Delivered from Poland

An Investment Guide
for Business Services

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Polish Investment
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PFR Group

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Contents

Why Poland?

In recent years, Poland has experienced stable economic growth, accompanied by a dynamic expansion of the business services sector, as demonstrated by a steady influx of foreign investments. The country's key advantages include a well-educated and skilled workforce, a mature and innovative economy with a high level of digitalisation, and a favourable system of investment incentives.

Despite challenges stemming from the war in Ukraine, energy market disruptions, and broader geopolitical uncertainty, the Polish economy has demonstrated remarkable resilience and adaptability. Rising energy costs and declining consumption primarily affected industrial sectors. However, the service sector – particularly in technology – remained robust. The high intensity of migration posed challenges, but Polish employers responded effectively, integrating many newcomers into the labour market. A significant number of migrants, especially in tech-related fields, secured long-term employment, further strengthening the sector.

Poland remains a major economic force – the sixth largest economy in the European Union, following Germany, Italy, France, Spain, and the Netherlands.

The year 2025 marks the 21st anniversary of Poland's accession to the EU – a milestone with measurable economic impact. Recent economic studies indicate that Poland's GDP per capita is now 40% higher than it would have been without EU membership. Active participation in the EU's economic and social framework continues to strengthen Poland's position in Europe and globally, cementing its role as a leader in the Central and Eastern European region.

Macroeconomic overview

GDP

Poland's GDP growth rate from 2022 to the first quarter of 2025 was characterised by stability and consistent growth. According to the Central Statistical Office and the National Chamber of Economy, GDP from 2022 to 2025 grew each time in relation to the previous year. Thus:

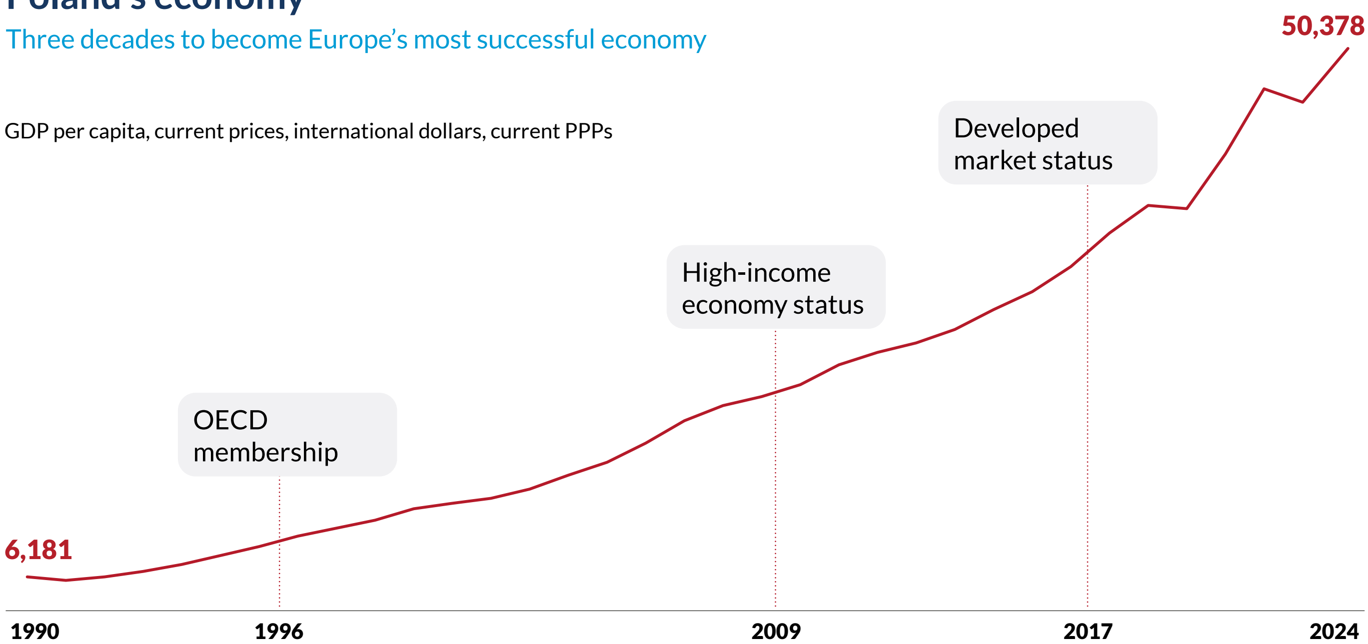
- In 2022, GDP according to the revised estimate (October '23) grew by 5.3% in real terms compared to 2021
- In 2023, GDP according to the revised estimate (October '24) grew by 0.1% in real terms compared to 2022
- In 2024 (overall), GDP was 2.9% higher in real terms compared to 2023 (Poland's Central Statistical Office's January 2025 preliminary estimate).
- In Q1 2025, according to the latest data, the seasonally unadjusted GDP grew by 3.2% y/y in real terms. In nominal terms, it amounted to PLN 892.9 billion, up 6.9% y/y.

> Poland has experienced a threefold increase in GDP over the last 20 years, demonstrating its remarkable economic transformation since joining the EU in 2004.

Poland's economy

Three decades to become Europe's most successful economy

GDP per capita, current prices, international dollars, current PPPs



Between 1990-2022, Poland recorded one of the **highest GDP per capita growth rates in the OECD and EU countries.**

Poland was the only economy in Europe to stave off the recession

2.9% real GDP growth in 2024 (Jan 2025 estimate)

In the years 1990-2024 Poland's economy measured by GDP per capita in terms of purchasing power parity, has grown by **715%**

Source: PAIH data based on the World Bank Group data, 2024

Labour market and workforce availability

Poland maintains a relatively low unemployment rate. The registered unemployment rate in the first four months of 2025 in Poland ranged from 5.4% in January to 5.2% in April. The registered unemployment rate for all of 2024 ranged from 4.9% to 5.4%.

The employment rate, however, has slightly declined due to structural shifts in the economy, automation, and changes in demand for certain skill sets. Key labour market indicators include:

- Employment level: 6.455 million full-time equivalent positions (-0.9% y/y)
- Workforce participation rate: 62.4% (steady compared to 2024)

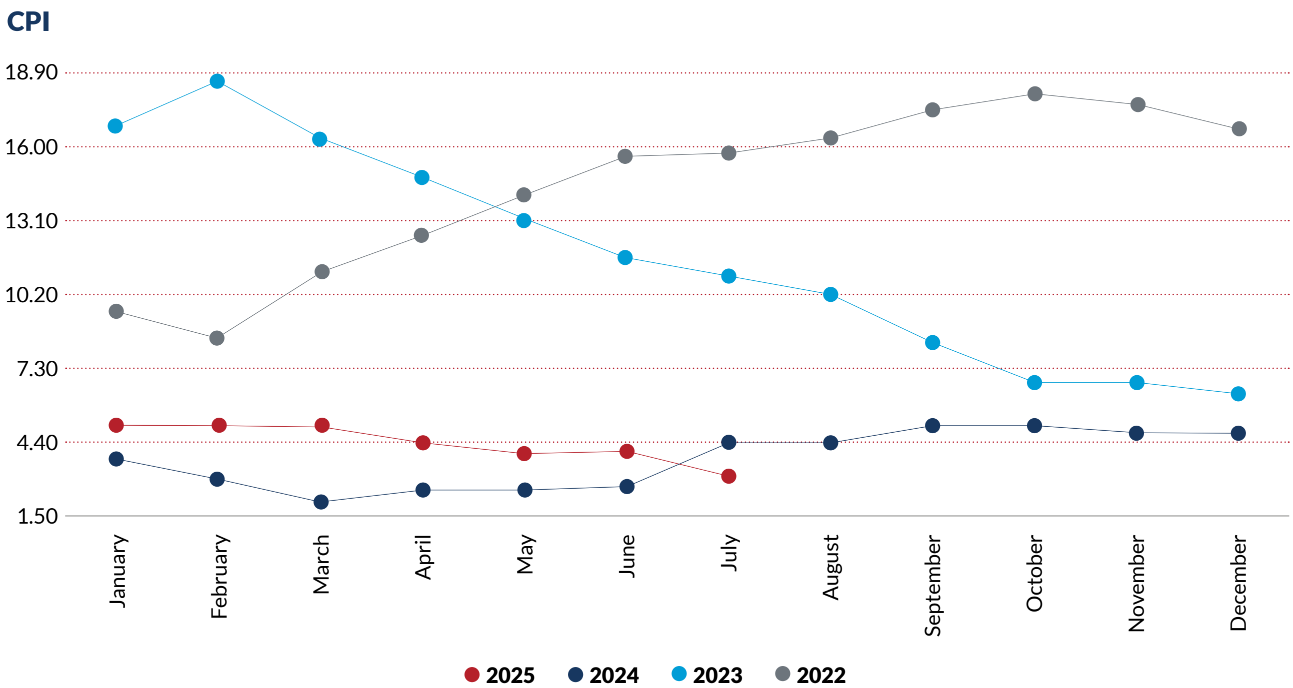
Poland's access to a highly skilled labour force continues to attract foreign investors. Additionally, the country benefits from an influx of foreign workers, with nearly 1 million registered foreign employees, predominantly from Ukraine, Belarus, and Central Asia.

Consumer price index

In the period between 2022 and early 2025, there was a clear change in the dynamics of consumer prices. In 2022, Poland struggled with a high index, which was a direct result of the war in Ukraine, turbulence in the energy market and demand pressures after the Covid-19 pandemic. At that time, inflation rose to levels of 17-18%, which globally meant unpredictable operating costs. In 2023, the rate fell from 16% in January to 6% in December. In 2024, we felt inflation stabilising at between 3.5% and 4.5%, which was already much closer to the National Bank of Poland's ("NBP") inflation target (2.5% +/- 1pp).

By the last surveyed month of 2025 (July), the situation is stable. In view of this, for the past year and a half we can talk about inflationary stability in the Polish market, which for investors is a sign of stability and predictability.

After the turbulence of 2022 and 2023, the market has returned to macroeconomic equilibrium thereby providing greater certainty for doing business.



Source: Poland's Central Statistical Office

Exchange rates

The PLN/EUR and PLN/USD exchange rates have been characterised by high stability for years. The Polish zloty is a stable and independent (non-eurozone) currency with moderate volatility.

Key data on average NBP exchange rates for PLN/EUR and PLN/USD in 2025:

- PLN/EUR – on March 31, 2025, the average rate was 4.18 PLN/EUR.
- Typical fluctuations for this rate are 4.15-4.30 PLN/EUR
- PLN/USD – on March 31, 2025, the average rate was 3.86 PLN/USD.
- Typical fluctuations for this rate are 3.70 - 3.95 PLN/USD

Source: Financial Stability Report, NBP (National Bank of Poland), December 2024.

According to information contained in NBP reports, Poland will see economic growth and acceleration in 2025-2026.

The main reason, according to forecasts, will be the inflow of EU funds under the 2021-2027 financial framework along with the National Reconstruction Plan, which will put the Polish economy on a track conducive to investment risk-taking. Thus, consumption will increase, due to the rise in disposable income of average households.

Poland's Investment Appeal in the Business Services Sector

Available talent pool

One of Poland's key investment advantages in the business services sector – including IT, emerging technologies, and advanced R&D – is the wide availability of a diverse and highly skilled talent pool. The Polish labour market is shaped by international standards and a global mindset. As the most populous country in Central and Eastern Europe and the fifth largest in the European Union, Poland offers a significant demographic advantage.

Urban hubs driving expansion

Poland's business services sector continues to grow steadily year after year. Warsaw and Kraków remain the most prominent and mature locations for business services operations. However, the sector is thriving well beyond these two cities. Every economically significant urban centre in Poland offers unique strengths that contribute to its investment appeal.

At the intersection of business and science

One of Poland's key differentiators in the region is its strong academic ecosystem. With over one million students enrolled nationwide and a high popularity of science and technology subjects, Poland offers a broad and well-distributed network of universities. This creates favorable conditions for technology-driven business development across many cities.

Regional industry leader

Poland maintains a strong position in the Central and Eastern European region. We stand out in terms of both the number of business service centers and total employment in the industry. The country is a preferred location for global companies establishing or expanding their business services operations.

Business services: a core industry

The leading industry organisation monitoring and analysing the development of business services sector in Poland is the Association of Business Services Leaders (ABSL). Each year, ABSL publishes a flagship report, considered the most comprehensive and authoritative source of data and insights on the business services landscape in Poland.

According to the latest ABSL figures, 55 new business services centres were established in 2024, with an additional 6 centres opened in the first quarter of 2025, generating approximately 5,400 new jobs. As in previous years, the majority of these new investments come from foreign-owned enterprises.

