

April 2026

employer brand research 2026

poland country report.

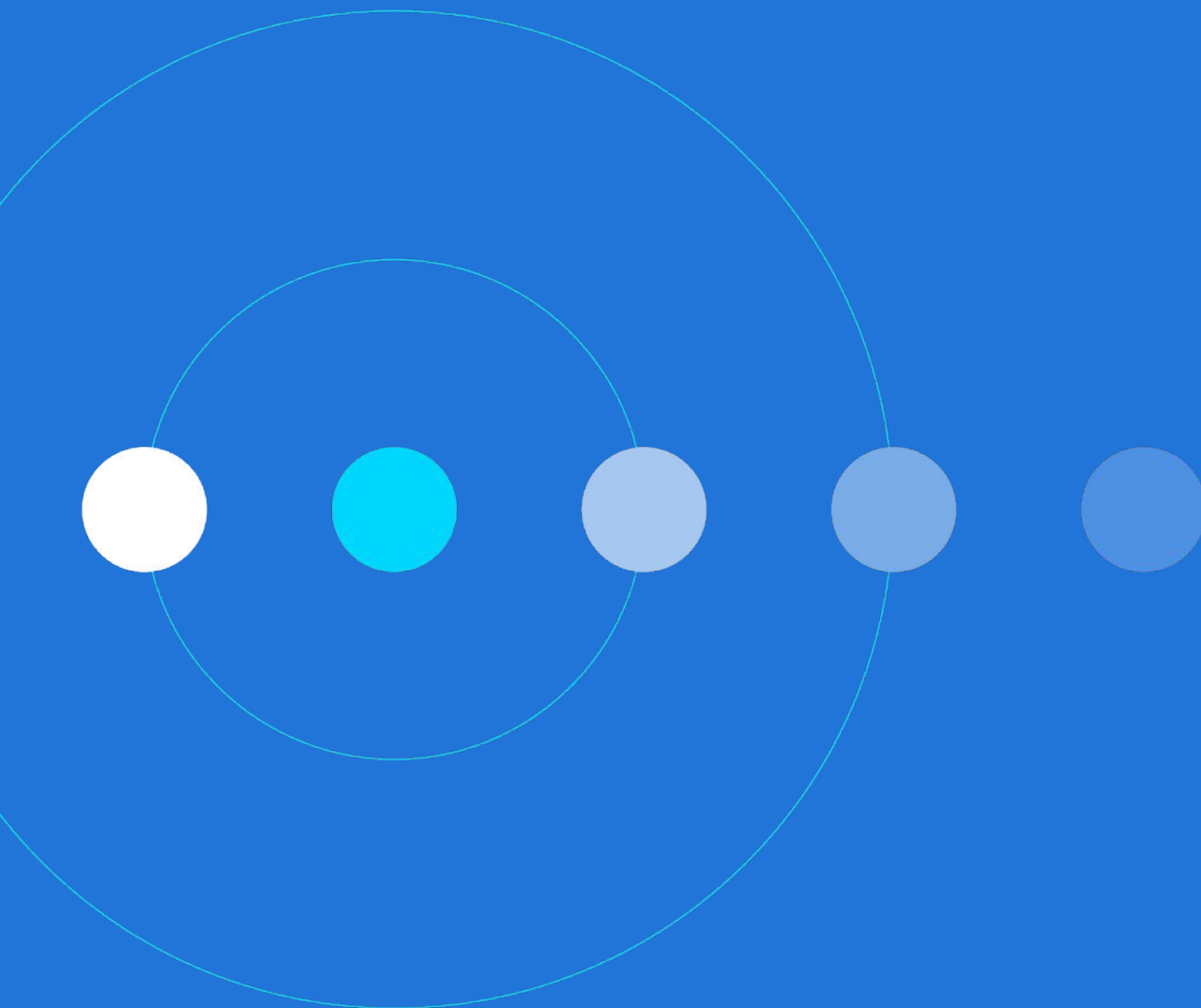


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03 executive summary

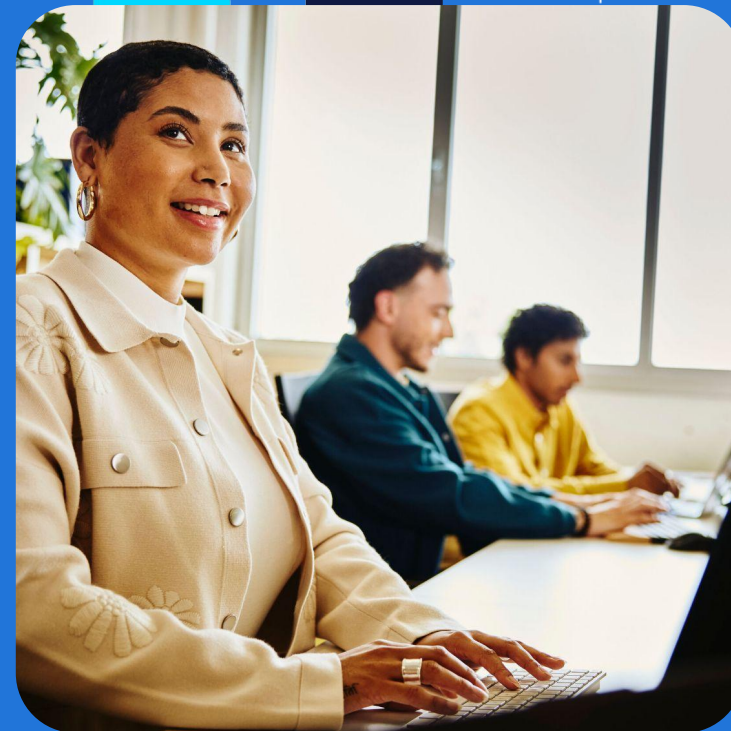
10 key drivers

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executive summary.



employees in Poland value positive atmosphere and security, yet the finances remain a priority.

When employees need to prioritise, financial aspects come first, and they also present the largest gap between expectations and employer delivery. While over 60% of employees expect competitive pay, only 46% feel their salary meets expectations, making compensation the key challenge for Polish employers.

Once pay expectations are met, employees' attention shifts to a broader set of factors, including job security, pleasant atmosphere, career progression, and work-life balance. Polish employers perform better on non-financial dimensions, such as job security, equity, easy access to work, and atmosphere, providing a solid foundation for employees' satisfaction and retention alongside financial competitiveness.

Generational differences further shape these priorities. Competitive salary is relatively less important for Gen Z (53%) and gains value later in careers (68% among Gen X). Job security also becomes increasingly important with age (59% among Gen Z vs 73% among Gen X), along with a pleasant job atmosphere (70% among Gen Z vs 76% among Gen X), underlining a shift from growth-oriented to stability and comfort-focused expectations over the career lifecycle.

Satisfaction with current pay is lower among Gen X (40%) than among Gen Z and Millennials (around 50% for both), and is also weaker among employers with higher education (55% low vs 43% high), showing that expectations evolve later in the career and with higher education.

72%

of Polish workers cite pleasant atmosphere as the most important factor they expect from an employer.

64%

mention attractive salary and pay as important, and, when they need to prioritise, finances become the top expectation.



security and stability remain the strongest EVP foundations, while work environment and flexibility shape daily experience.

In Poland, motivation and retention are primarily driven by employers consistently delivering on the fundamentals, rather than by isolated or stand-alone initiatives. Job security is mainly driven by organisational and financial stability, with reliable pay and benefits as the strongest foundations. These are reinforced by fair employment practices, transparent communication and performance recognition.

