

**POLAND
2025**



SALARY REPORT



latest industry-specific trends

salary ranges

employment opportunities

Presented By:

TARGET SOLUTIONS

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Introduction

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We are pleased to present the **2025 Salary and Labor Market Report**. This report aims to serve as a valuable resource for a wide range of stakeholders, including employers, HR professionals, policymakers, and job seekers alike.

Our goal is to provide a **detailed and insightful analysis of salary levels, employment trends, and key factors shaping Poland's dynamic labor market**. The report delves into various industries, offering sector-specific insights and an overview of market shifts influenced by economic, social, and technological developments.

Whether you are an employer seeking to stay competitive in attracting and retaining top talent, or a job seeker striving to understand market trends and negotiate better opportunities, this report is tailored to meet your needs. **By highlighting emerging trends, identifying opportunities, and forecasting changes, we aim to equip readers with the knowledge they need to navigate the evolving job market with confidence.**

At Target Solutions, we are committed to delivering actionable insights and supporting informed decision-making. We hope this report provides valuable guidance as you plan for the challenges and opportunities ahead in 2025 and beyond.

Methodology of report

This report is built upon detailed and robust data collected during 2024, offering a reliable and **comprehensive view of salary trends and recruitment dynamics**. The information was gathered through two primary sources. First, **insights were derived from recruitment projects managed by Target Solutions Poland**, providing real-time data from active hiring processes across various industries. Second, **targeted surveys** were conducted with professionals and employers operating within the sectors in which Target Solutions Poland specializes.

The combination of these approaches **ensures the data is both relevant and up-to-date, reflecting the realities of the Polish labor market**. The recruitment projects contributed insights into real-world salary expectations, hiring challenges, and candidate profiles, while the surveys provided additional depth, capturing perspectives on market trends, employer demands, and employee preferences. Together, these methodologies enable a **holistic analysis of the salary landscape in Poland, offering valuable guidance for both employers and job seekers navigating the 2025 labor market**.

Methodology of report

The salary ranges (in PLN gross) provided in the report should be understood as follows:

Minimum (Min):

This represents the lowest salary value reported for a specific position. It is either the smallest amount shared by respondents during the survey or the lowest figure explicitly stated in an employment contract. This figure provides insight into the entry-level salary or the least competitive pay observed for the position.

Median:

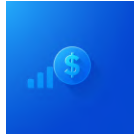
The median salary is a central point in the salary distribution. It indicates that 50% of respondents earn less than this value, while the other 50% earn more. The median is a valuable measure because it mitigates the impact of extreme values (e.g., very low or very high salaries) and reflects a more balanced picture of typical earnings for the position.

Maximum (Max):

This is the highest salary value reported for a specific position. It reflects either the largest amount shared by survey respondents or the highest salary officially stated in an employment contract. The maximum value showcases the upper limit of earning potential for the position, often corresponding to senior-level roles or highly experienced individuals.

Whether you are a **company** striving to **attract top talent** or a **professional seeking** to make **informed career decisions**, this report offers the **critical information** you need to **navigate** the year ahead with **confidence**.

We trust that the insights provided will **support** your recruitment and career strategies in 2025 and beyond.



Salary trends

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According to official data from the Central Statistical Office (GUS), **the average gross monthly salary in the enterprise sector** (i.e., companies employing at least 10 people) **amounted to 8,821 PLN (2090 EUR) in December 2024**. This represents an **increase of 9.8% year-on-year**.

Significant regional differences exist, with higher salaries observed in larger cities.

In certain industries, such as IT, providing salary ranges has become standard practice, while in other sectors, this remains less common. This highlights the importance of the data provided in salary reports by recruitment firms, as they gather up-to-date market information on salaries through recruitment processes and survey research.

There are no universally binding collective agreements in Poland. Only about 17% of employment relationships are covered by collective agreements.

Wages and salaries can generally be freely negotiated between employers and employees.

A minimum wage is legally established, it applies to all industries and amounts to **4,666 PLN gross** (approximately 1,106 EUR) **in 2025**.

The **statutory minimum hourly wage** is **30.50 PLN gross** (approximately 7.2 EUR).

