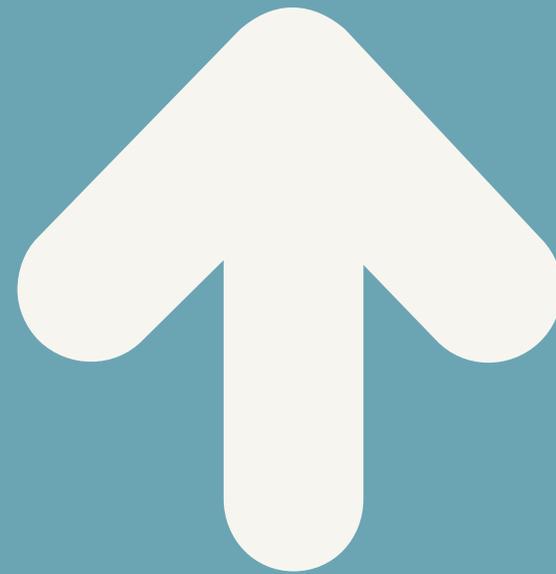


# Konin on the map of Poland

## labour market overview





## Joanna Kubik

Senior Manager  
Strategic Business Development  
North – West Poland



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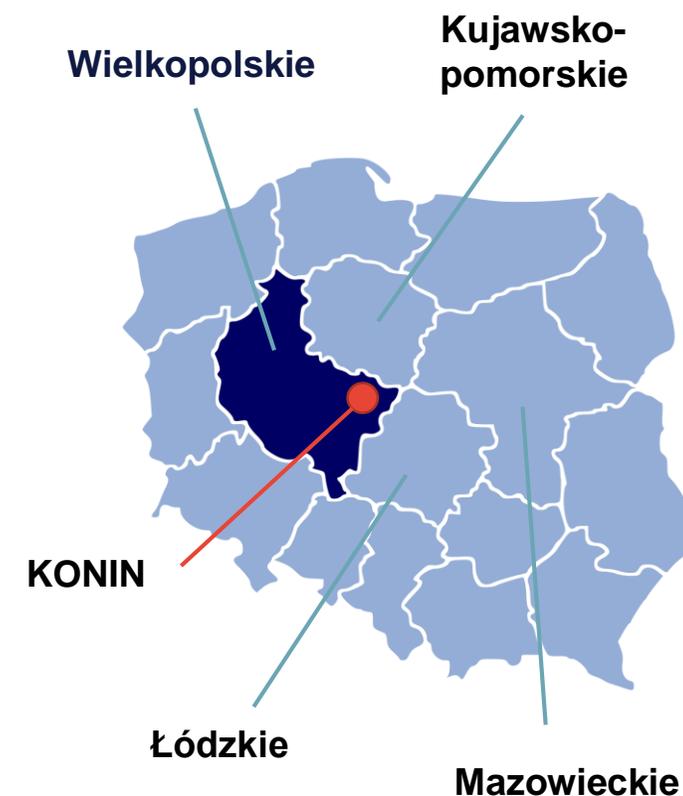
**The attractiveness of a given location is usually demonstrated by many factors.** One of the key ones is the local labor market. We live not only in times of dynamic economic changes, but also in the field of employment, which is undoubtedly influenced by the post pandemic effects. The labor market, so far strongly focused on a candidate, it slowly changes his vector to an employer. The perception and functioning of enterprises are also more strongly influenced by innovation, modern technology, ecology, renewable energy and environmental protection.

**Konin is a city of great prospects for new investors.** It combines the ability to reach a wide range of candidates of different competences with a solid local business that is undergoing intense transformation. It is these companies that created the foundations for an attractive atmosphere for investors, which today allows you to reach for qualified talents from as many as 4 large academic centers. When we add to this great transport infrastructure, ensuring connection with other parts of the country and Poland's neighbors, we get a region of great opportunities and strong arguments for locating new investments here, especially in the automotive, BPO - Business Process Outsourcing, transport and logistics and renewable energy sectors.

# Konin on the map of Poland. Location highlights.

Konin is located in the eastern part of the Wielkopolskie Voivodeship, thus bordering three other voivodeships: Łódzkie, Mazowieckie and Kujawsko-Pomorskie.

	<b>Wielkopolskie</b> voivodeship	<b>Kujawsko- pomorskie</b> voivodeship	<b>Łódzkie</b> voivodeship	<b>Mazowieckie</b> voivodeship	<b>Konin</b> <b>district</b>
Population	3 489 000	2 072 373	2 500 200	5 423 168	<b>130 000</b>
Unemployment	3,1 %	7,6 %	5,7 %	4,0 %	<b>9,5%</b>
Number of citizens (working age 18-44)	2 087 026	1 251 212	1 442 226	3 198 473	<b>81 825</b>
Average salary EURO gross per month	1 478	1 472	1 470	1 920	<b>1291</b>
Nearest connection hubs	Warsaw, Frankfurt, London				
Number of flights to London per week from:	Poznań (21), Łódź (6), Bydgoszcz (9), Warsaw (90)				
Travel time between:	Konin – Berlin= 4h Konin – Warsaw= 2h				



1 EURO = 4,6 PLN



# why Konin?

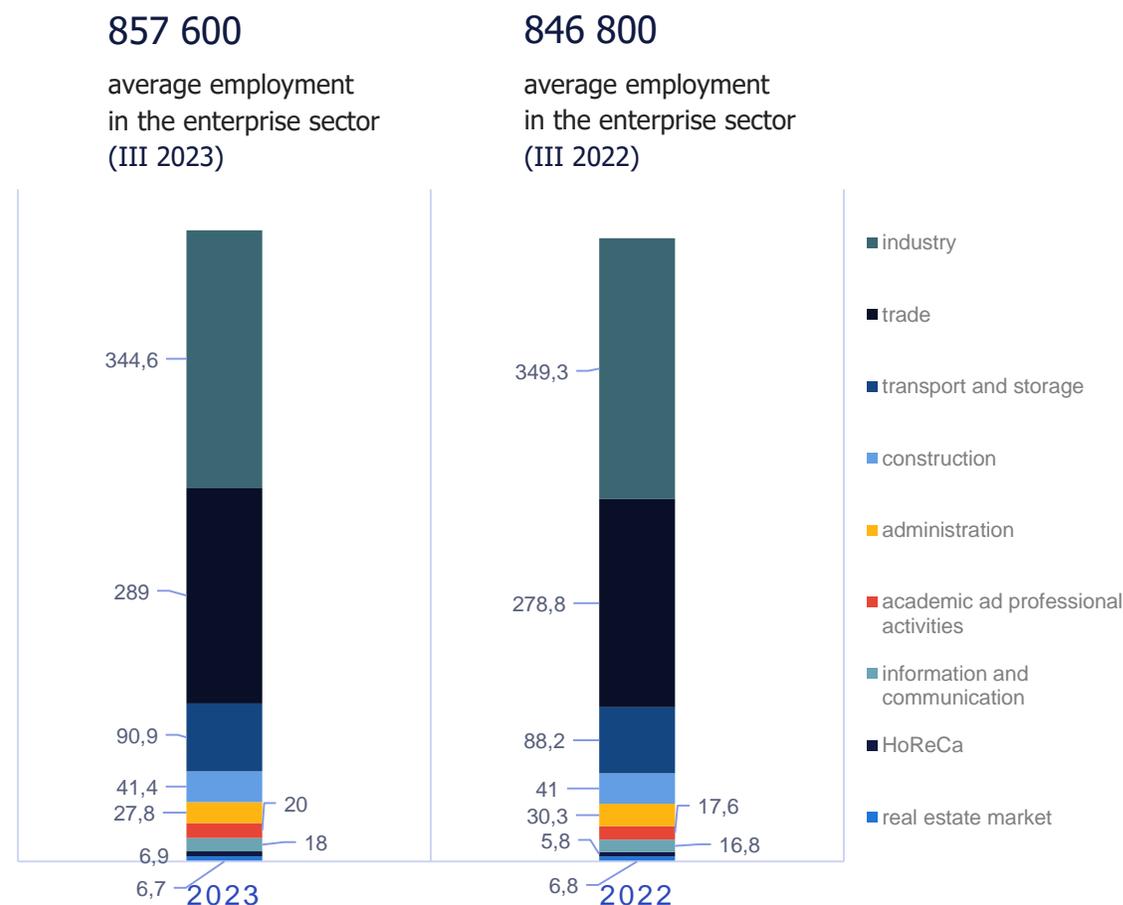
- ✓ **strong investment activity** of the local authorities
- ✓ **high industrial efficiency** & diversified economic structure
- ✓ relatively **high unemployment rate**
- ✓ compared to other EU regions and countries, especially from the west of Europe, **labour costs in Konin are still significantly lower.**
- ✓ strong potential of **skilled talent pool**. Release of human resources in the mining and energy sectors in the nearest future
- ✓ well-developed **technical infrastructure** and business assistance institutions
- ✓ **great location**. Very important communication hub. The A2 motorway runs through the city of Konin, connecting east and west part of Poland.
- ✓ railway line, part of the European railway Berlin-Moscow
- ✓ **1.5 hours drive** to each of the airports Poznań, Łódź, Bydgoszcz and **2 hours drive** to Warsaw
- ✓ **balanced investment growth** = space for large, key employers.



# enterprises sector employment data.

- In March 2023, the average employment in Wielkopolskie Voivodeship increased by 10 800 employees , i.e. by 1,3% compared with the same period of the preceding year. The month-to-month decrease was by 3.300 (February 2023).
- Compared with March 2022 an increase in employment in Wielkopolskie Voivodeship was recorded in the following sectors:
  - HoReCa ( by 20,4%)
  - academic ad professional activities (by 13,4%)
  - information and communication (by 7,2%)
  - trade (by 3,6%)
  - transport and storage (by 3%),
  - construction (by 1%)
- Employment decreased in:
  - administration (by 0,3%)
  - industry (by 1,3%)
  - real estate market (by 0,3%)
- From January till March 2023 employment in Wielkopolskie Voivodeship stood at 858 800 and was 1,8% higher than in the previous year.