Work-life balance is shaped by the quality of the work environment, closely followed by time off and recovery. This highlights the importance of everyday working conditions and the ability to recharge. A reasonable workload and flexibility support this experience, underscoring that work-life balance depends largely on how work is organised and felt on a daily basis.

Expectations somewhat differ across career stages. Gen Z are more likely to link job security to learning and development, while reliable pay and financial stability grow in importance later in careers and among those with higher education. Perceptions of work-life balance also evolve over time: reasonable workload and a supportive work environment become more critical for older generations, while younger employees place greater emphasis on personal growth, fulfilment and easy access to work, reflecting a stronger focus on development and convenience early in their careers.



60%

mention reliable pay and benefits among top security drivers, with organizational and financial stability being recalled by 61%.

GenZ

prioritises personal growth, fulfilment and learning, with a distinct view on work-life balance shaped by remote and hybrid work.

job change intentions in Poland remain moderate but gaps in pay and progression continue to drive turnover.

25%

of talent in Poland are planning to change jobs within first six months of 2026 vs 15% who have done so recently.

32%

of highly educated talent would leave their current role due to limited career progression, compared with 28% of middle-educated and 21% of lower-educated talent.

Intentions to change jobs remain moderate in Poland and slightly declined since 2025 (-2%), while recent job changes are even more limited, pointing to a relatively stable labour market. Reasons for leaving mostly evolve from the biggest gaps between employees' expectations and what the employers can offer.

The largest mismatch between expectations and current employer delivery is compensation, which is the primary trigger for job changes mentioned by 58% of respondents, with a smaller but still relevant gap in career progression. Workplace factors such as a negative work environment, limited career growth, and job insecurity form a second tier of drivers, reinforcing that turnover decisions are shaped by both financial shortfalls and (to a lesser extent) day-to-day work experience.

The importance of compensation increases later in careers, with Gen X more likely than Gen Z to leave due to low pay (52% for Gen Z vs 58% for Gen X). Older employees are also more sensitive to work environment issues (28% for Gen Z vs 34% for Gen X). In contrast, younger employees more frequently cite a lack of growth opportunities (34% vs 25% Gen X), interesting work (25% vs 17%), and fair treatment (24% vs 18%) as reasons to leave, while placing greater importance on easy access to work and technology. Gen Z shows the highest mobility, with more recent job changes (23% vs 10% among Gen X) and more plans to change jobs in the near future (29% vs 22% for Gen X). Gender differences are more moderate but consistent, with women more likely than men to leave due to non-equal treatment (23% vs 18% men).

digital channels and referrals drive hiring, but personal contacts during the recruitment process remain highly important.

64%

emphasize the importance of digital contacts when exploring for jobs and 56% when applying.

personal referrals

although used by fewer candidates (35%), personal referrals are the most effective hiring channel, leading to jobs for 28% of respondents.

Employers rely on a wide mix of recruitment channels, although only a few consistently drive strong results. Job boards and job search engines remain the most commonly used sources among candidates (69%), followed by social media platforms and personal networks. While referrals rank only third in usage, they stand out for their effectiveness, delivering the highest success in converting job searches into actual hires.

For job searches, Gen Z is more likely to rely on social media (41%, compared with 29% among Gen X). LinkedIn shows the strongest appeal among Millennials (34%). Older generations rely more on personal referrals (41%), company websites (29%), and Public Employment Services (PES) (30%).

Education level also shapes channel preferences. Highly educated candidates are more digitally oriented, with higher use of job boards (70%), company career sites (33%) and LinkedIn (39%). Those with mid-level education turn more frequently to social media (43%), while lower-educated job seekers rely more heavily on public employment services (44%).

Despite the growing importance of online tools, human interaction remains a key element of the recruitment journey. More than half of people exploring new opportunities, and an even higher share of active applicants (64%), say personal contact matters to them, reinforcing that technology complements rather than replaces human connection in hiring.

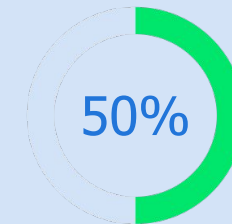
specializations.

professional and operational talent share core priorities but differ in security drivers, flexibility and mobility.

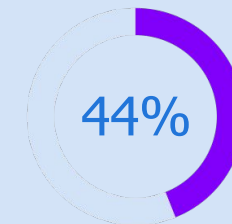
Priorities are largely aligned across professional and operational roles, with both groups placing strong value on a pleasant work atmosphere. Professionals place greater emphasis on job security (69%), salary (66%) and career progression (61%).

Although both professional and operational talent share similar core priorities, their drivers for security, work-life balance, and mobility differ. While security drivers are similar, professionals prioritize organizational stability (64%), whereas operational talent places greater importance on reliable pay (62%). When it comes to work-life balance, operational talent more strongly values time off (53%), while professionals emphasize work-related factors like a reasonable workload and clear expectations (45%). Operational workers also exhibit higher mobility, with 17% having recently changed jobs compared to 14% of professionals, and 26% planning a job change in the near future compared to 22% of professionals.

Differences in work models help explain engagement gaps. Professionals are more likely to work in hybrid roles (29% vs 19%), while operational workers are more often restricted from remote work by the nature of their job (29% vs 18%). As a result, operational employees more often feel disengaged due to physical access constraints, while professionals more frequently cite poor management relationships or weak leadership as reasons for leaving.



operational



professional

rate their employer positively on competitive salary and benefits.

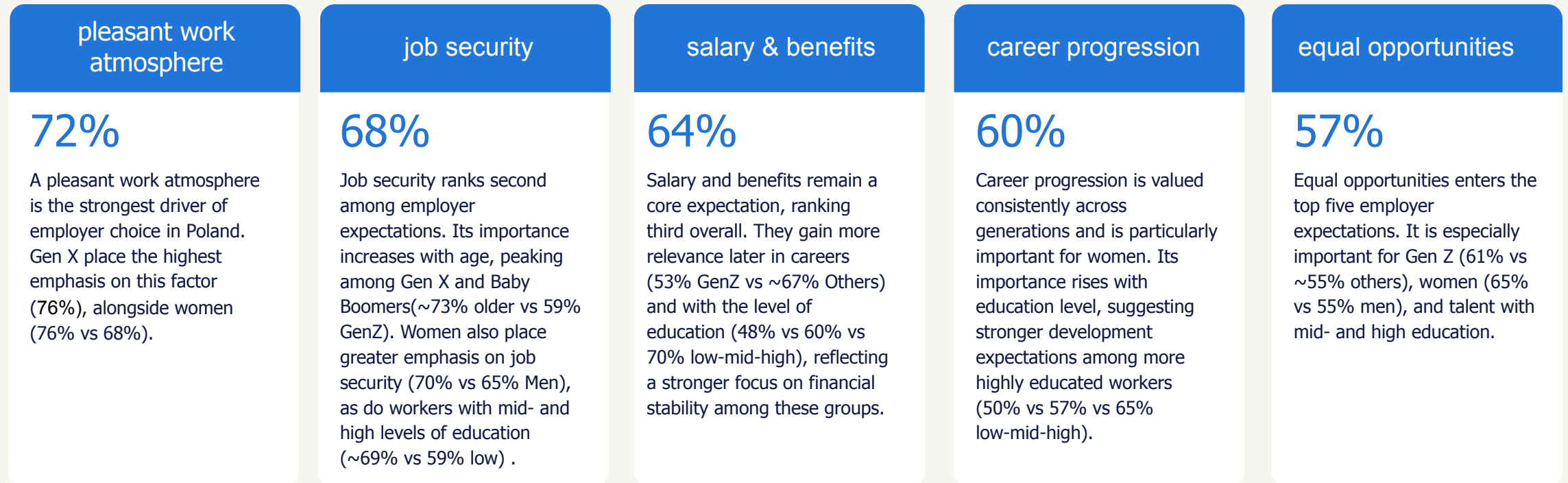


key drivers.

