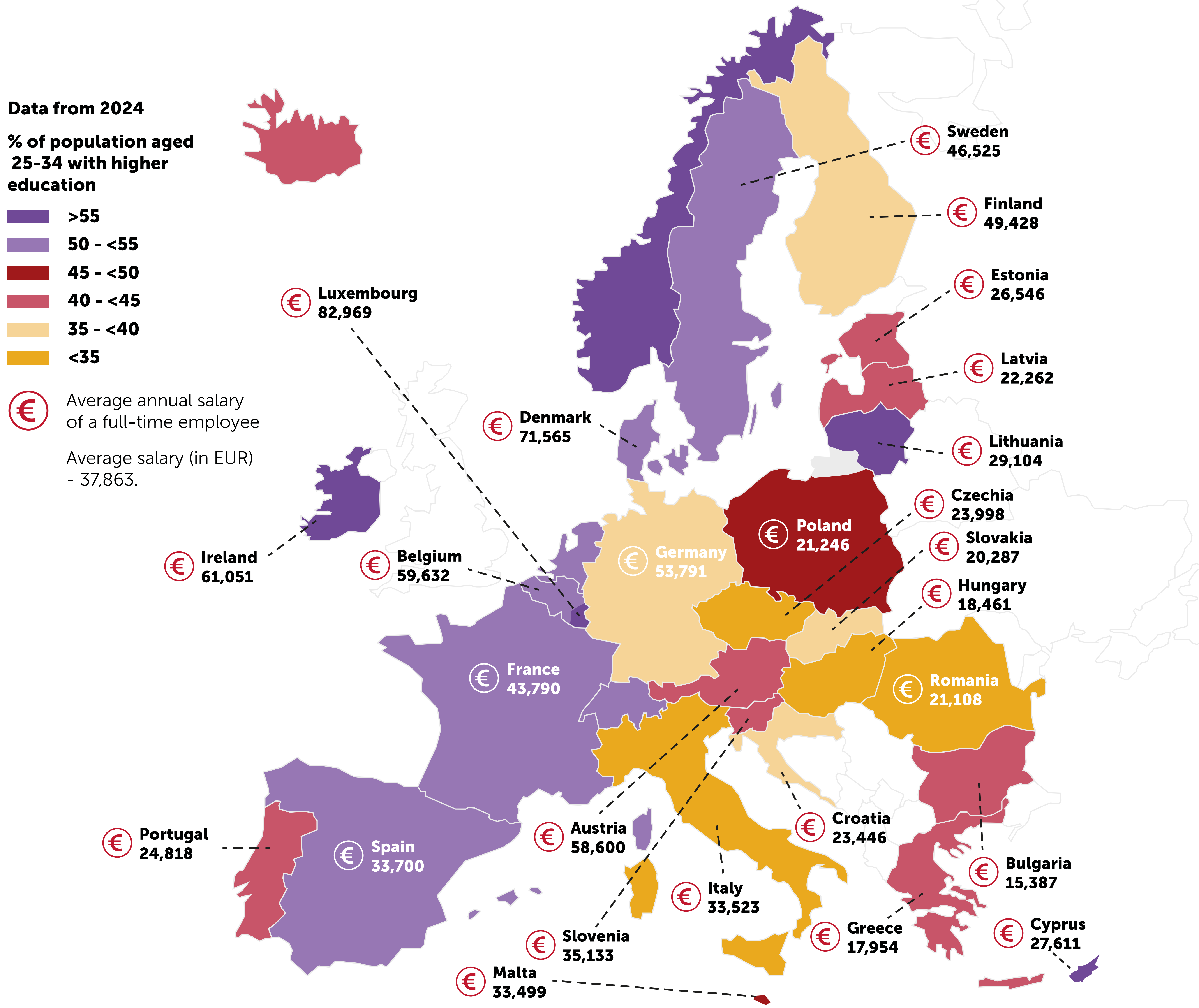
Poland has been an attractive location for foreign investments for years now thanks to the combination of lower labor costs and access to a wide pool of highly qualified specialists. Polish salaries are still notably divergent from the EU average. According to Eurostat data, average EU salary amounts to EUR 38,808 while the average pay in Poland is EUR 21,246. This means a difference of approx. 45.3%, placing Poland among other European countries with lower labor costs such as Romania, Slovakia, Hungary, Greece or Bulgaria.

The differences compared to Western Europe remain noticeable. For comparison, the average annual salary amounts to EUR 82,969 in Luxembourg, EUR 71,565 in Denmark and EUR 53,791 in Germany. These differences are among the key factors impacting the choice of locating investments, especially in sectors requiring more extensive specialist and operational teams.

When compared to other countries with relatively lower labor costs, Poland distinguishes itself with the educational structure of its younger population: 45.7% of people in the 25-43 age group has higher education, placing the country above the EU average (44.1%) and among other countries with similar salary levels.

From the perspective of a specialist market, what matters is not just the formal education but also its structure and alignment with the needs of the market. A major advantage of Poland's market is the access to well-educated staff with broad technical, analytical and language skills, which all prove useful in Finance and Accounting, IT, Customer Service, Data Analysis, Controlling, Taxation, AI or ESG. This allows them to implement increasingly advanced and high value business processes. The ongoing process automation and business investments in new technologies are further increasing the operational effectiveness and quality of services on offer.

Poland's advantage isn't linked merely to lower labor costs. It comes from the relation between salary levels and the quality and availability of competencies in demand – which, given current circumstances, bolsters Poland's investment attractiveness.



Source: Eurostat, data as of 2024 published in, Reports: Population by education, gender and age (%) – key indicators and Average salary per full-time employee (nama_10_fte)

Work time in Poland as compared to the European

When compared to other EU countries, Poland has some of the largest weekly work hours at approximately 39 hours (average of two 2025 quarters), while the EU average is approx. 26 hours. According to Eurostat data, the average factual weekly work time in one's primary workplace amounts to 38.9 hours in Poland while the average of analyzed countries is 36.6 hours.

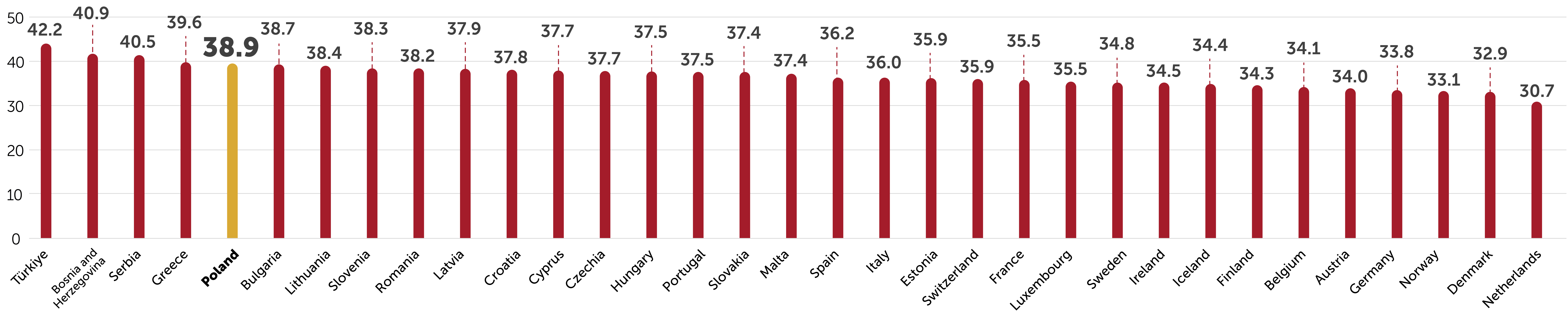
When compared to other European countries, Poland is among the busiest societies. Citizens of Turkey, Bosnia and Herzegovina, Serbia and Greece tend to work longer hours. On the other hand, the shortest work weeks were found in the Netherlands (30.7 hours), Denmark (32.9 hours), Norway (33.1 hours) and Germany (33.8 hours). These differences reflect the varying work models, structure of employment and adoption of part-time employment in various European countries.

The long working hours in Poland are an outcome of several factors. On one hand they arise from a work culture based on responsibility and high engagement. On the other hand, it's a result of economic circumstances such as seeking financial stability or the need to build a competitive advantage on the job market. Another major factor concerns the relatively low proliferation of part-time work as compared to Western Europe, which has a direct impact on the average indicator levels.

However, the number of weekly work hours isn't the only measure of an economy's effectivenss. In the past few years, Poland has been steadily increasing its productivity. According to Eurostat, Poland's work effectiveness increase over 2024 was among the highest in the EU – real productivity per hour of work increased by approx. 4.8%. The latest data concerning this matter is to be published by the end of March 2026.

The growing productivity is largely due to investments in process automation, digitization and AI-based solutions, which leads to better utilization of work time and higher quality of the implemented projects. In the coming year, it will be crucial to keep increasing one's effectiveness by investing in technology, developing digital skils and optimizing work organization. It is that enhanced efficiency – while retaining high employee engagement – that will become increasingly decisive for the ongoing competitiveness of Poland's economy in Europe.

Average number of factual weekly work hours in the primary workplace



Source: Eurostat, data published in December 2025 - the average number of factual weekly work hours in the primary workplace

Poland’s largest cities

Warsaw

Population
June 2025
1,864,035*

Population in working age
2024
1,117,676**

Number of BSS employees:
ABSL 2025
111,500***

Number of BSS centers
ABSL 2025
422***

Unemployment
January 2026
1.5%*

Average gross salary
January 2026
10,847.21 PLN*

Apartments supplied to the market
January-December 2025
20,038*

* GUS, urban statistics https://statystykamiast.stat.gov.pl/ and https://warszawa.stat.gov.pl/
** Population in pre-working (17 or younger), working and retirement age by urban and rural areas. GUS BDL, 22.05.2025
*** Source: ABSL report "Business services sector in Poland 2025"

Anna Federowicz

Permanent Recruitment Services Manager

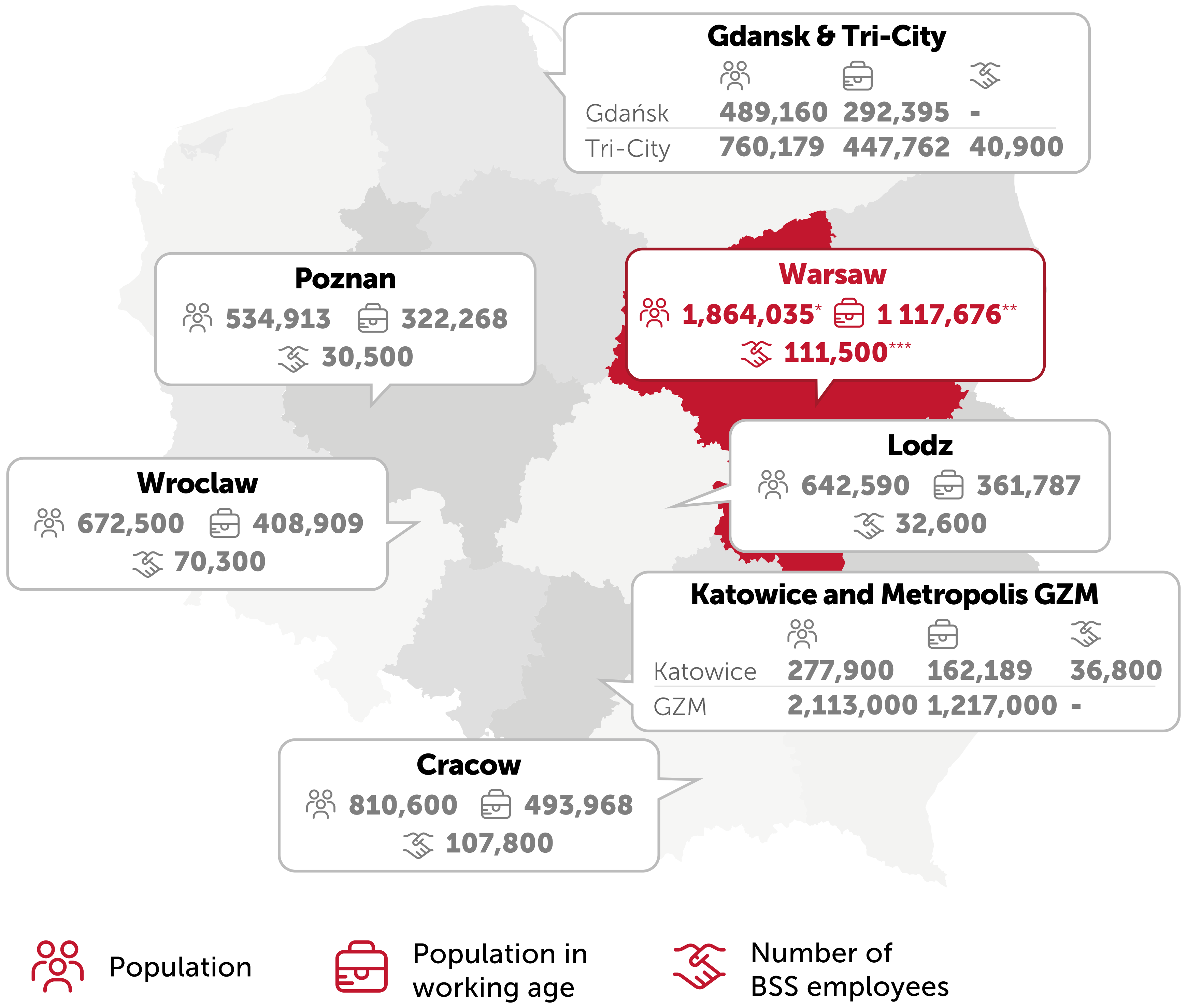
Warsaw

Warsaw steadily maintains its strong and stable position in the shared business services sector, remaining one of the most attractive locations to locate new investments – especially for the technological, pharmaceutical and professional services industries.

The city attracts global investors through the high supply of experts in different areas, the largest number of business, technical and linguistic graduates as well as wide availability of modern A-class office space. The central location further bolsters Warsaw's position as a natural hub for operations of international scope.

Today, Warsaw's SSC sector creates a dynamic and highly competitive ecosystem in which traditional operational processes are making way to advanced technological, analytical and strategic functions. It's a trend we have been observing for a long time now, both in the capital and other major business hubs in Poland.

Along with the sector's growing specialization, the importance of human capital is on the rise. One of the key challenges ahead of the organizations is to effectively attract and retain talent. Increasingly often, employers are using non-standard solutions in the area of employer branding and investing in skill development within their teams. It's clear that in the current circumstances, access to highly qualified staff is increasingly important for determining investment decisions and the speed of further development.



* GUS, urban statistics https://statystykamiast.stat.gov.pl/ and https://warszawa.stat.gov.pl/

** Population in pre-working (17 or younger), working and retirement age by urban and rural areas. GUS BDL, 22.05.2025

*** Source: ABSL report "Business services sector in Poland 2025"

Joanna Popielawska

Coordinating Director for Strategy and External Relations,

Warsaw City Hall

Warszawa

Warsaw strengthens its position as a key business services center

Warsaw is building its position as a key modern business services hub, combining dynamic economic growth with a high quality of life and openness to innovation. It's a modern and open city, consistently investing in sustainable growth and cooperation between business, academia and local authorities. This creates perfect conditions for creation of advanced services, competence centers and knowledge-based projects.

The largest market of knowledge-based services and processes

The capital is the country's largest academic hub, with 67 universities educating 262,700 student and supplying over 50,000 graduates to the market each year. The city attracts creative people and offers an investor-friendly environment, which leads to the biggest concentration of business services centers in all of Poland. According to the "Business Services Sector in Warsaw 2025/2026" report by ABSL, there were 418 active centers, 137 of which were „first in Poland", that is the first Polish branches of their respective global companies. In total, they employ 44,800 people, marking 40.3% of the sector's total employment in the capital.

Another factor distinguishing Warsaw's centers from the national average is the higher share of knowledge-based processes. This tendency got stronger in the past few years thanks to consistent investment in developing employee skills and taking over tasks requiring specialized knowledge and longer training. In Warsaw, knowledge-intensive processes account for 59.8% of all implemented tasks, while transactional processes cover 40.2% of them.

Over 100,000 specialists employed by the BSS industry

Warsaw remains Poland's largest BSS job market. In 2025, employment in capital's shared services centers reached 111,200 people, accounting for 22.8% of the industry's nationwide employment (488,700). Importantly, most of the workplaces - 87.3%, accounting for 97,000 employees – were created by foreign entities, confirming Warsaw's attractiveness for global investors.

The employment structure is also confirming the market's maturity. The 68 largest centers (employing 500+ people) account for 60.% of sector's total employment in Warsaw. The average employment in one of such centers is 266 people – slightly above the national average. The capital also distinguishes itself with a high number of foreign workers, who account for 23.8% of all employees, as compared to the national average of 19.6%. This confirms Warsaw's international character and the ability to attract talent from all across the world.

The impact on building and developing the economy of the future

Warsaw became one of Europe's key business services hubs, combining the scale of operations with a mature infrastructure and a broad talent pool. Its advantage was created by cost competitiveness, access to highly qualified staff and strategic location close to Western European markets. Warsaw co-creates global business services trends, becoming a place where innovation, talent and business can meet to shape the future of a modern economy.