Polish business services sector in numbers:

- 2,000+ BPO, SSC/GBS, IT and R&D business service centres operating across the country in 2025 (1,800+ in 2024)
- USD 42.3 billion of knowledge-intensive business services exports value in 2024 (36.8 billion in 2023)
- Industry employment – 480,000+ jobs
- 5.7% estimated industry share in the GDP of Poland in 2025 (5.3% in 2024).
- 61 business services centres started operations between early 2024 and the end of Q1 2025.
- Nine locations where business services centres operate, employ more than 10,000 people.
- Two cities with employment in this sector of over 100,000 – Warsaw and Kraków
- 19.6% share of foreigners employed in the sector
- 58.6% share of knowledge-intensive work in the industry's centres at the end of Q1 2024

Source: ABSL Report 2025

The Polish Investment and Trade Agency (PAIH) is a government entity dedicated to promoting the Polish economy. It strengthens the recognition of Polish brands on international markets and helps entrepreneurs to choose their optimal path of expansion abroad. The agency supports the inflow of foreign direct investments to Poland, acting as a one-stop shop for prospective investors. Scope of duties of our Investments Support Department consist of location consulting, financial incentives expertise, site visits, market data and more.

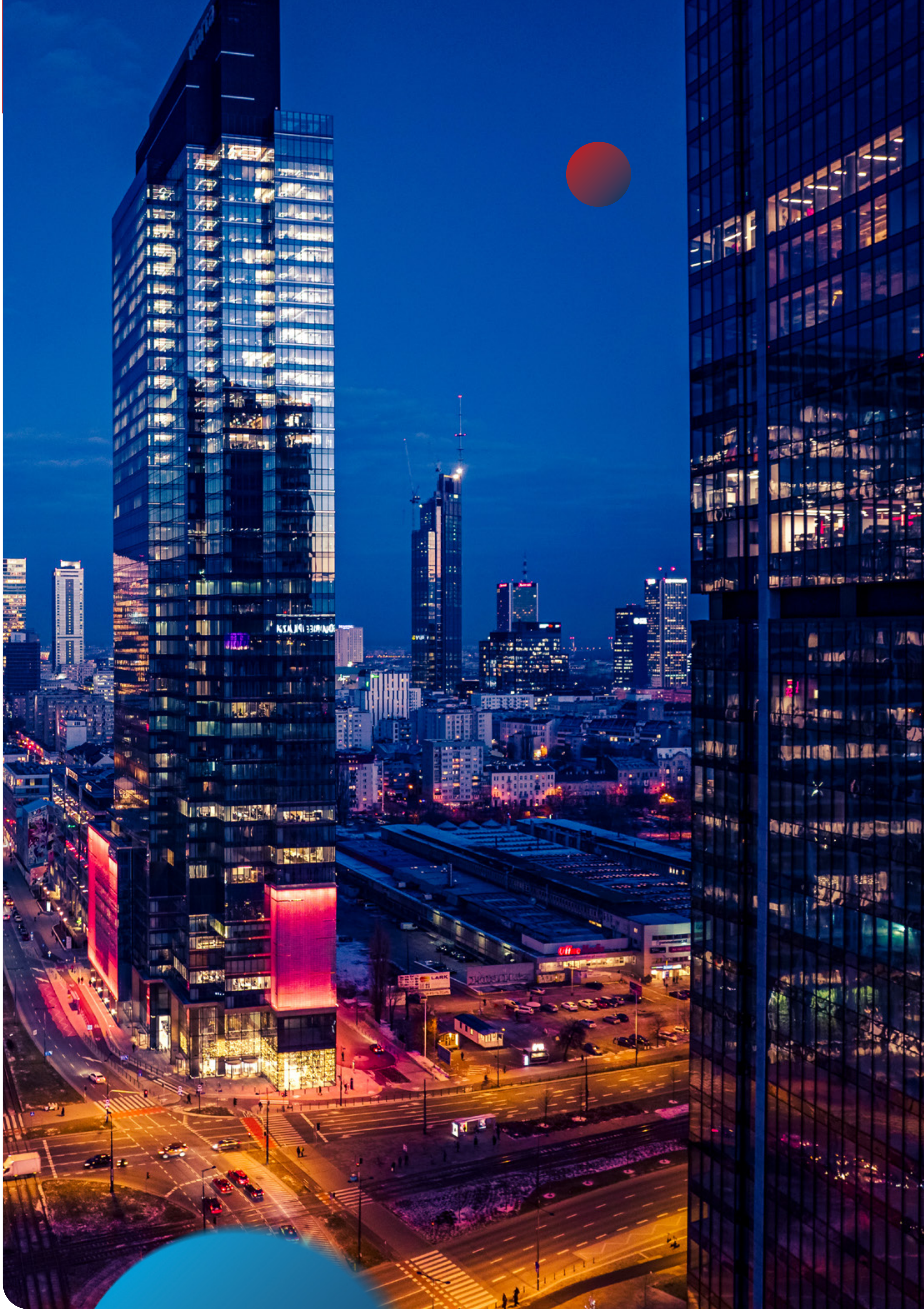
In 2024, we supported 25 investment projects in the BSS/R&D sector. It is estimated that these projects will create 3,800 new jobs. In the first half of 2025, the Polish Investment and Trade Agency supported 21 investment projects with a declared value of EUR 2.4 billion and planned employment for more than 2,500 people.

Radosław Pituch
Manager, Investments Support Department
PAIH

Macroeconomic advantages, the country's political position and stability are the key factors when making an investment decision. However, at the end of the day, it is the people who determine the success of a given venture. Polish professionals are well known for their strong language skills, adaptability to new technologies, and innovative thinking. Years of close collaboration with Western companies have fostered a deep understanding of international business practices and management standards.

Apart from the talent, financial incentives for prospective investors, play crucial role in attracting investment projects to Poland. The Polish Investment and Trade Agency is strongly embedded into the incentives' system, being an operator of a governmental cash grant program, supervised by the Ministry of Economic Development and Technology. The "Programme for supporting investments of major importance to the Polish economy for the years 2011-2030" plays a vital role in the investment decision process, attracting increasing interest from investors from the BSS sector every year. Enterprises planning to invest in Poland can apply for cash support from the Polish government. PAIH's role is to navigate them through the process and assess their applications that are submitted within the Programme.

The programme in its current iteration is closing to an end. Starting from 2026 the investors may however expect a new iteration of the cash grant scheme, which is currently under development at the governmental level.



Labour market

Poland is still distinguished on both European and global stages due to its access to a highly qualified, experienced, and multilingual workforce. Although the wage gap between Poland and the western world is narrowing, the market continues to provide an attractive price-performance ratio, enabling various businesses to optimise costs.

One key factor supporting Poland's transformation is its human capital, including availability, skills and experience. Poland offers a competitive workforce that enables effective team building and scaling.

The high quality of Polish employees, along with their diverse skills and language capabilities, continues to attract investors. Polish workers are known for their flexibility, resourcefulness and willingness to learn.

Additionally, the legal framework in Poland and the authorities' openness to various forms of cooperation encourage the implementation of new investments.

Polish workforce insights for business services

- **The Polish labour market is shaped by international standards and a global mindset.** As the most populous country in Central and Eastern Europe and the fifth largest in the European Union, Poland offers a significant demographic advantage.
- **Approximately 35% of the population holds a university degree** – a crucial factor for sourcing top-tier talent in specialised business services. Furthermore, 63% of Poles are of working age, ensuring a strong and sustainable pipeline of qualified professionals for the future.
- **One of Poland's key differentiators in the region is its strong academic ecosystem.** With over one million students enrolled nationwide and a high popularity of science and technology subjects, Poland offers a broad and well-distributed network of universities. This creates favourable conditions for technology-driven business development across many cities.
- **There are about 1.2 million students in Poland, of which 25% study engineering related subjects.** Poland is ranked high in EU regarding STEM graduates, and as a leader of women in STEM.
- **Polish professionals are known for their strong language skills, adaptability to new technologies, and innovative thinking.** Years of close collaboration with American, German, and French companies have fostered a deep understanding of international business practices and management standards.
- **According to the EF Proficiency Index 2024, Poland ranks 15th globally in terms of population proficiency in English.** Language skills increase Poland's competitiveness as a location for business services centres. Foreign investors can easily find a communicative team in Poland.
- **Poland is also valued for its access to IT talent including software developers.** Polish programmers are among the world's best being ranked 3rd in Global Developer Ranking of Hacker Rank. Over 400,000 IT specialists are present in the market according to 2023 estimates.
- **These strengths are widely recognised by investors, making Poland an attractive destination for major technology companies.** Recent announcements by global leaders such as Microsoft and Google regarding new initiatives in Poland are a strong signal to the world that the country offers world-class talent – particularly in advanced fields like Artificial Intelligence.
- **Poland can be considered a country with a high quality of life.** Although nominal wages are lower than those in Western European countries, Eurostat data indicates that the purchasing power of the minimum wage in Poland exceeds that of countries like Spain. It continues to attract foreign workers, who bring valuable experience and skills to the country.

Talent pool per location

The key issue for investors when analysing the potential of particular locations in Poland is the availability of an existing talent pool. Development potential is also an important factor, as investors want to know whether it would be possible to expand their operations in a given place by tens or even hundreds of jobs.

> Poland remains an attractive destination due to its large workforce, reaching almost 18 million in 2024. The country's employment figures surpass the total populations of several European nations, with over 488,700 professionals working in the business services sector alone (ABSL, 2025).

Candidates can be found in a wide range of larger and smaller urban centres, which gives investors more flexibility in choosing suitable locations for their operations. While similar goals can be achieved in various locations, success depends on smart decision-making and thorough preparation. When executed effectively, many investors who initially commit to Poland for 3–5 years often choose to extend their presence, with plans to grow and invest further over the next 5–10 years.

2,081 centers of 1,258 companies. Five most important locations in Poland

Source: ABSL 2025

Classification of cities according to ABSL

- **Tier 1:** Kraków, Warsaw and Wrocław
- **Tier 2:** Katowice & GZM, Łódź, Poznań, Tricity
- **Tier 3:** Bydgoszcz, Lublin, Rzeszów, Szczecin

Łukasz Grzeszczyk
Executive Director CEE
Investors Consulting & Talent Location Strategy
Hays

> Investors who have placed their trust in Poland and established shared service centres here often decide to expand their operations, for example, by adding production plants or R&D centres. They are also increasingly transferring positions with an international scope of responsibility to Polish centres. Although the number of entry-level positions in the Polish business services sector is decreasing, the demand for expert roles continues to grow. These factors perfectly illustrate Poland's ongoing evolution – from a low-cost business centre for global corporations to a strategic location for specialised tasks.

Unemployment rate

Poland has recorded a low level of unemployment for years. With a limited number of unemployed, immediately available candidates, investors expanding into the local market need to create attractive offers and carefully designed recruitment strategies.

In May 2025, Poland's average unemployment rate was 5%, and it was third lowest in the European Union.

The average unemployment rate in Poland in May 2025 by region

Poland	5.0%
Dolnośląskie	4.7%
Kujawsko-pomorskie	7.1%
Lubelskie	7.2%
Lubuskie	4.6%
Łódzkie	5.5%
Małopolskie	4.1%
Mazowieckie	4.0%
Opolskie	5.7%
Podkarpackie	8.4%
Podlaskie	6.7%
Pomorskie	4.6%
Śląskie	3.7%
Świętokrzyskie	7.4%
Warmińsko-mazurskie	8.0%
Wielkopolskie	3.0%
Zachodniopomorskie	6.7%

Source: Poland's Central Statistical Office, 2025.

Education

One of the significant advantages of human capital in Poland is the high level of education. According to data from the Central Statistical Office for 2024, 43.7% of the professionally active population in Poland hold a university degree. According to Eurostat, this figure rises to 46% among young people aged 25 to 34.

A well-educated society ensures employees possess specialised skills and knowledge to effectively execute innovative investment projects.

Poland has a high availability of skilled workers, as indicated by the presence of 354 universities across the country. In the 2023/2024 academic year, approximately 1.2 million students were enrolled in Polish universities.

1,245,153 students in the 2023/2024 academic year

+1.8% YoY

Dolnośląskie	115,157
Kujawsko-pomorskie	58,389
Lubelskie	64,547
Lubuskie	10,989
Łódzkie	74,269
Małopolskie	148,433
Mazowieckie	285,465
Opolskie	17,389
Podkarpackie	41,908
Podlaskie	28,830
Pomorskie	88,543
Śląskie	106,604
Świętokrzyskie	19,765
Warmińsko-mazurskie	21,290
Wielkopolskie	131,033
Zachodniopomorskie	32,542

Source: Poland's Central Statistical Office.

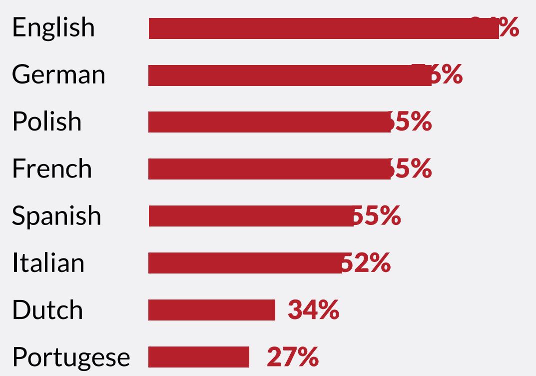
University graduates in 2023

Business and administration	61,322
Medical	24,072
Engineering and technical	23,110
Languages	14,048
Information technologies	10,432
Law	7,531
Mathematics and statistics	2,027

Source: Poland's Central Statistical Office.