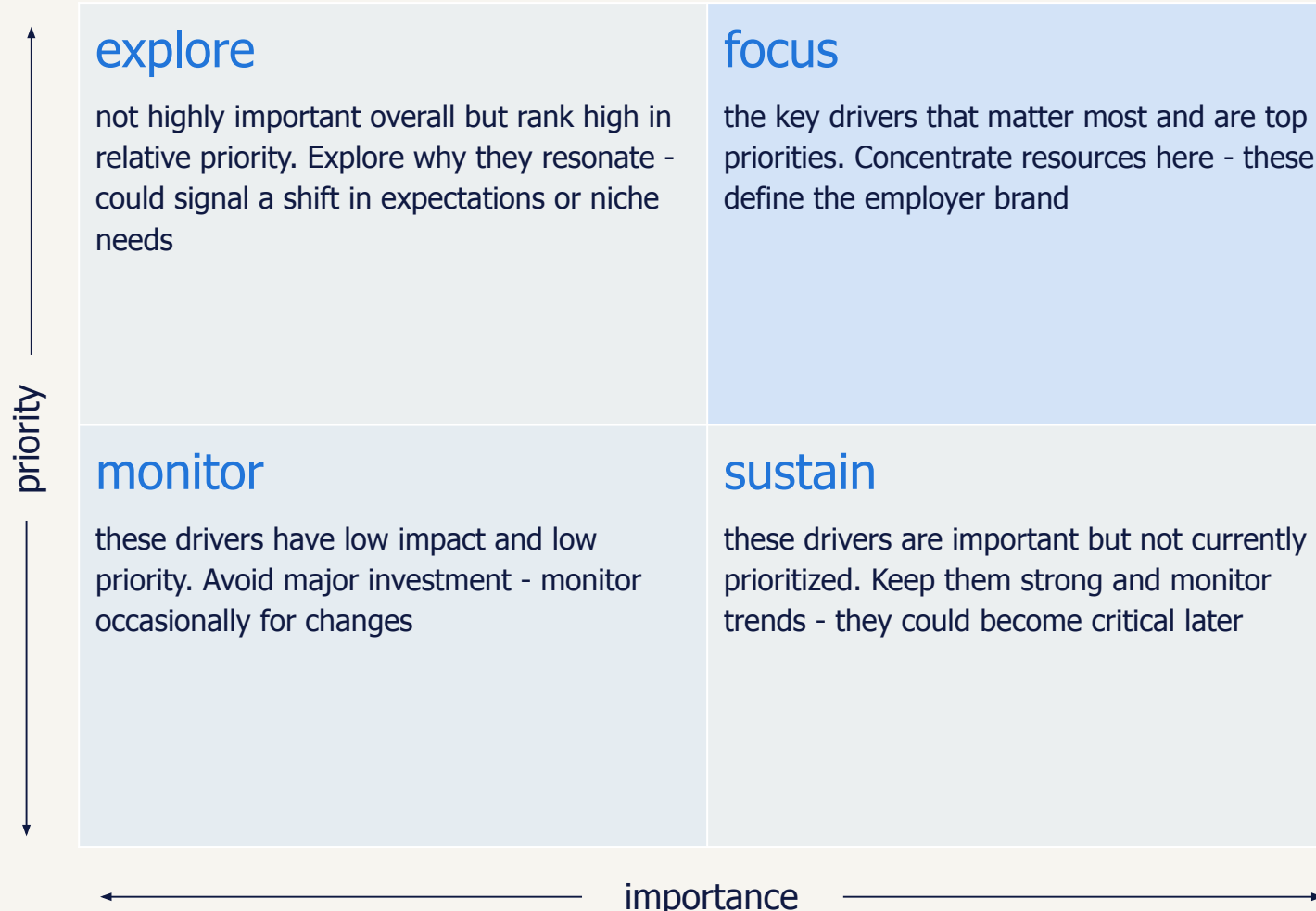


top five reasons talents choose an employer.

Pleasant work atmosphere stands out as the strongest driver of employer choice in Poland, followed by job security, while salary and benefits rank only third. This indicates that talent place greater importance on everyday working experience and stability than on purely financial aspects when defining an ideal employer. People with higher levels of education tend to have more expectations overall, and financial stability becomes more important later in careers.



explanation key drivers' relative priority.



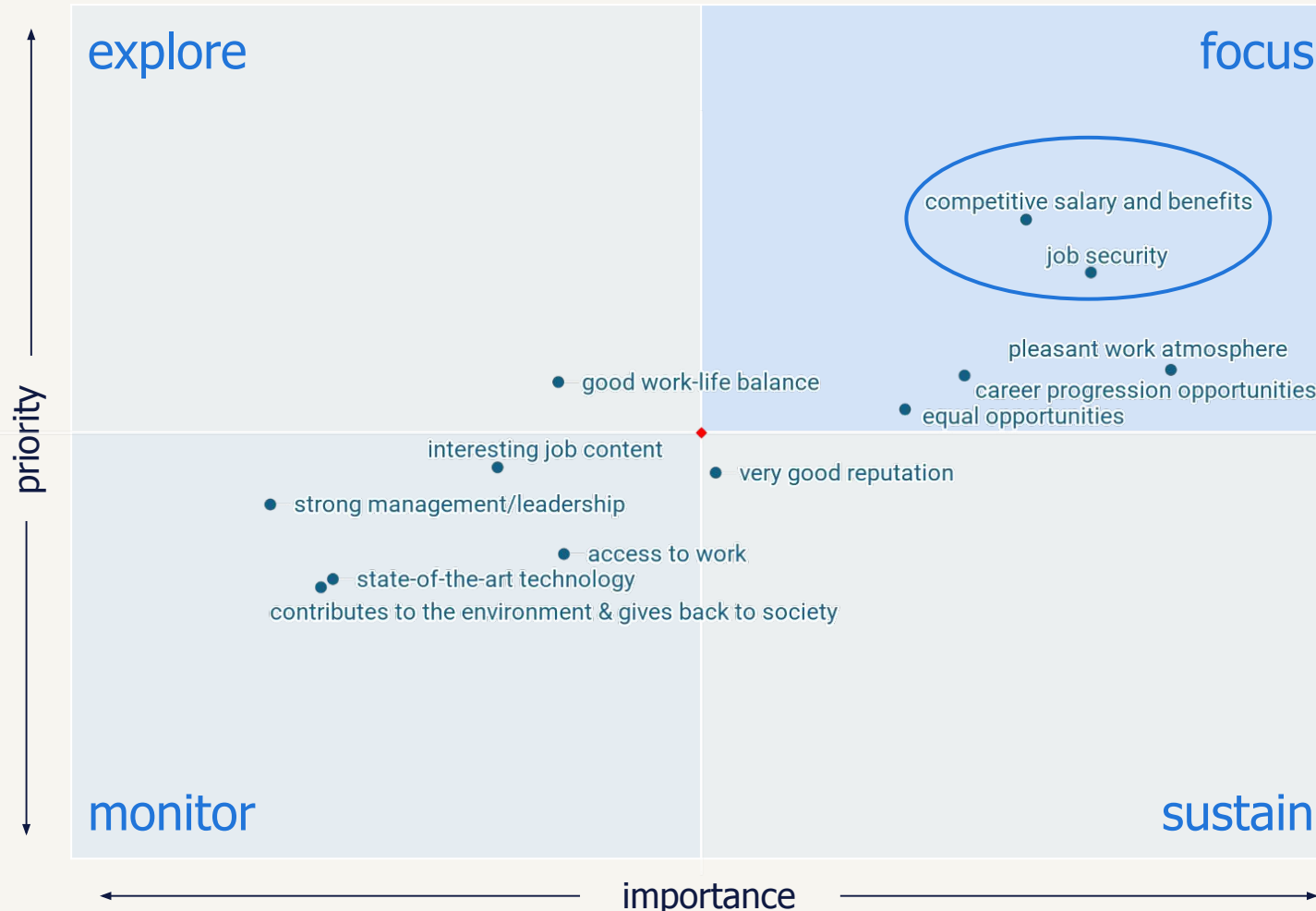
Higher-ranked drivers indicate greater importance or preference compared to those lower down, showing relative priorities.