The year 2025 brings new opportunities and challenges for job seekers and employers in Poland. The **job market remains competitive**, with strong demand for skilled professionals in areas like **engineering, logistics, and renewable energy**.

On the other hand, traditional industries, such as **manufacturing and retail**, are navigating the impacts of automation and shifting consumer behaviours.

One of the defining features of the 2025 market is the focus on **remote work and hybrid models**, which allow Polish companies to connect with talent beyond borders.

Additionally, with the growing emphasis on **sustainability, green jobs are emerging across industries**.

These developments highlight Poland's adaptive approach to global trends while maintaining its economic stability.

Factors Influencing Job Market Trends

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Several key drivers are shaping the Polish job market in 2025. Understanding these factors is crucial for job seekers and employers to align their strategies with emerging trends.

Economic Changes

- **Economic Growth:** Poland's economy continues to grow steadily, fuelled by industrial exports and domestic consumption. This creates demand for roles in both blue-collar and white-collar sectors.
- **Wage Growth and Inflation:** Rising wages and inflation affect salary benchmarks across industries, pushing companies to compete for top talent.

Global Events

- **Post-Pandemic Recovery:** The effects of the COVID-19 pandemic have reshaped industries like retail and logistics, with some sectors recovering faster than others.
- **Geopolitical Climate:** Poland's position as a bridge between Western Europe and Eastern markets offers unique opportunities for trade and investment, influencing job creation in logistics, manufacturing, and engineering.

Technological Advancements

- **Automation and AI:** Automation is streamlining operations in industries like manufacturing and logistics, while AI is becoming a game-changer in IT, marketing, and HR.
- **Digital Transformation:** Companies are increasingly adopting digital tools to stay competitive, leading to high demand for professionals skilled in **data analysis, cloud computing, and cybersecurity**.

Demographic Shifts

- **Aging Workforce:** With an aging population, employers face challenges in filling skilled labor gaps. This creates opportunities for younger workers and professionals who upskill to meet market needs.
- **Migration Trends:** Influx of foreign workers and emigration of Polish talent continue to shape workforce availability and salary expectations.

GDP Growth

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- **Poland's GDP in 2025** is projected to **grow steadily, reflecting strong performance in key sectors such as IT, logistics, and manufacturing**. This economic growth drives job creation, particularly in areas aligned with export-oriented industries and infrastructure development. The services sector, including e-commerce and financial technology, also sees expansion, offering opportunities for both skilled and entry-level workers.

Inflation and Purchasing Power Trends

Inflation remains a critical factor influencing salary trends in Poland (CPI 4,7% in December 2024). While wage growth outpaces inflation in some sectors, others struggle to maintain competitive compensation due to rising costs. **For job seekers, this means that high-demand industries, like engineering and green tech, will likely offer wages that maintain or increase purchasing power, while IT affected by AI and traditional sectors may face stagnation.** Employers must navigate these challenges to attract talent without compromising financial stability.

Unemployment Rates and Labor Force Participation

In 2025, Poland maintains one of the lowest unemployment rates (5,0%) in the European Union. However, regional disparities persist, with urban centers like Warsaw, Gdańsk and Poznań experiencing near-full employment, while rural areas face limited opportunities. Labor force participation among women and younger workers continues to rise, driven by policies supporting work-life balance and remote work options.

Shift in Employment Types: Full-Time, Part-Time, and Freelance Work

Employment patterns in Poland are evolving as more companies embrace **flexible work arrangements**.

- **Full-Time Work:** Still dominant in traditional sectors like manufacturing and engineering.
- **Part-Time Work:** Increasingly common in retail and e-commerce to accommodate fluctuating demand.
- **Freelance and Contract Work:** Exploding in popularity within IT, marketing, and creative industries, reflecting global trends toward a gig economy.