Falling turnover in the BSS industry - a sign of maturity or a warning?

Wojciech Bartz

Partner
Head of Business Services Practice

The falling turnover in the BSS industry isn't a labor market problem – it's a test of management's maturity and talent management.

From the perspective of executive search and working with the leaders of Poland's modern business services industry, we can observe a notable and persistent decrease in employee turnover – including the managerial positions. Industry data suggests that voluntary turnover, which still hovered around dozen to twenty-something percent a few years ago is now often down to single digit values. In the context of this industry, it marks an important structural change rather than a temporary market fluctuation.

The key factor lies in the fact we are no longer merely dealing with economic factors or a lower number of new investments in the sector. The BSS industry has undergone a deep transformation, moving from volume-oriented processes and cost centers to competence centers implementing advanced IT, data, finance and process management services. Automation, including broad utilization of AI tools, and standardization have already eliminated a subset of roles historically known for high turnover while the organizations are now increasingly eager to invest in developing internal competencies over mass external recruitments.

From the viewpoint of the talent market, this means greater stability of teams and longer career cycles within an organization, including managerial positions. For many businesses, this is operationally beneficial, lowering the costs of fluctuations, improving the continuity of knowledge and making transformations easier.

At the same time, as strategic advisors, we are increasingly observing the other side of this trend. Low turnover, if not balanced by genuine internal mobility, leader development and an influx of new perspectives can lead to stagnation of decision-making and losing the drive to innovate.

This is why the falling turnover in the BSS should be interpreted as both a sign of market's maturity and a challenge for its leaders. Organizations able to combine stability with active talent management and succession will benefit greatly from this trend. On the other hand, those relying on employee retention alone might face long-term consequences for this.

Cracow

Population
June 2025

807.6 k*

Population in working age
2024

493,968**

Number of BSS employees:
ABSL 2025

107,800***

Number of BSS centers
ABSL 2025

322***

Unemployment
January 2026

2.6%*

Average gross salary
January 2026

11,085.96 PLN*

Apartments supplied to the market
January-December 2025

7,844*

* GUS, urban statistics https://statystykamiast.stat.gov.pl/ and https://warszawa.stat.gov.pl/
** Population in pre-working (17 or younger), working and retirement age by urban and rural areas. GUS BDL, 22.05.2025
*** Source: ABSL report "Business services sector in Poland 2025"

Agata Jemioła

Branch Manager

Wioleta Tekiela

Division Manager

grafton
Gi Group Holding

Cracow

Cracow's job market remains relatively stable, with no major structural changes. While the registered unemployment has increased over 2025 – largely due to mass layoffs and restructuring of some companies – the situation remains very positive. By the end of September, 12,878 people remained unemployed, making for an unemployment rate of 2.5%. This proves the local market is in good health.

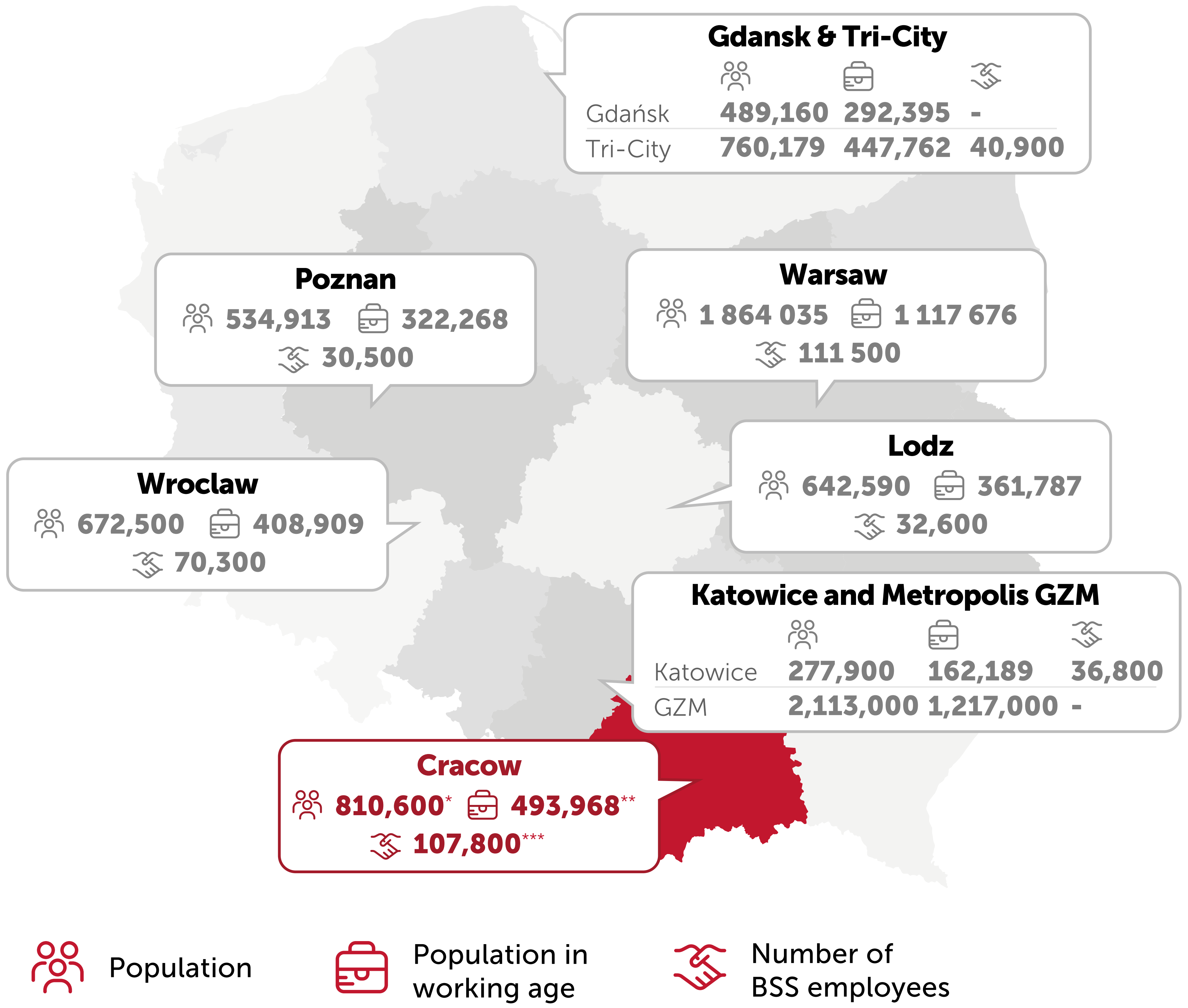
However, the past year has brought much uncertainty among employees. Mass layoffs and organizational changes have caused businesses to recruit more cautiously. People at the outset of their professional careers were affected by this most negatively. Increasingly often, employers expect experience and the number of offers for junior positions grows slower than the number of available candidates.

The SSC/BPO sector remains one of the pillars of the city's economy. Despite individual restructurings, there are no signs of investors abandoning the city – to the contrary, new centers and projects keep cropping up, proving the ongoing investor interest in Cracow. However, the organizations tend to be increasingly focused on increasing operational effectiveness and automating processes.

Wage pressure remains strong, even though the salary growth is more selective than in the earlier years, concerning mostly key specialist and expert roles and competencies that are hard to replace or which have a direct impact on business results. It bears pointing out that in the past year many organizations reviewed their salaries and salary policies, as well as adjusted their internal processes to align with the new EU regulations on pay transparency.

In response to the uncertain economic environment, businesses are more eager to utilize temporary workers and flexible forms of employment, treating them as means of limiting cost risks and maintaining greater operational flexibility.

In summary, Cracow's job market remains strong and stable, yet is becoming more selective and cautious than in the previous years. The SSC/BPO sector keeps growing, however it now exists in circumstances of greater focus on cost control, automation and regulatory change.



* GUS, urban statistics https://statystykamiast.stat.gov.pl/ and https://warszawa.stat.gov.pl/
** Population in pre-working (17 or younger), working and retirement age by urban and rural areas. GUS BDL, 22.05.2025
*** Source: ABSL report "Business services sector in Poland 2025"

Cracow: a city with potential for BSS development

Jacek Liguziński

Director,
Entrepreneurship and Innovation Department,
Cracow City Hall

Kraków

Over the past few years, Cracow has undergone a major economic transformation – from a city with strong industrial and craftsmanship traditions to a modern hub for advanced services, technology and tourism. Currently, the business services sector is the driving force of the local economy and the city itself is a leading European hub of modern business services (GBS/SSC/BPO/IT). Over 300 centers operate here, employing almost 110,000 employees and forming a mature and stable business environment.

Increasing specialization in the shared services industry

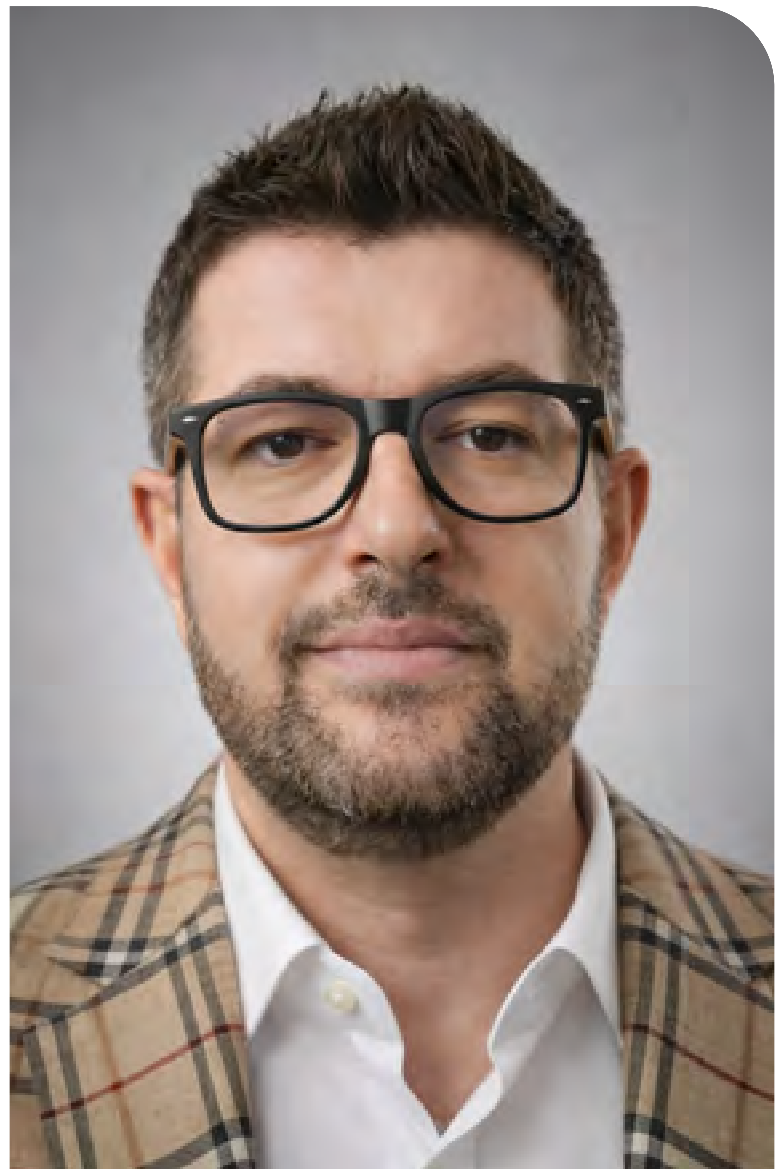
Cracow's business services sector is seeing a clear transition from the implementation of simple, repeatable processes to supporting advanced operations in the area of finance, IT (especially as it concerns cybersecurity and AI) and Research & Development. This has an effect of slowing down quantitative employment, however it also comes with a qualitative increase. In practical terms, this leads to greater productivity and higher salaries. The consolidation and specialization of the IT sector is a great example of this, as it went from a "supporting" role to being the core of the city's competitiveness. Nowadays, with approximately 60,000 specialists and over 250 international businesses present, Cracow has become one of Central-Eastern Europe's largest IT hubs.

A forge of talents

Despite notable competition from other cities and foreign markets, as well as the consequences of global economic changes, it is the growing importance of competencies, talent and education that allows Cracow to fully utilize its greatest advantage – business and academic specialists as well as well-educated youth. Cracow is an academic hub encompassing 18 universities, 137,000 students, experienced staff and well-developed scientific and educational infrastructure. Furthermore, we belong to the small group of Polish cities whose population is steadily growing – Cracow's agglomeration now accounts for 1.14 million residents.

An ecosystem of innovation

By promoting innovation, our city can offer an exceptional environment for the development of modern business solutions and an ecosystem conducive to launching new startups. We also understand they importance of cooperation between business, academia and local authorities, especially given the challenges of the modern day. Thanks to this approach and its inherent advantages, Cracow remains highly attractive for investors while maintaining a high quality of life and a sense of security for its residents.



Szymon Kogut

Director

BSS – a new reality in which quality wins with quantity

Poland's BSS market has been around for over a quarter of century. There are many reasons to choose Poland as the destination: the availability of qualified employees, relatively low labor costs, cultural and geographical closeness or high safety.

We made good use of the opportunities we were given and quickly moved from simple and repeatable processes to tasks requiring broad competencies and specialized knowledge. We have already heard many forecasts about the market coming to an end and ceasing its growth. First, when the employment in BS sector overtook that of the mining industry for the first time (as of writing, the BSS industry employs more people than mining did at its peak). Then, once RPA solutions began to be implemented. Yet the real outcomes proved contrary to that: new, dedicated departments cropped up to implement solutions across the entirety of their organizations. When ChatGPT and other large models have entered the public consciousness two years ago, we saw another wave of fearmongering with many claiming that the coming revolution will destroy the old order. But will it truly do that? So far, it didn't – and it doesn't appear it will in the future either.

We have already heard many times that the market has reached its ceiling and will no longer grow. And yet, it didn't end up that way. The growth of the BSS market hasn't been slowed down by either the pandemic – which has proven our adaptability and ability to work remotely – or ongoing war taking place in Ukraine since 2014.

Poland is no longer being perceived as a cheap source of labor. We're more expensive than India or the Global South – but why shouldn't we be? The strength of our market doesn't lie in low wages but rather the breadth and variety of processes as well as their complexity.

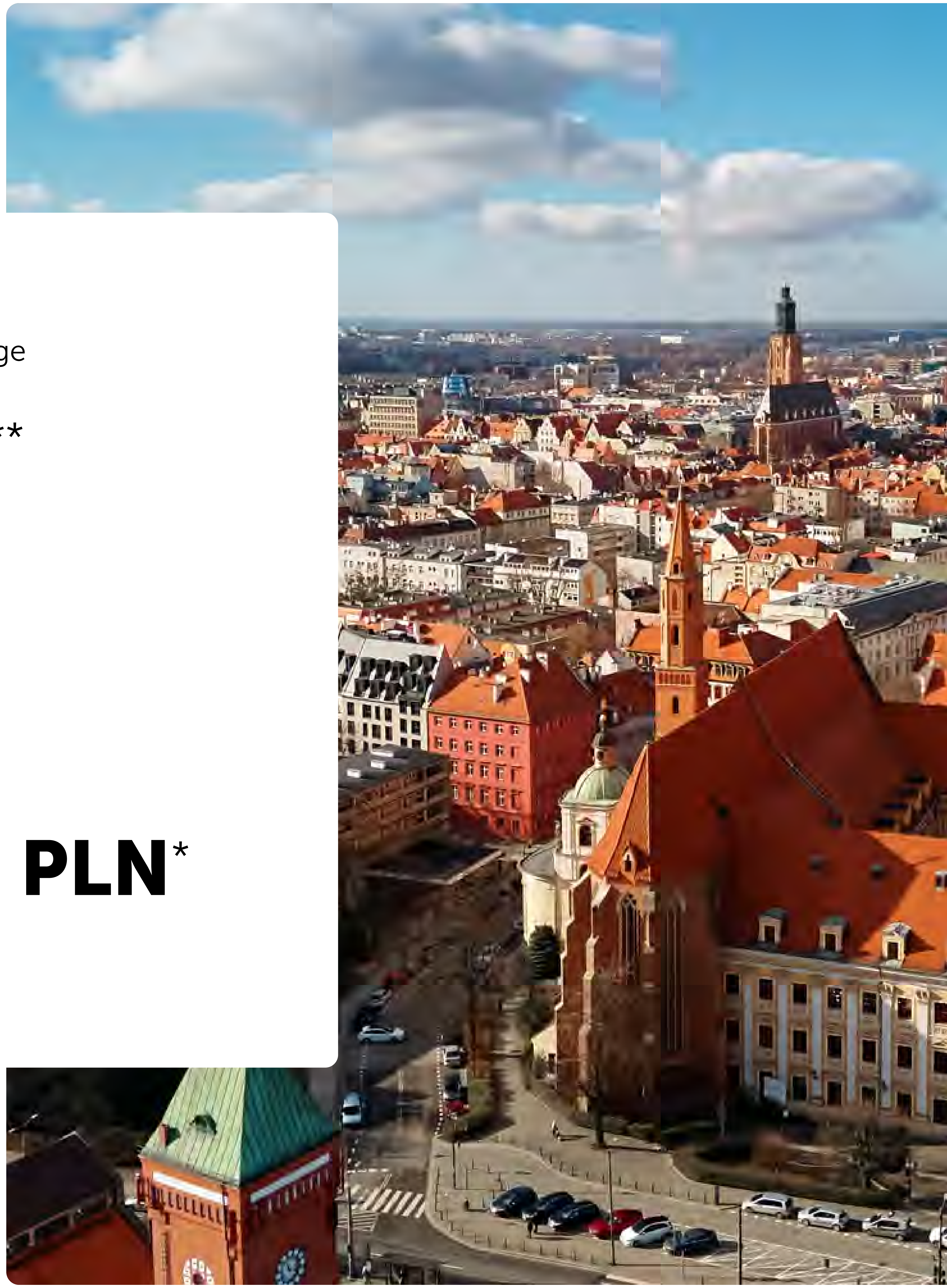
Of course, we are facing some challenges of our own: we keep hearing about mass layoffs, subsequent processes relocated from Poland to India. But is it truly the end everyone expected? I don't believe so, as each canceled process is replaced by a new one – and often a much more advanced one. Such decisions aren't made overnight. They're a result of many years of transformation, automation and overall change that makes relocating labor to Asia possible at all.