This table illustrates both the absolute importance and the relative priority of the EVP drivers. Depending on their relationships, each driver falls into a different quadrant, and each quadrant provides distinct actionable insights.



Q. Based on your previous selections, please rank the most important factors that an ideal employer should have, in order of importance.

key drivers' relative priority.



For workers who find the financial aspect important, a competitive salary becomes the top priority. By contrast, a pleasant work atmosphere, although leading in importance, tends to move down the priority order when more pressing needs such as pay and security come into focus.

Work-life balance is mentioned less often as a primary driver, yet it ranks highly among those for whom it matters, indicating a strong but more targeted expectation. On the other hand, a good reputation is important for nearly half of employees, but not a strong priority.

Overall, the results show that employers need to adjust their employer value proposition, so it fits what employees in Poland expect and need.



Q. Based on your previous selections, please rank the most important factors that an ideal employer should have, in order of importance.

how do talent evaluate their current employer versus ideal?

job security is the strongest area of current employer evaluation, with seven in ten employees rating it positively.

evaluation of current employer

1. job security
2. equal opportunities
3. easy access to work
4. pleasant work atmosphere
5. very good reputation
6. interesting job content
7. strong management/leadership
8. state-of-the-art technology
9. career progression
10. work-life balance
11. benefits the environment and society
12. salary & benefits

profile of ideal employer

1. pleasant work atmosphere
2. job security
3. salary & benefits
4. career progression
5. equal opportunities
6. very good reputation
7. easy access to work
8. work-life balance
9. interesting job content
10. state-of-the-art technology
11. benefits the environment and society
12. strong management/leadership

This aligns well with the ideal employer profile, where job security ranks second. Equal opportunities and pleasant work atmosphere also perform relatively well in the current employer ranking and remain important in the ideal profile, suggesting these foundations are in place.

By contrast, the largest gaps sit around salary & benefits and career progression. Salary & benefits ranks last for current employers, yet sits in the top three priorities for an ideal employer, and only 46% rate their employer positively on pay versus 64% who prioritise it. Career progression shows a similar, though smaller, mismatch, ranking ninth in current evaluation but fourth in the ideal profile.



key driver
deepdive.



elements that reinforce a strong sense of job security.

job security is primarily shaped by organisational and financial stability, as well as reliable pay and benefits.

which elements most significantly contribute to a strong sense of job security?



These are reinforced by fair employment practices, transparent communication and performance recognition, meaning that job security is built through a combination of factors, rather than a single driver.

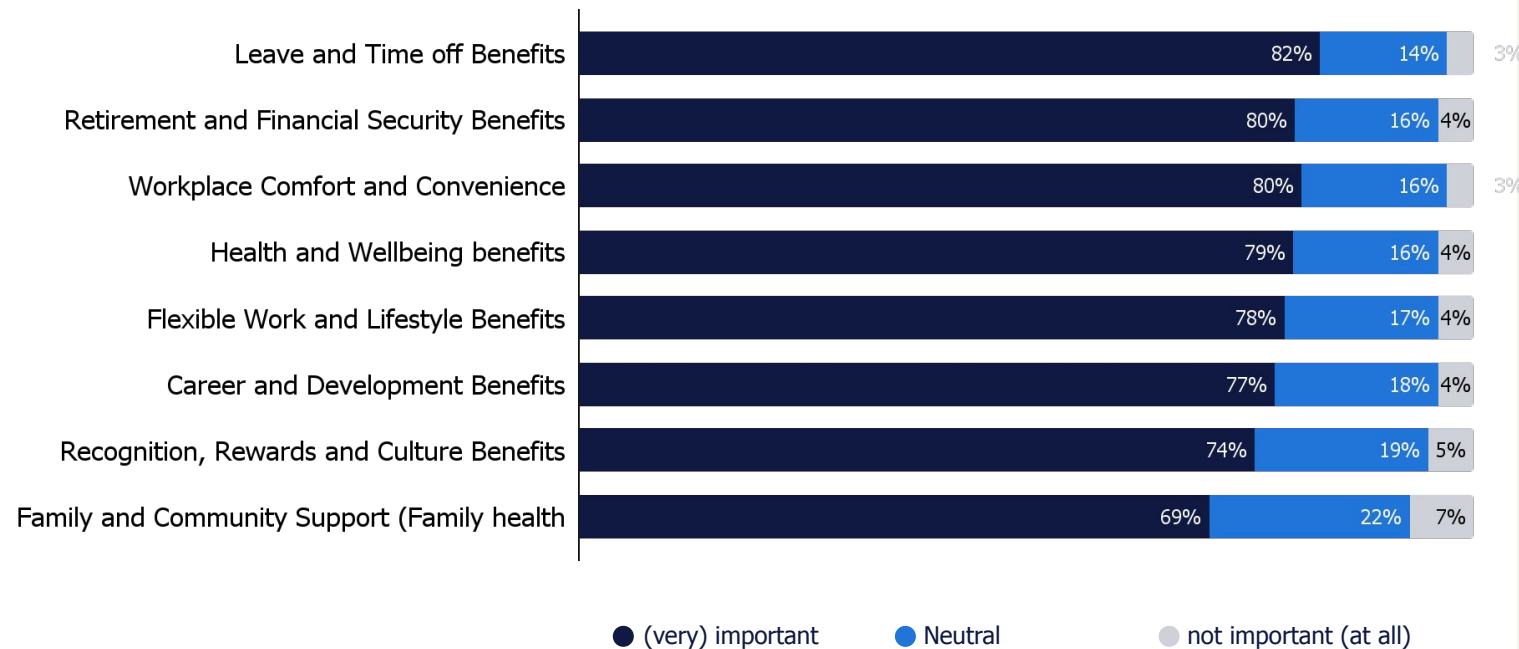
The sources of job security vary by generation. Gen Z are more likely to associate it with learning and development (43% vs ~24% older generation), while reliable pay becomes more important with age (~64% among Gen X and Baby Boomers vs 50% among Gen Z). Financial stability is also valued more by older generations (65% Gen X and 68% Baby Boomers vs 54% Gen Z).



most important secondary benefits.

several secondary benefits share similar levels of importance, with leave and time-off being only slightly ahead.

importance of secondary benefits



The limited variation in importance across secondary factors suggests that these are widely expected, yet typically ranked below core EVP drivers such as pay, job security and a pleasant work atmosphere.

The importance of secondary benefits does not significantly differ by role, indicating that they are seen as common baseline expectations rather than job-specific needs.