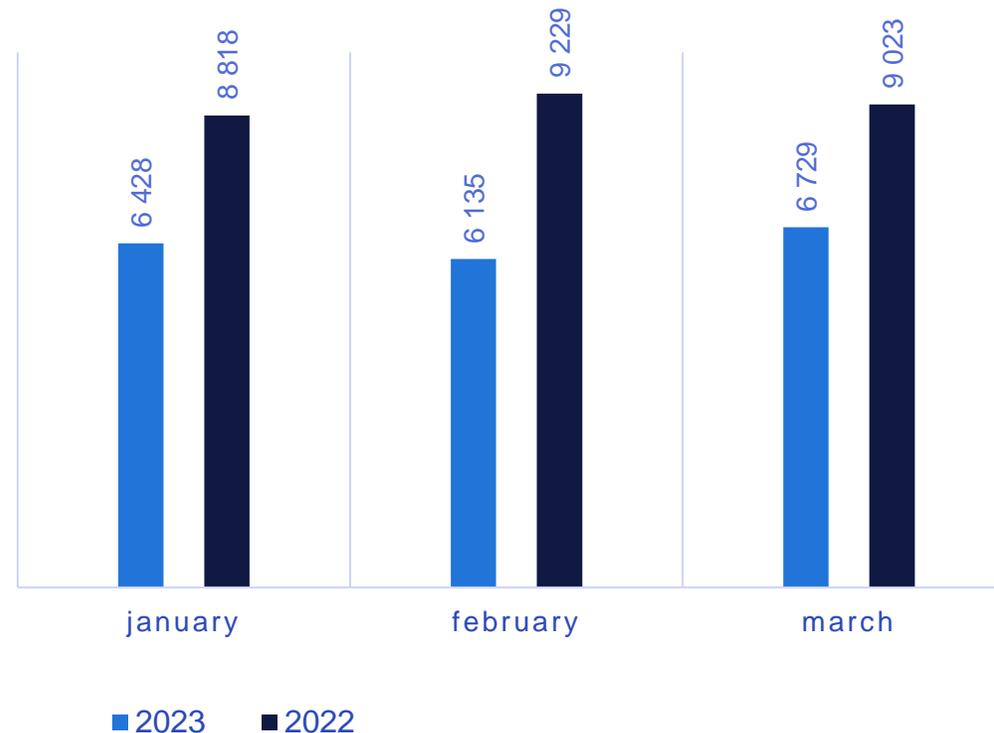
## Average employment by sector in Wielkopolskie Voivodeship (in thousands)



# vacancies and vocational activation places.

- **In March 2023, a total of 6 729 job offers** appeared in Wielkopolskie Voivodeship. At that time there were 12 unemployed per each job advertised.
- All in all, **between January and March 2023 the labour offices in Wielkopolskie had 19 292 vacancies and vocational activation places.** In the 1Q of 2023 the labour offices in Wielkopolskie Voivodeship received 7 778 less job offers than in the same period of the preceding year.
- In March 2023, options for work and places of professional activation appeared in **Poznań County (1 092), Krotoszyn (831), and Ostrów Wlkp (355).**
- The smallest number of job offers and places of professional activation were recorded in the **Wągrowiec (43), Międzychód (51) and Kalisz (52) countries.**

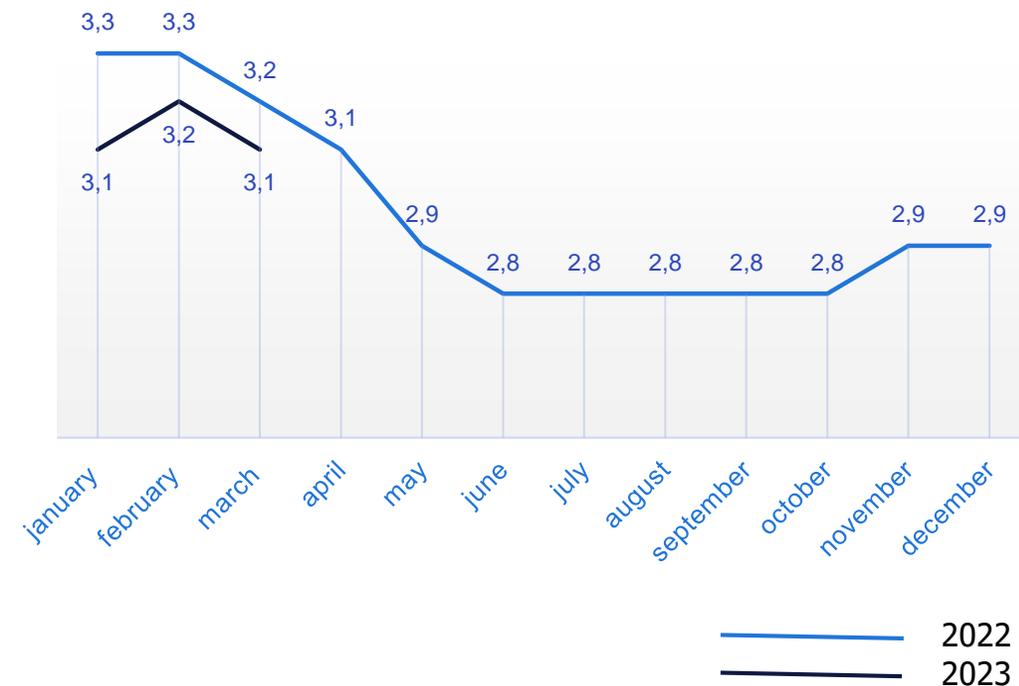
comparison of the number of job offers reported per month in 2022 and 2023



# unemployment figures for Wielkopolskie Voivodeship.

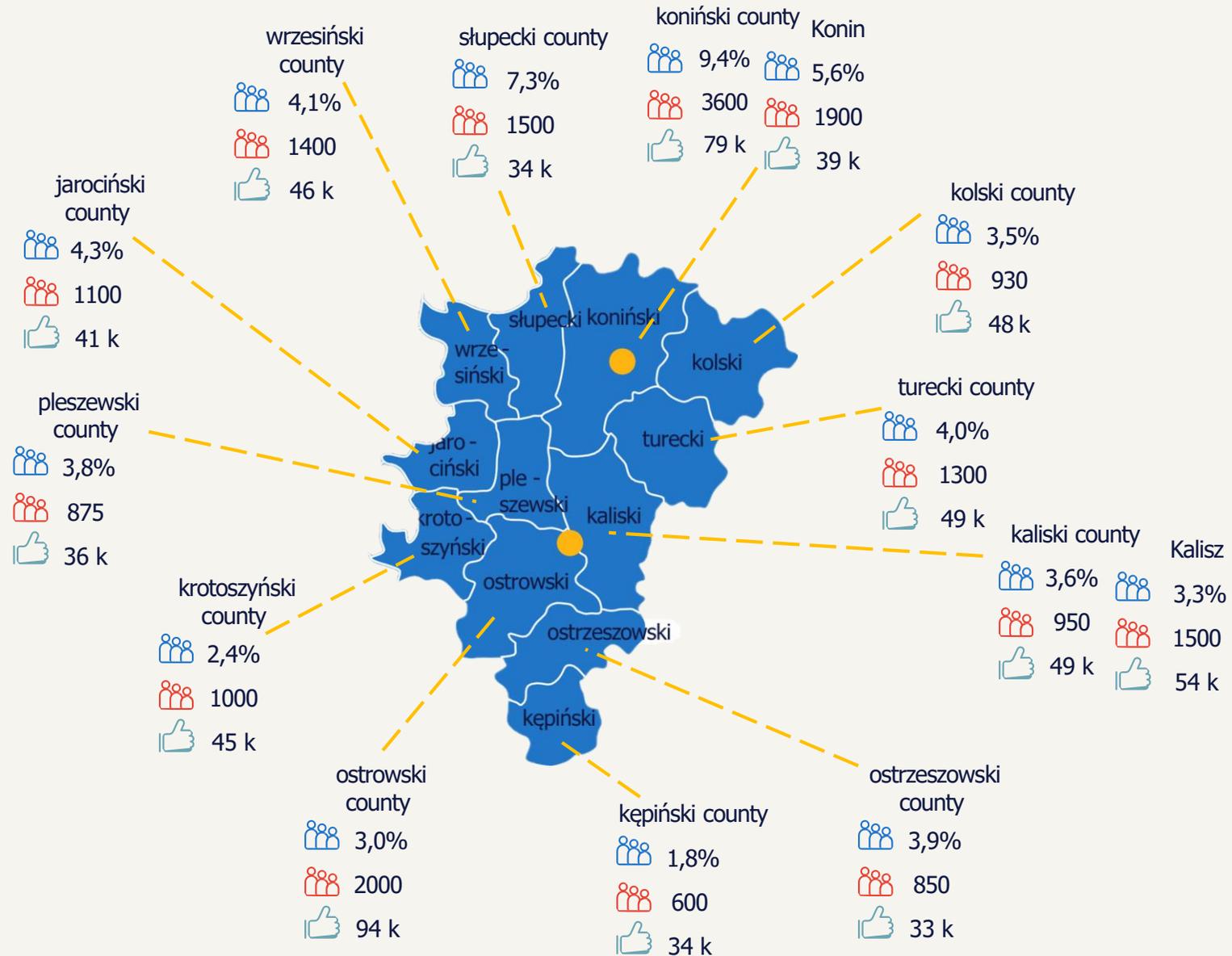
- In March 2023, the rate of unemployment in Wielkopolskie Voivodeship stood at 3,1% and was **2.3 percentage points lower** than the rate of unemployment in Poland (5,4%).
- Wielkopolskie has a relatively low rate of unemployment and occupies the last place compared with other Polish Voivodeships. The difference between the Warmińsko-Mazurskie Voivodeship (the highest unemployment rate in Poland) and the Greater Poland Voivodeship was 6,1 pp.
- Compared with March 2023, the rate of unemployment in Wielkopolskie Voivodeship **decreased by 0.1 percentage points**. The month-to-month comparison (i.e. compared with February 2023) the unemployment rate in wielkopolskie also decreased by 0.1 p.p.