At this point, experience is getting more important. We need to stop thinking of Poland as a cheap market. We need to start thinking and talking about ourselves as people who not only reduce costs but also add a new quality – and high quality at that, with an excellent ratio to cost. Relocating purely transactional processes to Poland stopped making sense many years ago but when the goal is to transfer end-to-end processes, creating specific functions, fixing or re-editing in accordance with currently available tools and trends, it's more than worth considering.

When talking about the Polish market, we have to stop focusing purely on the number of students or employing more people in the sector than all neighboring countries combined. We ought to focus on the years of experience: the implementation of global solutions originated in Poland, the availability of what is talked of as "skills of tomorrow" that we had a steady supply of since "yesterday", the many careers that began as AP clerks and ended up as SVPs. And finally, on the change and added value created here.

We don't like bragging and don't know how to do it – nor how to be proud of our achievements. And it's high time to start doing so.

Wroclaw



Population
June 2025
672,500*

Population in working age
2024
408,909**

Number of BSS employees:
ABSL 2025
70,300***

Number of BSS centers
ABSL 2025
250***

Unemployment
January 2026
2.3%*

Average gross salary
January 2026
9,990.26 PLN*

Apartments supplied to the market
January-December 2025
7,720*

* GUS, urban statistics https://statystykamiast.stat.gov.pl/ and https://warszawa.stat.gov.pl/
** Population in pre-working (17 or younger), working and retirement age by urban and rural areas. GUS BDL, 22.05.2025
*** Source: ABSL report "Business services sector in Poland 2025"

Monika Piądło

Regional Manager

Dagmara Jaworecka

Regional Division Manager

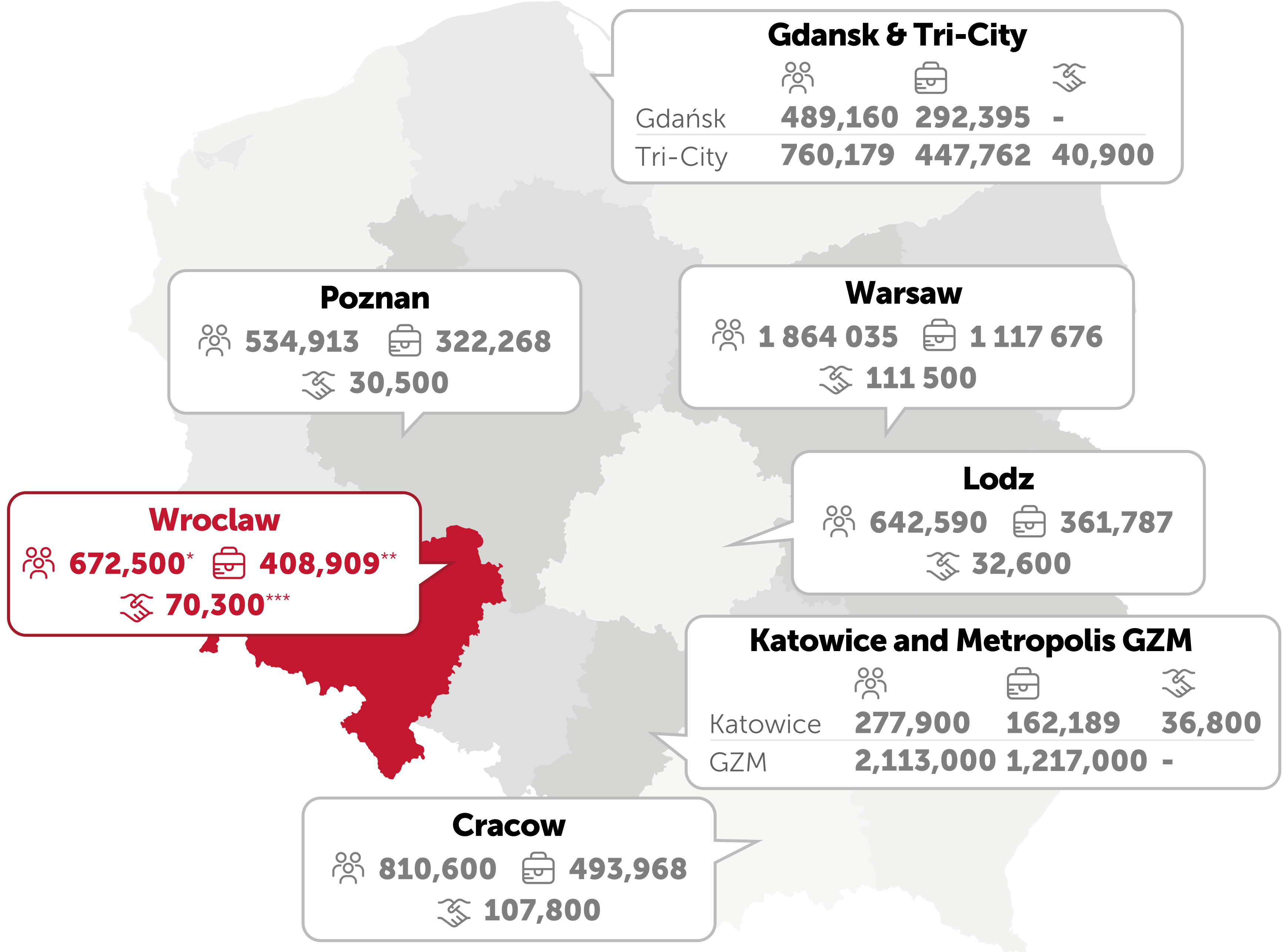
grafton Gi Group Holding

Wrocław

As of late, Wrocław's BSS market – third largest in Poland (with over 70,000 employees) and one of the most mature ones – has been feeling a decreased number of new SSC/BPO investments. 2025 and the preceding months show that the market isn't slowing down – and merely changes the direction of its development. We are observing a transformation of existing centers: process automation, implementation of AI-based solutions, ordering and consolidation of functions, as well as optimization tasks. In practical terms, it primarily means the expansion of the scope of supported processes, overtaking new markets, implementation of new tools and growing demand for talent with more advanced skills.

Regional employment remains stable, despite some local reshuffling, primarily of the transactional roles (such as AP/AR or basic customer service). At the same time, the demand for more complex positions, requiring a broader scope of responsibility and demanding greater specialization, is on the rise. Analytical roles focused on data and business intelligence, as well as process-related positions requiring a wider outlook on the organization at large. At the same time, many organizations are moving from local SSC's to integrated GBS structures based on global standards, shared platforms and CoE.

One of Wrocław's key advantages is the varied and highly qualified talent pool. The region offers access to finance, analytics, IT, HR, procurement and supply chain specialists, as well as candidates fluent in several foreign languages – especially German, French, Italian, Spanish and Dutch. This makes the city a natural destination for centers servicing the EMEA region. ▶



Population | Population in working age | Number of BSS employees

* GUS, urban statistics https://statystykamiast.stat.gov.pl/ and https://warszawa.stat.gov.pl/

** Population in pre-working (17 or younger), working and retirement age by urban and rural areas. GUS BDL, 22.05.2025

*** Source: ABSL report "Business services sector in Poland 2025

The competition over talent remains high, however the candidates are now more cautious in their decision-making. They pay special attention to the stability of employment, organizational culture and ability to work under the hybrid model, which remains the preferred work mode. Growth opportunities, participation in projects with real business impact and a sense of purpose in a given role are also highly important factors. Recruitment is becoming increasingly quality-oriented. There are less mass recruitments for junior and specialist positions, with businesses more interested in senior, expert and leadership-level focused processes.

The areas of Finance & Controlling, FP&A and financial analysis. The organizations are shifting form a simple F&A model to business support functions: forecasting, planning and decision support. When it comes to supply chain and procurement, there is a growing demand for data analysis, supply risk management and contract management skills. IT, digital and data are also are also dynamically growing, especially in areas intersecting with technological and analytical functions, process automation, RPA, data engineering, business intelligence and global platforms. There is also a strong focus on effectiveness, cost optimization and temporary operational improvements which all lead to a growing interest in employee outsourcing and flexible forms of employment.

> It is worth emphasizing that the change in the employment structure in BSS does not signify its decline, but rather its transition to a higher level of maturity.

Magdalena Okulowska

President of the Board,
ARAW S.A.

Invest in Wroclaw

Wrocław's BSS isn't slowing down

2025 has proven that Wrocław is one of the most important business hubs in Central-Eastern Europe. The city maintained its speed of development and satisfactory investor interest. Over the past twelve months, the agglomeration has attracted numerous projects – we've supported over 80 investor inquiries in the IT, SSC, automotive, food, energy and manufacturing sectors, of which over a dozen proved successful. This shows that Wrocław keeps attracting both domestic and international businesses able to appreciate its business potential and high standard of living.

A city of dynamically growing potential

There are approximately 156,000 enterprises active in the heart of Lower Silesia, representing various industries from modern business services to IT, R&D and advanced industrial engineering. Wrocław combines well-developed infrastructure, access to highly qualified specialists and a dynamic office and warehouse market. The city's total office space has reached 1.36 mln square meters and business shared services centers are employing over 70,000 people across 250 locations. Business such as Kyndryl, BNY, Capgemini, HPE, Boehringer Ingelheim, 3M, GlobalLogic and EY are developing their operations here. Wrocław is also the seat of over 400 research & development businesses and departments.

Another undeniable advantage of the city is its academic potential. 30 local universities supply the job market with tens of thousands of highly qualified specialists each year. It is largely them who drive the development of the BPO/SSC, IT and R&D sectors, bolstering Wrocław's attractiveness among investors seeking innovative solutions and creative staff.

Investor support at every stage

In 2025, businesses such as XEOS or WAMS (Wrocław Aircraft Maintenance Services, owned by Ryanair) have made a splash locally, while organizations such as Tier-DOTT, Stena or Qube Research & Technologies launched their operations here. At the same time, the city secured three international projects in the GBS, R&D and manufacturing sectors, set to launch in the coming years.

The past year was also a period of intense promotion of Wrocław abroad. The city's potential was presented during various business events in Japan, Korea, Portugal, France or Germany. Wrocław has welcomed delegations from Taiwan, Colorado and India, while investor-facing programs, such as the Invest In Wrocław initiative, provided comprehensive support at each stage of project implementation.

Great perspective for the coming years

The 2026-27 forecasts are equally promising. The planned investments, development of technological projects and further international expansion will keep strengthening Wrocław's position as a major regional hub. The BS sector and R&D centers are set to play a key role in creating new jobs and attracting innovative projects.

The city is well-prepared for new projects and investment challenges, while the support of local institutions and talent development allow for an optimistic future outlook. The high quality of infrastructure, availability of qualified staff and a friendly business environment all turn Wrocław into a magnet for foreign investment.

Dorota Doroszuk

Lead HRBP
& Head of SSC

Pyszne.pl

Which competencies are defining success in the BSS industry nowadays?

Flexibility – understood as the ability to abandon old patterns in favor of constant experimentation (perhaps with AI or new) – is becoming the greatest advantage a BSS candidate can have. A modern shared services center is primarily a center of excellence where technology and processes overlap strongly.

Polish business shared services sector resembles a melting pot of organizations at vastly different stages of maturity. Centers remaining in a phase of dynamic process migration, prioritizing stability and precise adherence to standards, are accompanied by by Global Business Services-oriented organizations independently designing solutions for implementation on a global scale. This variety makes the candidate profile evolve alongside a given center's lifecycle. Expectations toward talent are even changing dynamically within a given organization. Therefore, a BSS career is becoming a process of steadily adding new competence layers rather than deepening a single, specific specialization.

At a time of commonspread automation, the so-called hybrid skills have become foundational for success. Fluency in foreign languages, while still crucial, is given a new dimension. Thanks to the assistance of artificial intelligence, communication barriers are being slowly erased, allowing the leaders to maintain greater flexibility in recruitment and focus on other skills. English retains its position as a universal business come while AI works in the background as an operational tool supporting local languages in serviced countries. Given this situation, it is key to acquire talent open to work under constant change and eager to learn. Today's BSS market rewards those who are not afraid to experiment with new tools to provide their clients with comprehensive experiences exceeding the simple closing of transactions.

Breaking organizational silos is key for providing value effectively – or, to be more accurate: what matters is understanding the entire process instead of its narrow slice. Such a broad outlook allows for effective use of technology to solve real business problems. At the same time, one cannot forget the role of communication as a key binding agent. At a time of AI-induced transformation, the ability to have a transparent dialog with stakeholders has become the only way to safely lead the organization through the change process. It is that combination of empathy, process understanding and technical mastery that defines success in the BSS.

Gdansk & Tri-City

Population
Gdańsk, June 2025, Tri-City, 2024
489,160 Gdansk*
760,179 Tri-City**

Population in working age
Gdańsk, 2024, Tri-City, 2024
292,395 Gdansk**
447,762 Tri-City**

Number of BSS employees:
Tri-City, ABSL 2025
40,900***

Number of BSS centers
Tri-City, ABSL 2025
219***

Unemployment
Gdańsk, January 2026
3.2%*

Average gross salary
Gdańsk, January 2026
10,482.54 PLN*

Apartments supplied to the market
Gdańsk, January-December 2025
5,750*

* GUS, urban statistics https://statystykamiast.stat.gov.pl/ and https://warszawa.stat.gov.pl/
** Population in pre-working (17 or younger), working and retirement age by urban and rural areas. GUS BDL, 22.05.2025
*** Source: ABSL report "Business services sector in Poland 2025"

Monika Piądło

Regional Manager

Dagmara Jaworecka

Regional Division Manager

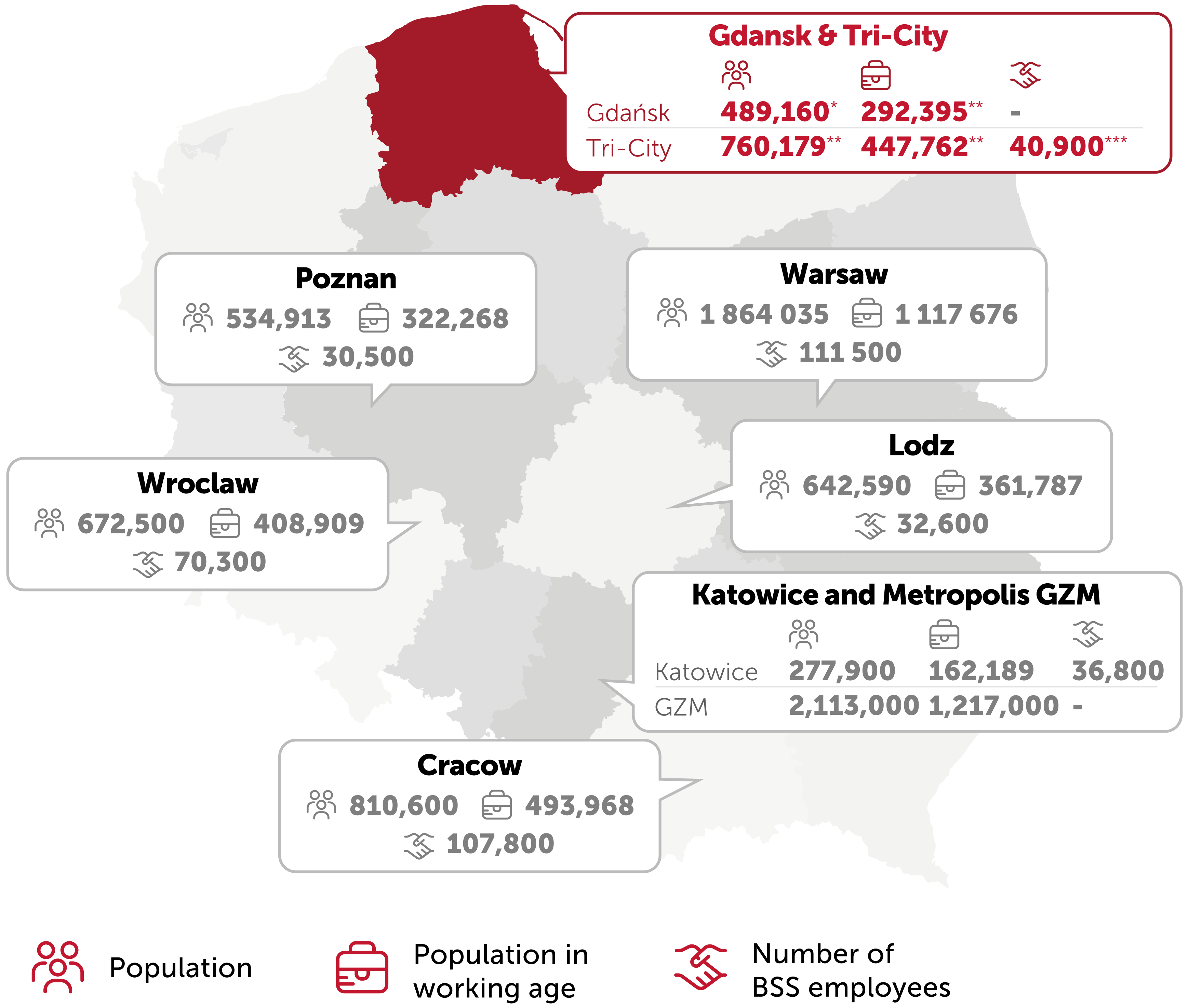
grafton
Gi Group Holding

Tri-City

Year after year, Tri-City strengthens its position as a key shared business services hubs - 2025 proved particularly busy in this regard. We saw both a growing number of inquiries from investors considering the location and an increased scale of projects entering implementation. The highest recruitment demand can be seen in the areas of data analysis and cybersecurity. Parallel processes often concern specializations requiring advanced competencies such as supply chain planning, accounting, financial controlling, banking and financial sector controlling or specialized IT roles.