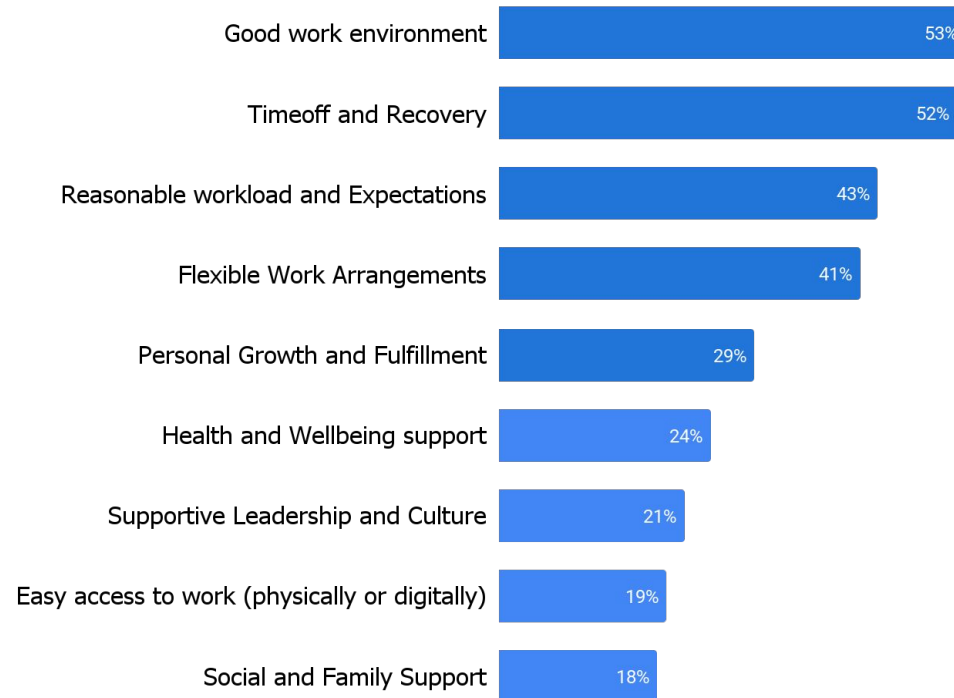
The share of digital workers, who might hold different views, especially when comes to work flexibility, remains too small to significantly influence overall patterns.



elements that strengthen work-life balance.

work-life balance is driven by a combination of everyday working conditions and quality time off.

which elements most significantly enhance a healthy work-life balance?



Over half of workers highlight a good work environment as a key driver of work-life balance, with time off and recovery mentioned almost as frequently. This underlines the importance of everyday working conditions and having sufficient opportunities to recharge.

Reasonable workload and flexibility play a supportive role, suggesting that work-life balance is largely shaped by how work is organised and experienced on a daily basis.

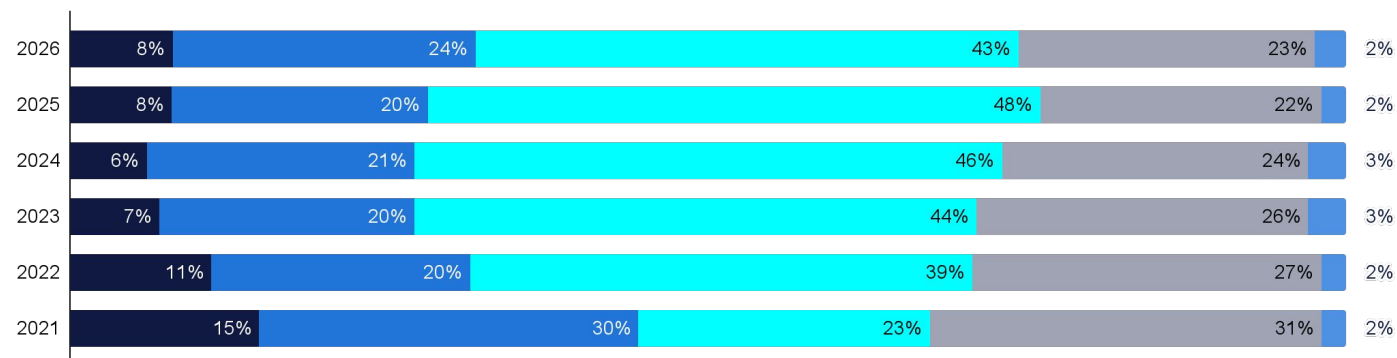
Reasonable workload became more important later in careers (37% for Gen Z vs 47% for Gen X), similarly to a good work environment (47% for Gen Z vs 59% for Gen X). Gen Z place greater emphasis on personal growth and fulfilment (35% vs 27% for Gen X) and on easy access to work (23% vs 16% Gen X), reflecting a stronger focus on development and convenience.



trend in remote working.

fully remote work is not very common in Poland, with hybrid models becoming more wide-spread.

do you currently work remotely/from home?



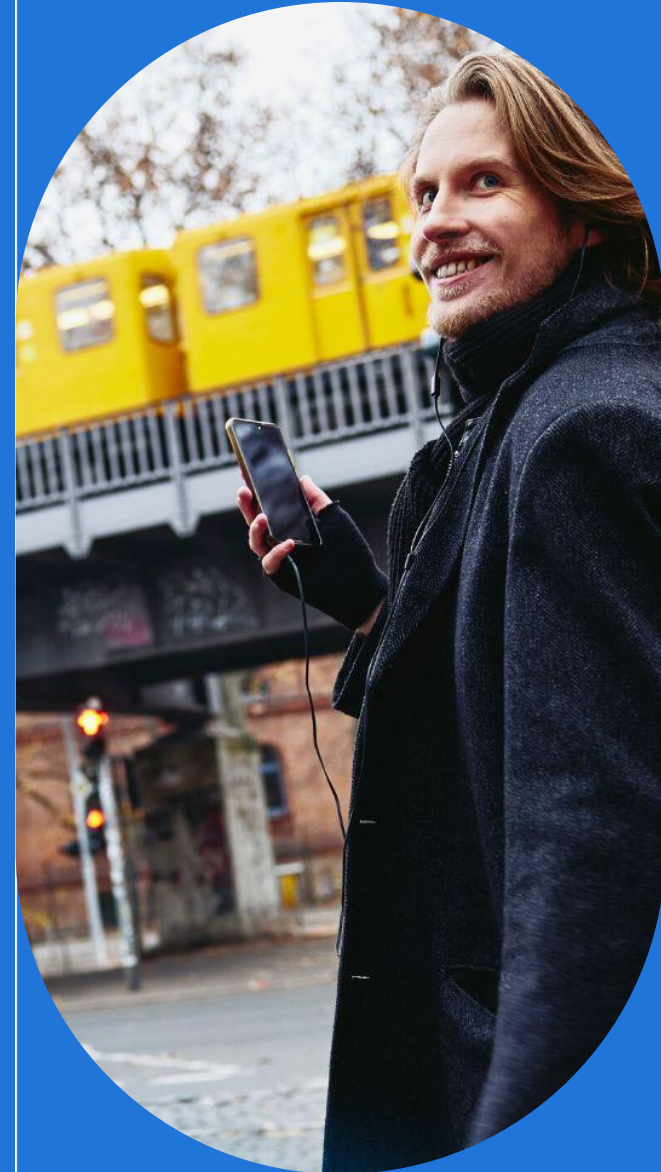
- yes (only)
- yes (partly)
- no
- impossible to work remotely
- possible, but employer does not allow

Self-employed workers are more likely to work from home, while professional talent have greater access to hybrid arrangements compared with operational roles. The proportion of digital talent, who might enable more flexible working models, remains relatively small.

Working-from-home patterns also vary by generation. Remote arrangements are more common among Gen Z (9% fully remote; 25% hybrid) and Millennials (10% and 28% respectively), while being least prevalent among Gen X (5% fully remote; 18% hybrid).