Rate of unemployment registered in Wielkopolskie Voivodeship in the years 2022 and 2023 (in %)



# area characteristics: working age population, unemployment.

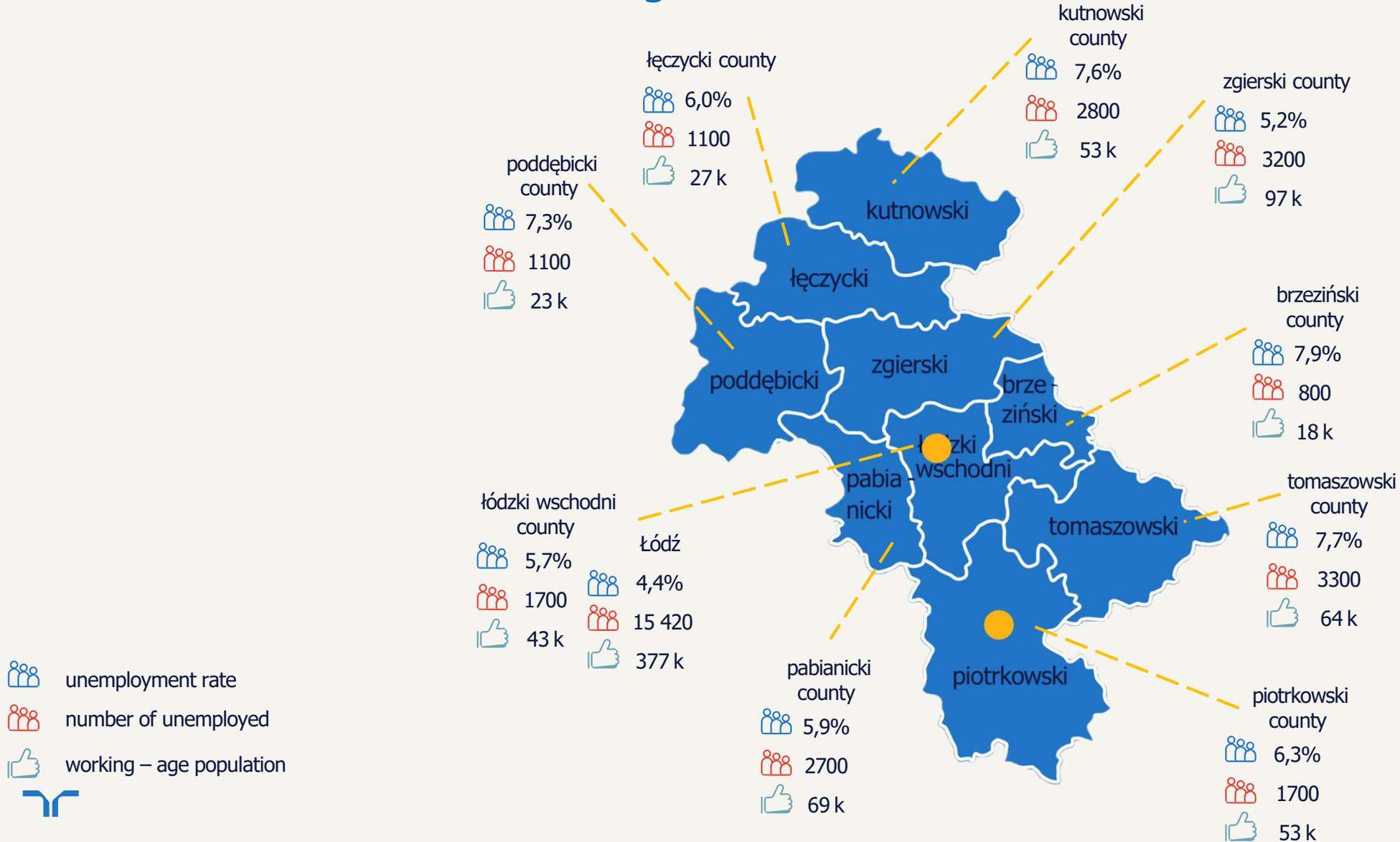
## Catchment area of Konin in Wielkopolskie region



 unemployment rate  
 number of unemployed  
 working – age population

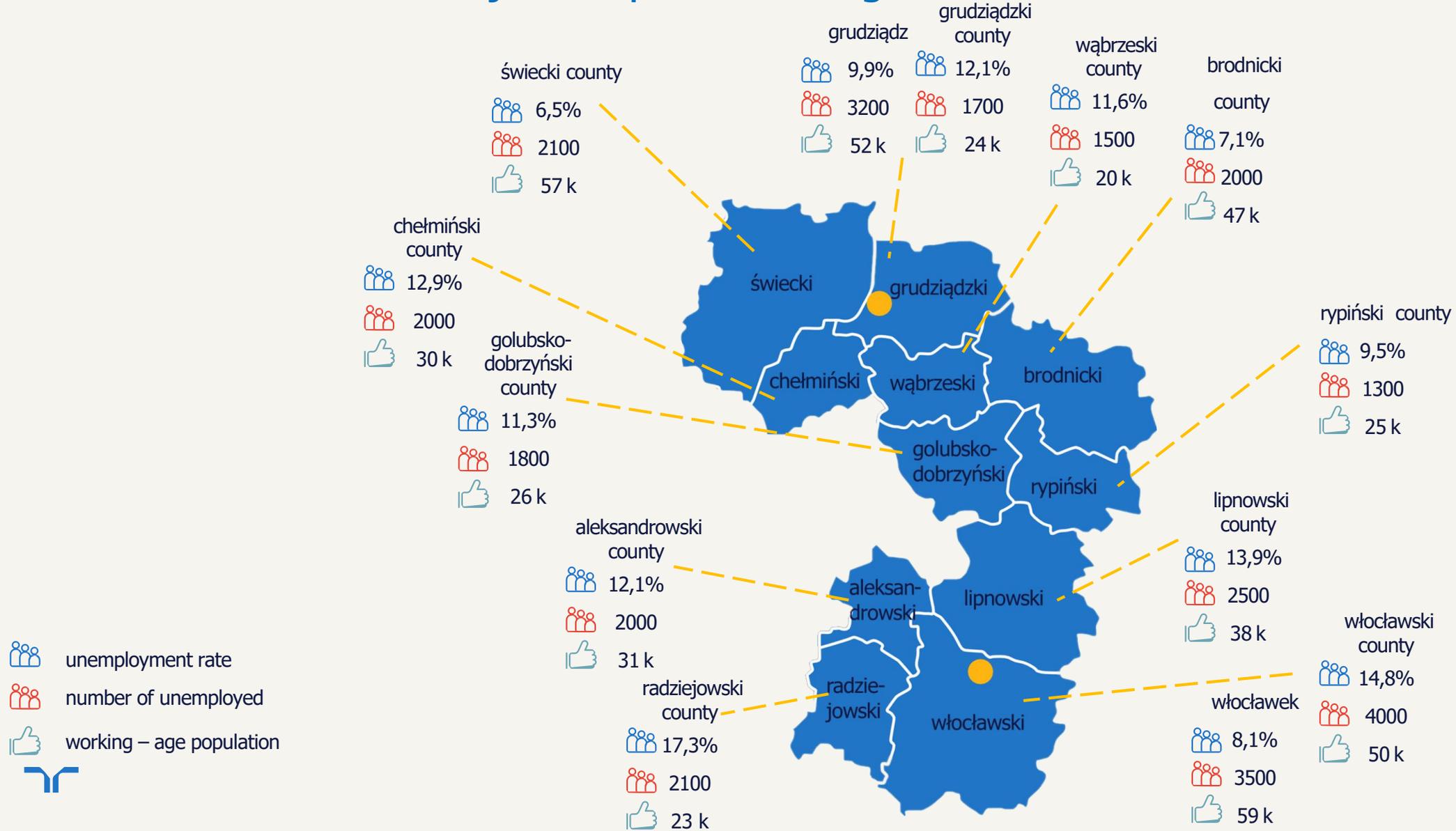
# area characteristics: working age population, unemployment.