The last year has brought a notable turn toward the employment of specialists whose competencies exceed the basic operational tasks. Businesses began limiting simple back office tasks in favor of high added value services requiring expert knowledge. Employers sought out candidates combining experience in using analytical tools, working with data and process automation with advanced problem-solving and change management skills, as well as the ability to adapt rapidly. At the same time, the number of offers for people entering the job market has fallen significantly. Organizations banked on experienced specialists with specific skills.

In the coming years, skills related to advanced data analytics, use of AI models, digital skills, rapid learning and adaptation will be of crucial importance. Reskilling and upskilling – already seeing wide use among organizations operating in the region – will form key strategies for filling out skill gaps.



* GUS, statystyka miast https://statystykamiast.stat.gov.pl/ oraz https://www.gdansk.pl/gdansk-w-liczbach/mieszkancy,a,108046
** Ludność w wieku przedprodukcyjnym (17 lat i mniej), produkcyjnym i poprodukcyjnym wg podziale na miasto i wieś. GUS BDL, 22.05.2025 r.
*** Źródło danych: raport ABSL „Sektor usług biznesowych w Polsce 2025"

Tri-City remains one of Poland's most important SSC centers. It owes its high attractiveness to a mature business ecosystem, strong academic infrastructure, access to highly qualified, multilingual specialists and an investor-friendly environment. Investor inquiries in the second half of 2025 are very promising, with many having a real chance of completion in 2026 or 2027. This is backed not only by our own observations but also direct signals from the investors themselves.

Marcin Grzegory

Deputy Director

Invest in Pomerania
We care more

Tri-City and Pomerania resist the turbulences

Tri-City's BSS market – much like its regional counterparts – spent 2025 reacting to global economic trends and the volatile geopolitical situation. Currently, most of our projects come from Europe's attempts at consolidation. Tri-City has traditionally been the favorite destination of Nordic and DACH countries while also enjoying interest from British, Irish and French businesses. Once the presidency of the United States passed to Donald Trump, the activity of investors from that region (employing approximately a quarter of the 42,000 people working in Tri-City's BSS centers) became quite unpredictable. Investment attitudes are also influenced by the ongoing war in Ukraine and the widely discussed (in both Polish and American media) incident of Russian drones entering Polish airspace has scared off some of the investors considering expansion of their presence in Pomerania.

Investment successes in spite of global trends

Nevertheless, despite all the changes and turbulence brought by the previous year, we have been seeing strong signals of economic recovery and gradual receding of the global slowdown. For Invest in Pomerania, it has led to successful completion of 14 investment projects, 5 of which were re-investments of previously present organizations and the remaining 9 were entirely new brands. Businesses with mature processes are supplying us with increasingly advanced operations, including those with high impact on the their parent organization. This creates a natural dynamic for the job market and enhances the availability of talent – especially junior specialists – for the newly opened centers wishing to quickly build basic operational teams in the new location.

Our multi-year, intense dialog with existing investors, focused on seeking synergies and building complementary investments, is bringing results to sectors providing a new value to the economy of Pomerania and Poland at large – energy (nuclear and offshore wind), mobility and semiconductor sectors.

We have a very busy time ahead of us

In the coming months, we will be preparing announcements of new investments in BSS and other industries that chose Tri-City and Pomerania to support their smooth launch in new locations. It bears pointing out that the awareness of advantages arising from efficient BSS operations is affecting an ever-growing number of businesses. This model is already being implemented by dozens (and soon hundreds) of smaller organizations, signaling the opening of a new pool of investment leads.

To answer this trend, we are intensely promoting the region's investment advantages among the continually evolving customers in Europe and world at large. To this end, we utilize media campaign and maintain presence at key industry events. Aside from preparing ground for future projects, we also strive to consolidate and promote Pomerania's innovation ecosystem, as we are all aware of the growing importance of innovation in technology development. Along with our business and institutional partners, we keep continually perfecting the means of reaching new investor and stakeholder groups, as well as expanding the scope of our support services. The year ahead of us will be undoubtedly busy but – in our belief – also very fruitful time.

Paweł Olbryś

Finance Manager

Magdalena Lipka-Baran

Head of HRIS Europe,
Senior HR Manager

FUJIFILM Europe Business Service Sp. z o.o.

Hybrid skills worth developing in SSC

Shared Services Centers have been undergoing a major transformation over the past few years – from providing administrative support to fulfilling strategic functions in key business areas. This change comes with a growing importance of hybrid skills far exceeding the scope of efficiently processing transactions. Their value lies in combining process and technological knowledge with communication and interpersonal skills, especially in the context of working with internal and external stakeholders. Which hybrid skills are now particularly valued in the SSC industry?

1. Process knowledge and business understanding

Process knowledge and business understanding are now foundational to hybrid skills. They not allow proper implementation of one's tasks but also help understand their importance and impact on the company's broader goals. In this area, one needs both an in-depth familiarity with operational processes (e.g. finance, HR, procurement, IT) and the ability to identify ineffective areas and propose improvements, as well as a holistic understanding of the organization's business model, strategic goals and key performance indicators.

2. Technological mastery and automation

At a time of rapid technological development, familiarity with such tools and technologies as Robotic Process Automation, AI/ML, Power BI, Tableau, ERP/BPM/workflow tools has become a necessity for many SSC positions. However, it's worth mentioning that merely "using the tools" is now insufficient – what matters is their strategic utilization, ability to appraise the purposefulness of process automation and the selection of right tools in the context of decision-making.

3. Change management and resilience to instability

The modern business environment is characterized by a lack of stability, therefore building resilience to market oscillations and the ability to manage change have also become crucial for the SSC sector. Effective change management involves planning, organizing training and communicating the changes, as well as understanding the human aspect of this process – opposition, adaptation and motivation. It is crucial to not only design the solutions but also to implement them effectively and with stakeholder approval. ▶

4. Stakeholder management

Stakeholder management has a unique position among other hybrid skills. It involves understanding of client needs based on trust and mutual relationships, effective communication in a multicultural environment and the ability to coordinate priorities and the scope of changes. This skill has a direct impact on the organization at large, changing the perception of SSC from “open and shut cases” to a part of strategic business partnership.

5. Analytical thinking and data-driven decision-making

From the perspective of SSC industry, analyzing data to identify trends, anomalies and possible optimizations is just as important as the ability to present the conclusions in an understandable form (e.g. dashboards, data storytelling). It’s where process and technological knowledge overlap and the analysis is a tool, rather than a goal in itself. Diligent observation paired with data interpretation helps influence executive decision-making through justified recommendations.

6. Soft skills – communication, empathy and cooperation

Finally, it’s worth mentioning soft skills – without them, even people with extensive experience and broad process knowledge find it difficult to function in the environment of our industry. Being able to phrase one’s ideas and needs in a clear and empathetic way, the ability to listen, ask questions, solve conflicts and work in diverse teams is a platform for effective work with stakeholders. Building the soft skills in parallel with the introduction of above-mentioned competencies is foundational to a global, multicultural and sustainable SSC growth.

> While AI excels at analysis, in work involving deep transformation the advantage of humans remains unquestioned.

Katowice and Metropolis GZM

Population
Katowice, June 2025, GZM, 2024

277,900 Katowice*
2,113,000 GZM***

Population in working age
Katowice, 2024, GZM, 2024

162,189 Katowice**
1,217,000 GZM***

Number of BSS employees:
Katowice and GZM, ABSL 2025

36,800****

Number of BSS centers
Katowice and GZM, ABSL 2025

156****

Unemployment
Katowice, January 2026

1.6%*

Average gross salary
Katowice, January 2026

9,711.53 PLN*

Apartments supplied to the market
Katowice, January-December 2025

2,334*

* GUS, city statistics: https://statystykamiast.stat.gov.pl/ and https://katowice.stat.gov.pl/
** Population of pre-working age (17 and under), working age, and post-working age, by urban and rural areas. GUS Local Data Bank (BDL), May 22, 2025.
*** Source: Info GZM https://infogzm.metropoliagzm.pl/statystyki/grupy-wiekowe-ludnosci/
**** Data source: ABSL report "Business Services Sector in Poland 2025"

Natalia Nijak

Division Manager

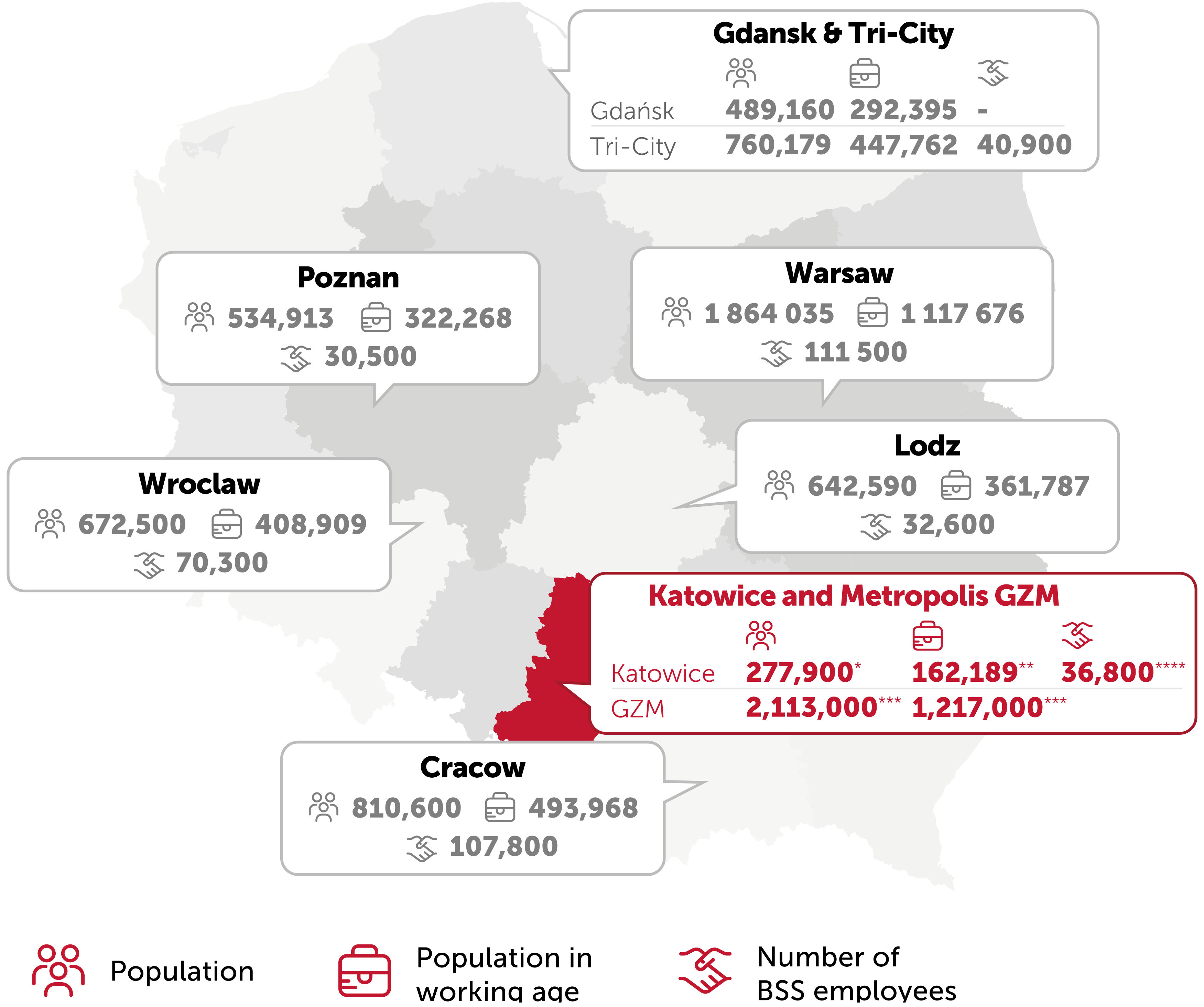
Katowice and Metropolis GZM

Katowice are a beating heart of a metropolis with two million residents and for a major regional business hub. Well-developed infrastructure and the scale of the local market turn the city into an attractive location for international investors. For years now, it has found itself among leading business services hubs, employing over 36,000 people across 156 centers.

The BS sector is undergoing a major transformation. The existing centers are evolving into centers of excellence, implementing more complex and specialized processes. This change is being reflected in the approach toward investments – projects based on high volumes of employment and transactional operations are being replaced by smaller, more specialized teams often constituting parts of larger, global structures.

This transformation has a direct impact on the profile of sought competencies. Analytical skills and familiarity with process automation tools are becoming increasingly important. Nevertheless, well-developed soft skills – such as effective communication, teamwork or adaptability to change – remain just as crucial. It is the combination of these hard and soft skills that make the employees able to effectively function in a dynamic, digital work environment.

Given these changes, it is key to ensure access to experienced specialists and well-educated staff able to respond to the growing demand for knowledge and competencies. The metropolis having a total of 2.1 million residents and 90,000 students across 25 universities is able to ensure a stable influx of talent, guaranteeing adequate answers to market demands.



* GUS, city statistics: https://statystykamiast.stat.gov.pl/ and https://katowice.stat.gov.pl/
** Population of pre-working age (17 and under), working age, and post-working age, by urban and rural areas. GUS Local Data Bank (BDL), May 22, 2025.
*** Source: Info GZM https://infogzm.metropoliagzm.pl/statystyki/grupy-wiekowe-ludnosci/
**** Data source: ABSL report "Business Services Sector in Poland 2025"

Silesia has been successfully proving its adaptability to the ever-changing economic circumstances and the ability to consistently implement its development strategy for years now. The region that used to center its identity on heavy industry is now universally well-developed, with a strong business and technological backbone. An example of this modern approach is the Katowice Gaming and Technology Hub – a project combining revitalization of postindustrial grounds with creation of space for technological companies. Such initiatives prove that Silesia is not only able to react to the global trends but also able to shape it herself.

The ability to adapt to the ever-changing circumstances and consistent modernization prove that the region is undergoing a smooth transition while retaining its position as an investment-friendly destination.

dr Magdalena Kolka

Deputy Director of the Investor Services Department

Katowice 2026–2027: stable growth based on competencies of the future

For Katowice, 2025 was a period of entrenching its position as one of Poland's major business and technology hubs and a period of rapidly speeding up economic transformation processes. The city has proven its role as a mature, stable and growth-capable hub of knowledge-intense services, IT and sectors utilizing advanced technologies. At the same time, the previous year has brought increased regional and international cooperation, which is set to play a key role in shaping the local economy in the coming years.

Katowice 2025 – a city with well-established position in the advanced services sector

In 2025, Katowice and Metropolis GZM have proven their status as one of the five most important modern business services hubs in Poland. Approximately 160 active services centers, high levels of technological specialization and a growing share of knowledge-intensive processes. All contribute to the fact the structure of local economy is relatively well prepared for automation and transformation caused by artificial intelligence. The IT sector and highly complex positions are steadily increasing their share, while transactional processes have already accounted for a relatively low share of the market. To a degree, this limits the risk caused by rapid technological changes, as seen in other hubs.