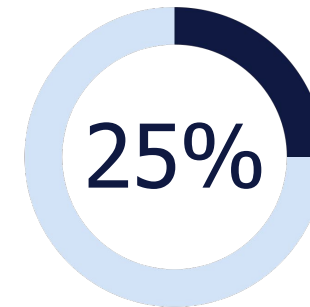
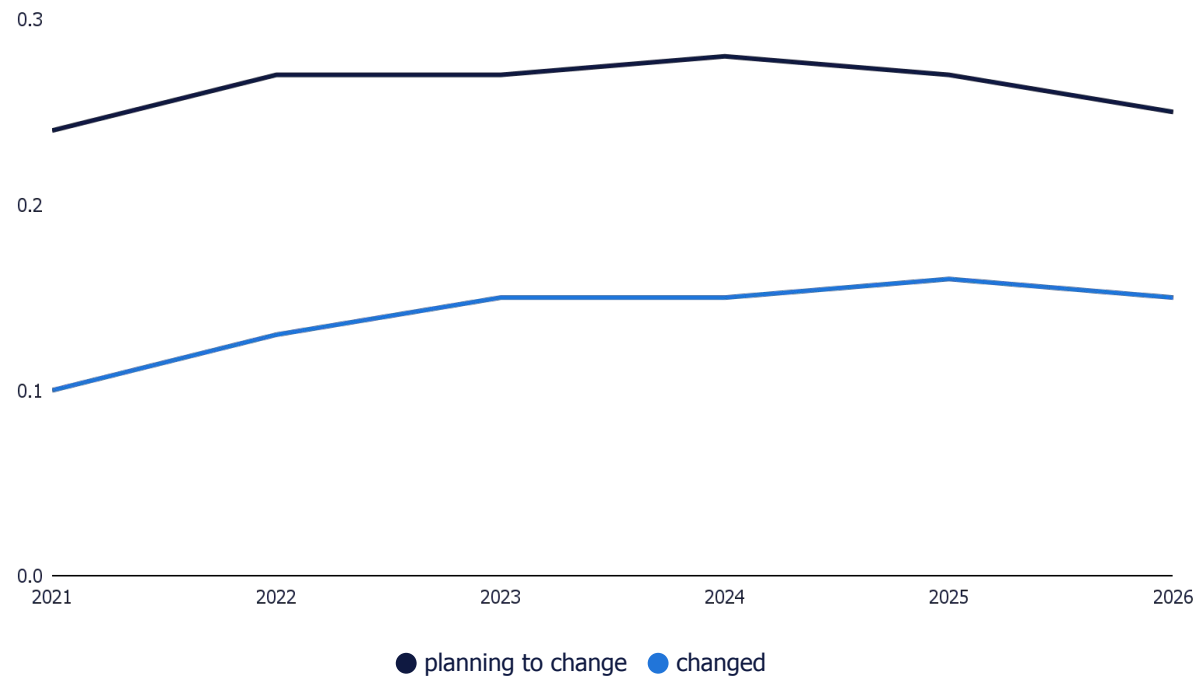
job-switching behaviour in focus.



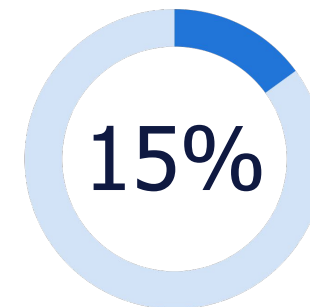
job switching behaviour over time.

the intention to change jobs has been gradually declining since 2024, with a further drop of 2% this year. Actual job changes also eased slightly (15% vs 16%), suggesting a cooling but stable labour market.

have changed employer in the last 6 months



is planning to change jobs within the first 6 months of 2026



have changed employer in the last 6 months of 2025

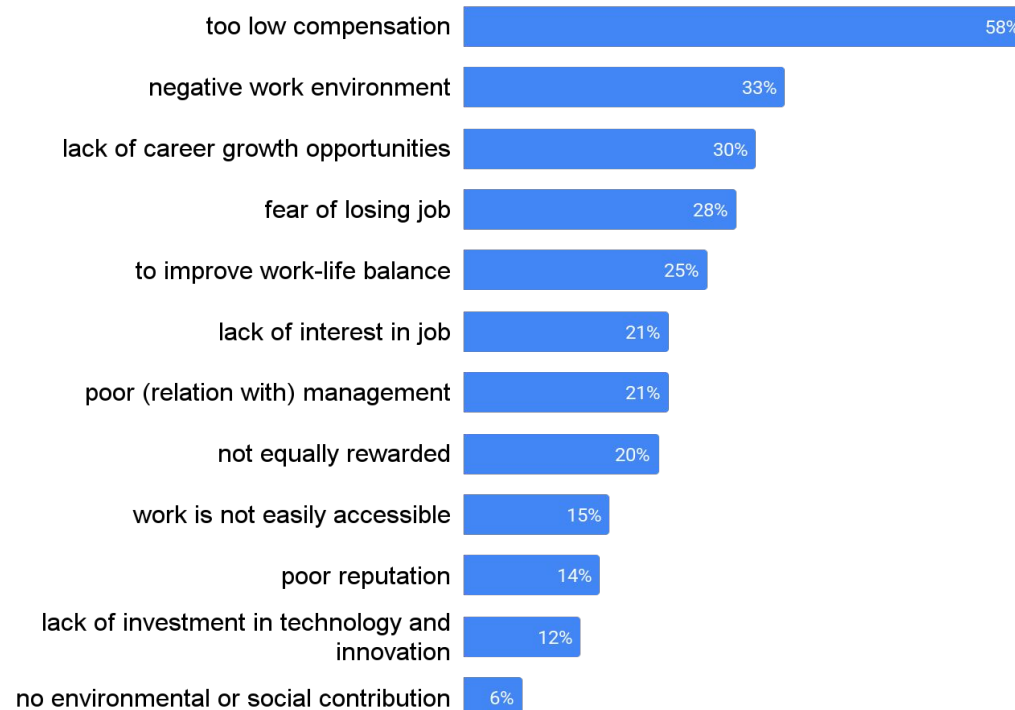


Q. Did you change jobs in the last 6 months?
Q. Do you plan to change jobs within the next 6 months?

what are the most important reasons to leave?

nearly 6 out of 10 respondents mention low pay as the reason to leave. Negative work environment, lack of growth, and security concerns reinforce the decision.

reasons for leaving



This highlights that both financial and experiential factors shape turnover decisions.

The importance of compensation rises later in careers (52% for Gen Z vs 58% for Gen X). Older employees are more likely to leave due to work environment issues (28% for Gen Z vs. 34% for Gen X).

In contrast, younger workers more frequently report a lack of growth opportunities (34% vs 25% Gen X), interesting work (25% vs 17%), and fair treatment (24% vs 18%), while placing greater importance on easy access and technology.



how does it relate to current situation?

the compensation is the clearest reason talent leave in Poland, it is also an area where current employers tend to perform less strongly.

reasons to leave

1. too low compensation
2. negative work environment
3. lack of career growth opportunities
4. fear of losing job
5. to improve work-life balance
6. lack of interest in job
7. poor (relation with) management
8. not equally rewarded
9. work is not easily accessible
10. poor reputation
11. lack of investment in technology and innovation
12. no environmental or social contribution

evaluation of current employer

1. job security
2. equal opportunities
3. easy access to work
4. pleasant work atmosphere
5. very good reputation
6. interesting job content
7. strong management/leadership
8. state-of-the-art technology
9. career progression
10. work-life balance
11. benefits the environment and society
12. salary & benefits

A similar, though less pronounced, mismatch exists around career progression opportunities.

The gap between expectations and reality regarding work atmosphere is more evident among older generations, making it a more common reason for leaving among Gen X than Gen Z (34% vs. 29%). Older workers are also more likely to leave due to low pay (58% vs. 52% among Gen Z).