Sector Analysis

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LEGAL SECTOR



Demand Trends in Legal sector: Areas of High Demand

The legal sector in Poland is experiencing significant evolution in 2025, driven by both local and global dynamics. Key areas of high demand include:

- **Compliance and Regulatory Affairs:** As businesses face increasing regulatory scrutiny, legal experts specializing in compliance, particularly in financial services and corporate law, are in high demand.
- **Intellectual Property (IP):** The surge in tech startups and creative industries has fueled the need for lawyers who can navigate complex intellectual property laws to protect patents, copyrights, and trademarks.
- **Data Privacy and Cybersecurity:** With the implementation of stricter data protection regulations in Europe, professionals knowledgeable in GDPR compliance and data breach litigation are essential for both large corporations and SMEs.
- **Anti-money laundering** Legal departments in Poland face significant challenges in navigating the complex regulatory landscape in the area of anti-money laundering (AML) and Countering Financing of Terrorism (AML/CFT) regulations

Emerging trends such as environmental law and sustainability compliance are also gaining traction, as businesses adapt to green regulations and ESG (Environmental, Social, and Governance) requirements.

Key Qualifications and Skills in Legal sector

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To stay competitive in the 2025 legal job market, professionals need a blend of traditional expertise and modern adaptability. Employers prioritize candidates with the following qualifications and skills:

- **Specialized Knowledge:** Expertise in high-demand fields like data privacy, IP law, and corporate compliance is crucial.
- **Fluency in Foreign Languages:** With many Polish firms working with international clients, fluency in **English** and another European language (e.g., German, French) is highly valued.
- **Tech-Savviness:** Familiarity with legal tech tools and AI-driven platforms for document review, contract analysis, and case research is becoming a baseline requirement.
- **Soft Skills:** Strong communication, negotiation, and problem-solving abilities are critical for client interactions and navigating complex cases.
- **Certifications and Advanced Degrees:** Certifications in areas like GDPR compliance or an LL.M. degree from an international institution can give candidates a competitive edge.

By combining these skills with a deep understanding of evolving legal landscapes, professionals in the sector can position themselves for growth and success in 2025.

Salary ranges in Legal Sector

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Position	Minimum	Median	Max
Legal Director	25500	35500	45000
Legal Manager	19500	29000	39000
Senior Lawyer	14200	21000	34000
Lawyer	8500	12500	15700
Junior Lawyer	6700	8500	10500
Compliance Officer	13500	17200	22000
Litigation Attorney	11500	16000	24000
Paralegal/ Legal Assistant	5500	6700	8500

*The salary ranges provided in the report should be understood as follows:

- **Min:** The minimum value for a given position reported by respondents in the survey or stated in an employment contract.
- **Median:** Half of the respondents earn less, and half earn more than this value.
- **Max:** The maximum value for a given position reported by respondents in the survey or stated in an employment contract.

HUMAN RESOURCES



Shift in Recruitment Focus

The HR landscape in Poland in 2025 has shifted to adapt to the evolving expectations of both employees and employers. Key areas of focus include:

- **Employee Well-Being:** As organizations prioritize mental health and work-life balance, HR departments are implementing programs to address employee well-being. Initiatives like wellness programs, mental health support, and flexible working hours are becoming standard practices to attract and retain talent.
- **Diversity and Inclusion (D&I):** Companies are increasingly aware of the value of diverse workforces. Recruitment strategies now actively seek to include underrepresented groups, with HR professionals focusing on creating inclusive workplace cultures. Efforts include diversity training for managers, equitable hiring practices, and support systems for marginalized employees.
- **Remote Work Management:** With the rise of hybrid and remote work models, HR teams are tasked with developing strategies to manage distributed teams effectively.

This includes:

- **Onboarding and Engagement:** Creating virtual onboarding experiences and maintaining employee engagement in remote setups.
- **Performance Tracking:** Adopting tools to monitor productivity while ensuring trust and autonomy for employees.
- **Remote Leadership Training:** Equipping managers with the skills to lead virtual teams effectively.