The past year was also a period of further increasing the importance of human capital. Katowice and Metropolis GZM are among the largest national talent pools, combining the resources of 19 universities and mature cooperation between business and secondary schools and universities. This is exemplified by the numerous educational projects: Kyndryl Future Achievers, Fujitsu-Tech, Technological Career Compass – Sopra Steria or Corporate Readiness Certificate carried out by, ING Hubs Poland and Kyndryl. Furthermore, the Katowice Economic University, in partnership with ABSL and member companies has created a new Master's Degree course: Global Business Services, with specialties in Customer Service Management and Product Development Management. The course was designed directly by business representatives of ING Hubs Poland, PwC, Koch Business Solutions or TÜV Rheinland, ensuring it reflects the factual needs of the job market.

Shared institutional strategy – strong foundations for development

Over 2025, Katowice have been busy supporting the regional cooperation development in order to attract investors and develop the economy. The creation of regional partnership for structured development of Silesia – encompassing Katowice, metropolis GZM, Silesian Province, Katowice Special Economic Zone and the Katowice Regional Chamber of Economy – has proven that public institutions are speaking in unison then it comes to promoting the economy and the shared investment strategy. It is of particular importance at a time when global supply chains are being reconsidered and investors seek locations able to provide a stable ecosystem of skills, infrastructure and cooperation.

2025 has also brought a strengthening of international relations. Signing of letters of intent between Katowice through Polish-Taiwanese Chamber of Industry and Commerce and the Polish ICT Triangle (Katowice, Łódź, Wrocław) has opened cooperation with one of the most technologically advanced regions of the world. The interest of Taiwanese partners in Poland's ICT market, engineering skills and academic infrastructure are providing the city of Katowice with an opportunity to build stronger connections in the areas of technology, advanced manufacturing, semiconductors and AI.

Katowice as an AI hub – growing synergy of the ecosystem

Another key initiative took the form of cooperation between the city, Metropolis GZM, universities, tech businesses and the many public institutions under the "Polish Artificial Intelligence Development by 2030 Policy", resulting in the Metropolis GZM becoming considered Poland's leading artificial intelligence development center. It has led to the creation of skills and infrastructure for future industries. This proves that Katowice are becoming a natural space for the development of R&D centers, centers of excellence, technological laboratories and various initiatives related to data processing, cybersecurity, and advanced analytics. This could lead to greater competitiveness in acquiring new investments and opening new career opportunities for the residents through reskilling and upskilling initiatives.

Katowice Gaming and Technology Hub - a strategic investment

Last year saw the implementation of one of the major development projects of the last decade – Katowice Gaming and Technology Hub. It's a strategic development aiming to transform postindustrial grounds into a "new technology district". The project is based on four pillars: gaming and e-sport, AI knowledge exchange platform, digital technologies and broad cooperation under the "golden triangle" formula: business, academia and local government. It's co-financed by EU funds under the European Funds for Silesia 2021-2027, which highlights its strategic importance for the region. The hub has the potential to become one of CEE's leading technological hubs, acting an an accelerator for modern businesses, talent and innovation, as well as strengthening Katowice's brand as a city of new technologies.

2026-2027 forecasts – stable growth, greater added value

Over the next new years, Katowice will enter a stage of stable, qualitative growth. We can expect high added value services to further entrench their position, especially in the areas of AI, data science, cybersecurity and software engineering. Furthermore, we expect further consolidation of the business services sector (but without the risk of a sudden decrease in employment), increased importance of initiatives related to industrial transformation, digitization and automation as well as developing the skill infrastructure – especially in the context of AI solutions, engineering and industrial technology. We hope to attract further specialist projects with high added value and keep developing the ones brought forward by cooperation with Taiwan.

In the 2026-27 period, the city will keep utilizing its structural resilience to the effects of automation and increased demand for advanced skills. Unlike the centers with high percentage of transactional processes, Katowice are particularly promising for services based on artificial intelligence and complex operational and engineering processes.

Creating value in the BS sector as exemplified by solutions imlemented at the PwC Service Delivery Center

Beata Jaworska -Stolorz

Recruitment, Employer Branding & CSR Manager

The business services market has entered a stage of conscious transformation. The way organizations are building their competitive advantage has changed – quality, specialization and providing real added value are all increasingly important, overshadowing the mere scale of operations. Businesses are seeking solutions allowing for more effective cooperation, utilization of existing competencies and fuller support of global processes. At the PwC Service Delivery Center we can see this change very clearly – as it's happening here and now – and strive to meet it head-on by implementing new solutions.

New model of end-to-end cooperation

One of the best examples of this is out Direct Audit Support model. It's neither outsourcing nor a task-based model but rather a form of cooperation in which we serve as a part of the auditing team – moving from back-office to front-office. While we work from a different location, we still participate in meetings with external clients, research, document and take care of all aspects of end-to-end processes. This allows us to better utilize our skills and knowledge and therefore add value.

The Direct Audit Support model has been created to increase the availability of specialized talent and ensure consistent work standards in the many countries we operate in. The results are a higher quality of services, greater effectiveness, expanded availability of resources and experience (for both customers and teams), extended career paths and a noticeable skill growth.

Suport in building expert knowledge

The redefinition of how the BS sector operates also impacts its recruitment and development. In the environment of growing expectations toward work quality, finance and accounting, analytical and specialist skills are becoming crucial. This is why our development program supporting acquisition of ACCA certification - preparing employees for expert roles, especially under models requiring professional appraisal – is considered so important.

At the PwC Service Delivery Center, we offer comprehensive support to the participants in the ACCA program: subsidizing exams and learning materials, access to learning platforms, internal preparatory sessions with out experts and the ability to utilize flexible solutions helping combine work with learning. Thanks to this approach, expanding one's skills is no longer a bonus – rather becoming an integral part of one's role in the audit team. This has a real impact on enhancing the quality of performed tasks and builds expert experience..

Quality over quantity

As a person responsible for recruitment, I can unequivocally say that the future of the BS sector lies not in the number of employees but in talent able to create value and support global cooperation. Our new work models reflect this – by combining skills, responsibility and everyday cooperation regardless of one's location. Thanks to our investments in the development of PwC Service Delivery Center we are able to build teams providing this value every single day.

Lodz

Population
December 2025
642,590*

Population in working age
2024
361,787**

Number of BSS employees:
ABSL 2025
32,600***

Number of BSS centers
ABSL 2025
134***

Unemployment
January 2026
5.7%*

Average gross salary
January 2026
9,073.67 PLN*

Apartments supplied to the market
January-December 2025
5,793*

* GUS, urban statistics https://statystykamiast.stat.gov.pl/ and https://warszawa.stat.gov.pl/
** Population in pre-working (17 or younger), working and retirement age by urban and rural areas. GUS BDL, 22.05.2025
*** Source: ABSL report "Business services sector in Poland 2025"

Katarzyna Kulik-Kiernoz

Recruitment Expert

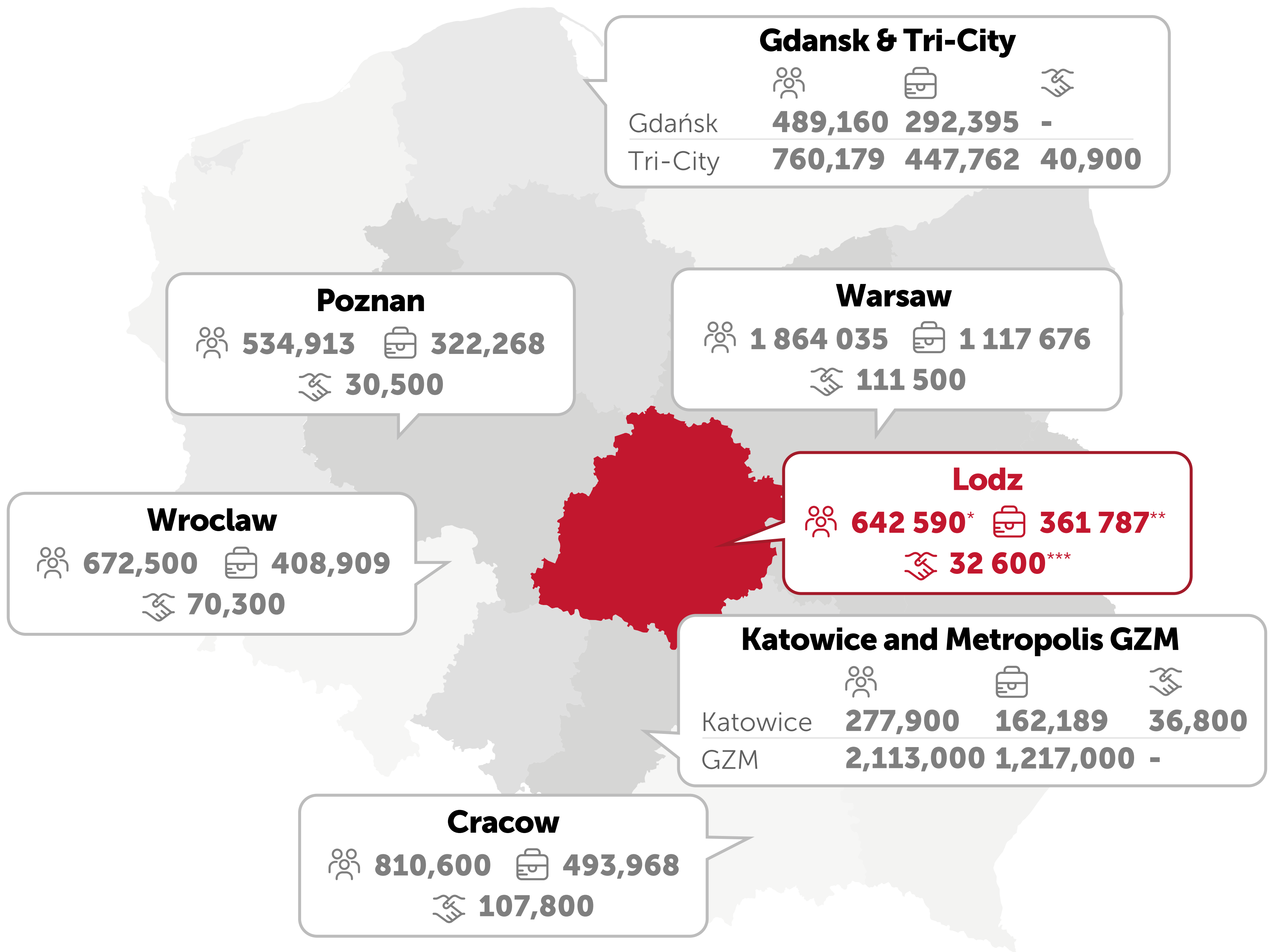
grafton Gi Group Holding

Lodz

Modern business services sector in the Łódź province maintained its stable growth despite the changes to the global operational model. Some of these simple functions have been relocated to Asia, while automation and AI tools have reduced the employment growth for basic processes In this period, the market was focused primarily by bolstering and developing pre-existing centers, which kept expanding their scope of processes and strengthening their technological competencies. However, the city also remains an attractive location for new investors, as proven by the three new BSS projects launched at the beginning of 2026.

The sector is visibly moving toward advanced processes, with 86% of all centers providing services requiring advanced specialist qualifications[1]. The businesses are increasingly less likely to to seek junior candidates, instead focusing on specialist and expert roles combining technological skills with process knowledge. Some of the repeatable tasks, to date implemented by junior employees, are being taken over by AI-powered tools and the rest are spread across specialist teams.

According to industry data, in the Q1 2024 – Q1 2025 period the employment in Łódź has increased by approximately 10%, placing the city well above the national average. Employee turnover remains relatively low at approx. 6.6%, helping to ensure stable scalability of operations and supporting acquisition of new skills[2]. The BS sector has a big impact on the city's economy, generating approx. PLN 5.7 bln in salaries, PLN 2.3-2.5 bln in local consumption, approx. PLN 5.7 mln in personal income taxes and indirectly supporting almost 24 thousand jobs in related sectors[3]. ▶



Population | Population in working age | Number of BSS employees

* GUS, urban statistics https://statystykamiast.stat.gov.pl/ and https://warszawa.stat.gov.pl/
** Population in pre-working (17 or younger), working and retirement age by urban and rural areas. GUS BDL, 22.05.2025
*** Source: ABSL report "Business services sector in Poland 2025"

[1] Source: KPMG
[2] Source: ABSL/Mercer
[3] Source: Łódź City Hall / Invest in Łódź, public data

Łódź keeps steadily increasing its investment attractiveness. A key factor behind this is the planned investments related to the Central Communication Port intended to link the city with Warsaw, Poznań, Wrocław, Tri-City and other major centers through high-speed rail. A full motorway ring (A1, A2, S8 i S14) finished in 2023 has made Łódź into the first city in Poland with such a complete road infrastructure. At the same time, the city is intensifying its efforts concerning international cooperation. 2025 saw Łódź launch cooperation with Taiwan concerning new technologies. Receiving one of the largest Taiwanese business missions in Poland confirmed the city's growing importance and the confluence of priorities of both sides creates tangible potential for further investments.

Despite an uncertain geopolitical situation and competitive pressure from non-European markets, Łódź remains a key Polish business services hub and steps into the next stage of its growth – one based on expert skills, innovation and a growing utilization of AI tools which become an integral part of operational processes and transform SSC/BPO centers.

> Despite an uncertain geopolitical situation and competitive pressure from non-European markets, **Łódź remains a key Polish business services hub and steps into the next stage of its growth**[...]

Adam Pustelnik

Deputy President of Łódź

Łódź in 2025-2026: stable environment for BSS development

For the business services sector in Łódź, 2025 was a time of stabilization and further qualitative growth. From the city's perspective, we can clearly see that Łódź is bolstering its position as a key Polish BSS center – not only in terms of the scale of employment but, above all, competencies and complexity of implemented processes. We're at a time when the business services market ceases to be defined by costs alone, instead beginning to focus on effectiveness, specialization and organizational resilience. And we are ready for this change.

The BSS market of Łódź has over 20 years of history to its name. The city's first shared services centers were largely focused on transactional processes – however nowadays the sector's structure looks much different. There are extensive GBS centers operating in Łódź, carrying out complex end-to-end processes, Centers of Excellence for Finance, HR and Digital Transformation departments, as well as specialized analytical and technological hubs. Increasingly often, these entities are responsible not only for carrying out operations but also standardizing processes on a global scale, implementation of new tools, automation and management of transformational projects.

A sustainable market with a steady supply of candidates

One of the city's major advantages is the continued stability of its job market. The turnover of the local BS sector amounts to 6.6%, below the national average of 8.3%. From the investor's perspective, this means more predictable expenditures, lower wage pressure and the ability to build long-term, stable teams. At the same time, at the outset of 2025 the average gross salary in Łódź amounted to PLN 8,126, growing by 7.1% y/y. This growth is dynamic but still rational in comparison with other major national business hubs.

Our ongoing growth is built on competency – each year, the city's universities supply the market with over 5 thousand graduates of courses related to the BS sector: finance, accounting, data analysis, IT, management or language studies. This allows the businesses to not only scale their transactional processes but also advanced functions in the areas of controlling, data & analytics, project management or HR. Increasingly often, we are seeing a market shit toward expert and hybrid roles combining operational and technological competencies.

Advantages arising from location and infrastructure

From the perspective of the next few years, we can point out several factors impacting the sector's further development in our city. Infrastructural investments related to high-speed rail and Port Poland will strengthen its position as the nation's central transportation hub. Shortening travel time to Poland's largest urban centers will increase employee mobility, access to the job market and investment attractiveness – not merely for the services sector but also production and logistics. ▶

At the same time, the ongoing development of the semiconductor and advanced technology sectors in Poland aligns with the diversification of region's economy. Thanks to its central location, academic infrastructure and industrial traditions, Łódź is well-positioned to become a part of the broader technological ecosystem. This increases resilience of the local economy and creates synergy between industry, logistics, IT and business services sectors.

Mature competencies and readiness for growth

Łódź is entering the future as a stable market, mature in terms of available competencies and ready for further specialization. Challenges related to the technological transformation or wage pressure are natural aspects of the sector's ongoing evolution, however the fundamentals such as talent availability, limited turnover, well-developed infrastructure or a central location are strong here. From the city's perspective, supporting this qualitative growth is crucial. For us, this means shaping an environment where BSS and GBS centers can not only function effectively but also grow toward increasingly advanced, strategic functions within the structures of their respective global organizations.

> One of the city's major advantages is the continued **stability of its job market**. The turnover of the local BS sector amounts to **6.6%**, below the national average of **8.3%.**

Hybrid skills in BSS – combining process and technological knowledge with the ability to work with stakeholders

Mikołaj Ługowski

Head of Solar SSC
in Solar Polska sp. z o.o.

solar

The business services sector is undergoing rapid transformation, moving from the implementation of simple transactions to intelligent centers of excellence. This change redefines the ideal expert profile, promoting the so-called hybrid competencies. It is no longer a skillset but a whole new mindset combining deep substantive knowledge with technological mastery and project efficiency.

Processes, technology and project management

Process knowledge still lies at the heart of hybrid skills. However, the modern understanding of it is much less static than before. Nowadays, an expert has to understand the end-to-end architecture of the process and, using their project management skills, lead the process through change – from the conceptual stage to risk mitigation and, finally, stabilization.