The high percentage of individuals who speak a foreign language highlights the appeal of Polish workers. Many Polish specialists are fluent in English, which facilitates international cooperation and responds to the skill requirements of investors seeking a suitable location for their business service centres. In addition, there are many professionals in the market who – in addition to English – are proficient in German, French or Spanish.

Most commonly used languages in centres located in Poland



Source: ABSL 2023.

Salary benchmarks

For many years, Poland has been perceived as an emerging or even a "low cost" country. Initially, the roles in Polish shared services centres involved primarily routine, easily staffed functions such as administrative support, project coordination or customer service. These operations have typically been located in Poland to reduce costs. While it may still be advantageous for companies to outsource certain basic processes to the country, it's not a general rule.

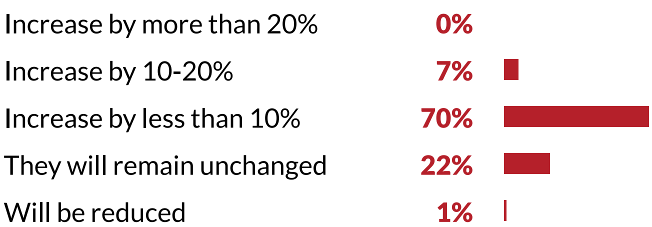
> Poland is increasingly attracting more sophisticated investments, including the development of specialised centres and expertise-reliant strategic hubs. They often involve creating highly complex roles, often with a regional scope of responsibility, that require multi-disciplinary skills and many years of experience.

Increasing specialisation and rising labour costs observed in the past years have contributed to the fact that Poland – while still offering great value for money – can no longer be called "low cost".

> Despite growing labour costs, Poland remains a market that offers high-quality work for a moderate price. Salary levels increase when seeking specialists with niche skills, or when relocation is required.

Does your organisation plan to make any changes to salaries in 2025?

The perspective of employers in the business services sector in Poland



Source: Hays Poland Salary Guide 2025.

Gross monthly salary ranges in Poland for business services roles in 2025 (in PLN)*

GL	Min	Opt	Max
Junior Accountant (up to 1 year of experience)	5,800	6,300	7,000
Accountant (1-3 years of experience)	7,400	8,500	10,000
Senior Accountant (3-5 years of experience)	9,200	10,500	13,000
Expert Accountant/ Subject Matter Expert (5+ years of experience)	10,500	12,000	14,000
Team Leader (5-15 FTEs)	13,000	15,500	17,500
Process Manager (more than 20 FTEs)	17,600	21,000	27,000

AP/ AR	Min	Opt	Max
Junior Accountant (up to 1 year of experience)	5,200	5,700	6,500
Accountant (1-3 years of experience)	6,500	7,500	9,000
Senior Accountant (3-5 years of experience)	8,500	10,000	12,000
Expert Accountant/ Subject Matter Expert (5+ years of experience)	9,000	11,000	13,000
Team Leader (5-15 FTEs)	12,000	14,500	16,500
Process Manager (more than 20 FTEs)	16,500	20,000	25,000

CUSTOMER SERVICE	Min	Opt	Max
Junior Specialist (up to 1 year of experience)	5,000	6,000	6,500
Specialist (1-3 years of experience)	5,500	6,500	7,800
Senior Specialist (3+ years of experience)	7,000	8,500	9,200
Team Leader (5-15 FTEs)	10,000	12,500	14,800
Process Manager (more than 20 FTEs)	14,500	17,000	20,000

ORDER MANAGEMENT	Min	Opt	Max
Junior Specialist (up to 1 year of experience)	5,000	6,000	6,500
Specialist (1-3 years of experience)	6,000	7,000	7,600
Senior Specialist (3+ years of experience)	7,500	8,500	9,500
Team Leader (5-15 FTEs)	11,000	12,600	14,500
Process Manager (more than 20 FTEs)	15,000	18,000	20,000

Average rates for the whole of Poland. Gross monthly remuneration in a given position (full-time) expressed in PLN (Polish Zloty). Optimum is the salary most often proposed at an equivalent position.
1 PLN = 0.24 EUR or 0.28 USD (as of 18.07.2025)
Source: Hays Poland Salary Guide 2025 and Hays Poland Salary Guide – Business Services 2025.

SUPPLY CHAIN (PROCUREMENT ADMIN, LOGISTICS, PLANNING)	Min	Opt	Max
Junior Specialist (up to 1 year of experience)	5,500	6,000	6,500
Specialist (1-3 years of experience)	6,600	7,500	8,000
Senior Specialist (3+ years of experience)	8,000	9,000	11,000
Team Leader (5-15 FTEs)	11,700	13,500	15,500
Process Manager (more than 20 FTEs)	16,500	19,000	24,500

HR ADMINISTRATION	Min	Opt	Max
Junior Specialist (up to 1 year of experience)	5,500	6,000	6,300
Specialist (1-3 years of experience)	6,500	7,000	8,300
Senior Specialist (3+ years of experience)	8,300	9,500	12,000
Team Leader (5-15 FTEs)	11,700	13,000	15,000
Process Manager (more than 20 FTEs)	15,000	17,500	25,000

FINANCIAL ANALYSIS	Min	Opt	Max
Junior Financial Analyst (up to 1 year of experience)	5,500	6,000	7,000
Financial Analyst (1-3 years of experience)	7,000	8,000	9,700
Senior Financial Analyst (3-5 years of experience)	10,500	12,300	15,300
Subject Matter Expert (5+ years of experience)	13,000	15,000	17,000
Team Leader (5-15 FTEs)	15,200	16,500	18,200
Process Manager (more than 10 FTEs)	17,500	22,500	27,000

KYC/ AML	Min	Opt	Max
Junior KYC/ AML Analyst (up to 1 year of experience)	5,200	6,200	7,200
KYC/ AML Analyst (1-3 years of experience)	6,500	7,500	9,000
Senior KYC/ AML Analyst (3-5 years of experience)	8,800	10,500	13,500
Subject Matter Expert (5+ years of experience)	10,800	13,500	16,500
Team Leader (5-15 FTEs)	14,000	16,000	19,000

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Gross monthly salary ranges in Poland for business services roles in 2025 (in PLN)*

FUND ACCOUNTING	Min	Opt	Max
Junior Accountant (up to 1 year of experience)	6,500	7,000	8,000
Accountant (1-3 years of experience)	8,000	8,500	10,000
Senior Accountant (3-5 years of experience)	10,500	11,000	13,000
Expert Accountant/ Subject Matter Expert (5+ years of experience)	11,000	13,000	15,000
Team Leader (5-15 FTEs)	13,000	14,000	17,000
Process Manager (more than 20 FTEs)	16,500	21,000	25,000

TECH LEADERSHIP AND BUSINESS PLANNING	Min	Opt	Max
IT Director/ CIO	30,000	45,000	65,000
IT Project Manager	15,000	20,000	25,000
Business/ System Analyst	13,000	16,000	19,000

SOFTWARE DEVELOPMENT AND TESTING	Min	Opt	Max
Software Development Director/ Manager	25,000	38,000	48,000
Java Developer	15,000	20,000	25,000
.NET/ C# Developer	14,000	18,000	23,000
C/ C++ Developer	12,000	16,000	21,000
Front-End Developer	12,000	16,000	20,000
PHP Developer	11,000	14,000	17,000
Mobile Developer	15,000	19,000	23,000
RPA Developer	14,000	17,000	20,000
Automation Tester	12,000	17,000	20,000
Manual Tester	8,000	10,000	13,000

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INFRASTRUCTURE AND CLOUD OPERATIONS	Min	Opt	Max
Network Administrator	12,000	15,000	17,000
Unix/ Linux Admin (Redhat, AIX, Solaris)	13,000	16,000	19,000
Microsoft Windows Server Admin	13,000	16,000	19,000
Infrastructure Manager	19,000	23,000	27,000
Database Administrator (Oracle, Microsoft SQL)	13,000	16,000	19,000
3rd Line Support	14,000	18,000	22,000
2nd Line Support	10,000	12,000	14,000
Service Desk Manager	15,000	20,000	25,000
DevOps Engineer	16,000	20,000	23,000

IT SECURITY	Min	Opt	Max
Security Manager	30,000	40,000	50,000
Security Consultant	20,000	24,000	28,000
Infrastructure Security Specialist	18,000	20,000	22,000
Applications Security Specialist	17,000	19,000	22,000
Cybersecurity Architect	33,000	38,000	43,000
Cybersecurity Engineer	26,000	29,000	33,000
Cybersecurity SOC Manager	30,000	33,000	36,000
Cybersecurity SOC Analyst Tier 3	21,000	25,000	29,000
Cybersecurity SOC Analyst Tier 2	15,000	18,000	21,000

DATA ANALYSIS, MACHINE LEARNING AND ARTIFICIAL INTELLINGENCE	Min	Opt	Max
Big Data Developer	17,000	20,000	25,000
Machine Learning Engineer	18,000	21,000	25,000
Data Scientist	19,000	22,000	26,000
Data Engineer	17,000	19,000	21,000

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Gross monthly salary ranges in Poland for business services roles in 2025 (in PLN)*

ERP AND CRM	Min	Opt	Max
ABAP Developer	17,000	22,000	27,000
Salesforce Developer	16,000	20,000	25,000
Salesforce Consultant	15,000	18,000	23,000
SAP Basis Administrator	18,000	22,000	26,000
SAP SD Consultant	22,000	27,000	30,000
SAP FI Consultant	22,000	25,000	30,000
SAP PP Consultant	25,000	29,000	34,000
SAP eWM Consultant	25,000	30,000	35,000
SAP Ariba	22,000	26,000	29,000
SAP QM Consultant	25,000	29,000	34,000
SAP PI/ PO Consultant	26,000	31,000	36,000
ERP Consultant	18,000	25,000	29,000
ERP Business Analyst/ Support	13,000	17,000	19,000

Average rates for the whole of Poland. Gross monthly remuneration in a given position (full-time) expressed in PLN (Polish Zloty). Optimum is the salary most often proposed at an equivalent position.
1 PLN = 0.24 EUR or 0.28 USD (as of 18.07.2025)
Source: Hays Poland Salary Guide 2025 and Hays Poland Salary Guide – Business Services 2025.

Benefits

Benefits play a vital role in devising successful recruitment and retention strategies. Standard benefits include a sports card, life insurance, and a basic private medical care package. From the perspective of employees in the business services sector, very attractive is the perk of customising their benefit package as per their preferences. However, this is not a common solution yet, so new investors can leverage it to gain a competitive edge.

> Employees also value co-financing of education and additional paid time off. However, the key component of company's package is hybrid work model.

Most common benefits offered by the business services industry

Sports card, gym membership	**70%**
Events, team building activities	**60%**
Life insurance	**60%**
Basic private medical care	**53%**
Extended private medical care	**47%**
Flexible benefits platform	**47%**
Co-financing of additional education	**43%**
Psychological support	**43%**
Company computer for private use	**40%**
Flexible work	**40%**

Source: Hays Poland Salary Guide – Business Services 2025.

Work models

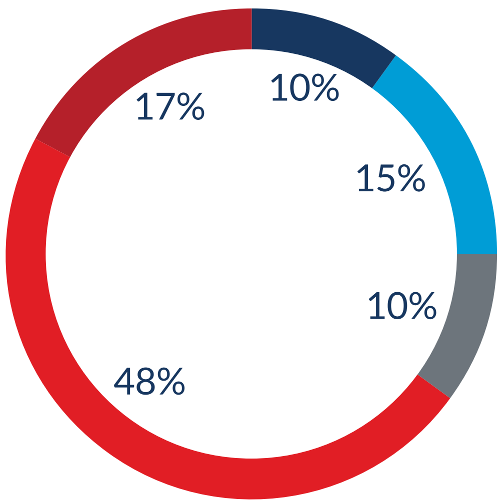
Employees in business services centres place significant importance on the work model offered by an employer. Their top preferences typically include full flexibility – defined as the freedom to choose when and where to work each day – as well as fully remote arrangements.

Despite these preferences, the work models adopted by many companies often diverge from what employees value most. Surveys indicate a steady rise in hybrid models with clearly defined in-office attendance requirements. Notably, the number of days employees are expected to be physically present in the office is increasing.

> Organisations mandating office attendance up to four times a week risk creating friction and may face recruitment challenges. For new investors, aligning work models with employee expectations can be a strategic advantage.

Work model breakdown in the business services sector in Poland

- Full flexibility
- Fully remote
- Hybrid with 1-3 days per month in the office
- Hybrid with at least 1 day per week in the office
- Fully office-based



Source: Hays Poland Salary Guide – Business Services 2025.