Importance of Upskilling and Technology Integration 14

HR professionals in 2025 must keep pace with rapid technological advancements and evolving workforce needs. Upskilling has become essential for staying relevant and driving organizational success:

- **HR Analytics:** Data-driven decision-making is transforming HR. Professionals proficient in analytics tools can analyze employee data to identify trends in turnover, performance, and engagement, providing actionable insights for management.
- **Digital Tools and Platforms:** Familiarity with HR management software, such as **HRIS systems (Human Resources Information Systems)** and payroll automation tools, is now a baseline requirement. Advanced technologies like **AI-powered recruitment tools** and **chatbots** for employee inquiries are also becoming widespread.
- **Learning and Development Expertise:** The need for upskilling employees across organizations has made HR professionals with expertise in designing training programs highly valuable. Skills in e-learning platforms and gamified training solutions are particularly sought after.
- **Soft Skills and Strategic Thinking:** Beyond technical skills, HR professionals must enhance their leadership, conflict resolution, and strategic planning abilities to adapt to their increasingly influential roles.

HR departments are no longer just administrative hubs—they are now **operational partners driving organizational growth and innovation**. By embracing upskilling and integrating technology, HR professionals can continue to play a vital role in shaping the future of work in Poland.

Salary ranges in HR Sector

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Position	Minimum	Median	Max
HR Director	20500	24500	35000
HR Manager	15900	19000	25000
Compensation & Benefits Manager	14500	16500	18500
Recruitment Manager	13000	15500	17000
HR Business Partner	13500	15500	18300
HR Generalist	8300	11500	13500
Senior HR Specialist	8900	11000	13500
HR Specialist	7800	9500	11500
HR Representative	7500	8900	12000
Junior HR Specialist	5500	6700	7300
Payroll Specialist	8500	9300	11500
Recruitment Specialist	6800	8800	12500
Training & Learning Specialist	7500	8500	10500
Workforce Management Specialist	8500	11000	13500

ENGINEERING SECTOR



Sector-Specific Trends in Engineering¹⁷

Growth Areas in Engineering sector

In 2025, engineering remains a critical field in Poland's economic development, with several growth areas driving demand for skilled professionals:

- **Renewable Energy:**

- The transition to greener energy sources is a top priority, supported by government policies and European Union funding.
- Projects in **solar power, wind energy (both onshore and offshore), and energy storage solutions** are creating opportunities for engineers specializing in environmental and energy systems.
- Engineering roles include **designing, installing, and maintaining renewable energy infrastructure**, such as wind turbines and photovoltaic systems.

- **Construction and Infrastructure Development:**

- The construction sector continues to expand, fueled by **urbanization, housing demands, and public infrastructure projects** like roads, bridges, and railways.
- The push for smart cities has also increased **demand for engineers with expertise in sustainable construction and urban planning**.

- **Technology-Driven Projects:**

- Industries like automotive, aerospace, and manufacturing are integrating cutting-edge technologies, including **AI, IoT, and robotics**, into their processes.
- Engineers skilled in **mechatronics, automation, and system integration** are key to these advancements.
- Additionally, the growth of Poland's **IT and tech sectors** often overlaps with engineering, particularly in **hardware development and network infrastructure**.

Most In-Demand Engineering Specializations 18

The demand for engineers is diverse and specialized, with certain areas seeing particularly high growth:

- **Energy and Environmental Engineering:**

- Specialists in renewable energy, energy efficiency, and sustainable development.
- Roles include **project engineers, energy auditors, and environmental impact analysts.**

- **Civil and Structural Engineering:**

- Focused on infrastructure projects, including urban developments, highways, and water management systems.
- **Engineers with knowledge of green construction** materials and techniques are particularly valued.

- **Mechanical Engineering:**

- Essential for manufacturing, automotive, and heavy machinery industries.
- Roles include **design engineers, maintenance engineers, and robotics specialists.**

- **Electrical and Electronics Engineering:**

- Growing demand for professionals skilled in **power systems, smart grids, and embedded systems.**
- Key industries include renewable energy, consumer electronics, and telecommunications.

- **Software and Systems Engineering:**

- As industries adopt **IoT and automation**, engineers with expertise in systems integration and software development are increasingly sought after.
- This includes **roles in robotics, AI applications, and industrial automation.**

Poland's engineering sector in 2025 is thriving, offering diverse opportunities across high-growth industries. **Engineers who focus on upskilling in emerging technologies and green practices** are **well-positioned** to secure rewarding careers in this dynamic field.