## Catchment area of Konin in Łódzkie region



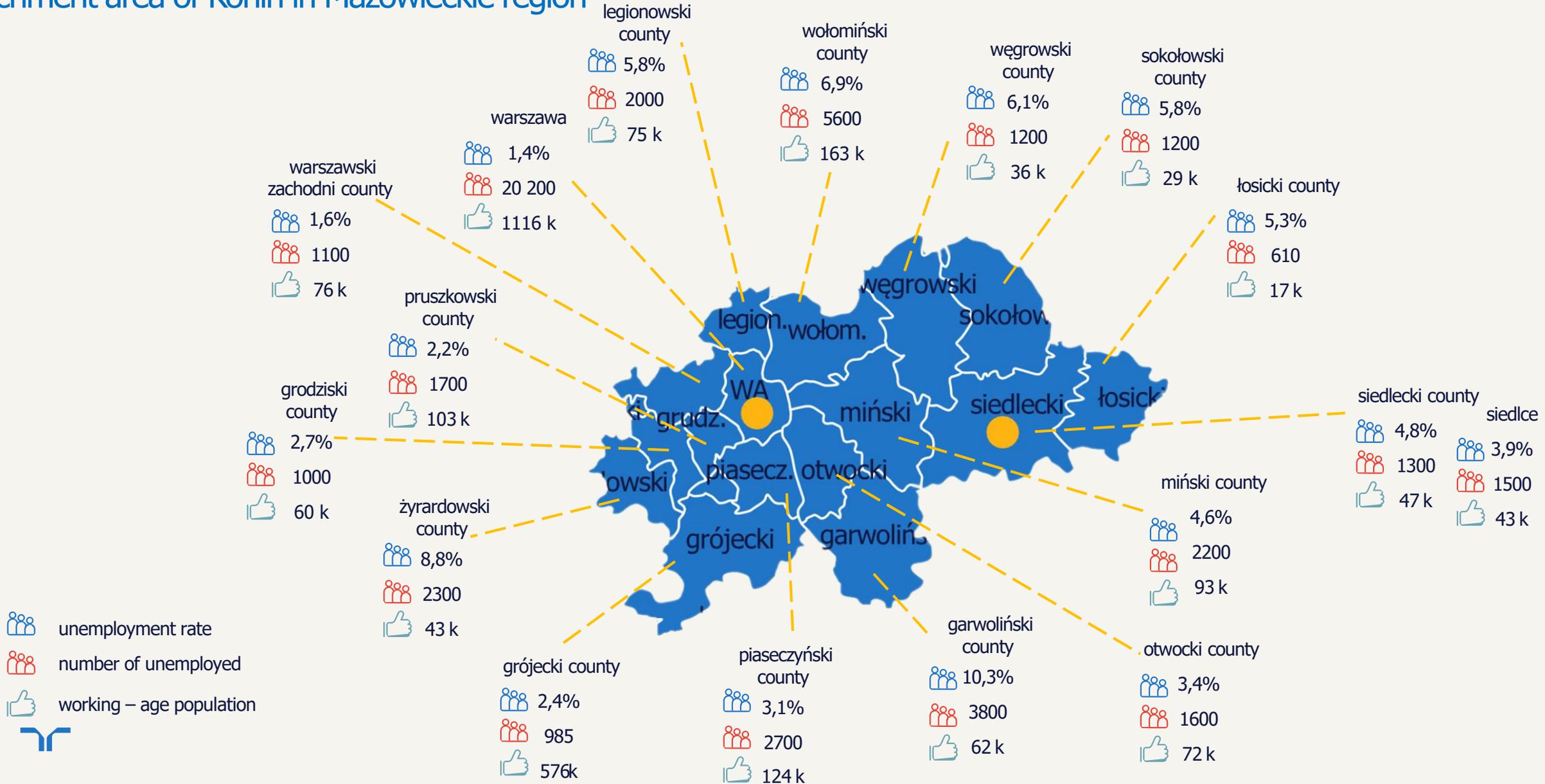
# area characteristics: working age population, unemployment.

## Catchment area of Konin in Kujawsko-pomorskie region



# area characteristics: working age population, unemployment.

## Catchment area of Konin in Mazowieckie region



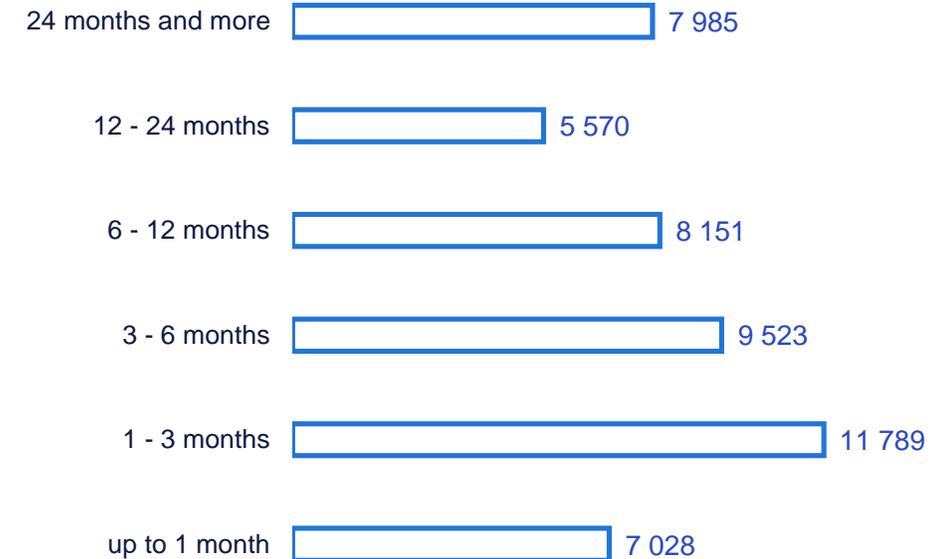
# structure of unemployment.

## Unemployed by level of education in March 2023

	Wielkopolskie Voivodeship	Poznań (capital city of Wielkopolskie Voivodeship)
higher	6 849	1 331
post-secondary and secondary vocational	10 812	685
general secondary	5 549	528
vocational	14 441	565
high school and lower	12 395	990

- The highest percentage of the unemployed in 2022 occurs among persons with vocational education (29%). 14% of the unemployed in 2022 are graduates of higher schools.
- In Poznań (capital city of Wielkopolskie Voivodeship), the largest group of the unemployed are persons with higher education (32% in total) and junior high school and lower (24% in total).

## Unemployed by duration of unemployment in Wielkopolskie Voivodeship



- Among the unemployed from Wielkopolskie Voivodeship, the largest group consisted of people who remained unemployed between 1 and 3 months (24%).
- The least, the unemployed remained unemployed between 1 till 2 years (11%).

# so-called high opportunity sectors for potential investors in Wielkopolskie Voivodeship

## 1. Automotive Sector

Poland's automotive sector represents original equipment manufacturers (OEMs), component manufactures and engine producers. Thanks to the presence of over 660 subcontracted companies and vehicle manufacturing plants, there is an excellent opportunity for cooperation and for creating added value in the sector. E-mobility as the official priority sector in Poland makes the automotive industry even more attractive

Source: <https://www.paih.gov.pl/sectors/automotive> and <https://home.kpmg/pl/en/home/industries/automotive.html>

## 2. BPO – Business Processes Outsourcing

Business Processes Outsourcing centers provide their services to different external customers in Poland and abroad. The Business Service Sector contributes significantly to the Polish economy. There are more than 1500 Polish and foreign business service centers in Poland and 15,5 % are BPO. Companies in the sector mostly base their work on data; so big data solutions are now standard.

Source: ABSL report

## 3. Transport and Logistics

Transport and its related infrastructure in Poland consist of aviation, shipping and ports, land transport and road freight, and logistics. Poland's favorable location in Europe and good logistic infrastructure makes Poland a hub for transportation to all European countries.

Source: <https://home.kpmg/pl/en/home/industries/transport-shipping-logistics.html>

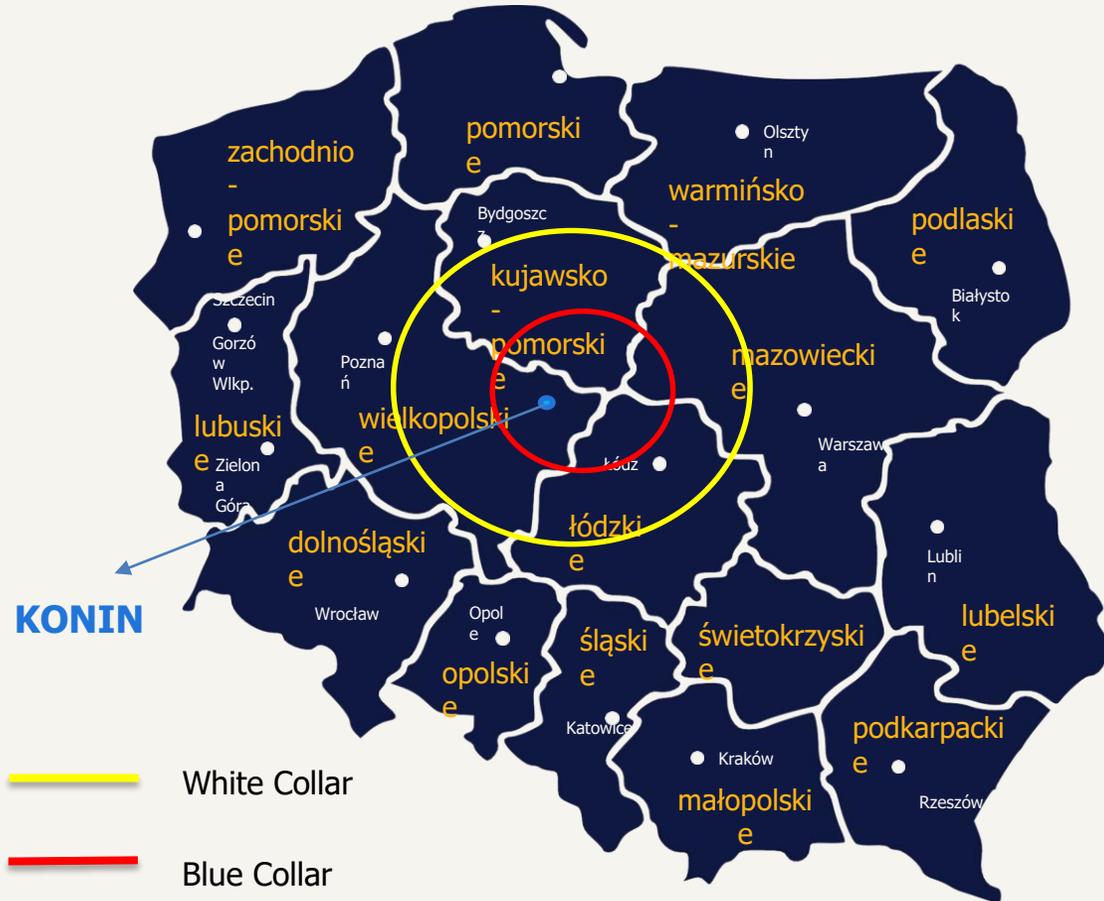
## 4. Renewable Energy

Transition from the economy that relies on carbon-intensive activities to the clean, circular economy needs vast investment and cooperation of private and public entities. Green energy types such as solar, wind, hydro, geothermal, and biomass ensure energy security and development.