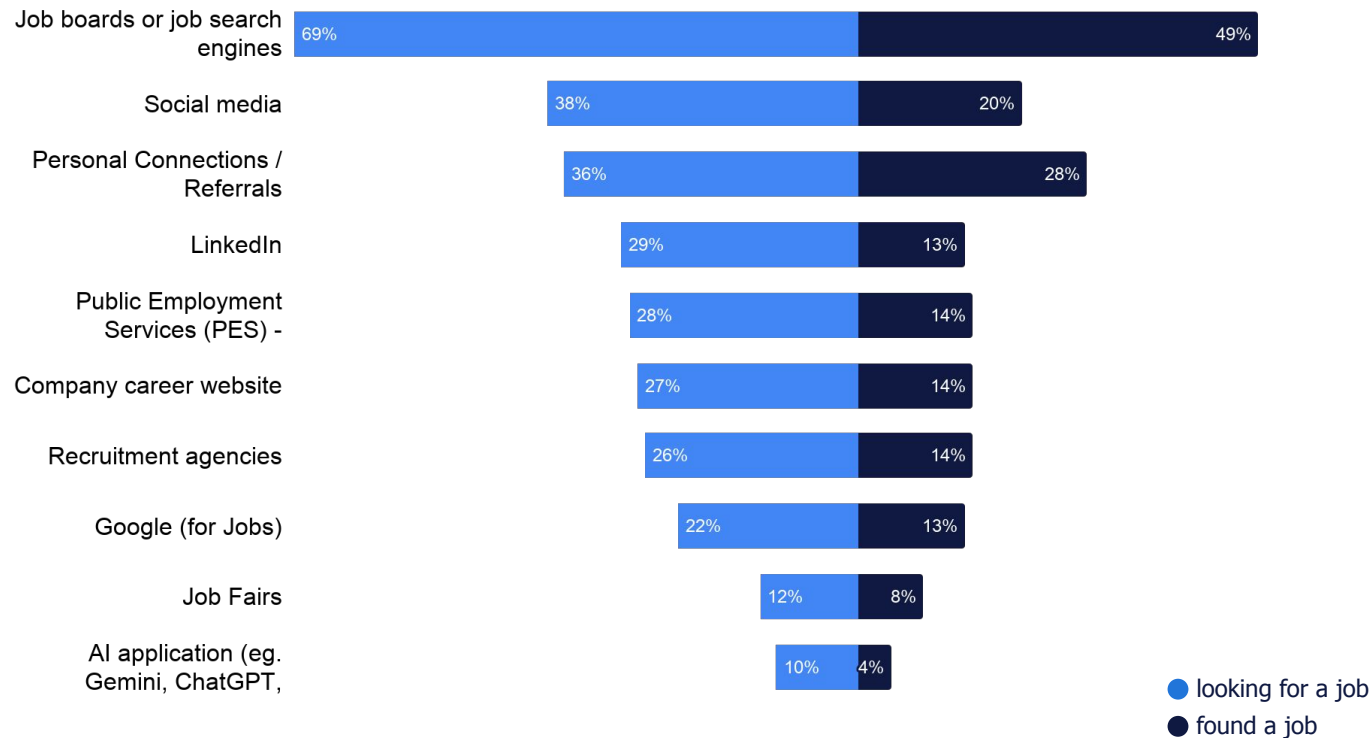
Pay becomes increasingly important with higher levels of education (60% among higher-educated vs. 47% among lower-educated workers), and the same pattern applies to lack of career opportunities (32% vs. 21%).



sources used to find new opportunities.

job boards are the most popular channel with a strong outcome, yet personal referrals are the most effective way to get hired.

sources for job opportunities



Employers in Poland use a wide range of job search channels, yet only a few deliver strong outcomes. Job boards and job search engines are the most commonly used (69%). Social media and personal connections follow. While personal referrals rank third in usage, they show the strongest conversions into actual jobs.

Job search patterns are similar across generations. However, Gen Z is more likely to use social media (41% vs. 29% among Gen X), while LinkedIn is most popular among Millennials (34%), compared with Gen Z and Gen X (28% and 22%). Older generations rely more on personal referrals (41%), company websites (29%), and Public Employment Services (PES) (30%). This highlights the importance of hiring strategies tailored to the needs and preferences of specific groups.

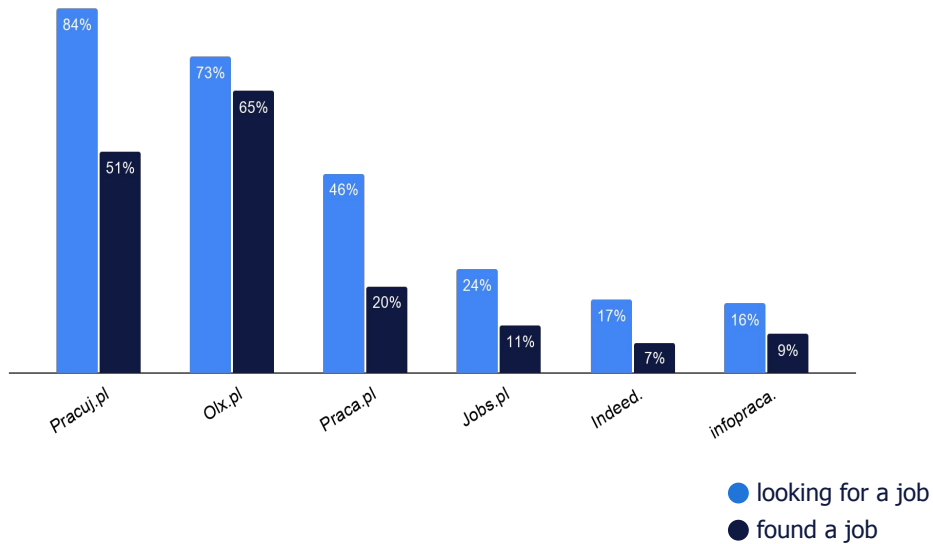


Q. Through which of the following job search channels have you used to look for a job?
Q. Through which of the following job search channels did you find a job?

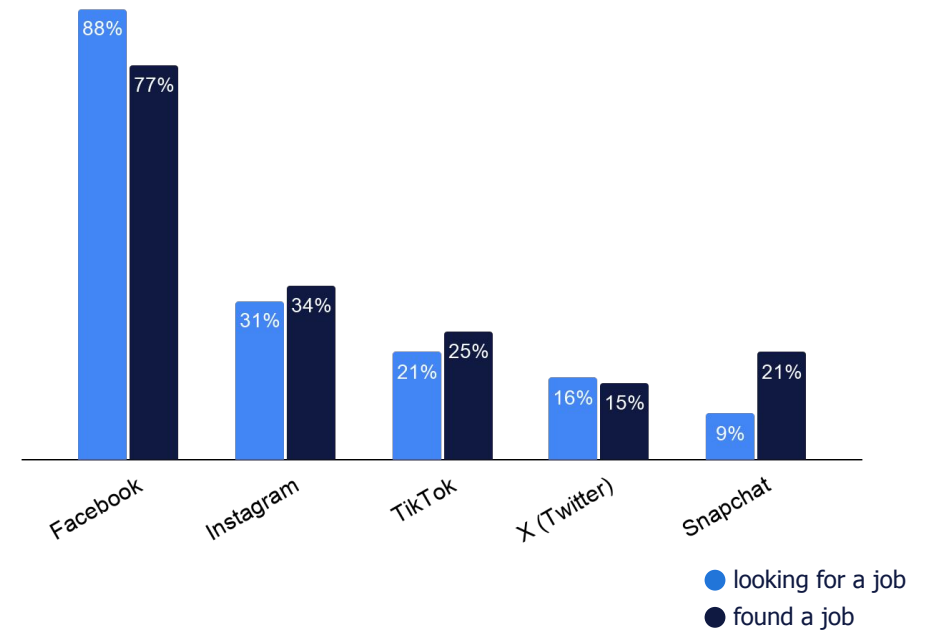
job portals and social media channels used throughout the job search.