Salary ranges in Engineering sector

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Position	Min	Median	Max
Engineering Manager	14300	20500	23900
Lean Manufacturing Engineer	8200	11000	13000
R & D Engineer	10000	12500	14500
Production Engineer	8500	10500	12300
Facilities Engineer	8200	9300	11000
Mechatronics Engineer	9500	12000	13900
Electromechanical Engineer	9500	11500	12900
Failure Analysis Engineer	8500	9500	11000
Power Systems Engineer	9000	11200	12300
Telecommunications Engineer	9500	11400	14500

LOGISTICS SECTOR



Role of E-Commerce in Boosting Logistics Demand

E-commerce continues to reshape the logistics landscape in Poland, driving **substantial growth** and transforming the way goods are transported, stored, and delivered. Key aspects include:

- **Rapid Growth in Online Retail:**

- The **popularity of online shopping**, fueled by platforms like Allegro and global players such as Amazon and Temu has significantly increased demand for logistics services.
- Small and medium-sized e-commerce businesses are also contributing to the boom, requiring tailored logistics solutions.

- **Increased Demand for Warehousing and Fulfillment Centers:**

- Companies are expanding their **warehousing capabilities** to meet the surge in order volumes.
- Fulfillment centers near urban hubs like Warsaw, Wrocław, and Poznań are growing to facilitate faster delivery times.

- **Last-Mile Delivery Services:**

- The rise in same-day and next-day delivery options has created a need for efficient last-mile logistics.
- Demand for delivery drivers and advanced route optimization technology is soaring.

- **Cross-Border Trade:**

- Poland's strategic location as a gateway to Eastern Europe makes it a key player in cross-border e-commerce logistics.

Emerging Trends: Sustainability and Green Logistics

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Sustainability is becoming a central focus in logistics. Key trends include:

- **Green Warehousing:**
 - Warehouses are adopting energy-efficient technologies, such as **solar power, LED lighting, and smart energy management systems**, to reduce their carbon footprint.
- **Eco-Friendly Transportation:**
 - Increased use of **electric vehicles (EVs)** and **alternative fuels** (e.g., hydrogen, biodiesel) for delivery fleets.
 - Logistics providers are investing in EV charging infrastructure and fleet management systems.
- **Carbon Offsetting Programs:**
 - Companies are implementing programs to offset the carbon emissions generated by their logistics operations.
 - This includes partnerships with environmental organizations for reforestation projects or investments in renewable energy initiatives.
- **Circular Supply Chains:**
 - Focus on **minimizing waste** by integrating recycling and reuse strategies into supply chains.
 - Reverse logistics for handling returns and refurbished products is becoming more efficient and sustainable.

The logistics sector in Poland in 2025 is thriving due to the ongoing growth of e-commerce and an increasing emphasis on sustainability.