Recruitment process

In Poland's current job market, candidates with technical abilities, expertise, and soft and linguistic skills hold strong position. This means that employers looking for experienced mid-level workers, and candidates with a mix of IT skills and business-first approach need to have a well-designed recruitment strategy and a quality offer to attract the right candidates.

To acquire the best talent, investors need to act quickly and plan their recruitment process in waves to ensure that they don't miss out on top candidates.

Key considerations for an investor's recruitment strategy

Is there a workforce with the necessary skills and experience available in the location of interest?

What education and how many years of experience do you require from candidates?

Does the company offer flexible hours or remote work? What are the specific availability requirements (e.g. weekend work)?

What support and development opportunities can you offer to new employees (inc. onboarding, mentoring, coaching, advancement opportunities)?

Will you provide a relocation package for candidates from other locations?

Do you plan to hire only permanent employees or will you also include contingent workforce solutions in your employment mix?

Are your salary and benefits aligned with market standards? What will be your unique selling point for candidates?

What is your short and long-term recruitment strategy? Do you plan to use the support of recrutiment agencies?

Do you plan to set up an HR department in Poland with a good understanding of the local labour market and experience in the business services sector?

Incentives & tax reliefs

The selection of an optimal location for a new investment requires careful evaluation of numerous variables that can significantly impact a company's success and long-term growth. While these factors might vary across industries, certain elements hold significance for most businesses, including political stability, favourable economic conditions, supportive business environment, and overall cost considerations. In the Business Services Sector (BSS), the availability of a skilled talent pool with specific competencies becomes the primary defining factor.

BSS operations typically require a workforce proficient in multiple languages, possessing strong IT and digital skills, analytical capabilities, and a high degree of adaptability. Furthermore, robust digital infrastructure, modern office spaces, and excellent international connectivity form the backbone of a successful BSS location.

> Complementing the above-mentioned factors, state and local incentive schemes have emerged as increasingly important criteria in the site selection process, offering the potential to substantially enhance the overall business case by mitigating initial investment costs and fostering long-term economic viability.

EU investment support amid recent changes

The European Union has recently bolstered its investment support framework, particularly in light of evolving economic priorities. The revised Guidelines on Regional State Aid, which took effect on January 1st, 2022, with subsequent amendments, mark a significant expansion in aid coverage, now encompassing areas home to 48% of EU citizens. Alongside this expansion, the EU has refined its list of assisted areas, strategically targeting support to regions most in need. Furthermore, the EU has streamlined the rules for granting regional aid, simplifying the process for businesses and authorities. This simplification aims to enhance the accessibility and effectiveness of regional aid.

Maximum funding levels in Poland

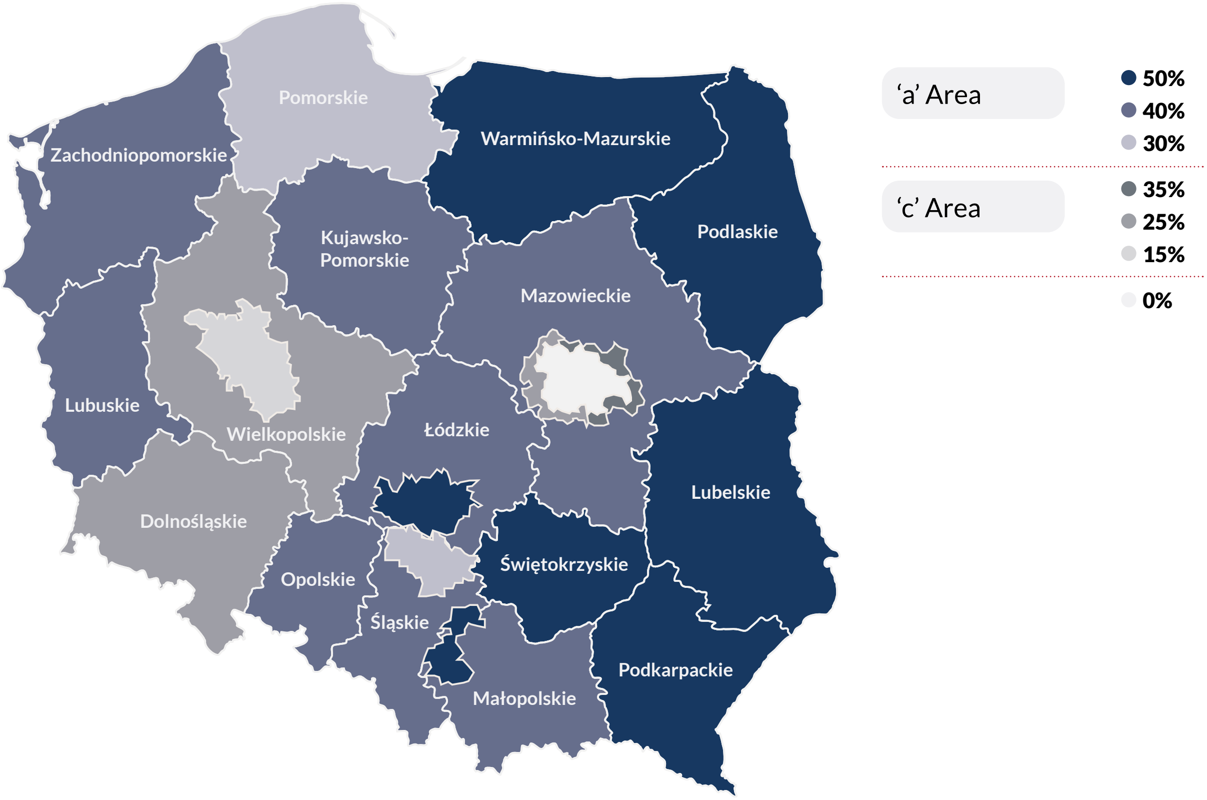
The maximum state aid for new investments in the European Union depends on three main factors:

- the aid intensity (or intervention rate),
- the eligible investment costs,
- the company's size.

Aid intensities vary by region, with less developed areas qualifying for higher support levels, promoting balanced economic development across the EU.

> As per the revised guidelines, the Just Transition Fund has raised the maximum regional aid intensity by an additional ten percentage points in specific Polish regions: Śląskie, Dolnośląskie, Wielkopolskie, Małopolskie, and Łódzkie provinces.

Regional state aid map for years 2025-2027*



* new activity required when reinvesting in the same NUTS3 area

Source: Regional aid map for Poland (1 January 2022 – 31 December 2027), European Commission, 2023

The regional state aid map reflects these changes:

- medium-sized and small companies enjoy additional bonuses of 10 and 20 percentage points, respectively,
- for large investments with eligible costs exceeding €50 million, the maximum state aid is adjusted using a sliding scale mechanism.

The maximum level of state aid for an investment is expressed as a percentage of eligible costs, i.e.:

- two-year labour costs – the estimated fully loaded labour costs arising from job creation as a result of an initial investment, calculated over a period of two years, or
- investment expenditures – tangible and intangible assets.

An illustrative calculation of maximum aid for a BSS project, based on two-year labour costs

Project assumptions	Labour-intensive investment
Investment	Centre of Excellence
CAPEX	€0.5 million
Headcount	100 FTEs
Monthly gross salary	€2500
Social Tax (% of gross salary)	ca. 19.48%
Location	Katowice (Śląskie voivodeship)
Intervention rate	40%
2-year labour costs	100 FTEs x €2,987 fully loaded monthly salary x 24 months = €7.2 million
Max. level of support	40% x €7.2 million = €2.9 million

Navigating available support instruments to maximise state aid

The maximum amount of aid available can be accessed with a help of two types of instruments of regional state aid.

Non-reimbursable cash support:

- grants for research and development activities and the implementation of R&D results co-financed by EU funds.

Tax holidays:

- Corporate Income Tax exemption

Tax breaks

Corporate Income Tax Exemption under Polish Investment Zone scheme

Under the Polish Investment Zone (PSI) national scheme, companies can benefit from Corporate Income Tax (CIT) exemption. Since 2018, this tax incentive has been extended to all locations in Poland, including major cities. This change is particularly appealing to the Business Services Sector, as large and mid-sized cities offer access to a talented workforce.

To benefit from this instrument, companies must meet two types of criteria:

1. **Quantitative** – minimum eligible investment costs determined based on:

   Investment location

   - Lower in areas with higher unemployment
   - Lowest in medium-sized cities losing socio-economic functions or bordering communes

   Entrepreneur size

   - Micro: 98% reduction
   - Small: 95% reduction
   - Medium: 80% reduction (compared to large entrepreneurs)
   - 95% reduction for select modern business services (e.g. software development, specialised design, etc.) and R&D (all sizes).

2. **Qualitative** – selection of criteria that ensure the investment contributes to sustainable economic and social development of both the country and the region.

Qualitative criteria for business services investment

Sustainable economic development

- Status of medium, small or micro enterprise (SME)
- Robotisation and automation of processes
- Partial R&D activities
- Investment in renewable energy sources
- Cooperation with suppliers (tooling)
- Enhancement of human resources potential (creation/financing of kindergarten, employment of people with disabilities)
- Investment in high potential industries in line with government economic policy or regional specialisation

Sustainable social development

- Creation of highly paid and stable workplaces
- Upskilling of employees, cooperation with educational institutions
- Additional perks and benefits for employees
- Low impact on the environment
- Investment located in medium-sized cities losing socio-economic functions or counties impacted by high unemployment

Regardless of the type of investment, there is a minimum score in qualitative evaluation that an applicant must get to qualify for exemption. Minimum score depends on the location of investment:

- 4 pts in regions where the intervention rate is 50%,
- 5 pts in regions where the intervention rate is 40%,
- 6 pts in Dolnośląskie, Wielkopolskie and part of Mazowieckie voivodeships (selected communes of Warszawski Stołeczny sub-region),

but no less than one point for each group of criteria.

Tax exemption is available for a fixed period of time ranging from 12 to 15 years. The duration depends on the intervention rate (as for large companies) in a given region as follows:

- 12 years in Dolnośląskie, Wielkopolskie and part of Mazowieckie provinces (selected communes of Warszawski Stołeczny sub-region),
- 14 years in 30 or 40% areas,
- 15 years in 50% area and investments made in areas previously designated as special economic zones.

The procedure for granting the exemption is straightforward and swift. The relevant special economic zone authority, acting on behalf of the minister responsible for the economy, issues a decision on support within thirty working days from the date of receiving a complete application.

Aid granted based on a support decision may be offered alongside government employment and training grants, provided it meets certain criteria, and the total value of these instruments does not exceed the maximum allowable amount of aid.

To benefit from the income tax exemption for new jobs, each job and the new investment must be maintained in the region where the support was granted for a minimum period of 5 years for large enterprises, and 3 years for SMEs. This period starts from the date the job is created or the date of investment completion, respectively.

EU co-financed support for businesses

Enterprises can tap into a range of EU co-financed programmes tailored to their business type, size, industry, and the project's aim and scale, including:

- **Cohesion Policy Funds**
  Allocated €76+ billion for projects that enhance the economic, social, and territorial cohesion of Poland. These include investments in infrastructure, innovation, environment, energy, and human capital.
- **Sixteen regional operational programmes**
  Allocated €33.5 billion in funds to boost scientific research, technological development, innovation, and small and medium-sized enterprise competitiveness.
- **European Funds for a Modern Economy (FENG)**
  Delivers €7.9 billion for R&D, innovation, and competitiveness, using subsidies, financial instruments, and blended finance.

The SMART programme

With a substantial budget of €4.4 billion, the SMART programme stands as an exemplary assistance mechanism provided under FENG. It focuses on advancing R&D, fostering a green economy, and promoting digital transformation. SMART programme is an interesting support instrument for companies that integrate R&D activities with the implementation of research results. It offers various components including:

Module	Level of support
R&D (mandatory for large enterprises)	Industrial research – 50% of CAPEX & OPEX Experimental development – 25% of CAPEX & OPEX Bonus – 15%
Implementation of innovation, digitalisation R&D infrastructure	As per regional state aid intervention rates % of CAPEX
Greening of companies	5%-55% of CAPEX
Competence building	50% of training costs
Internationalisation	50% (only the minimis aid)

Iwona Chojnowska-Haponik
Business Location Consulting Director, JLL

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The underutilisation of investment incentives is a global phenomenon, with many companies failing to fully leverage available support due to lack of awareness, complex application processes, and timing constraints. This oversight can significantly impact business competitiveness and growth opportunities. In this context, the Polish incentive system offers several attractive features, providing some of the highest levels of aid in Europe, with large companies eligible for support up to 50% of eligible costs. Moreover, its diverse range of support instruments ensures that businesses of all types and sizes can find suitable options. By providing clear, accessible information on the range and scope of incentives, this report aims to bridge the awareness gap and empower businesses to fully leverage available investment support.

R&D Tax Credit for Business Services

Poland has become one of the key players in the Business Services Sector (BSS), which includes Shared Service Centers (SSC), Business Process Outsourcing (BPO), IT centers, as well as research and development (R&D) units, including those focused on software development[1]. The country's attractiveness for investment stems, among others, from favorable tax incentives, such as the popular R&D tax relief.