The second pillar takes the form of technological mastery. A perfect hybrid worker is a “citizen developer” able to utilize low-code tools, understand the potential of artificial intelligence and turn raw data into specific recommendations. This concerns both the ability to work with such tools as VBA or Power BI and readiness to act upon new opportunities. The development of AI tools keeps increasing availability and practical viability of implementing improvements, democratizing skills that were so far limited to a handful of experts and technology ceases to be merely external support.

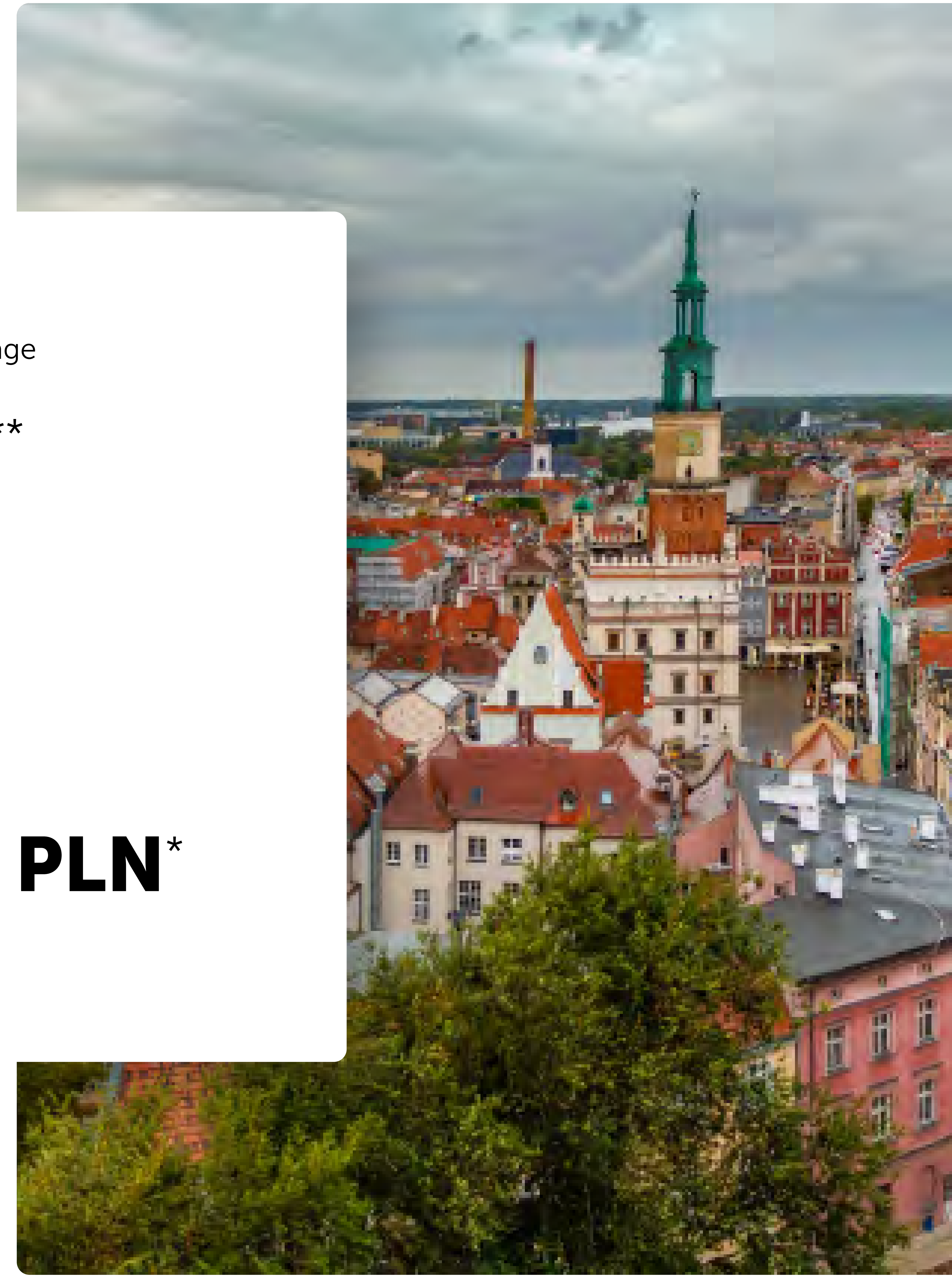
A new face of leadership

A key trait distinguishing modern BSS staff is the development of leadership abilities, which far exceed the formal aspects of employee management. In horizontal structures, each employee becomes a leader of their area of responsibility. In this context, the sense of responsibility and empowerment becomes crucial. A person exhibiting such an attitude is no longer merely executing procedures but feels like an owner of the final result, actively seeks new improvements and is proactive in problem-solving.

The hybrid nature is also exhibited in effective stakeholder management. A BSS expert has a chance to become a strategic business partner, which requires high emotional intelligence. The ability to build trust-based relations and explain complex operational issues in a language of strategic benefits are much better help in building authority than a narrow specialization.

The future of the BS sector belongs to change leaders able to connect the dots between business and technology while not losing sight of the human aspect of teamwork. Building relations, the ability to lead projects and full engagement are among the most valuable currencies on the job market. It is these skills that determine an organization’s competitive advantage.

Poznan



Population
December 2025
534,913*

Population in working age
2024
322,268**

Number of BSS employees:
ABSL 2025
30,500***

Number of BSS centers
ABSL 2025
167***

Unemployment
January 2026
1.4%*

Average gross salary
January 2026
9,957.16 PLN*

Apartments supplied to the market
January-December 2025
5,905*

* GUS, urban statistics https://statystykamiast.stat.gov.pl/ and https://warszawa.stat.gov.pl/
** Population in pre-working (17 or younger), working and retirement age by urban and rural areas. GUS BDL, 22.05.2025
*** Source: ABSL report "Business services sector in Poland 2025"

Olimpia Welenc

Project Manager

grafton
Gi Group Holding

Poznan

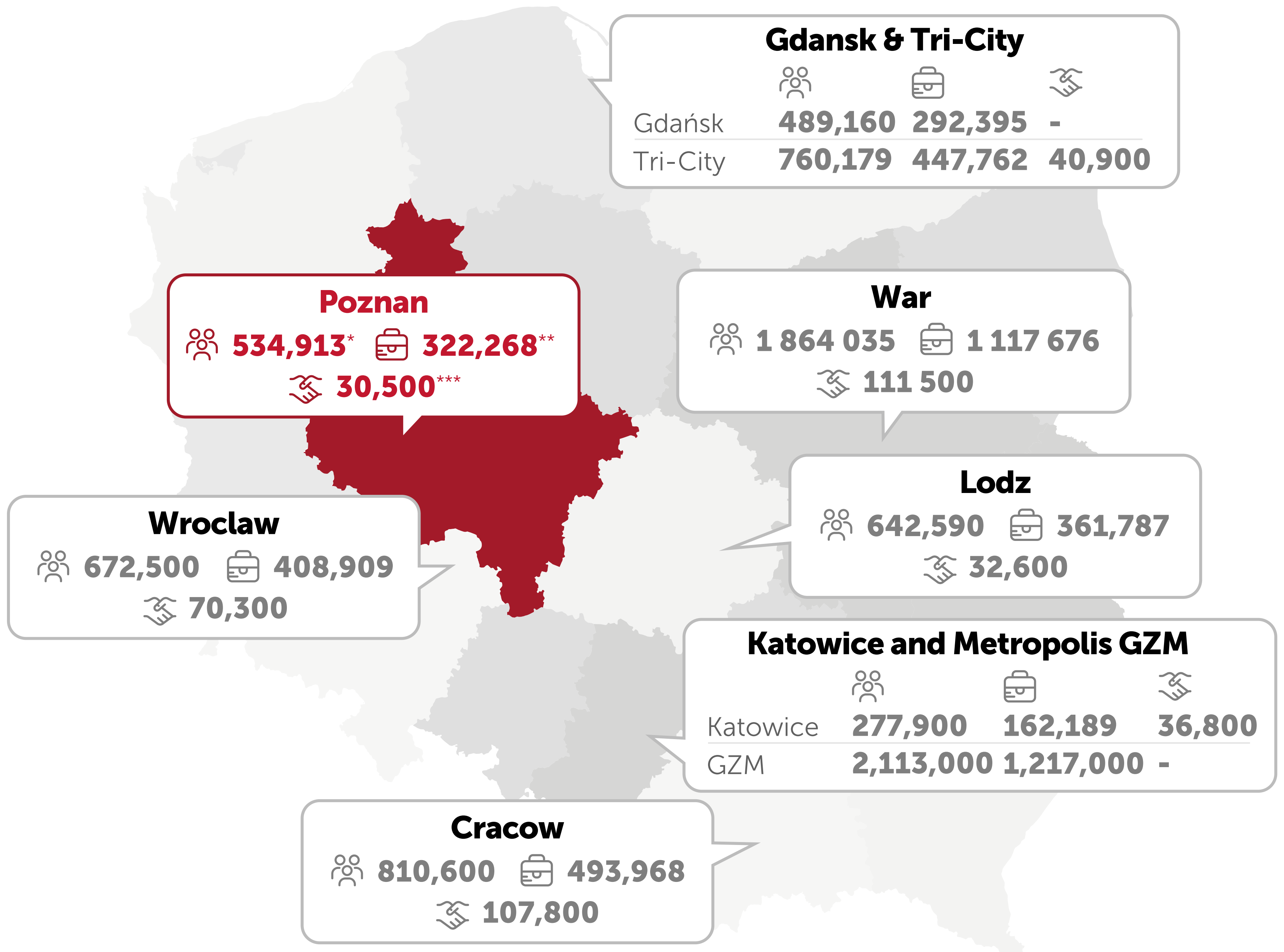
For the SSC/BPO sector in Poznań and the Greater Poland province, 2025 has been a year of employment stabilization. Pre-existing organizations were focusing primarily on reinvestment projects encompassing further extension of existing structures and bolstering their regional positions. The market saw the emergence of several new investors, confirming that Poznań remains an attractive location for the business services sector.

Newly created structures were smaller but notably more specialized. The number of recruitment processes was lower than in previous years and they've become increasingly focused on quality and expertise. The largest demand for SSC/BPO specialists still concerned finance (especially reporting and accounting, controlling and data analysis). Highly specialized roles able to combine advanced substantive knowledge and familiarity with new technologies were greatly valued. In terms of language skills, fluency in German and French remained the most sought after.

The business services sector continued its technological growth, including implementation of AI-based solutions with a major impact on quality and effectiveness of implemented processes. In effect, the centers are becoming more specialized and focused on developing services with high added value.

Hybrid work model remains the most popular. It is considered to be an optimal solution for both employees and their employers, allowing for effective acquisition and retention of talent from nearby locations. One could also observe decreased wage pressure, with pay raises limited to approx. 5-10%.

Poznań retains its position as one of Poland's most attractive and modern cities, offering a stable business environment, access to specialized staff and an environment conducive for further growth.



Population
Population in working age
Number of BSS employees

* GUS, urban statistics https://statystykamiast.stat.gov.pl/ and https://warszawa.stat.gov.pl/
** Population in pre-working (17 or younger), working and retirement age by urban and rural areas. GUS BDL, 22.05.2025
*** Source: ABSL report "Business services sector in Poland 2025"

Jacek Jaśkowiak

Mayor of Poznań

Katja Lożina

Head of the Investor Relations Department

Invest in POZnań

Poznań – stability and long-term cooperation with stakeholders are our priorities

Jacek Jaśkowiak

The past year was significant for the City in terms of dynamic development and remarkable transformation. We closely monitor the dynamics of global geopolitics and progress in the field of AI; we note with satisfaction that our labor market has proven its stability and maturity, despite fierce competition and international challenges.

Once again, Poznań has shown that it is a place where traditional business effectively merges with the sectors of the future. This cooperation is made possible by thriving research and development centers, such as the Poznań Supercomputing and Networking Center - home to Poland's first operational quantum computer - and Poznań's universities, such as the Poznań University of Medical Sciences, with its modern laboratories and highly qualified staff working on breakthrough research.

In the times of intense global change, it is my priority - as a representative of the City - to ensure that implemented solutions positively impact the business market and that cooperation between the City and investors continues to flourish. I am ready to support companies in high-level government discussions to ensure that investing in our region is not only secure but also guarantees stability and economic benefits.

Katja Lożina

Last year was a time of transformation for the labor market. As a City, we keep a close watch on the global geopolitical situation and the development of artificial intelligence, as well as their impact on the employment sector.

We are pleased to say that the Poznań market remains stable and – in an era of competition with other cities and countries – offers favorable conditions for running a business. New projects are unfolding, and we see an openness to emerging industries such as R&D, defense, and AI.

Poznań is also a strong academic and scientific hub. We can boast Poland's first operational quantum computer, PIAST-Q, located at the Poznań Supercomputing and Networking Center. Furthermore, with advancements in physics and chemistry, the City has become a vital center for semiconductor research. While new economic sectors are growing dynamically, companies can also leverage the tools and solutions offered by this rich scientific infrastructure.

The City's priority is to support current investors and ensure a high-quality environment for business growth. We are also enthusiastically observing the construction of new office spaces that will provide modern standards and advanced solutions in sustainability. These developments will further solidify Poznań's position on the map of innovative European cities.

Łukasz Stulpa

Interim Manager
Poland Shared Services
Center People B&I

An Orbia business.

Employment freeze in the BS sector and the growing role of flexible work models

Poland's BS sector is now at a stage of stark transformation, forcing deliberation over its shape in the coming years. One of the observed trends concerns temporary recruitment freezes – not only in terms of increasing the number of FTEs but also filling out vacancies left by leaving employees. This leads to a growing role of flexible work models and thus poses the question of whether we have entered a new stage at which non-standard forms of employment are becoming a dominant solution.

A way of building competitive advantage

The decision to halt the recruitment processes are largely an answer to the instability of the macroeconomic environment, constant need for cost control and increasingly common utilization of automation and technology, including AI. BSS organizations are now increasing the number of vacancies, focus on maximum utilization of their pre-existing teams and optimal alignment of available competencies and current business needs. In such circumstances, flexible forms of employment may be on the rise.

Models based on temporary contracts, project work, freelancing, outsourcing and on-demand solutions can support businesses in effectively reacting to the volatile business environment without the need to take on long-term obligations. Thus, adaptability becomes a key trait allowing for the creation of competitive advantage of businesses servicing processes of a global scope.

New opportunities but not without concerns

It's worth looking at these changes from an employee perspective, as their approach to this kind of solutions changes along with the recruitment trends. An increasing number of specialists sees the flexible forms of employment as an opportunity for greater independence, ability to select projects to work on, increased ability to work remotely and gain experience at an increased pace in various organizations. This trend is particularly noticeable in the areas of technology, finance, data analysis and operational transformation, primarily due to the temporary nature of the demand for specialized competencies.

While some perceive the changes as new opportunities, others see them as a challenge. The organizations are facing a number of important questions. How can one effectively manage such teams? How does one maintain a satisfying – and perhaps even desired – quality of work? How to build engagement among people working outside the traditional vacancy model?

Stepping into employee shoes, one could be concerned about the stability of employment, difficulty of re-entering the job market after termination, limited traditional career opportunities or the need to plan one's career by themselves, without company's support.

A step toward modernity

Recruitment freezes in the BS sector are definitely encouraging the utilization of flexible work models, as well as enhancing their strategic importance. They're definitely not in their "golden era" just yet, nevertheless the shifting attitudes toward employment across the entire industry are very visible. Replacing the stable vocations with hybrid solutions based on clearly defined competencies proves a flexibility that is increasingly often decisive for defining operations of modern BSS organizations.

Salary Charts

The benchmark has been created by Grafton Recruitment experts. The pay ranges are provided as gross monthly pay in PLN. Presented values encompass both factual market values and 2026 forecasts. Their floor reflects the lowest pay allowing to hire a given specialist and the ceiling is what it takes to employ a specialist with the best available experience, education or skills.