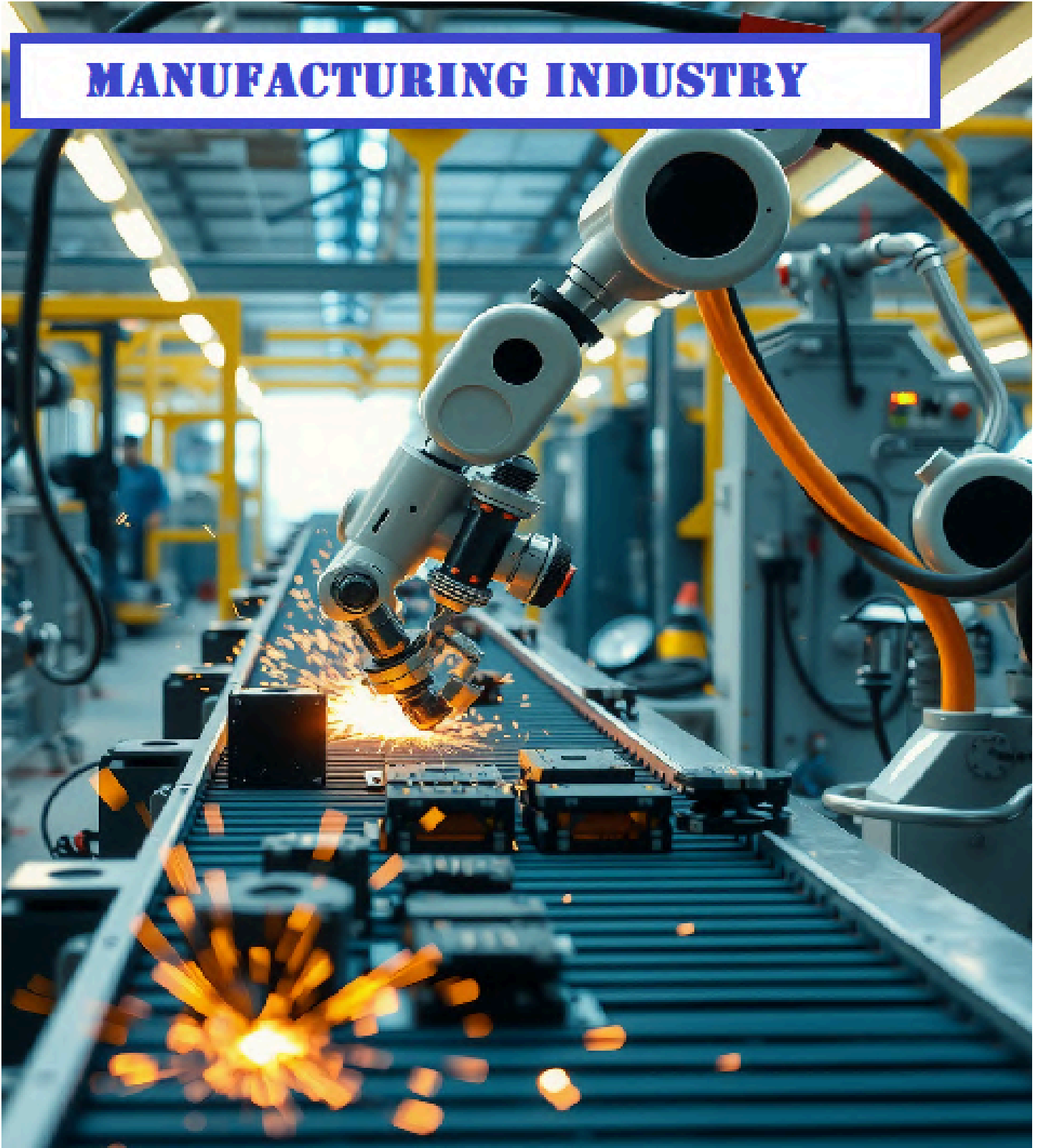
Professionals in this field can expect strong demand, competitive salaries, and opportunities to work with innovative technologies and green initiatives.

Salary ranges in Logistics

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Position	Min	Median	Max
Logistics Director	21500	27000	36500
Logistics Manager	13500	19700	24700
Logistics Center Manager	15500	21500	27500
Warehouse Manager	11500	14300	17700
Freight Manager	10500	13500	15100
Planning Analyst	8000	8700	10800
Order Processing Specialist	7200	9300	12100
Supply Chain Specialist	8300	11000	12500
Shipping Agent	7500	9500	11900
Inventory Control Specialist	7800	8700	11000
Customs Broker	7200	7900	10500

MANUFACTURING INDUSTRY



Sector-Specific Trends in Manufacturing ²⁵

Industry 4.0 and its impact on trends in manufacturing

In 2025, **Industry 4.0** continues to revolutionize the manufacturing sector in Poland, with automation, robotics, and digital technologies playing a pivotal role. The adoption of these advanced systems has several effects on workforce demand:

- **Shift in Workforce Requirements:**

- Increased demand for **skilled technicians and engineers** who can operate, maintain, and optimize automated systems.
- Reduction in low-skill, repetitive labor roles, as automation takes over tasks such as assembly and quality inspection.
- Creation of new roles in **data analysis, AI integration, and digital production management**, requiring specialized training and certifications.

- **Upskilling and Reskilling:**

- Manufacturers are investing in training programs to help current employees transition to roles that require technical expertise.
- Workers skilled in areas like **mechatronics, programming, and IoT (Internet of Things)** integration are particularly valued.

- **Collaboration Between Humans and Machines:**

- Growth of **cobots (collaborative robots)** that work alongside human employees, enhancing productivity while requiring workers to develop expertise in robot-human interaction.