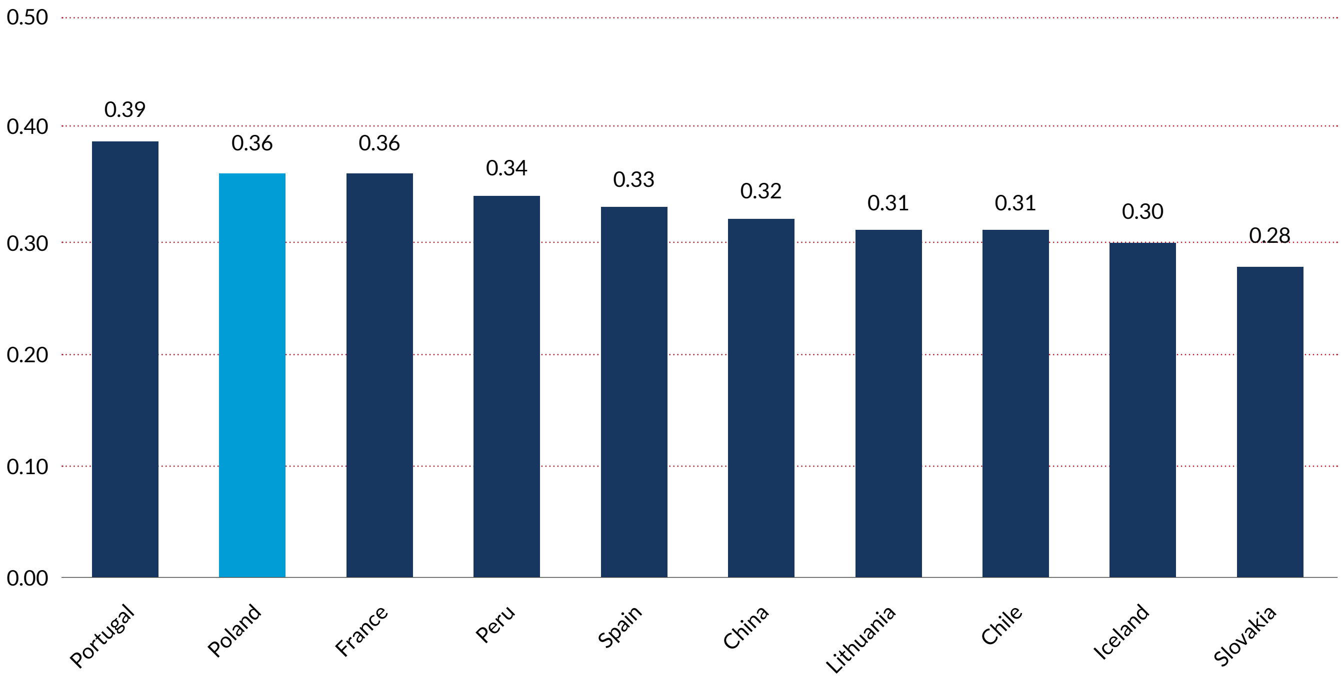
The sector is evolving dynamically towards an increased share of knowledge-intensive processes. This shift marks a transition from basic administrative tasks (back office) to more advanced analytical and decision-making roles (middle and front office). The operational maturity of many organisations leads to their transformation into Global Business Services (GBS) or Centers of Excellence (CoE), which not only execute tasks but also act as partners in driving innovation and optimisation on behalf of their clients.

Specialisation and growing role in value creation enable those companies to effectively benefit from available support instruments, including the R&D tax relief, strengthening their position in Poland as hubs of innovation and technology.

Poland offers some of the most competitive tax incentives for R&D activities in OECD countries, making it an ideal location for the BSS sector implementing innovative projects.

Tax subsidy rates on R&D expenditures[2], 2024

1-B-Index[3], by firm size and profit scenario



Source: OECD R&D Tax Incentives Database, https://oe.cd/rdtax, April 2025

[1] BSS Index, Pro Progressio, available online: https://bssindex.com [accessed: 2 July 2025]. The BSS Index illustrates the number of Business Support Services (BSS) investments across Polish cities. The platform is managed by Pro Progressio, and the data is sourced from City Halls, Regional Development Agencies, and the Polish Investment and Trade Agency (PAIH).

[2] The tax subsidy rate is calculated as 1 minus the B-index, a measure of the before-tax income needed to break even on USD 1 of R&D outlays (Warda, 2001).

[3] The 1-B-index is a measure used by the OECD to determine the implied marginal tax subsidy rate for R&D (research and development) expenditures in individual countries.

R&D tax relief represents a tax mechanism allowing for double deduction of research and development expenses, effectively resulting in a 38% cost reduction for innovative projects among companies taxed at the 19% corporate income tax (CIT) rate. This enables the BSS sector to partially fund R&D activities via the tax system, while concurrently establishing competitive advantages.

R&D Tax relief – key figures and facts

Parameter	Value	Impact for BSS
Maximum deduction	200% of staff costs	Effective cost reduction of 38%
Settlement period	6 years	Budget planning flexibility
Poland's position in EU	2nd place	Most attractive R&D tax incentives
Average BSS R&D project	PLN 1-5 million	Savings: PLN 380-1,900 thousand

Moreover, these incentives can be combined – when a research and development initiative is carried out with the support of a cash grant, the enterprise may still apply the R&D tax relief to the portion of project costs constituting its own financial contribution. This integrated approach allows for more efficient resource utilisation and maximises total support through various funding sources.

How to proceed when the R&D tax relief exceeds the taxable base (or when the company incurs a loss)?	In such cases, the so-called **innovative employee tax relief** can be utilised. This relief allows companies to accelerate the utilisation of unused R&D tax relief by offsetting it with monthly personal income tax (PIT) advances on the salaries of innovative employees (min. 50% of specialists' working time dedicated to R&D activities).

Key Benefits:

- Improvement of cash flow on an ongoing basis
- Settlement possible from the month following CIT return filing
- Possibility to settle even the entire PIT advance
- Flexibility in choosing settlement months within the tax year

Does operating in a Special Economic Zone (SSE) or Polish Investment Zone (PSI) exclude the R&D tax relief?	**No.** If a company also conducts non-zone activities that generate eligible R&D costs, it can apply the R&D relief. When the taxable base is too low to fully utilise it, the company **may use the innovative employees relief – including SSE or PSI employees – to offset PIT advances.** This significantly broadens the scope for benefiting from the relief.

An additional way to apply the R&D tax relief on an ongoing basis: a company that regularly applies the R&D tax relief may potentially request for permission to account for it already **during the tax year at the stage of monthly CIT advance payments.** This allows for faster realisation of the tax benefit, and when combined with the innovative employees tax relief, may significantly improve the company's cash flow.

Case study 1: Finance & Accounting SSC - AP/AR Process Automation

R&D Activity: Development of an AI system for automatic invoice recognition and categorisation in 15 languages, featuring predictive payment risk analysis and automatic cost allocation by responsibility center.

Qualified Cost Structure (annual):

- Project team salaries (25 people for 12 months): PLN 4,500,000
- AI/ML software licenses (Azure AI, AWS Textract): PLN 420,000
- Hardware and infrastructure: PLN 100,000 (depreciation value)

Item	Amount (PLN)	Deduction Rate	Deduction Amount (PLN)
Project team salaries	4,500,000	200%	9,000,000
AI/ML software licenses	420,000	100%	420,000
Hardware and infrastructure	100,000	100%	100,000
Total qualified costs	5,020,000	-	9,520,000
Tax savings (19% CIT)	-	-	1,808,800
Effective cost reduction	-	-	36%

Added Value: R&D Relief + 50% Tax-Deductible Costs

Combining the implementation of the **R&D tax relief** with the **PIT tax benefit for creative employees allows for greater tax efficiency** and enables offering higher net salaries without increasing overall costs. Applying both mechanisms simultaneously fosters employee engagement in R&D initiatives while providing financially competitive employment conditions.

While analysing possible R&D tax relief benefits, you should always consider **issues related to transfer pricing (TP)**. For compliance purposes, entities operating as Business Support Services (BSS) are often classified as low-risk entities providing routine, low value-added services under a cost-plus transfer pricing model. However, it should be noted that development-oriented activities, including R&D, generate higher added value and should be appropriately reflected in the TP model.

Importantly, **even with the application of a higher TP mark-up, the simultaneous use of the R&D tax relief may remain financially more advantageous than maintaining a low-margin model** without benefiting from the relief.

Case study 2: R&D Innovation Centre for Confectionery Products

R&D Activity: Development of confectionery products with extended shelf life and optimised flavor profile commissioned by Group entities. The activities eligible for the R&D tax relief include development work on the optimisation of confectionery mixture compositions, testing of alternative natural ingredients replacing traditional preservatives, and development of more efficient product forming processes. Research work also includes studies on new packaging solutions that extend product shelf life. A key component involves compatibility analysis of developed formulations with existing production lines to ensure seamless innovation implementation.

Qualified Cost Structure:

- Project team salaries (40 R&D specialists for 12 months): PLN 7,700,000
- Materials and raw materials (total): PLN 1,000,000
    - Testing raw materials (sugar, flour, fats, flavor additives): PLN 600,000
    - Testing packaging materials: PLN 200,000
    - Laboratory chemicals and reagents: PLN 150,000
    - Other materials: PLN 50,000

R&D Tax Relief Calculation: Cost qualification for tax purposes

- **Total qualified costs** (200% salaries and 100% materials): PLN 16,400,000
- **Tax savings:** PLN 3,116,000
- **Actual tax refund:** PLN 2,889,800
- **R&D asset (R&D relief to be utilised in future):** PLN 226,200

Polish R&D Tax Relief and Pillar II (global minimum tax)

While the new Pillar II regulations introduce a global minimum tax rate of 15%, which could theoretically threaten the attractiveness of domestic tax incentives, Poland's tax strategy aims to maintain benefits for companies investing in research and development.

> The Polish Ministry of Finance is working intensively on solutions designed to preserve the competitiveness of Poland's R&D tax relief scheme within the new international regulatory environment, while ensuring compliance with Pillar II requirements. A positive signal is the Ministry of Finance's declared approach – the priority is to maintain the current attractiveness of the incentive while minimising changes.

Importantly, even at this stage, Pillar II should generally not restrict the use of R&D tax relief if, beyond R&D activities, the capital group has substantial profitable operations in Poland (since the effective tax rate after R&D relief should not fall below 15%). In other cases, there is also a safe harbour provision in the form of the substance-based income exclusion, which may increase the utilisation of R&D tax relief.

The planned changes to the R&D tax relief are scheduled to take effect from January 1, 2026, with flexible transitional arrangements anticipated.

Setting up and conducting business

Regulations on setting up business in Poland require some basic formalities, although they have recently become much more convenient due to their simplification and digitalisation.

First steps

Preparatory works

- AML/KYC
- e-signature
- Powers of attorney
- Preparation of corporate governance framework
- Preparation of model employment contracts/ policies
- Arranging premises

Incorporation phase

- Incorporation - signing of Articles of Association
- Lease contract
- Bank account agreements
- Share capital transfer

Registration Phase

- Commercial register
- Tax registrations
- Statistical office registration
- Registration for Social Security purposes (employer and employees)
- Contracting accounting and payroll services

Tips and tricks

- Vast majority of formalities related to **AML transparency** (including UBO registration) can be performed remotely
- **Electronic signature** should be obtained (eIDAS-compliant) for persons representing your business entity, e.g. members of the management of a company
- eIDAS-compliant electronic signature can be arranged by service provider without the need of travel to Poland
- The most suitable forms of conducting business activity in Poland are **limited liability company (LLC)** or a branch office of the foreign entrepreneur.
- The formal duties of a limited liability company and a branch office are similar; however, the branch can only act in the scope of its parent company's business.
- **All applications and communication** with company register are carried out **via internet systems**. Most of corporate governance documentation (board minutes, resolutions, policies) can be **signed electronically**.
- Usually, foreign investors are supported by **professional service providers** in the areas of IT, accounting, legal and tax, finance and strategic advisory from the very beginning of the investment in Poland. The professional services sector is well-developed in Poland, and it is recommended to work with professional advisors in order to be compliant with specific regulations.

Growing business – legal opportunities

Once the company's operations are growing, Polish law provides for flexible mechanisms to adjust legal form of doing business to range of activities with continuation of rights and obligations (which refers, among others, to assets, permits, binding contracts and clients relations). Since 2023 it is even possible to carve-out a Polish branch of a foreign entrepreneur (via cross-border division) into new entity, e.g. Polish LLC.