The salaries in key areas have been separated by location and experience:

Entry level	up to a year of experience
Specialist	1-3 years of experience
Senior Specialist	3-5 years of experience as a specialist
Team leader	at least a year of experience as a leader
Manager	at least a year of experience as a manager

Executive and Middle Management

Executive and Middle Management

	Cracow		Warsaw		Wrocław		Gdańsk	
	2026							
	min	max	min	max	min	max	min	max
Head of SSC								
<300 FTE	33,000	47,000	36,000	55,000	30,000	40,000	30,000	40,000
300 – 1 000 FTE	37,000	60,000	50,000	68,000	38,000	48,000	38,000	48,000
+ 1000 FTE	40,000	70,000	65,000	90,000	45,000	60,000	45,000	60,000
Head of Finance	25,000	40,000	30,000	40,000	28,000	40,000	28,000	40,000
(Senior) Operations Manager	18,000	34,000	30,000	48,000	18,000	30,000	18,000	30,000
Service Delivery Manager	18,000	32,000	23,000	33,000	18,000	30,000	18,000	30,000
Improvement Process Manager	19,000	30,000	20,000	32,000	20,000	28,000	20,000	28,000

	Katowice		Łódź		Poznań	
	2026					
	min	max	min	max	min	max
Head of SSC						
<300 FTE	28,000	40,000	29,000	40,000	30,000	40,000
300 – 1 000 FTE	36,000	46,000	38,000	47,000	40,000	50,000
+ 1000 FTE	42,000	58,000	43,000	58,000	47,000	60,000
Head of Finance	28,000	42,000	29,000	44,000	28,000	40,000
(Senior) Operations Manager	18,000	30,000	23,000	35,000	20,000	30,000
Service Delivery Manager	19,000	28,000	23,000	28,000	19,000	25,000
Improvement Process Manager	20,000	29,000	20,000	30,000	20,000	30,000

Finance and Accounting

Top 3 most sought after positions in 2026:

- RtR Specialist/Senior
- Reporting Specialist
- Financial Controller

Finance and Accounting

	Cracow		Warsaw		Wrocław		Gdańsk	
	2026							
	min	max	min	max	min	max	min	max
P2P								
junior specialist	5,500	6,800	6,500	7,500	6,000	7,000	6,000	7,000
specialist	6,800	8,700	9,000	10,000	7,000	8,500	7,000	8,500
senior specialist	8,500	12,000	11,000	12,500	8,500	11,500	8,500	11,500
team leader	12,000	16,000	15,000	18,000	12,000	17,000	12,000	17,000
manager	15,500	19,000	19,000	25,000	16,000	20,000	16,000	20,000
R2R								
junior specialist	6,000	8,000	8,000	9,500	7,000	8,000	7,000	8,000
specialist	7,500	10,000	10,500	13,000	8,000	12,000	8,000	12,000
senior specialist	10,000	14,000	13,000	16,000	11,000	16,000	11,000	16,000
team leader	13,500	18,500	18,000	23,000	15,000	20,000	15,000	20,000
manager	17,000	23,000	20,000	28,000	20,000	26,000	20,000	26,000
OTC								
junior specialist	5,800	6,800	7,000	8,000	6,000	7,000	6,000	7,000
specialist	6,800	9,000	9,000	10,000	7,000	8,500	7,000	8,500
senior specialist	8,500	12,000	11,000	13,000	8,500	11,500	8,500	11,500
team leader	12,000	16,000	14,000	18,000	12,000	17,000	12,000	17,000
manager	15,500	19,000	19,000	25,000	16,000	22,000	16,000	22,000
Master Data Management								
junior specialist	5,600	7,000	6,500	7,500	6,500	7,000	6,500	7,000
specialist	7,000	9,500	7,500	9,000	7,000	9,000	7,000	9,000
senior specialist	8,500	12,500	10,000	14,000	9,000	13,000	9,000	13,000
team leader	12,000	16,500	14,000	18,000	13,000	16,000	13,000	16,000
manager	15,500	20,000	17,000	22,000	16,000	20,000	16,000	20,000

Finance and Accounting

	Katowice		Łódź		Poznań	
	2026					
	min	max	min	max	min	max
P2P						
junior specialist	5,800	6,800	6,000	7,000	6,500	7,500
specialist	6,800	8,500	7,000	8,500	8,000	9,000
senior specialist	8,500	12,000	8,500	12,000	9,500	11,500
team leader	12,000	15,500	12,500	15,000	13,000	15,000
manager	15,500	19,000	15,000	19,000	16,000	19,000
R2R						
junior specialist	6,000	7,500	6,000	7,500	7,000	8,000
specialist	7,500	10,500	7,500	11,500	8,500	11,000
senior specialist	10,500	14,000	11,000	14,000	11,000	13,500
team leader	13,500	17,000	14,500	17,500	15,000	17,500
manager	17,000	22,000	18,000	23,000	19,000	23,000
OTC						
junior specialist	5,800	6,800	6,000	7,000	6,500	7,500
specialist	6,800	8,500	7,000	8,500	8,000	9,000
senior specialist	8,500	12,000	8,500	12,000	9,500	11,500
team leader	12,000	15,500	12,500	15,000	13,000	15,000
manager	15,500	19,000	15,000	19,000	16,000	19,000
Master Data Management						
junior specialist	5,800	7,000	6,000	7,000	6,500	7,000
specialist	7,000	9,500	7,000	10,000	7,500	9,000
senior specialist	9,500	12,500	10,000	13,000	9,500	12,000
team leader	12,500	15,500	13,000	15,000	12,500	15,000
manager	15,500	18,500	15,000	18,500	15,500	18,500

Finance and Accounting

	Cracow		Warsaw		Wrocław		Gdańsk	
	2026							
	min	max	min	max	min	max	min	max
Financial Planning & Analysis								
junior specialist	6,000	8,000	8,500	10,500	6,500	7,500	6,500	7,500
specialist	8,000	10,500	11,000	14,000	7,500	11,000	7,500	11,000
senior specialist	10,500	14,000	15,000	19,000	11,000	15,000	11,000	15,000
team leader	13,500	18,000	20,000	24,000	15,000	18,000	15,000	18,000
manager	17,000	22,000	25,000	32,000	17,000	21,000	17,000	21,000
Billing								
junior specialist	5,800	7,000	7,500	9,500	6,000	7,000	6,000	7,000
specialist	7,000	9,500	9,000	11,500	7,000	8,500	7,000	8,500
senior specialist	9,000	12,500	12,000	13,500	9,000	11,000	9,000	11,000
team leader	12,000	18,000	15,000	20,000	11,500	15,500	11,500	15,500
manager	15,500	21,000	19,000	25,000	16,000	19,000	16,000	19,000
Independent Accountant	9,000	16,000	12,000	18,000	10,000	16,000	10,000	16,000
Chief Accountant	15,000	28,000	20,000	30,000	15,000	28,000	15,000	28,000
Accounting Manager	15,000	29,000	23,000	32,000	17,000	28,000	17,000	28,000
Statutory Accountant	14,000	19,000	15,000	19,000	16,000	22,000	16,000	22,000
Statutory Manager	18,000	27,000	22,000	30,000	20,000	30,000	20,000	30,000
Accounting Controller	16,000	23,000	18,000	23,000	19,000	23,000	19,000	23,000

Finance and Accounting

	Katowice		Łódź		Poznań	
	2026					
	min	max	min	max	min	max
Financial Planning & Analysis						
junior specialist	6,000	7,000	6,000	7,000	6,500	7,500
specialist	7,000	10,500	7,000	10,000	8,000	10,000
senior specialist	10,500	14,500	10,500	14,000	12,000	16,000
team leader	14,500	16,500	14,000	16,000	16,000	18,000
manager	16,500	21,000	16,000	19,000	18,000	20,000
Billing						
junior specialist	5,800	6,500	5,800	6,500	6,000	6,500
specialist	6,500	8,500	6,800	8,500	7,000	8,500
senior specialist	8,500	10,500	9,000	10,000	9,500	10,500
team leader	11,000	15,500	11,000	14,500	12,000	15,000
manager	15,500	18,500	14,500	18,500	15,000	19,000
Independent Accountant	10,000	13,500	10,000	14,000	11,500	15,000
Chief Accountant	15,000	24,000	17,000	23,000	18,000	25,000
Accounting Manager	16,000	25,000	17,000	23,000	18,000	25,000
Statutory Accountant	15,000	20,000	15,000	18,000	16,000	18,000
Statutory Manager	19,000	28,000	21,000	27,000	24,000	28,000
Accounting Controller	18,000	21,000	17,000	20,000	18,000	22,000

Finance and Accounting

	All Poland	
	min	max
Audit & Risk Management		
junior specialist	8,500	10,000
specialist	10,000	15,000
senior specialist	15,000	20,000
team leader	18,000	25,000
manager	20,000	30,000
Tax		
junior specialist	8,500	11,000
specialist	10,000	15,000
senior specialist	13,000	18,000
team leader	16,000	20,000
manager	20,000	30,000

Business Intelligence

Top 3 most sought after positions in 2026:

- Data Engineer
- BI Specialist
- Data Analyst

Business Inteligence

	All Poland	
	min	max
BI Specialist	12,000	18,000
BI Manager	26,000	31,000
DWH Engineer	17,000	23,000
Data Analyst	14,000	18,000
Data Engineer	18,000	24,000
Database Administrator	13,000	18,000
Database Developer	15,000	20,000
Data Manager	28,000	35,000
AI Developer	20,000	30,000
RPA Developer	10,000	15,000

IT Processes

Top 3 most sought after positions in 2026:

- Python Developer
- DevOps Engineera
- Machine Learning Engineer

IT Processes

	Cracow		Warsaw		Wrocław		Gdańsk	
	2026							
	min	max	min	max	min	max	min	max
Service Desk								
Technical Support 1st Line	6,500	9,500	7,000	9,500	6,500	8,500	6,500	8,500
Technical Support 2nd Line	7,500	13,000	8,500	14,500	8,000	11,000	8,000	11,000
Technical Support 3nd Line	12,000	16,500	12,500	17,500	12,000	14,500	11,500	14,500
Service Desk Leader	14,000	18,500	15,000	18,000	14,000	18,000	14,000	17,000
Service Desk Manager	15,500	20,000	17,000	23,000	16,000	22,000	16,000	20,000
Network								
Network Analyst	8,500	14,000	8,000	12,000	8,500	11,500	8,500	11,500
Network Engineer	15,000	22,000	16,000	24,000	14,000	20,000	14,000	20,000
Network Architect	24,000	30,000	24,000	29,000	24,000	28,000	24,000	28,000
Project Management								
PMO	11,000	17,000	10,000	16,000	13,000	16,000	13,000	16,000
Project Manager	18,000	27,000	18,000	25,000	18,000	25,000	18,000	25,000
Program Manager	24,000	30,000	25,000	32,000	23,000	30,000	24,000	30,000
SAP								
SAP Funtional Consultant (FI/CO, HCM, PP, MM, SD)	17,000	30,000	20,000	28,000	18,000	28,000	18,000	28,000
SAP Support Consultant/Analyst	12,500	20,000	12,000	17,000	14,000	22,000	14,000	22,000
SAP Basis Consultant	19,000	28,000	22,000	27,000	18,000	27,000	18,000	27,000
Integration Consultant (PI)	20,000	30,000	25,000	31,000	22,000	28,000	22,000	28,000
SAP Team Leader	21,000	28,000	26,000	32,000	21,000	26,000	21,000	26,000
SAP Manager	25,000	34,000	26,000	32,000	25,000	33,000	25,000	33,000
SAP BW HANA	30,000	40,000	25,000	31,000	20,000	25,000	20,000	25,000
SAP Center Head	30,000	40,000	35,000	40,000	30,000	40,000	30,000	40,000
Application Management								
Application Support Specialist (support)	9,700	15,000	9,000	16,000	10,000	15,000	10,000	15,000
Application Support Specialist (support development)	13,000	18,000	14,000	19,000	12,000	18,000	12,000	18,000
SharePoint Engineer	14,000	19,000	15,000	20,000	14,000	19,000	14,000	19,000
Application Management Lead	16,000	24,000	17,000	22,000	16,500	21,000	16,500	21,000
Application Support Manager	18,000	26,000	20,000	25,000	18,000	22,000	18,000	22,000

IT Processes

	Katowice		Łódź		Poznań	
	2026					
	min	max	min	max	min	max
Service Desk						
Technical Support 1st Line	5,800	9,000	6,500	8,200	6,500	8,500
Technical Support 2nd Line	8,000	12,000	8,000	11,000	8,000	11,000
Technical Support 3nd Line	12,000	16,000	11,500	14,000	11,500	14,500
Service Desk Leader	14,000	18,000	14,000	16,000	14,000	16,000
Service Desk Manager	16,000	20,000	16,500	20,000	17,000	18,000
Network						
Network Analyst	8,000	12,000	8,000	11,500	8,500	11,500
Network Engineer	14,000	20,000	14,000	20,000	14,000	21,000
Network Architect	24,000	30,000	21,000	29,000	19,000	29,000
Project Management						
PMO	14,000	19,000	13,000	19,000	13,000	19,000
Project Manager	15,000	26,000	16,000	24,000	16,000	24,000
Program Manager	25,000	32,000	23,000	26,000	24,000	27,000
SAP						
SAP Funtional Consultant (FI/CO, HCM, PP, MM, SD)	20,000	30,000	16,000	28,000	16,000	28,000
SAP Support Consultant/Analyst	14,000	22,000	14,000	22,000	14,000	22,000
SAP Basis Consultant	20,000	27,000	18,000	26,000	18,000	25,000
Integration Consultant (PI)	24,000	30,000	22,000	26,000	22,000	26,000
SAP Team Leader	22,000	28,000	20,000	25,000	21,000	26,000
SAP Manager	25,000	32,000	23,000	32,000	23,000	30,000
SAP BW HANA	20,000	26,000	23,000	25,000	23,000	25,000
SAP Center Head	30,000	40,000	30,000	40,000	31,000	41,000
Application Management						
Application Support Specialist (support)	10,000	15,000	11,000	14,000	11,000	14,000
Application Support Specialist (support development)	13,000	18,000	12,000	17,000	12,000	17,000
SharePoint Engineer	15,000	19,000	12,000	15,000	12,000	15,000
Application Management Lead	16,000	20,000	16,000	20,000	16,500	19,500
Application Support Manager	17,000	22,000	18,000	22,000	18,000	22,000

Human Resources

Top 3 most sought after positions in 2026:

- HR Analyst
- Payroll Specialist
- HR Controlling & Reporting Specialist

Human Resources

	Cracow		Warsaw		Wrocław		Gdańsk	
	2026							
	min	max	min	max	min	max	min	max
Compensation & Benefits								
junior specialist	5,500	7,000	6,500	8,000	6,000	6,500	6,000	6,500
specialist	6,500	8,500	8,500	9,500	6,500	9,000	6,500	9,000
senior specialist	8,500	11,000	10,000	14,000	9,000	11,000	9,000	11,000
team leader	11,000	16,000	14,000	17,000	12,000	14,000	12,000	14,000
manager	15,000	18,000	15,000	20,000	14,000	18,000	14,000	18,000
HR Administration & Reporting								
junior specialist	5,500	7,000	6,000	7,000	6,000	7,000	6,000	7,000
specialist	6,500	8,500	7,500	9,000	7,000	9,000	7,000	9,000
senior specialist	8,500	11,000	9,500	12,000	9,000	12,000	9,000	12,000
team leader	11,000	16,000	12,000	15,000	12,000	16,000	12,000	16,000
manager	14,000	18,000	15,000	20,000	15,000	18,000	15,000	18,000
Talent Acquisition, Employer Branding								
junior specialist	5,500	7,000	5,500	7,500	6,000	7,000	6,000	7,000
specialist	6,500	8,500	7,000	11,000	7,500	10,000	7,500	10,000
senior specialist	8,500	12,000	11,000	14,000	10,000	14,000	1,000	14,000
team leader	12,000	17,000	14,000	18,000	13,000	18,000	13,000	18,000
manager	16,000	20,000	17,000	23,000	18,000	22,000	18,000	22,000

Human Resources

	Katowice		Łódź		Poznań	
	2026					
	min	max	min	max	min	max
Compensation & Benefits						
junior specialist	5,800	6,500	6,000	6,500	6,000	6,500
specialist	6,500	9,000	6,800	9,000	7,000	9,000
senior specialist	9,000	11,000	9,000	11,000	9,000	11,000
team leader	11,000	14,000	12,000	14,000	12,000	14,000
manager	14,000	17,000	15,000	16,500	15,000	17,000
HR Administration & Reporting						
junior specialist	5,800	6,500	6,000	6,500	6,000	6,500
specialist	6,500	9,000	6,800	9,000	7,000	9,000
senior specialist	9,000	11,500	9,000	11,000	9,000	11,000
team leader	11,500	14,500	12,000	14,000	12,000	14,000
manager	14,500	17,000	15,000	16,500	15,000	17,000
Talent Acquisition, Employer Branding						
junior specialist	5,800	6,800	6,000	6,500	6,500	7,000
specialist	6,500	9,000	6,800	9,000	7,500	9,500
senior specialist	9,000	13,000	9,500	12,500	10,000	13,000
team leader	12,000	16,000	12,000	15,000	13,000	16,000
manager	16,000	21,000	15,000	18,000	17,000	20,000

Human Resources

	Cracow		Warsaw		Wrocław		Gdańsk	
	2026							
	min	max	min	max	min	max	min	max
Payroll								
junior specialist	5,500	7,000	6,000	7,000	6,000	7,000	6,000	7,000
specialist	6,500	8,500	7,500	11,000	7,000	10,000	7,000	10,000
senior specialist	8,500	13,000	12,000	15,000	10,000	12,000	10,000	12,000
team leader	12,000	17,000	14,000	19,000	12,000	16,000	12,000	16,000
manager	16,000	20,000	17,000	22,000	15,000	21,000	15,000	21,000
HR Business Partner								
junior specialist	9,000	11,000	9,000	12,000	10,000	12,000	10,000	12,000
specialist	11,000	15,000	12,000	17,000	12,000	16,000	12,000	16,000
senior specialist	15,000	20,000	17,000	25,000	16,000	20,000	16,000	20,000
HR Manager	16,000	27,000	18,000	25,000	17,000	26,000	17,000	26,000
HR Director	22,000	30,000	25,000	35,000	23,000	36,000	23,000	38,000