Source KPMG



# talent catchment area around Konin (up to 1 hour drive).



Powiat	Number of citizens in working age (18-44)	Unemployment rate %
Konin	81 825	8,8
Konin City	42 947	6,7
Koło	52 408	2,6
Turek	51 115	3,5
Kalisz	57 515	2,8
Słupca	36 150	6,9
Pleszew	38 716	4,3
Września	47 156	4,1
Kutno	57 350	7,6
Łęczyca	29 745	5,6
Poddębice	24 664	5,8
Zduńska Wola	39 671	6,6
Zgierz	97 768	5,8
Inowrocław	97 808	11,7
Mogilno	27 991	9,5
Radziejów	24 812	14,5
Gostynin	27 154	11,8
Płock	68 976	10,4

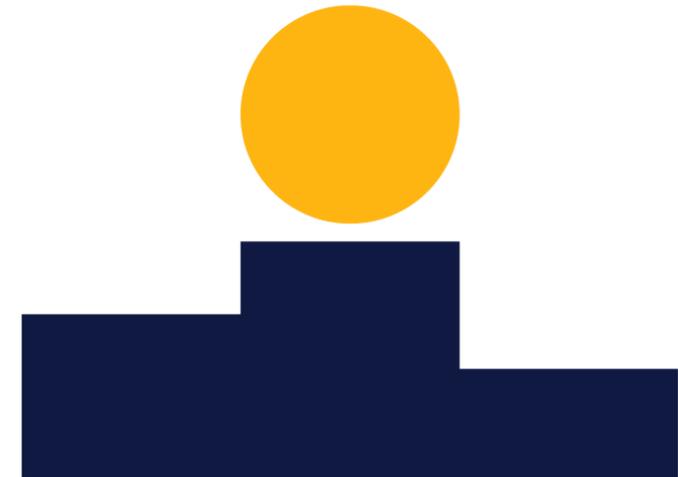
**total 806 003**





# recruitment opportunities in Konin area

1. Large volume of blue collar workers available up to 1 hour drive around Konin – if transport provided.
2. Strong potential of unemployed in mining and energy sector.
3. Local culture – local candidates are trustful and loyal ones. They are willing to stay at one company for longer time.
4. Potential of specialists and experts = possibility to attract them from Poznań and Łódź, both well-developed academic centers in Poland.



# recruitment feasibility in Konin area

## blue collars, production workers. Case study

Job position (Production)	1st month	2nd month	3rd month	4th and next months
Production worker (blue collars)	Promotional campaign	40 FTE onboarded (10 FTE per week)	80 - 100 FTE onboarded (20-25 FTE per week)	80 - 100 FTE onboarded (20 - 25 FTE per week)

Level of positions	Feasibility scale (1 - 5) 1 – very low, 5 – very high
Blue collars	3
White collars	3

Number of employees onboarded	1st year	5th year
Blue collars	400	2000



# successful recruitment delivery impacts in Konin

- ❖ Well-prepared and implemented promotional campaign of job offer
- ❖ Transport for employees organised by employer to the workplace (up to 1 hour drive to Konin)
- ❖ Salary rate per hour align with the market benchmark
- ❖ Strong support from the local labour office in reaching candidates.
- ❖ Local transport well-organised. The region of Konin and the surrounding area has a ready municipal transport infrastructure. With the support of local authorities it can be adapted to the investor's needs.
- ❖ Local accommodation options for external workers. When it comes to the mass volume projects there is a possibility to reach employees from abroad, especially Ukraine. Konin and neighboring cities offer ready-to-let accommodation places, so as to quickly adapt employees to work and life in a new region. In addition, local authorities are able to support the formal process of employing foreigners.
- ❖ Onboarding process of the 1st wave of employees. Successful onboarding of 1st wave influences another wave of employees delivery. It is possible to hire even 20-25 FTE per week, but during first month of the project we recommend to take on a bit lower number of FTE and prepare well to onboarding process. This is a phase of building the employer brand of new company in the location, so one of the major goal is to receive great recommendations from first employees hired.



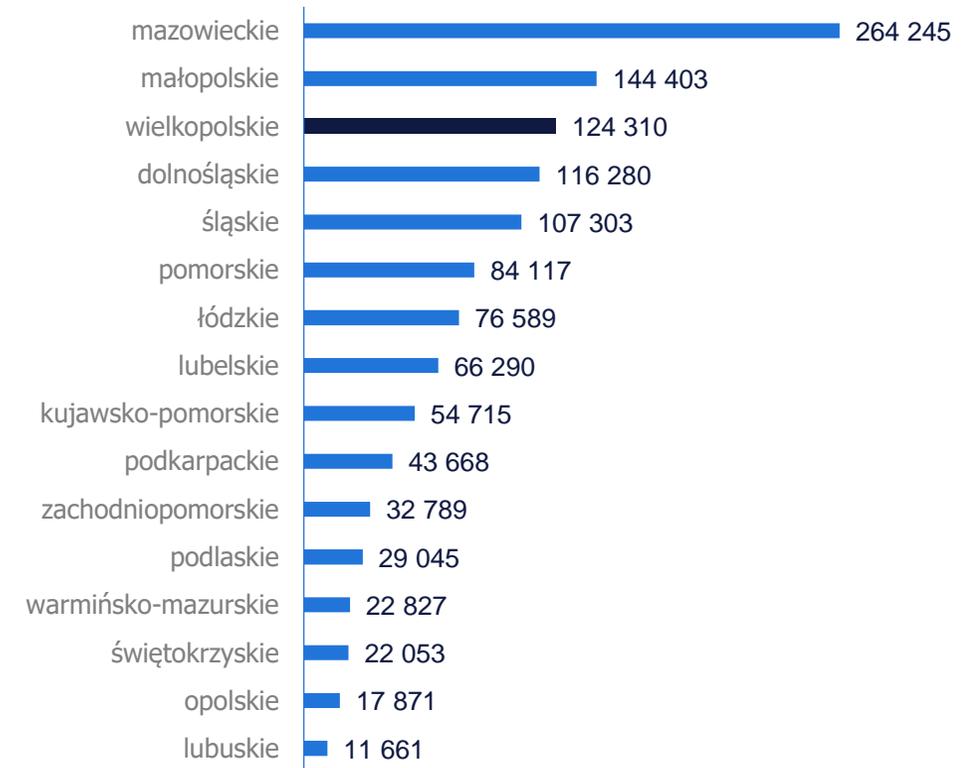
# Education in Konin area



# education potential.

- By the end of December 2021, in Wielkopolskie Voivodeship there were nearly **124 300 students** representing 10,2% of all persons in education in Poland.
- Wielkopolska was on the third place among voivodeships in terms of the number of students.
- Among those studying in Wielkopolska, 59% were women, and 61% of all students attending higher education institutions located there chose the full-time mode. 5% of students were foreigners.
- In 2021, higher education institutions in Wielkopolska will leave 30.1 thousand graduates, what is 10,1% of all graduates in Poland

university students broken down by Voivodeship where the university is located (as at the end of December 2021)



# focus on young talent

	Wielkopolskie	Łódzkie	Kujawsko-pomorskie
number of universities	31	18	21
students all	116 500	65 500	57 000
graduates all	30 100	17 000	14 000
	<b>students/graduates</b>		
Graduates engineering studies	7 768	2 985	1 777
	<b>Vocational education (Voivodeship)</b>		
Number of vocational/ high schools	635	18 (Łódź only)	144
Number of students (vocational)	19 455	8 867 (Łódź only)	10 667
Number of graduates (vocational)	6 288	1 489 (Łódź only)	3240



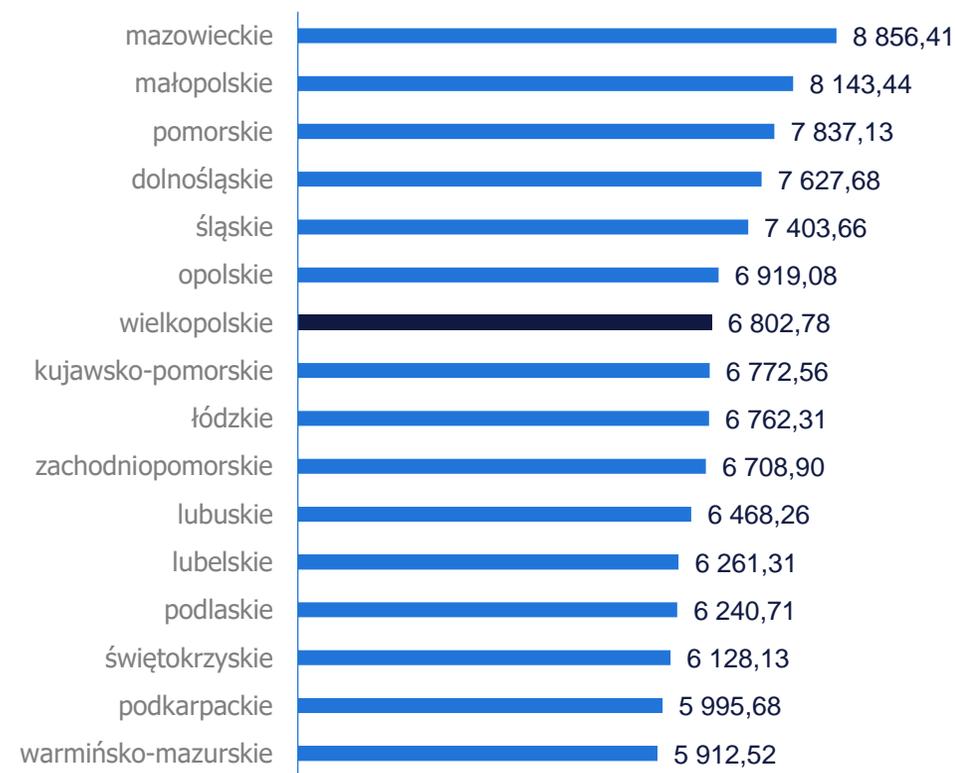
# Compensation & benefits



# pay in Wielkopolskie Voivodeship.

- The average monthly pay in the enterprises sector in **increased by PLN 805,68, what is 13,4%** (comparison of rates offered in March 2023 and 2022).
- In terms of the average salary Wielkopolskie Voivodeship occupies **the 7th place among all Voivodeships.**
- The difference between the pay offered in Wielkopolskie and the rates in the Voivodeship with the highest monthly pay in Poland (Mazowsze) is **PLN 2 053,63.**
- In Wielkopolskie the average gross monthly pay between January and March 2023 was **PLN 6 497,05** and was 13,4% higher compared with the same period of 2022.
- In March 2023 in Poznań, the average salary in the enterprise sector was **PLN 9,160.60 gross.**