Having important EU laws implemented, the Polish law provides for several mechanisms which are of importance when delivering services in global economy, such as:

- Remote work rules introduced into the labour code
- Possibility of posting workers employed in Poland for work in other EU country
- Possibility of cross-border provision of services within EU
- Possibility of transforming Polish LLC into LLC governed by other EU or EEA country legal regime (change of the company's seat to other EU country)
- Other cross-border mechanisms of relocation of business components into Poland

Forms of employment – practical overview

When entering the Polish market, investors should carefully choose the right strategy of legal framework for engaging talent. The primary option is the standard employment contract, which ensures full protection under the Polish Labour Code, supports long-term, stable cooperation and allows the application of several tax reliefs such as higher tax deductible costs for creative workers and R&D tax relief.

Civil law contracts or B2B arrangements, meanwhile, are popular for independent contractors or short-term experts, offering more flexibility but fewer legal safeguards.

	Employment Contract	Civil Law contract/B2B
Legal basis	Labour Code	Civil Code
Typical use	Long-term, stable employment	Project-based roles, external experts, freelancers, key managers & directors
Types	Permanent, fixed-term, probation period	Mandate contracts, specific-task contracts, sole trader (B2B), managerial contracts
Termination	Requires justified reason, notice period, employee protections	Flexible, defined by contract, no statutory employment protection
Wage requirements	Minimum PLN 4,666 gross/month (in 2025)	Minimum PLN 30.50 gross/hour (in 2025) for civil contracts, B2B negotiated freely
Social security	Employer ca. 20% + employee ca. 13.71%, health insurance 9%	Contractor covers their own social insurance (for B2B); civil contracts are generally insured similarly to employment contracts, with possible overlap of social security obligations if one person performs multiple contracts simultaneously; exemptions for students (≤26 y.o.)
Employee Capital Plan (PPK)	Mandatory unless opted out (employee 2% of gross salary, employer 1.5% paid extra from company funds)	Not mandatory for B2B, partly applicable to mandate contracts

	Employment Contract	Civil Law contract/B2B
Taxation	Progressive tax: 12% up to PLN 120,000; 32% above; tax-free PLN 30,000; young workers (≤26) exempt	B2B: 19% flat tax, progressive tax 12%/32%, revenue tax (several rates depending on the type of activity); civil contracts: progressive tax
Internal work rules	Employer must ensure compliance with regulations, working hours, holidays	Contractor arranges own working methods and time
Administrative burden	Higher: HR files, payslips, social security, leave administration	Lower: invoices, simplified admin, but fewer protections for the contractor
Tax relief opportunities	Eligible for copyright transfer & R&D tax relief	Generally not eligible
Key note	Basic and protective employment form, enabling employee benefits and company incentives	Popular among IT or engineering specialists for flexibility and simplified billing; students and managerial contracts

Employment-related tax reliefs

Employment contracts may qualify for the following additional tax advantages:

- **Copyright transfer settlement**: enables employees (particularly in creative, engineering, IT and R&D roles) to receive higher net salaries with no increased gross cost for the employer, by applying a 50% tax-deductible cost of income to royalties.
- **R&D relief**: companies employing staff under employment contracts in qualified R&D activities can deduct up to 200% of eligible R&D costs, reducing their corporate income tax (CIT) burden.

These mechanisms are generally unavailable under civil contracts or B2B relationships, which is why standard employment is often applied for core teams engaged in innovation or intellectual property creation.

Employment of foreign professionals

Poland has significantly enhanced its immigration and employment framework for foreign professionals, especially in strategic sectors like IT, through sweeping reforms that came into effect June 1, 2025. Central to these changes is the elimination of the traditional labour market test (requirement to prove no local candidate was available). Instead, local authorities may now maintain lists of "protected professions" – sectors where applications by foreign workers may be refused, while eligible high demand roles (such as IT and other shortage professions) benefit from fast track processing.

Immigration procedures, including work and residence permits, are undergoing full digitalisation. Applications and supporting documentation for work permits and related declarations are now submitted online through a dedicated portal[4], significantly accelerating processing times and enhancing transparency.

[4] https://www.praca.gov.pl/eurzad/strona-glowna

Compliance measures have been strengthened – employers must file signed employment contracts electronically before work commences, and promptly notify authorities of any change in employment status – missed start, early termination, or job suspension. Foreign workers also now require at least ½ time employment or at least the statutory minimum salary applicable in Poland.

Importantly, Polish reforms now grant priority work permit issuance to sectors critical to the national economy both through the fast track mechanism and Blue Card alignment, lowering experience thresholds and offering broader labour market access for skilled foreign professionals.

For investors and international companies, these reforms signal a more streamlined, secure, and strategic environment for recruiting top global talent particularly in IT and other shortage occupations while maintaining robust compliance standards.

Accounting perspective

Conducting business activities in Poland e.g. through LLC or branch office of foreign entrepreneur requires application of the Accounting Act ("Ustawa o Rachunkowości") and accounting rules as set therein.

Accounting of the entity includes:

- the adopted accounting principles (policies)
- keeping the books of accounts with record of entries of the events in a chronological and systematic order
- a periodic determination or verification, through a stocktaking, of actual balances of assets, liabilities and equity
- measurement of assets, liabilities and equity and determination of the financial result
- preparation of financial statements
- gathering and storing accounting documents and other documentation required by the Accounting Act
- having financial statements audited and published as required by the Accounting Act

In general, in Poland the entities apply Polish Accounting Rules that comprise of the rules and regulations as set out in the Accounting Act and National Accounting Standards ("Krajowe Standardy Rachunkowości", "KSR").

In specific situations, the entity might use International Financial Reporting Standards / International Accounting Standards (IFRS / IAS) and related interpretations as published by the European Commission:

- on an ad-hoc basis – if a particular issue is regulated neither in the Accounting Act nor in the National Accounting Standards
- if an entity is allowed to prepare financial statements under IFRS / IAS.

Financial statements might be prepared in accordance with IFRS / IAS e.g. by:

- entities being members of a capital group in which a parent company prepares consolidated financial statements under IFRS / IAS
- entities that are subject to the domestic top-up tax (in terms of Pillar II minimum tax rules),
- branch offices if the head office prepares financial statements under IFRS / IAS

In Poland books of accounts must be held in Polish language and in Polish zloty (PLN). Transactions and balances in foreign currency should be translated to Polish zloty using applicable exchange rates as provided by National Bank of Poland ("Narodowy Bank Polski", "NBP").

Certain entities registered in Poland are subject to statutory audit. In general, statutory audit applies to financial institutions, PLC companies and entities that in the previous year exceeded at least two out of three conditions:

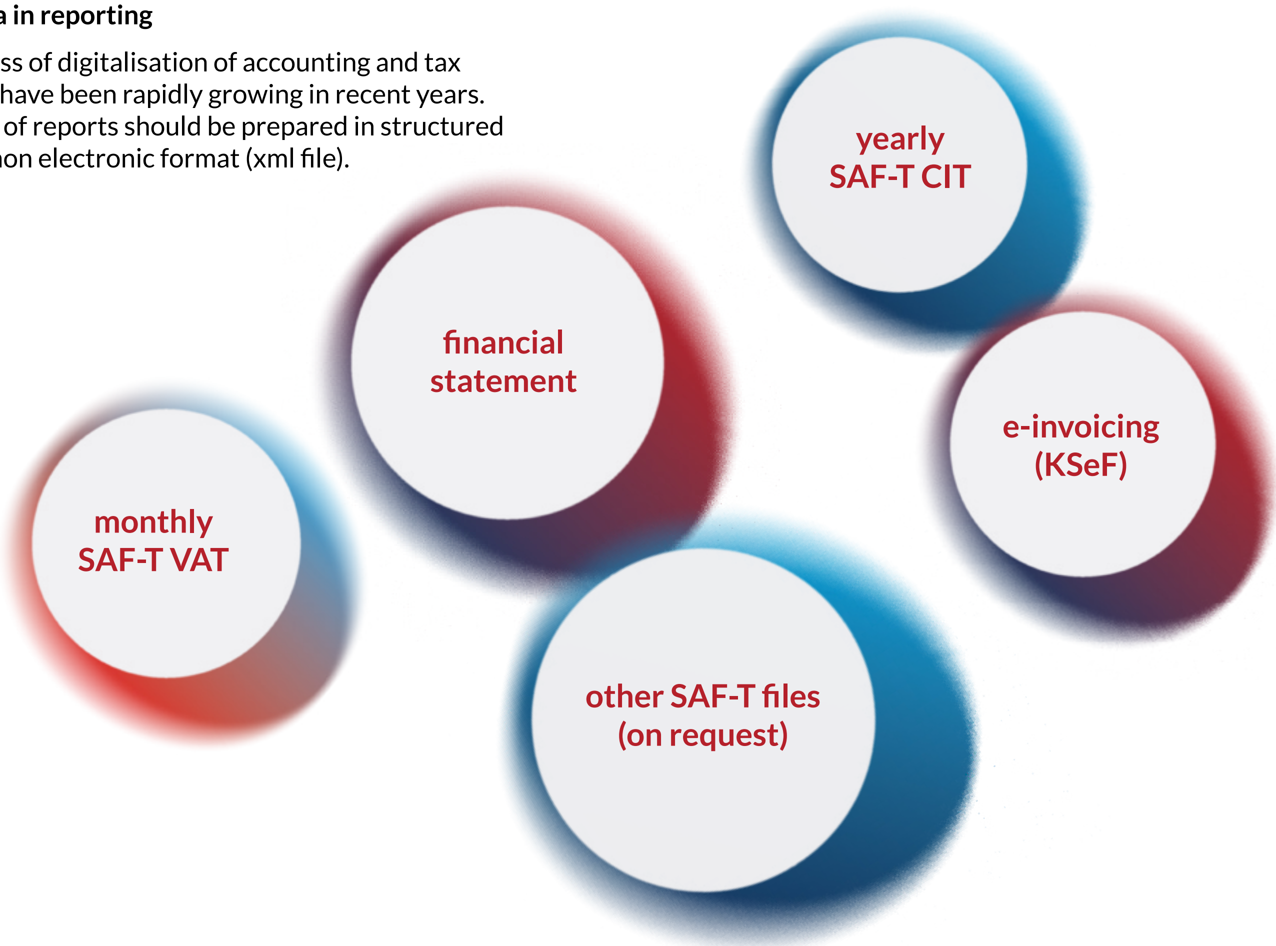
- average employment above 50 people
- sum of assets above EUR 3,125,000
- net revenues above EUR 6,250,000

It is important to mention that all entities which prepare financial statements in accordance with IFRS / IAS are also subject to statutory audit irrespective of the size of the entity.

In general, all standard forms of conducting business in Poland require full accounting as set out in the Accounting Act. Accounting rules and regulations applicable to the books of accounts are quite robust. Under specific circumstances, the entities might use IFRS / IAS or take advantage of simplifications for smaller entities.

Digital era in reporting

The process of digitalisation of accounting and tax reporting have been rapidly growing in recent years. A number of reports should be prepared in structured and common electronic format (xml file).



> Most of the structured reporting shall be uploaded obligatory by the company to relevant authorities (e.g. monthly SAF-T VAT files, yearly financial statements), however some of them are reported on request only during tax audits (e.g. SAF-T files reporting of bank statements or warehouse).

Special attention should be put on upcoming obligatory implementation of **e-invoicing (KSeF)** in Poland, which is going to come into force in February 2026 or April 2026, depending on the size of the company. It is crucial for each company to prepare its IT systems and internal business procedures for the smooth introduction of e-invoicing, as it would be virtually a revolution in day-to-day business operations of each entity.

Furthermore, a new obligatory reporting **(SAF-T CIT)** will be introduced for companies, as they will be required to upload on a yearly basis the exported data (in structured xml file format) of the accounting books, including trial balance, journal entries, fixed assets records etc. This way the tax authorities will have the full insight into the accounting books of CIT taxpayers. The new obligation is implemented in phases and applicable to biggest entities effective from 1 January 2025 with first reporting until end of March 2026.

All the changes are aimed at standardisation, unified format of the data and consistency of information used for different reporting purposes as well as minimisation of calculations outside of the accounting system so that data analysis performed by controlling institutions can be automated. To meet this objective, the entities need to focus on accounting systems provided by local Polish companies or on adjustments of international systems to Polish laws and regulations as other solutions might lead to either non-compliance or additional extensive IT outlays.

Tax predictability and cooperation instead of disputes

Predictability and cooperation

In the recent years the Polish Ministry of Finance has been implementing initiatives to streamline interactions with the tax authorities and provide businesses with greater clarity and predictability in taxation. The goal is to minimalise the number of formal disputes between entrepreneurs and tax authorities, and to resolve these disputes by cooperation and dialogue.

Some initiatives are especially aimed at foreign investors entering Polish market, including in sectors such as BSS.

Binding Tax Rulings

Companies in Poland can apply for individual, binding tax rulings prior to transaction / starting operation, on VAT rate, excise or any other tax obligation related therein.

All forms of these rulings are accessible via a single point of contact at the National Tax Information. The ruling is binding for all tax authorities in the future. These rulings serve as a preventive compliance tool, allowing businesses to confirm the tax implications operations, thus enhancing legal certainty.