Regions with the highest manufacturing activity 26

Manufacturing remains a cornerstone of Poland's economy, with **certain regions** standing out for their **concentrated industrial** activity:

- **Śląskie (Silesia):**
 - A hub for **automotive manufacturing**, with numerous global brands operating facilities in the region.
 - Strong presence of steel production and heavy machinery industries
- **Mazowieckie (Mazovia):**
 - Diverse manufacturing base, including electronics, food processing, and pharmaceuticals.
 - The capital region benefits from robust infrastructure and proximity to key logistics hubs.
- **Dolnośląskie (Lower Silesia):**
 - Known for advanced manufacturing, including **aerospace components, electronics, and renewable energy technologies**.
- **Wielkopolskie (Greater Poland):**
 - Strong focus on **agri-food processing and machinery production**, supported by a skilled workforce and excellent transport links.
- **Pomorskie (Pomerania):**
 - Significant activity in **shipbuilding and offshore wind energy**, particularly in Gdańsk and Gdynia.

These regions benefit from their established industrial ecosystems, skilled labor pools, and strong connections to global supply chains.

This digital transformation is helping Poland maintain its competitive edge in the European manufacturing landscape but is also creating challenges in bridging skill gaps.

While salaries are generally higher in urbanized industrial hubs, smaller towns may offer competitive benefits to attract talent. Manufacturing shifts to higher-value production and employers are increasingly willing to invest in attracting and retaining top talent.

Salary ranges in Manufacturing

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Position	Min	Median	Max
Factory Director	19000	34000	53000
Operations Director	22000	27000	33000
Quality Manager	12500	16500	21000
Process Improvement Manager	13500	16700	22000
Technical Development Manager	13500	17500	22500
Production Lead	13000	17500	24000
Technical Services Manager	12300	15000	19000
EHS Compliance Manager	12500	14500	18000
Machine Operator	4900	6400	8000
CNC Operator	5900	7000	8700
Forklift Operator	5100	5900	7500
Quality Inspector	5300	6500	8300
Warehouse Worker	5000	6200	7200

MARKETING SECTOR



Sector-Specific Trends in Marketing²⁹

Focus on Digital Marketing, Content Creation and Analytics

The **marketing landscape** in Poland in 2025 is dominated by **digital strategies**, as businesses **adapt to changing consumer behaviors** and technological advancements. Key trends include:

- **Digital Marketing:**

- Businesses are prioritizing **online campaigns** to reach consumers via social media, email, and search engines.
- Emphasis on personalized and data-driven approaches ensures maximum ROI.
- Roles in **paid media management** (PPC) and **social media strategy** are particularly in demand as brands compete for online visibility.

- **Content Creation:**

- The rise of **content marketing** continues, with brands investing heavily in blogs, videos, and podcasts to engage audiences.
- High-quality, **SEO-optimized content** is critical for organic search performance, driving demand for content creators skilled in both storytelling and technical optimization.

- **Analytics:**

- The shift toward **performance-based marketing** has made data analytics a cornerstone of marketing strategies.
- Professionals with expertise in tools like **Google Analytics**, **Tableau**, and **CRM systems** are essential for tracking campaign success and optimizing efforts.

Businesses in Poland are increasingly looking for marketers who can integrate creativity with measurable results, leveraging both human insights and technological tools.

The integration of AI into marketing has revolutionized the industry, creating high demand for professionals with **expertise in AI-driven tools**. Key areas include:

- **Marketing Automation:**

- Tools like **HubSpot, Marketo, and Pardot** streamline repetitive tasks, allowing marketers to focus on strategy.
- Professionals skilled in automation can create highly personalized customer journeys, boosting engagement and conversion rates.

- **AI-Powered Analytics:**

- AI enables deep insights into consumer behavior by analyzing large datasets.
- Marketers with experience in predictive analytics tools can forecast trends and design proactive strategies.

- **Content Optimization with AI:**

- AI tools like **ChatGPT, Jasper, and Grammarly** are used to generate and refine marketing content, ensuring consistent quality and tone.
- Professionals skilled in balancing AI-generated content with human creativity are in high demand.