Average gross monthly pay in the enterprises sector divided into Voivodeships (March 2023)



# Konin, salaries benchmark. Production, PLN monthly/gross

Department		Job position	Salaries
			Min - Max
PRODUCTION	Production	Shift Leader (area)	6000 - 9000
		Engineer	7000 - 9000
		Operator	3800 - 4200
		Electrode	4000 - 5000
		Assembly	3800 - 4200
		Formation	3800 - 4200
		Module	3800 - 4200
	Utilities	Area Manager	10000 - 13000
		Engineer	7500 - 9500
		OP (day shift)	4000 - 5000
		OP (shift)	4000 - 5000
	SHE	Lead	9000- 12000
		Engineer	7000 - 9000
OP (day shift)		4000 - 4500	
ENGINEERING	Process & Technology	Lead	1000 - 12000
		Engineer	7500 - 9000
	Machine & Technology	Lead	10000 - 12000
		Engineer	7000 - 9000
	Production IT	Lead	15000 - 17000
		IT MES	10000- 14000
		Infra/ Network engineer	12000 - 16000
	Maintenance	Lead	10000 - 11000
		Maintenance Operator (shift)	5000 - 6500
Plant QA	Lead	10000 - 13000	
	Quality Planning Engineer	7000 - 8000	
	SQM Engineer	7000 - 9000	
	SQM OP (day shift)	3800 - 4200	
	Quality Evaluation Engineer	7000 - 9000	
	Quality Evaluation OP (day shift)	4000 - 4500	
	Quality Control Engineer	7500 - 10000	
	Quality Control OP (shift)	4000 - 4500	

# Konin salaries benchmark.

back office, PLN monthly/gross (1 EURO = 4,5 PLN)

Job position	Salaries	
	Min	Max
Finance Manager	17.000	25.000
Chief Accounting	12.000	16.000
Accounting	6500	8000
Payroll Specialist	6500	8000
HR Manager	14.000	18.000
HR assistant	5000	6000
EHS Specialist	7000	8500
Customer Service	5000	6500
Clerk Assistant	4500	6000
Sales & expenses	7000	9000
Purchasing Specialist	7000	8000
IT Specialist	8000	12.000



# value proposition for employees

## local industry standards

### Blue-collar

- ✓ bonuses paid monthly, depending on the efficiency of 400-800 PLN
- ✓ free canteen or free transport to the plant
- ✓ life insurance
- ✓ sport card

### White-collar

- ✓ bonuses paid quarterly/yearly based on KPI's
- ✓ hard/ soft skills trainings (internal/ external)
- ✓ language courses
- ✓ private healthcare
- ✓ sport card

### Managers

- ✓ private healthcare
- ✓ life insurance
- ✓ relocation package (optional)
- ✓ company car ( optional)
- ✓ sport card

### Smart

- ✓ fresh fruits
- ✓ flexible hours, Home office
- ✓ day off due to birthday
- ✓ christmas bonus
- ✓ family picnics, sport competitions



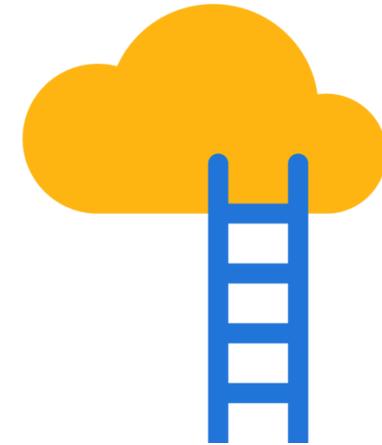
# TOP 3 the most desired employment aspects in Poland



Salary and benefit package



pleasant work atmosphere  
strengthens its position

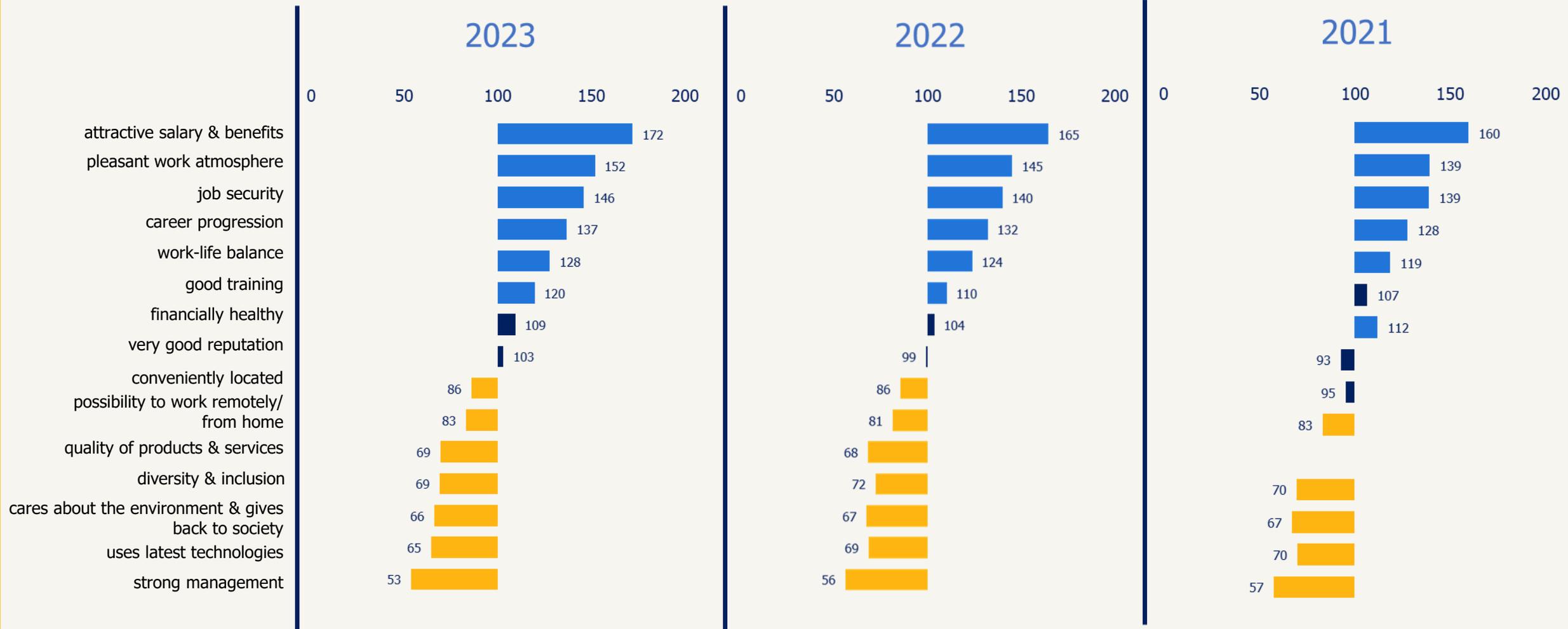


redefined career progression



# labor market trends

# what is the most important for the employees?



how to read the above indexed scores:

150: driver is chosen 50% more often than the average driver to be important (average = 100)

75: driver is chosen 25% less often than the average driver to be important (average = 100)

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

The largest percentage of participants in our survey believe that their employers offer such workplace attractiveness factors as: [job security](#), [location](#), [financially healthy](#) and [pleasant work atmosphere](#).

## evaluation of current employer

1.	job security	70%
2.	location	68%
3.	financially healthy	66%
4.	pleasant work atmosphere	56%
5.	very good reputation	55%
6.	work-life balance	53%
7.	attractive salary and benefits	48%
8.	career progression	47%
9.	cares about the environment & gives back to society	46%

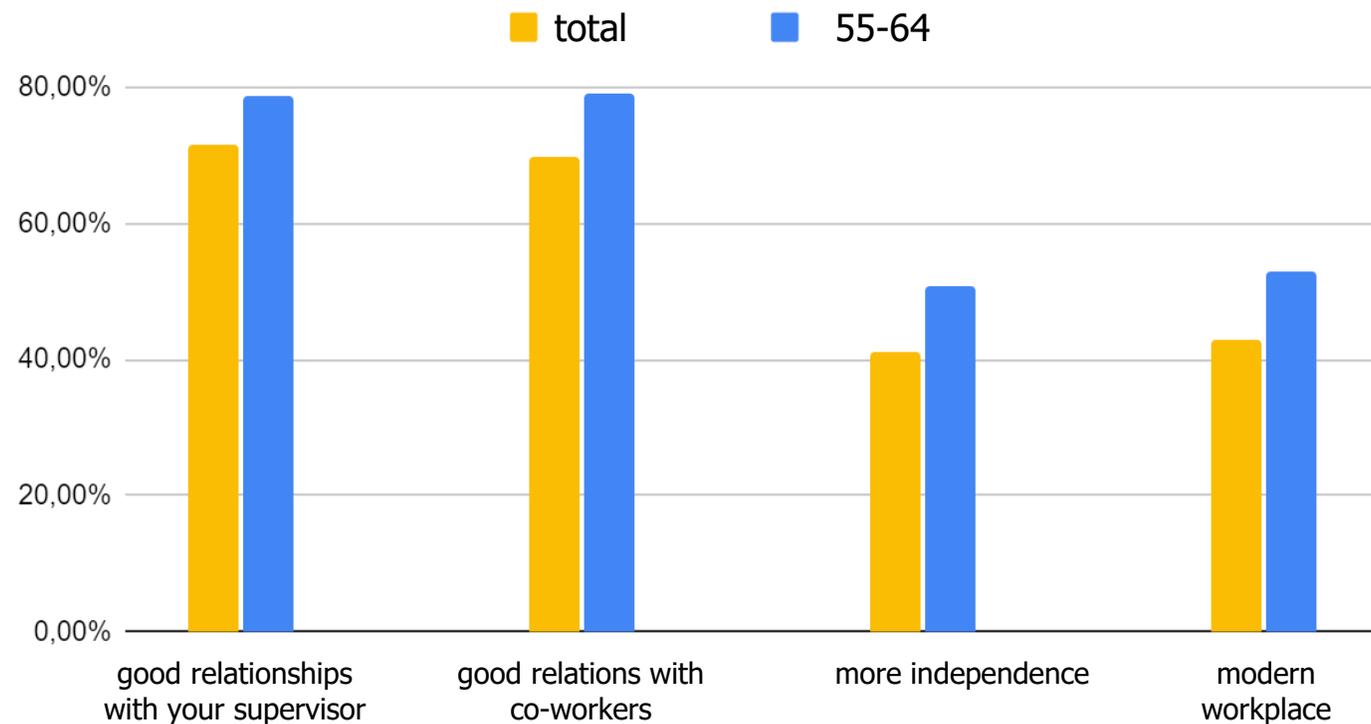
## are the needs of employees being met?