Similar as in other OECD countries, the Polish tax administration, provides also a possibility to obtain an Advance Pricing Agreement on transfer pricing between related parties.

Investment Agreement

A flagship measure of the Polish tax administration to strategic investors (including investors setting in Poland SSC, BPO, IT centres etc.) is the Investment Agreement.

It is an agreement (concluded for up to 5 years) between an investor and the Polish Ministry of Finance regarding the holistic tax implication of an investment. It offers a tax certainty package covering key areas such as: interpretation of tax law, transfer pricing, GAAR[5] protection (it may include equivalents of e.g. binding tax ruling and APA).

The key benefit is that the agreement is supported by the Investor's Tax Service Centre, a dedicated tax department within Ministry of Finance, that specialises in supporting investors. Because of this, the procedure to obtain such an agreement is less formal and offers the individual approach (including meetings with the tax officials to discuss any queries).

The Investment Agreement is an instrument dedicated for strategic investments (worth at least PLN 50 million). The Investor's Tax Service Centre provides however a tax information for all investors.

Centralised Tax Service for Key Taxpayers

Poland has introduced specialised tax offices to streamline services for selected taxpayer groups i.e.:

- dedicated tax office for the largest Polish taxpayers (revenue > EUR 50m);
- dedicated tax office responsible for providing services to vast majority of foreign entrepreneurs;
- dedicated tax office managing matters related to withholding tax.

The goal of centralisation is to ensure dedicated service, increased expertise, and faster resolution of tax issues.

Cooperative Compliance Programme

Poland also offers a cooperative compliance mechanism, available to the largest taxpayers (revenue > EUR 50m). Participants benefit from, among other, real-time tax certainty, individual approach and improved relationships with tax authorities.

[5] "general anti-abuse rules"

“

The development of highly competitive tax incentives along with fast growing e-government collectively demonstrate Poland’s strategic move toward a more transparent and investor-friendly tax environment. Companies in the Business Services Sector will find in Poland not only a cost-effective operational base but also an increasingly predictable and cooperative tax system.

Tobiasz Dolny
Partner, ALTO

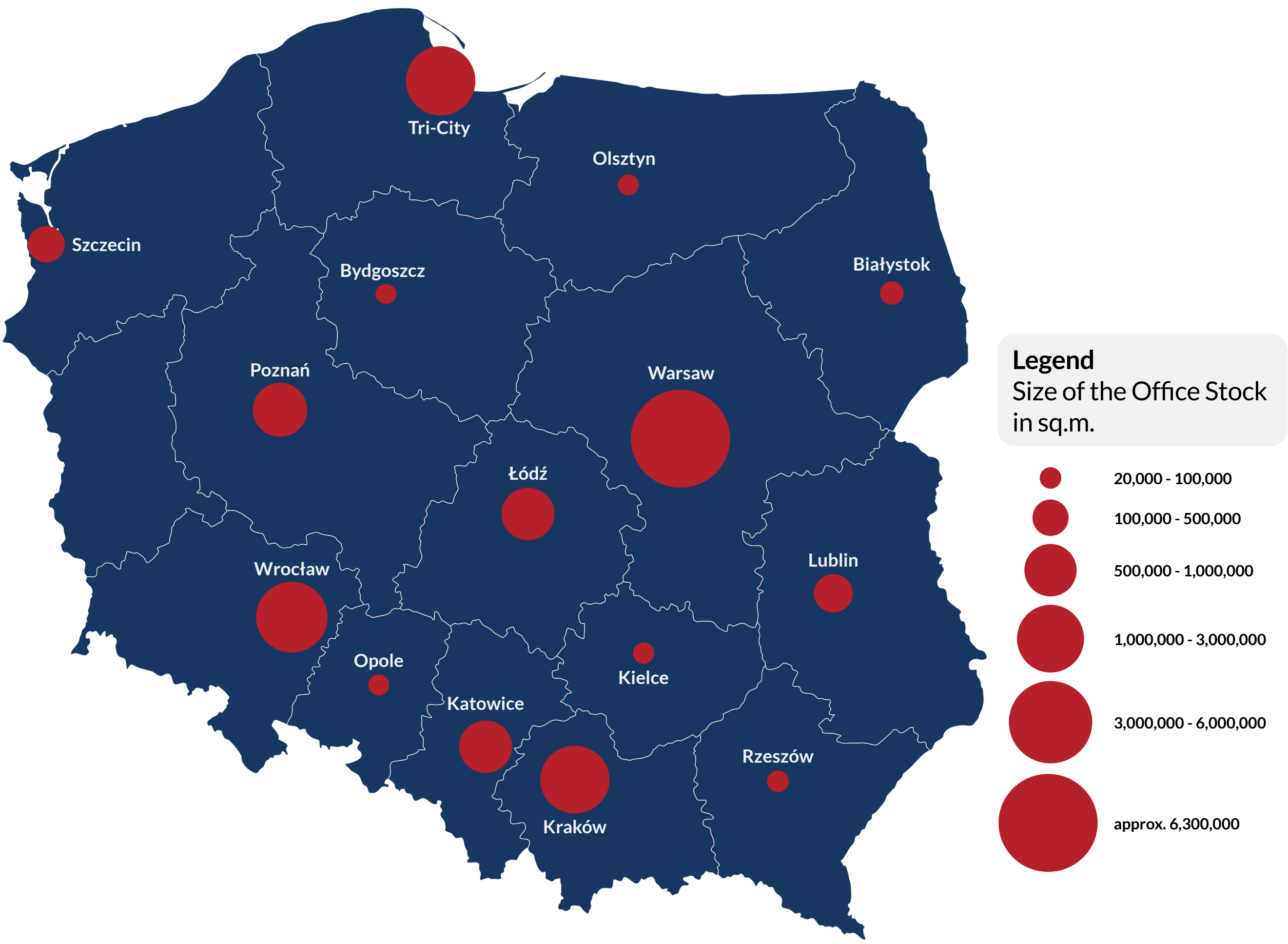
Real estate overview - office market in Poland

Introduction

Over the past decade, Poland's office real estate market has experienced a dramatic period of growth, driven by an increasing number of international corporations establishing their operations in the country. Between 2015 and H1 2025, the total office stock in Poland expanded from 7.1 million sq.m. to over 13 million sq.m. This remarkable expansion represents a significant competitive advantage for Poland with regard to the country being a prime location for the modern services sector.

Warsaw is the largest office market with existing stock exceeding 6.3 million sq.m. The capital is followed by Kraków (1.8 million sq.m.), Wrocław (1.4 million sq.m.), Tri-City (1.1 million sq.m.), as well as Katowice, Poznań, Łódź – three markets which have office stock in the range of 600,000 – 800,000 sq.m. There is also a selection of mid-size markets such as Lublin and Szczecin, and a number of satellite cities offering less than 100,000 sq.m. of stock.

Office market in Poland, H1 2025



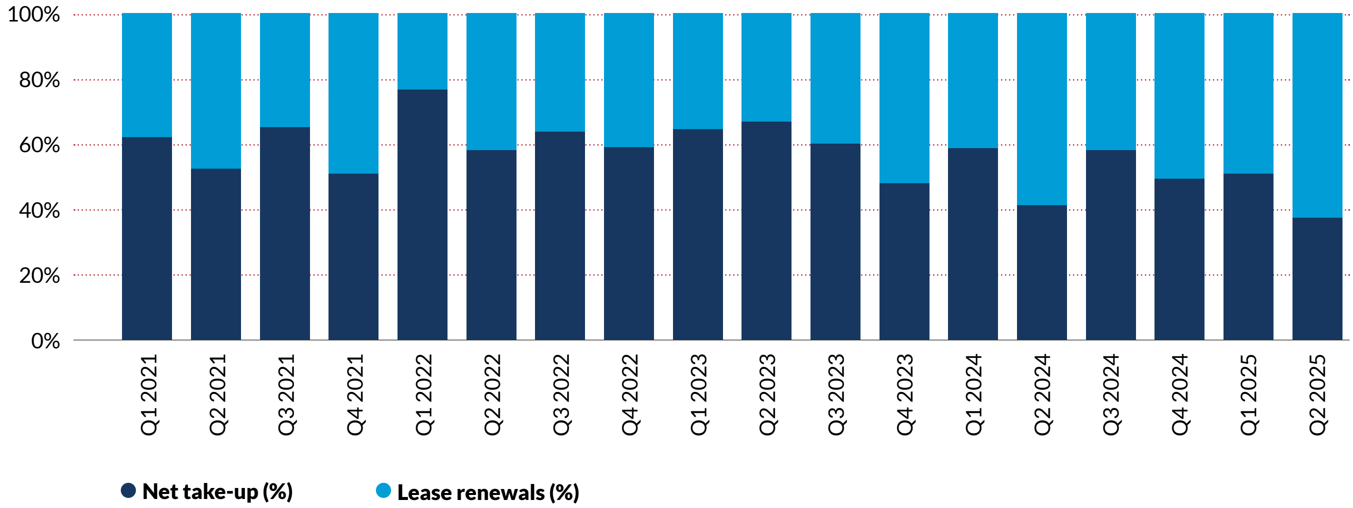
Source: JLL Analysis, Q2 2025.

Business and professional services tenant activity

Despite the impact of the Covid-19 pandemic, geopolitical uncertainty and economic headwinds, the office market in Poland has remained resilient. Over the last few years, annual office take-up has come in at a healthy level of approx. 1.5 million sq.m. Nevertheless, the implementation of hybrid work on a massive scale has had a tremendous impact on occupiers' actions. Companies were initially experimenting with different working models. Although a few tenants have opted for 100% remote work or a full return to the office, the majority have adopted a hybrid model, often in the form of 3+2/2+3.

The lack of established patterns has made occupiers very conservative in terms of office space adjustments. Most tenants have been holding back from making long-term as well as capital-intensive decisions. As a result, the office market has witnessed a marked increase in lease renewals operating on a shorter time horizon of 3-5 years – which is the average lease term for contract renewals. This has allowed for greater flexibility and more efficient optimisation of an occupied space. Over the last five years, lease renewals have made up nearly 45% of total activity across the nine key office markets in Poland. According to JLL estimates, renewals will represent an even higher proportion of the take-up structure in 2025, due to constrained new completions.

Share of renewals in total demand, key office markets in Poland (sq.m.)



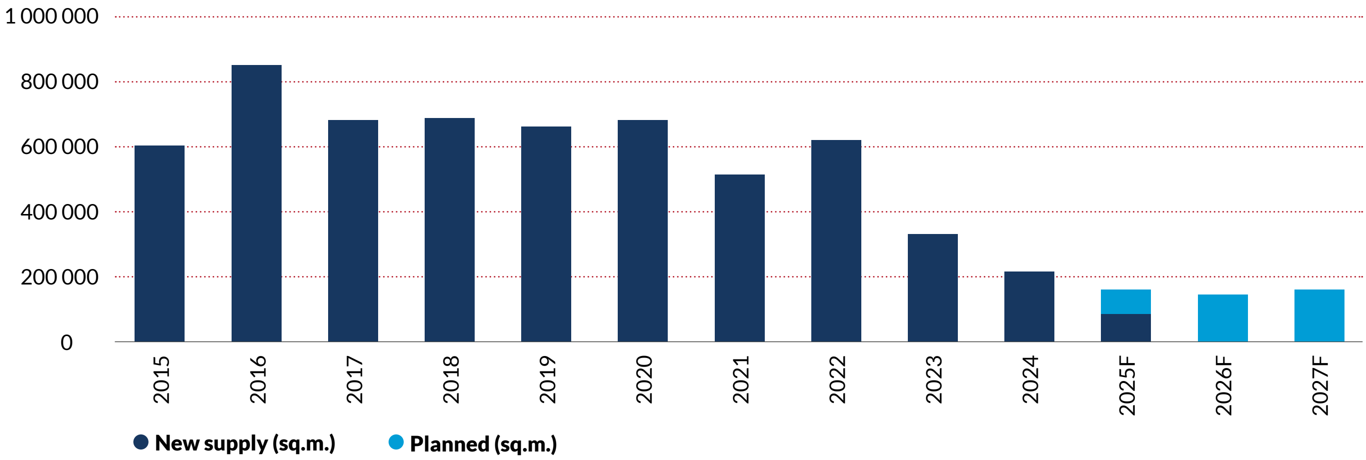
Source: JLL, H1 2025

For many companies, assumptions and decisions made in 2021-2024 have already been verified. They already have some degree of certainty around the hybrid/in-workplace split and are in a position to make real estate decisions. As a result, we expect more corporates to start implementing their strategies after a period of hiatus. This can mean moving to new space or reconfiguring existing space to better meet workforce requirements and business expectations. For organizations seeking new space, decisions made in 2025-2026 will need to have a degree of built-in flexibility to allow for future expansion in the years to come.