while employers in Poland use many platforms for job search, only a few deliver strong results. Among job portals, pracuj.pl and olx.pl stand out, while Facebook is the most used and effective among social media platforms.

job portals



social media

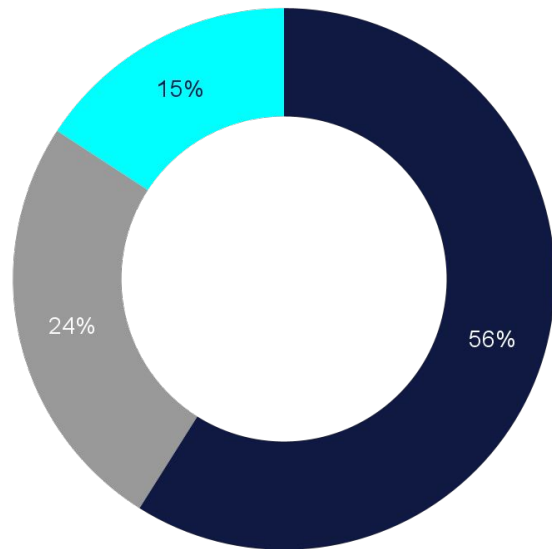


Q. Through which of these job boards/ job search engines or social media did you find a job?
Q. Which of the following job boards/job search engines or social media have you used to look for a job?

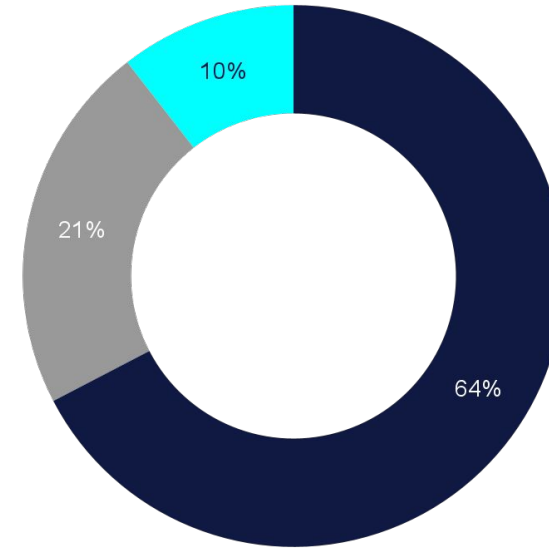
importance of in person contact.

despite the widespread use of online channels, personal contact remains a valuable part of the recruitment process. Over half of those exploring job opportunities, and 2 out of 3 of those applying, value personal interaction, highlighting its continued importance throughout the hiring process.

when exploring for jobs



when applying for jobs



- (very) important
- neutral
- not (at all) important



appendix.

top employers.



top 3 EVP drivers of the top employers in poland.

top companies in Poland are linked to state-of-the-art technology, strong management / leadership, and good reputation. Across the top employers, technology most often appears as the lead association, while leadership and reputation consistently feature as supporting strengths.

top companies	1	2	3
1. Signify (dawniej: Philips)	State-of-the-art technology	Strong management / leadership	Good reputation
2. Volvo Polska	State-of-the-art technology	Strong management / leadership	Good reputation
3. PGE Polska Grupa Energetyczna	Strong management / leadership	State-of-the-art technology	Competitive salary and benefits
4. Toyota Motor Manufacturing Poland	State-of-the-art technology	Good reputation	Strong management / leadership
5. ZF Polpharma	Strong management / leadership	Pleasant work atmosphere	Job security
6. KGHM Polska Miedź	State-of-the-art technology	Strong management / leadership	Competitive salary and benefits
7. Fujitsu Technology Solutions	State-of-the-art technology	Strong management / leadership	Career progression
8. Alstom	Strong management / leadership	State-of-the-art technology	Interesting job content
9. Allegro	State-of-the-art technology	Strong management / leadership	Equal opportunities
10. Wytwórnia Sprzętu Komunikacyjnego Pzl Świdnik	State-of-the-art technology	Strong management / leadership	Good reputation



Q. Based on your impression of the employers below, to what extent would you like to work for them?

Q. You will now see a number of statements. Please evaluate each of the following employers on a scale from 1 to 5 for each of these statements.

background
information.



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



- | | | | | |
|-----------|----------------|------------|-----------------|----------------|
| argentina | chile | hungary | the netherlands | spain |
| australia | china | india | new zealand | sweden |
| austria | czech republic | italy | norway | switzerland |
| belgium | france | japan | poland | united kingdom |
| brazil | germany | luxembourg | portugal | united states |
| canada | greece | malaysia | romania | uruguay |
| denmark | hong kong SAR | mexico | singapore | |

sample

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

fieldwork

- online interviews
- january 2026

length of interview

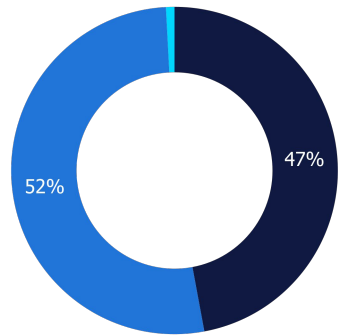
- 14 minutes

sample country

- poland, 4116

sample composition in poland socio-demographics, education, region.

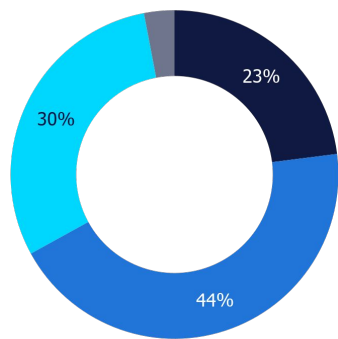
gender



- male
- female
- other*

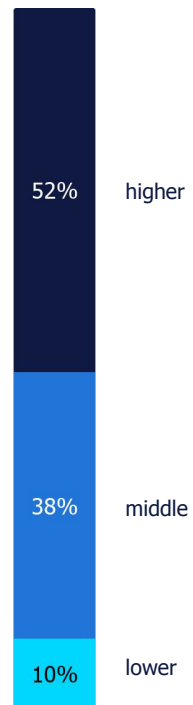
* other is comprised of all other gender identities and people who prefer not to answer the question

age

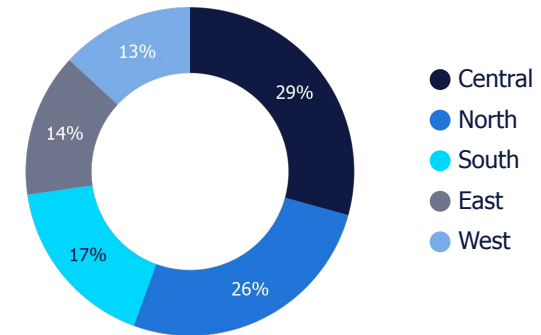


- Gen Z (1997-2012)
- Millennials (1981-1996)
- Gen X (1965-1980)
- Baby boomers (1946-1964)

education



region



- Central
- North
- South
- East
- West



your thoughts.

let's start a conversation

Our research has many insightful, but complex insights so we'd love the opportunity to walk you through this document, share our thoughts and answer any questions you might have.

[randstad poland](#)

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thank
you.



partner for talent.