Two elements are worth noting: [attractive salary and benefits](#), and [career progression](#). They are rated relatively low, while they rank high in employer attractiveness factors and are becoming increasingly important aspects of employment for employees after the pandemic.



# which benefits are the most important?

the most important benefits for people aged 55–64



It is also worth taking a close look at the needs indicated in terms of benefits **by the oldest employees**. These are:

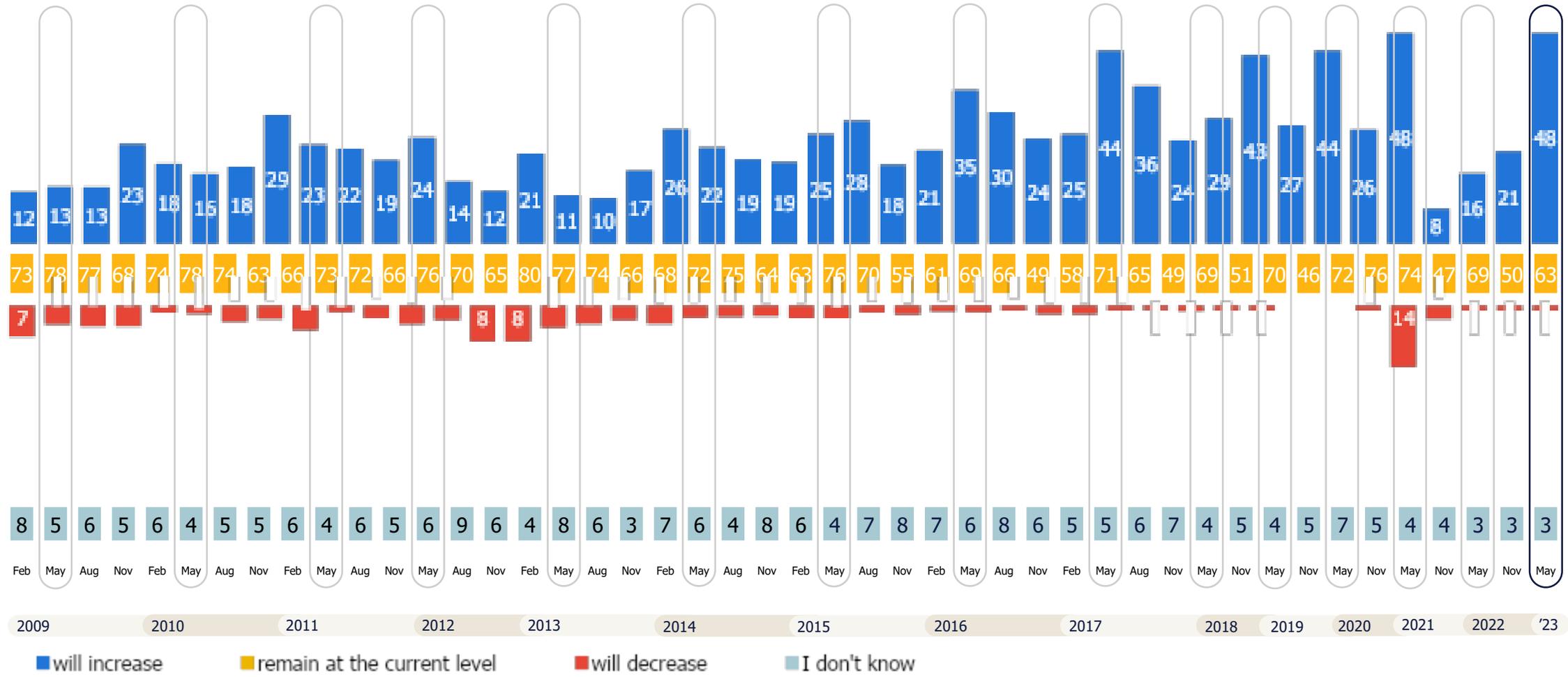
- a comfortable, modern workplace,
- good relations with co-workers and supervisor,
- significant independence.

Employers who want to more effectively ensure the well-being and efficiency of this loyal, experienced group of employees should pay special attention to the availability and quality of these elements in the workplace.

survey  
results.

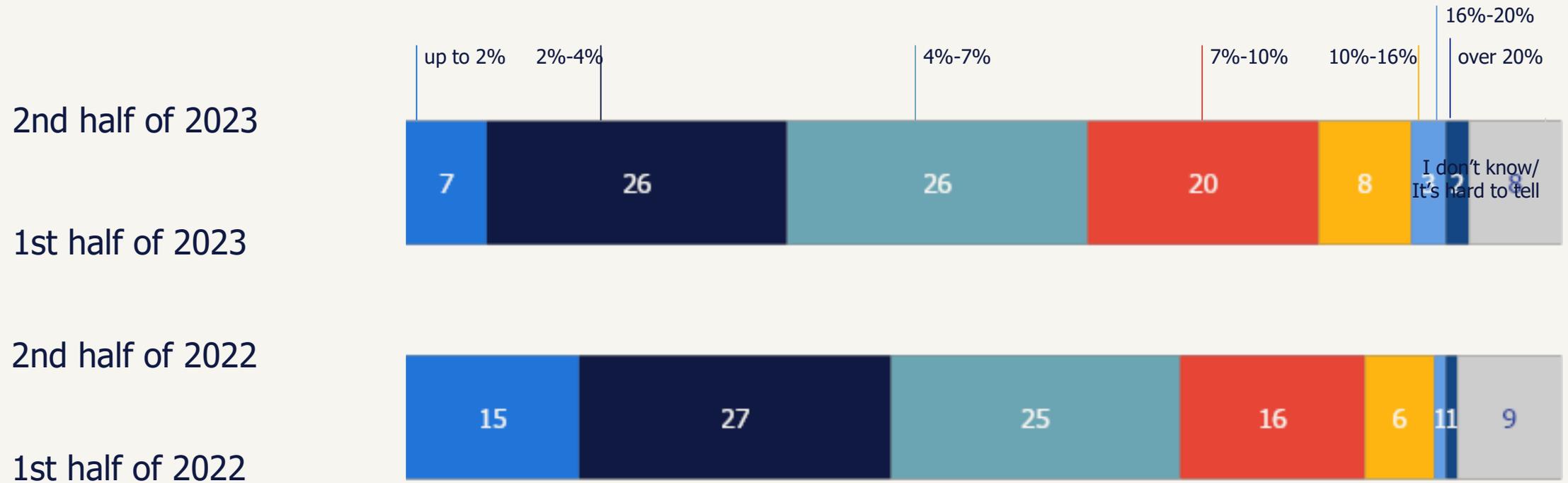
changes in  
salaries.

# planned changes in salary levels in companies.



How do you think the salary levels in your company will change over the next 6 months?

# planned salary increase.



# Labor Law regulations



# basic regulations of employment.

## medical examinations

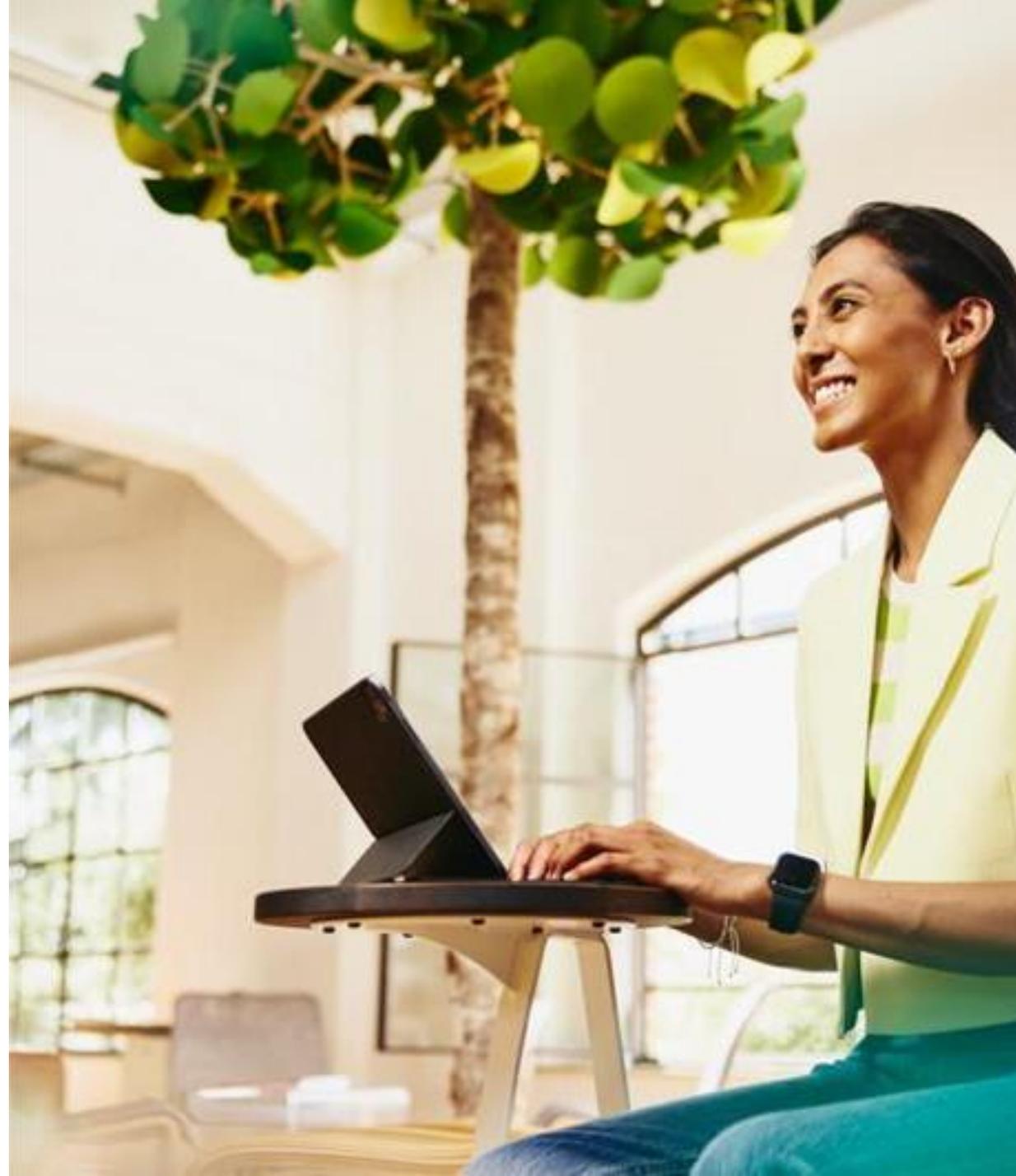
the employer must to conclude an agreement with the medical centre in term of occupational health