The modern business services sector has, for decades, been the main driver for the Polish office market, and particularly in the country's regional cities. Today BPO/SSC companies are key occupiers of office buildings in Poland. Currently, this sector accounts for over 60% of demand outside Warsaw. Post-pandemic implementation of hybrid work has had a significant impact on demand from the Business Services Sector. According to a JLL study, a huge proportion of BPO and SSC employees work remotely for over three days a week. Employers see their need for office space differently than five years ago and are in the process of reshaping their workplace. As a result, we see a strong focus on space optimisation, an adjustment to hybrid work arrangements and employee experience.

Robust modern office availability

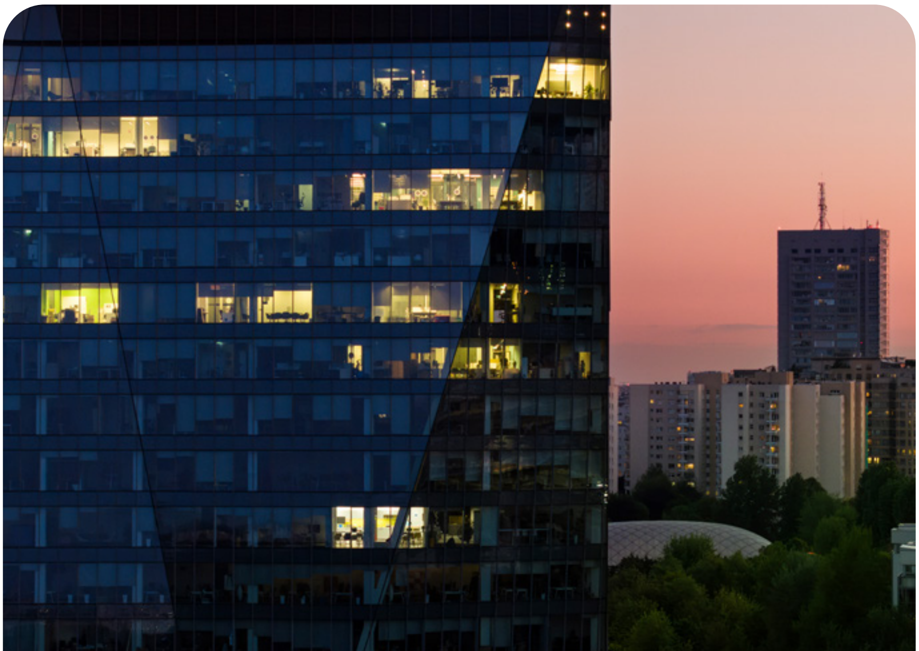
New completions (Poland's largest markets)



Source: JLL, H1 2025

A decade of growth has transformed Poland's office landscape, with total stock nearly doubling from 7.1 million sq.m. in 2015 to over 13 million sq.m. in H1 2025. While Warsaw's market at this time expanded significantly from 4.2 million sq.m. to 6.3 million sq.m., the combined stock in major regional cities more than doubled, jumping from 3 million sq.m. to 6.8 million sq.m. This tremendous growth has positioned Poland as a highly competitive destination for the service sector, offering both office space availability and premium quality. The rapid development of regional markets has not only diversified Poland's office landscape but has also created new opportunities for businesses looking to establish or expand their presence beyond the capital. This process has also fostered more balanced and resilient national office market.

Throughout 2024, over 225,000 sq.m. of office space was delivered in Poland's major markets, a result that was significantly below the average volumes over the last 10 years (approx. 600,000 sq.m.). New completions remain subdued, with only 170,000 sq.m. planned for delivery in FY 2025, with nearly half of which (approx. 88,000 sq.m.), predominantly in Warsaw, having already been completed during the first half of the year. The office market, particularly in regional cities, is still grappling with absorbing the supply of new office buildings completed over the last three years. Planned projects are mostly dependent on securing a key tenant, and only a few, located in central districts of major cities, are expected to start on a speculative basis.



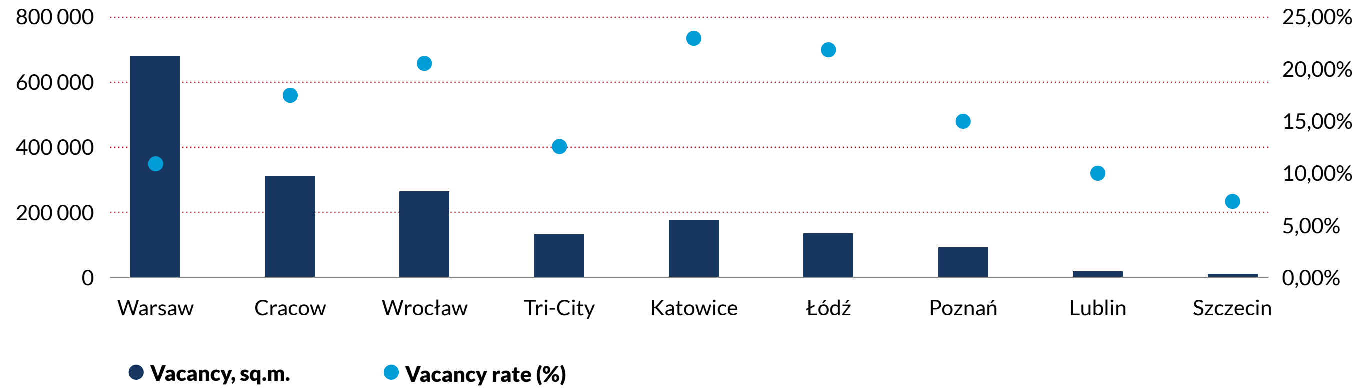
Immediate occupancy office space

At the end of June 2025, the vacancy rate in Poland's major office markets stood at 14.2%, which was a stable result compared to 2023 and 2024. At the end of H1 2025, the highest vacancy rate of 22.7% was recorded in Katowice. Vacancy rates in excess of 20% were also registered in Łódź and Wrocław, standing at 21.6% and 20.5%, respectively.

Several markets will have to deal with elevated vacancy rate levels for many months to come. The absorption of these vacancies, depending on the location, may take another two to five years, assuming there will be a gradual return to the offices and limited construction activity on a speculative basis.

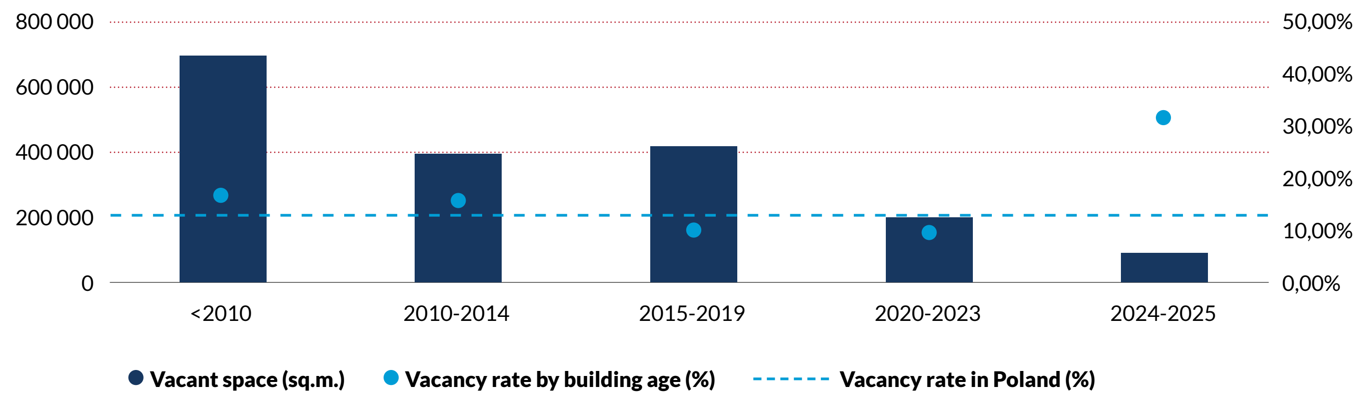
As a result, majority of office markets in Poland remain tenant-favourable, with occupiers who look for new office space having an increased bargaining power. The only outliers are Warsaw and Kraków, albeit only in the prime segment in the city centre.

Vacant office space in Poland's largest office markets



In terms of building age, the highest rate of vacant space was in buildings delivered after 2023. In this category, the vacancy rate was 32%. Despite the impact of hybrid work on office space demand, when tenants decide to relocate, they predominantly choose the newest buildings which offer sustainable solutions and the highest quality of fit-out and services for occupants. A vacancy rate above the market average also persists in office buildings that are older than 15 years. These properties currently attract tenants thanks to more competitive pricing and flexibility.

Vacancy rate by building age, key office markets in Poland



Source: JLL, H1 2025

The current leasing offer comprises office units of different size and quality. Tenants looking for units of 2,000 sq.m. or smaller have a wide choice of options across all key Polish markets. The office units above 2,000 sq.m. are mostly concentrated in Kraków, Wrocław, Warsaw and Katowice.

Number of leasing options across key office markets in Poland

Unit size	0-249 sq.m.	250-499 sq.m.	500-999 sq.m.	1000-1999 sq.m.	>2,000 sq.m.
Number of options	1,195	711	679	535	119

Source: JLL, H1 2025

Prime office rental rates

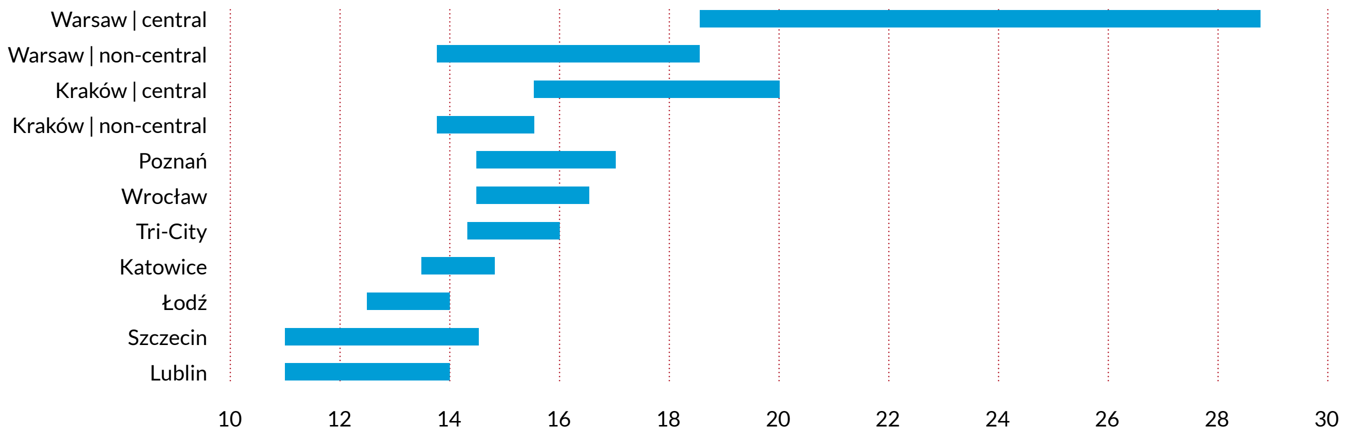
The pandemic and geopolitical tensions has led to a significant increase in labour, energy, and raw materials costs. As a result, office rents in Poland have been steadily increasing over the past few years.

At the end of H1 2025, rental rates for the best office spaces in the Central Business District in Warsaw stood at €28.75/sq.m./month. In the case of the best properties outside the central zones, rents were at €18.50/sq.m./month. Prime rents in regional cities ranged from €11.00 to €20.00 /sq.m./month. Due to the ongoing transformation of the premium segment towards a landlord's market, rents will continue their upward trend in the coming quarters.

Rental rates in older office buildings remained stable. Given the availability of this type of space, these buildings compete largely on price and more flexible lease terms.

In newer buildings in Poland, lease agreements are typically concluded for 7-10 years in Warsaw, and for 5-7 years in regional cities, although there is a growing trend towards 10-year contracts. Older buildings, offer more flexible terms: new agreements for 3-5 years, and renegotiations for 2-5 years. Office owners remain open to negotiations regarding rent-free periods and fit-out budgets. This increased flexibility in terms of contract length and lease conditions represents a significant competitive advantage for some older office properties.

Prime headline rents (€ /sq.m./ month)



Source: JLL, H1 2025

According to our forecasts, the Office Market in Poland will continue to experience significant upward pressure on prime rental rates in the coming years. This will be driven by persistently strong demand for high quality space, as well as elevated fit-out and operational costs, coupled with severely limited developer activity.

The premium office segment is poised to shift towards a landlord-favourable model, particularly in Warsaw and Kraków, which are the largest markets, requiring tenants to plan their occupancy or relocation strategies well in advance.

With less new space coming to the market over the next 2-3 years and availability concentrated in less desirable buildings and locations, competition for the best space will continue to intensify. Companies need to affirm their strategy around the type of space they are looking for and to be proactive in order to secure it. CBD locations, buildings with leading sustainability and green credentials, as well as ‘destination workplaces’ that can help attract and retain talent, will be the most sought-after properties.

Karol Patynowski
Head of Regional Markets Office Leasing, JLL

Need assistance?

Contact best-in-class professionals covering complete investment process!

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