Human Resources

	Katowice		Łódź		Poznań	
	2026					
	min	max	min	max	min	max
Payroll						
junior specialist	5,800	6,500	5,500	6,500	6,000	6,500
specialist	6,500	9,000	6,500	8,500	7,000	9,000
senior specialist	9,000	12,500	8,500	11,500	10,000	11,500
team leader	12,500	16,000	11,500	14,500	12,000	15,000
manager	16,000	20,000	15,000	19,000	15,000	19,000
HR Business Partner						
junior specialist	10,000	12,000	9,500	12,000	10,000	12,000
specialist	12,000	15,000	11,500	15,000	12,500	16,000
senior specialist	15,000	19,000	14,500	18,000	16,000	18,000
HR Manager	17,000	25,000	18,000	25,000	18,000	25,000
HR Director	25,000	35,000	25,000	35,000	25,000	35,000

	All Poland	
	min	max
Mobility & Immigration		
junior specialist	6,500	7,500
specialist	7,500	9,000
senior specialist	9,000	12,000
team leader	12,000	14,000
manager	14,000	17,000
Talent Management, Learning and Development		
junior specialist	6,500	8,000
specialist	8,500	9,500
senior specialist	10,000	14,000
team leader	14,000	17,000
manager	16,000	22,000

Marketing

Marketing

	Cracow		Warsaw		Wrocław		Gdańsk	
	2026							
	min	max	min	max	min	max	min	max
Visual graphic								
junior specialist	5,500	7,000	6,500	7,500	5,500	7,000	5,500	7,000
specialist	6,500	8,500	7,500	9,000	6,500	8,000	6,500	8,000
senior specialist	8,500	11,500	9,000	12,000	7,500	9,500	7,500	9,500
team leader	11,000	15,000	12,000	15,000	10,000	14,000	10,000	14,000
manager	14,000	19,000	14,000	19,000	14,000	18,000	14,000	18,000
Marketing Bids (proposals, content, language)								
junior specialist	5,500	7,500	7,500	8,500	6,000	7,500	6,000	7,500
specialist	7,000	9,500	8,500	11,000	7,000	9,000	7,000	9,000
senior specialist	9,000	12,500	11,000	13,000	8,500	10,500	8,500	10,500
team leader	12,000	15,000	14,000	18,000	11,000	14,000	11,000	14,000
manager	14,000	20,000	16,000	23,000	14,000	18,000	14,000	18,000
Brand Marketing								
junior specialist	5,500	7,000	7,500	8,500	6,500	7,000	6,500	7,000
specialist	7,000	9,500	9,000	11,500	7,500	9,000	7,500	9,000
senior specialist	9,500	15,000	12,500	15,000	9,000	11,000	9,000	11,000
team leader	13,000	16,000	14,000	16,000	12,000	15,000	12,000	15,000
manager	15,000	20,000	15,000	20,000	15,000	18,000	15,000	18,000

Marketing

	Katowice		Łódź		Poznań	
	2026					
	min	max	min	max	min	max
Visual graphic						
junior specialist	5,500	6,500	5,500	6,500	5,500	6,500
specialist	6,500	8,000	6,500	8,000	6,500	8,000
senior specialist	8,000	10,000	8,000	9,500	8,000	10,000
team leader	10,000	14,000	10,000	13,500	11,000	14,000
manager	14,000	17,000	13,000	17,000	14,000	18,000
Marketing Bids (proposals, content, language)						
junior specialist	5,800	7,000	6,000	7,000	6,500	7,500
specialist	7,000	8,500	7,000	8,500	7,500	9,000
senior specialist	8,500	11,000	8,500	10,500	9,000	11,000
team leader	11,000	14,000	10,500	13,500	11,000	14,000
manager	14,000	18,000	13,500	17,000	14,000	18,000
Brand Marketing						
junior specialist	6,000	7,000	5,500	6,500	6,500	7,000
specialist	7,000	8,500	6,500	8,500	7,500	9,000
senior specialist	8,500	12,000	8,000	10,500	9,000	11,000
team leader	12,000	15,500	11,000	14,500	12,000	15,000
manager	15,500	18,000	13,500	17,000	15,000	18,000

Marketing

	Cracow		Warsaw		Wrocław		Gdańsk	
	2026							
	min	max	min	max	min	max	min	max
Digital Marketing (e-commerce, SEO, SEM, online marketing, social media, data analysis)								
junior specialist	5,500	7,000	7,000	8,000	6,000	7,500	6,000	7,500
specialist	6,800	8,500	8,000	10,000	8,000	9,500	8,000	9,500
senior specialist	8,500	13,000	11,000	13,000	10,000	12,500	10,000	12,500
team leader	13,000	16,000	13,000	16,000	13,500	15,000	13,500	15,000
manager	15,000	20,000	15,000	19,000	16,000	18,000	16,000	18,000

	Katowice		Łódź		Poznań	
	2026					
	min	max	min	max	min	max
Digital Marketing (e-commerce, SEO, SEM, online marketing, social media, data analysis)						
junior specialist	6,000	7,000	6,000	7,500	6,500	7,500
specialist	7,000	9,000	7,000	9,000	8,000	9,500
senior specialist	9,000	12,500	9,000	12,000	10,000	12,500
team leader	12,500	15,500	12,000	14,500	13,500	15,000
manager	15,500	18,000	15,000	18,000	16,000	18,000

Customer Service

Top 3 most sought after positions in 2026:

- Customer Service Representative with German
- Customer Service Representative with French
- Customer Service Representative with Nordic languages

Obsługa klienta

	Cracow		Warsaw		Wrocław		Gdańsk	
	2026							
	min	max	min	max	min	max	min	max
Customer Service								
junior specialist	5,500	7,000	6,000	7,000	6,500	7,000	6,500	7,000
specialist	7,000	8,500	7,500	8,500	7,000	8,500	7,000	8,500
senior specialist	8,500	11,000	8,500	11,000	8,500	12,000	8,500	12,000
team leader	11,500	15,000	12,000	16,000	13,000	18,000	13,000	18,000
manager	15,000	19,000	16,000	22,000	16,000	20,000	16,000	20,000
Order Management								
junior specialist	5,500	7,000	6,500	7,500	6,500	7,000	6,500	7,000
specialist	7,000	9,000	8,000	9,000	7,000	9,000	7,000	9,000
senior specialist	9,000	12,000	10,000	13,500	8,500	12,000	8,500	12,000
team leader	11,500	15,000	13,000	17,000	12,000	16,000	12,000	16,000
manager	15,000	18,000	16,000	22,000	16,000	22,000	16,000	22,000

	Katowice		Łódź		Poznań	
	2026					
	min	max	min	max	min	max
Customer Service						
junior specialist	5,800	6,800	6,000	7,000	6,500	7,000
specialist	6,800	8,500	6,500	8,500	7,000	8,000
senior specialist	8,500	10,500	8,000	10,000	8,500	10,500
team leader	10,500	15,500	11,000	14,500	12,000	15,000
manager	15,000	20,000	14,500	18,000	15,000	18,000
Order Management						
junior specialist	6,000	7,000	6,000	7,000	6,500	7,000
specialist	7,000	8,500	6,500	8,500	7,000	8,000
senior specialist	8,500	11,000	8,500	11,000	9,000	11,000
team leader	11,000	15,500	11,000	14,500	11,500	15,000
manager	15,500	20,000	14,500	19,000	15,000	18,000

Office and Administration

Office and Administration

	Cracow		Warsaw		Wrocław		Gdańsk	
	2026							
	min	max	min	max	min	max	min	max
Receptionist	5,300	6,700	6,000	7,500	5,500	6,500	5,500	6,500
Office Assistant	5,300	8,000	6,500	8,500	6,000	8,000	6,000	8,000
Office Manager	8,000	14,000	10,000	14,000	9,000	14,000	9,000	14,000
Executive Assistant	8,500	14,000	11,000	17,000	10,000	16,000	10,000	16,000

	Katowice		Łódź		Poznań	
	2026					
	min	max	min	max	min	max
Receptionist	5,800	7,000	6,000	7,000	6,000	7,000
Office Assistant	6,000	8,000	6,500	8,000	6,500	7,500
Office Manager	8,500	12,000	9,000	11,500	9,500	12,000
Executive Assistant	9,000	13,000	9,500	13,500	10,000	14,000

Supply Chain Management and Procurement

Top 3 most sought after positions in 2026:

- Supply Chain Specialist/Analyst
- Buyer/Senior Buyer
- Demand Planning Specialist

Supply Chain Management and Procurement

	Cracow		Warsaw		Wrocław		Gdańsk	
	2026							
	min	max	min	max	min	max	min	max
Demand Planning								
junior specialist	5,500	7,500	8,500	11,000	6,000	7,500	6,000	7,500
specialist	7,500	9,000	11,000	14,000	7,000	10,000	7,000	10,000
senior specialist	9,000	12,000	13,000	18,000	10,000	12,000	10,000	12,000
team leader	12,000	16,000	18,000	20,000	12,000	17,000	12,000	17,000
manager	16,000	20,000	20,000	27,000	17,000	22,000	17,000	22,000
Warehouse & Inventory Management								
junior specialist	5,500	7,000	5,500	6,500	5,500	6,500	5,500	6,500
specialist	7,000	9,000	7,500	8,500	6,500	8,000	6,500	8,000
senior specialist	9,000	12,000	9,000	11,000	8,000	11,000	8,000	11,000
team leader	12,000	15,000	10,000	15,000	10,000	14,000	10,000	14,000
manager	14,000	18,000	16,000	20,000	13,000	17,000	13,000	17,000
Supply Planning								
junior specialist	5,500	6,700	6,500	8,000	5,500	7,000	5,500	7,000
specialist	6,700	8,000	8,000	11,000	6,500	8,500	6,500	8,500
senior specialist	8,000	11,500	11,000	15,000	8,500	11,000	8,500	11,000
team leader	12,000	15,000	15,000	18,000	11,000	15,000	11,000	15,000
manager	15,000	18,500	19,000	25,000	15,000	18,000	15,000	20,000

Supply Chain Management and Procurement

	Katowice		Łódź		Poznań	
	2026					
	min	max	min	max	min	max
Demand Planning						
junior specialist	6,000	7,000	6,000	7,000	7,500	8,500
specialist	7,000	9,000	7,000	9,000	9,000	11,000
senior specialist	9,000	12,000	9,000	12,000	11,000	15,000
team leader	12,000	15,500	12,000	15,000	15,000	18,000
manager	15,500	19,000	15,000	19,000	17,000	22,000
Warehouse & Inventory Management						
junior specialist	5,800	7,000	6,000	7,000	6,000	7,000
specialist	7,000	8,500	6,500	8,000	6,500	8,000
senior specialist	8,500	11,000	8,000	9,000	7,500	9,000
team leader	11,000	14,500	10,000	13,000	9,000	14,000
manager	14,500	17,500	13,000	17,000	13,000	17,000
Supply Planning						
junior specialist	6,000	7,000	6,000	7,000	6,000	7,000
specialist	7,000	9,000	7,000	9,000	7,000	9,000
senior specialist	9,000	12,000	9,000	11,500	9,000	12,000
team leader	12,000	15,500	11,000	13,000	12,000	15,000
manager	15,500	19,000	13,500	16,500	14,000	17,000

Supply Chain Management and Procurement

	Cracow		Warsaw		Wrocław		Gdańsk	
	2026							
	min	max	min	max	min	max	min	max
Transport Planning								
junior specialist	5,500	6,700	6,500	7,500	5,500	6,500	5,500	6,500
specialist	6,000	8,500	8,000	11,000	6,500	8,000	6,500	8,000
senior specialist	8,000	11,000	11,000	14,000	8,000	11,000	8,000	11,000
team leader	11,000	15,000	15,000	17,000	11,000	15,000	11,000	15,000
manager	15,000	18,000	18,000	23,000	15,000	18,000	15,000	17,000
Operational Buyer								
junior specialist	5,500	7,000	6,000	7,500	5,500	7,000	5,500	7,000
specialist	7,000	9,000	7,500	9,500	7,000	9,000	7,000	9,000
senior specialist	9,000	13,000	9,500	12,500	9,000	12,000	9,000	12,000
team leader	13,000	18,000	12,000	16,000	12,000	15,000	12,000	15,000
manager	16,000	20,000	15,000	20,000	15,000	18,000	15,000	18,000
Strategic Purchasing & Category Management								
junior specialist	6,500	8,000	8,500	10,000	7,000	8,000	7,000	8,000
specialist	8,000	10,500	11,000	14,000	8,000	11,000	8,000	11,000
senior specialist	10,000	14,000	13,000	18,000	11,000	15,000	11,000	15,000
team leader	14,000	17,000	17,000	19,000	14,000	18,000	14,000	18,000
manager	17,000	24,000	20,000	27,000	17,000	23,000	17,000	23,000

Supply Chain Management and Procurement

	Katowice		Łódź		Poznań	
	2026					
	min	max	min	max	min	max
Transport Planning						
junior specialist	5,800	7,000	6,000	7,000	6,000	7,000
specialist	7,000	8,500	6,500	8,500	6,500	8,500
senior specialist	8,500	11,000	8,500	10,500	8,000	11,000
team leader	11,000	15,000	11,000	13,500	11,000	15,000
manager	15,000	18,000	14,000	17,000	15,000	19,000
Operational Buyer						
junior specialist	6,000	7,000	6,000	7,000	6,000	7,000
specialist	7,000	9,000	7,000	9,000	7,000	9,000
senior specialist	9,000	12,000	9,000	11,000	9,000	12,000
team leader	12,000	15,000	12,000	15,000	12,000	15,000
manager	15,000	19,000	14,000	18,000	15,000	18,000
Strategic Purchasing & Category Management						
junior specialist	7,000	8,500	7,500	9,000	7,500	8,500
specialist	8,500	11,500	9,000	11,000	8,000	11,000
senior specialist	11,500	15,500	13,000	15,000	11,000	15,000
team leader	15,500	17,000	16,000	19,000	14,000	18,000
manager	17,000	25,000	19,000	24,000	17,000	23,000

Banking and Financial Services

Top 3 most sought after positions in 2026:

- Anti-Money Laundering Senior/Specialist
- Credit Risk Analyst/Senior
- Compliance Specialist

Banking and Financial Services

	All Poland	
	2026	
	min	max
Risk Control		
junior specialist	6,500	8,000
specialist	8,500	12,000
senior specialist	9,500	13,000
team leader	12,000	16,000
manager	14,000	20,000
Model Validation Manager	25,000	40,000
Risk Reporting Team Manager	16,000	30,000
Regulatory & Compliance (incl. AML, KYC, CDD)		
junior specialist	6,000	8,000
specialist	8,000	10,000
senior specialist	9,500	14,000
team leader	14,000	18,000
manager	17,000	25,000
Investment Reporting and Controlling		
junior specialist	8,000	9,500
specialist	10,000	13,000
senior specialist	13,000	15,000
team leader	16,000	20,000
manager	20,000	27,000

	All Poland	
	2026	
	min	max
Middle Office (incl. settlements, custody, corporate actions, collateral management, transfer agency)		
junior specialist	6,500	8,500
specialist	8,000	10,000
senior specialist	10,000	15,000
team leader	14,000	18,000
manager	17,000	25,000
Fund Accounting		
junior specialist	7,500	9,000
specialist	9,500	13,000
senior specialist	13,000	16,000
team leader	15,000	18,000
manager	19,000	25,000

ESG

	All Poland	
	min	max
ESG Specialist	10,000	18,000
ESG Manager	18,000	25,000

We will design the most efficient employment model!

We will find the best talent, select the right cooperation models, and take over HR and payroll management.

Interim Professionals

Many possibilities,
one invoice.

We offer all available forms of cooperation within a single Interim Professionals solution.
Interim Professionals combines all external employment models into one.

Thanks to our expertise and many years of experience, we will advise you and tailor the most effective type of cooperation to your needs.

As part of the Interim Professionals service, we offer support in the following areas:

- Recruitment
- RPO (Recruitment Process Outsourcing)
- HR and payroll services (for employees hired by Grafton or by you)
- Labor law advisory
- HR process consulting
- Employment legalization
- Psychometric tools

Recruitment of external employees in the hands of Grafton experts is a process that runs smoothly and efficiently. Thanks to our extensive candidate database, we are able to provide office staff within 3–5 business days. In cases where specialized profiles are required, this timeframe may be extended to 7–10 days.

Contact us!

wyser
Gi Group Holding

Wyser is a retained search recruitment company specializing 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 Specializations

- 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
1 Managing Director
10 Board Members / Directors
11 Managers

BSS from Wyser

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

Positions we are recruiting for

- Head of SSC/GBS/CoE
- Operations Director / Manager
- Head of Finance (SSC/GBS/CoE)
- Global Process Owner (e.g. PTP, OTC, RTR)
- Transformation Manager

pl.wyser-search.com

We invite you to get in touch

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