<b>initial</b>	anyone starting work
<b>check-up</b>	an employee who is unable to work for longer than 30 days due to illness
<b>periodic</b>	employee whose medical certificate expires
<b>glasses</b>	financial contribution to glasses: the amount and frequency should be regulated in the company's internal regulations

## employee capital plans (PPK)

the employer must to conclude an agreement with the financial institution

<b>employee</b>	2% of gross salary + voluntary surcharge up to 2% - employees under the age of 55 join the scheme automatically and can resigned form that program by issuing proper declaration
<b>employer</b>	1,5% contribution of gross salary (without sick pay) plus benefits (on which social contributions are calculated) + up to 2,5% voluntarily
<b>state</b>	PLN 250 – welcome payment



# basic regulations

## work time & overtime.

working time	
<b>day</b>	working time may not exceed 8 hours in a 24-hour period ( <i>can be extend to 12 hours</i> )
<b>week</b>	an average of 40 hours in an average five-day working week
<b>overtime</b>	the number of overtime hours cannot exceed 150 hours in a calendar year
weekly working time, together with overtime hours, must not exceed an average of 48 hours in the applicable calculation period	

<b>Night shift</b>	<b>add-on % of the basic remuneration</b>
work performed during the night	20% of the minimum wage 3600 pln/gross/month

<b>overtime</b>	<b>add-on % of the basic remuneration</b>
work performed during the night	100%
work performed on Sunday and other holidays	100%
average weekly working hours are exceeded	100%
daily overtime (over 8 hours)	50%



# basic regulations

## employment contract & termination.

	<b>contract duration</b>
<b>contract for a trial</b>	maximum of 3 months can precede employment agreement for definite or indefinite period
<b>definite period of time</b>	can be concluded for a maximum of 33 months it is possible to conclude only 3 of such agreements in a row
<b>indefinite period of time</b>	obligatory after trial period and 3 definite times contracts

	<b>contract duration</b>	<b>period of notice</b>
<b>contract for a trial</b>	to 2 weeks	3-business day
	longer than 2 weeks	1-week
	3 months	2-week

	<b>employment period</b>	<b>period of notice</b>
<b>definite period of time</b>	to 6 months	2-week
	at least 6 months	1-month
	at least 3 years	3-month
<b>indefinite period of time</b>	to 6 months	2-week
	at least 6 months	1-month
	at least 3 years	3-month

<b>job liquidation</b>		
	<b>employment period</b>	<b>severance</b>
<b>definite period of time</b>	> 6-month	<ul style="list-style-type: none"> <li>• basic salary</li> <li>• the average of 12-month average for annual/quarterly bonuses</li> <li>• 3-month average for bonuses and other monthly -bonuses and other variable monthly components</li> </ul>
<b>indefinite period of time</b>	< 2 years	
	> 2 years < 8 years	
	> 8 years	



# basic regulations

## annual leave & absences

employment + schools period	length of annual leave
less than 10 years	20 days
at least 10 years	26 days

- in the calendar year in which an employee starts work for the first time, he acquires the right to leave after each month of work amounting to 1/12 of the leave he is entitled to after one year of work
- unused annual leave can be carried over to the following year

absences	length of leave
child care leave	2 days or 16 hours per mother or father, regardless of the number of children in the family; it may also be a care allowance for a healthy or sick child for a maximum of 60 days per year
illness or isolation due to a contagious disease	employee under 50 - the employer pays for the first 33 days employee over 50 - the employer pays for only 14 days and ZUS pays for the remaining days of sick leave
maternity (macierzyński)	before delivery – no more than 6 weeks after delivery – from 20 weeks (one child born) to 37 weeks (five or more children born)
paternal (ojcowski)	2 weeks
childcare (rodzicielski)	32 weeks – one child born 43 weeks – more than one child born
parental (wychowawczy)	no more than 36 months

month	bank holidays 2024
January 01	New Year's Day
January 06	Three Kings' Day
March 31	Easter - SUNDAY
April 01	Easter Monday
May 01	Labour Day
May 03	Constitution Day
May 30	Corpus Christi
August 15	Assumption Day
November 01	All Saints' Day
November 11	Independence Day
December 25	Christmas Day
December 26	St. Stephen's Day

an employee must set an additional day off for a public holiday that falls on a Saturday



# basic regulations

## permanent costs of employment.

<b>Monthly gross salary</b>		<b>10 000,00</b>
pension social contribution - obligatory social insurance	9,76%	976,00
disability benefit contribution - obligatory social insurance	6,50%	650,00
accident contribution - obligatory social insurance	1,67%	167,00
labour fund - obligatory social insurance	2,45%	245,00
guaranteed employee benefit fund - obligatory social insurance	0,10%	10,00
<b>Costs of obligatory social insurance</b>		<b>2 048,00</b>
PPK	1,50%	<b>150,00</b>
PFRON - the State Fund for Rehabilitation of Disabled People		150,00
<b>Costs of salary</b>		<b>12 348,00</b>

**PFRON's** financing mechanisms are based mainly on contributions made by employers who fail to hire the required number of disabled employees. The employers who hire at least 25 full-time employees (considering their working hours) and the percentage of disabled people among their staff is lower than 6%, pay monthly contributions.



# Benefits – cost of employment

## GENERAL RULES:

- All benefits and bonuses offered by the employer to the employee are added to her/his income and are subject to taxation
- One of the taxation's components is the accident contribution. Its amount depends on the number of accidents at the workplace in a given year. At the moment of setting up the company, the statutory average accident contribution for a given sector is taken.
- Obligatory fund for disability persons (PFRON) is payable when the company exceeds 25 employees. If the company employs disabled people, it does not pay this contribution.
- Employee Capital Plans (PPK) is a pension scheme that employees can join voluntarily.

company  
presentation

randstad experience



# randstad in numbers

## 1 HR services provider worldwide.



key figures 2018

€ 23.8

billion in revenue

262,500

permanent placements

38,820

avg. corporate employees

4,826

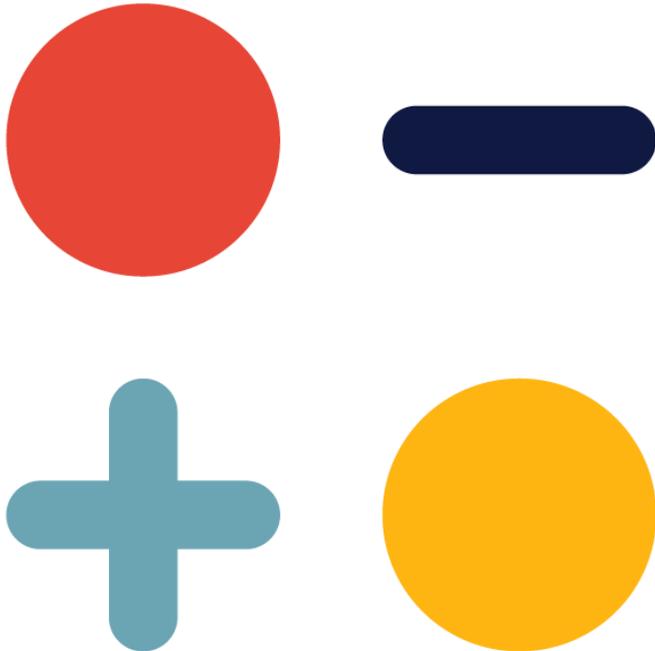
offices in 39 countries

670,900

people we help to work every day

48%

women in leadership positions



# randstad resources

## randstad in poland since 1994



we have **140**  
offices in Poland (11 in lower silesia)



we work for **2050**  
clients in Poland



we run yearly more than  
**1500**  
recruitment projects



clients are served by  
**1000**  
of our employees



everyday we employ around  
**30 000**  
of flex workers

# support for investors in Poland.

## recruitment



end to end services  
volume recruitment  
perm & contingent hires

## talent attraction



insights & sourcing strategies  
employer branding services  
recruitment marketing

## onboarding



handling candidates from  
offer stage until 1st day of  
employment

## payroll services hr administration



- providing payroll services
- ensuring compliance of hr internal processes with required local regulations

## employment outsourcing



formal employment of  
selected candidates for  
the time legal entity of  
the new investor is not  
established yet

Let's meet!

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randstad

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