- **Programmatic Advertising:**

- AI is transforming how ads are bought and optimized in real-time.
- Specialists familiar with programmatic platforms are critical for maximizing ad spend efficiency.

As AI continues to shape marketing, the ability to work alongside **AI tools** has become a **fundamental skill**. Professionals who embrace AI while maintaining creative and strategic expertise are well-positioned for career growth.

The **marketing sector** in Poland in **2025** is a **dynamic and evolving field**, offering numerous opportunities for specialists who combine creativity with technical and analytical expertise.

With competitive salaries and increasing demand for AI-driven skills, marketing remains one of the most exciting and rewarding career paths in Poland.

Salary ranges in traditional Marketing ³¹

Position	Min	Median	Max
Marketing Director	18500	24000	37000
Marketing Manager	14500	18000	25000
Product Manager	11600	13800	17100
Brand Manager	13000	16600	18700
Event Marketing Manager	10500	12700	14000
Advertising Manager	11500	14500	17500
Marketing Specialist	8000	9900	12500
Event Coordinator	7500	9500	1100
Marketing Assistant	5500	6500	8000

Salary ranges in online Marketing

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Position	Min	Median	Max
Director of Digital Marketing	23500	26900	32900
Digital Marketing Manager	12800	16900	21700
Content Marketing Manager	13800	15900	17900
Digital Brand Manager	14100	16300	18400
Junior Digital Brand Manager	11000	13000	14000
Affiliate Marketing Manager	8000	11000	13000
Social Media Manager	8900	11000	14000
UX Designer (User Experience)	8200	10700	13900
Web Analytics Specialist	10500	12000	16500
Marketing Automation Specialist	10500	11900	14700
Video Marketing Specialist	8300	10300	11500
Digital Marketing Specialist	8700	11000	12700

SALES SECTOR



Evolution of Sales Roles

The sales profession in Poland is rapidly evolving in 2025, driven by technological advancements and shifting consumer behaviors. New roles are emerging, and traditional sales positions are transforming to meet modern demands:

- **Digital Sales:**

- The growth of e-commerce and online marketplaces has increased the demand for digital sales professionals.
- These roles focus on **managing online storefronts, social selling**, and utilizing digital tools to track customer behavior and optimize sales strategies.
- Skills in **digital marketing, data analytics, and SEO** are often essential for these roles.

- **CRM Specialists:**

- Customer Relationship Management (CRM) specialists are crucial for maintaining and expanding customer bases.
- Responsibilities include **managing CRM platforms, analyzing customer data**, and **designing personalized sales campaigns** to drive loyalty and repeat business.
- Proficiency in tools like Salesforce, HubSpot, or Zoho CRM is highly valued.

- **Account Managers:**

- Account managers remain a cornerstone of B2B sales, particularly in sectors like **technology, manufacturing, and financial services**.
- These professionals focus on building long-term client relationships, identifying upselling opportunities, and ensuring customer satisfaction.
- The role now often requires knowledge of **industry-specific solutions** and **customized approaches** to meet client needs.

Commission Structures and Bonuses in 2025 35

In 2025, **compensation in sales** roles is heavily influenced by **performance-based incentives**, with commission structures playing a key role in attracting and motivating talent:

- **Base Salaries with Commission:**

- Most sales roles combine a fixed base salary with a variable component based on sales performance.
- **Base salary** typically constitutes 60-70% of total compensation, while commissions and bonuses make up the rest.

- **Individual vs. Team Bonuses:**

- **Individual commissions** are common in roles like digital sales and account management
- **Team-based bonuses** are more prevalent in large sales teams, particularly in industries like FMCG, where collaboration is critical to meeting targets.

- **Annual Performance Bonuses:**

- Many companies offer **end-of-year bonuses** tied to overall company performance, rewarding sales professionals for contributing to revenue growth.

- **Incentive Trends:**

- Additional incentives include non-monetary rewards like **travel perks, training opportunities**, or **stock options**, particularly in tech startups and multinational companies.

Industries with higher product value or longer sales cycles, like tech and B2B, tend to offer higher salaries and more lucrative commission structures compared to industries with shorter sales cycles, such as FMCG.

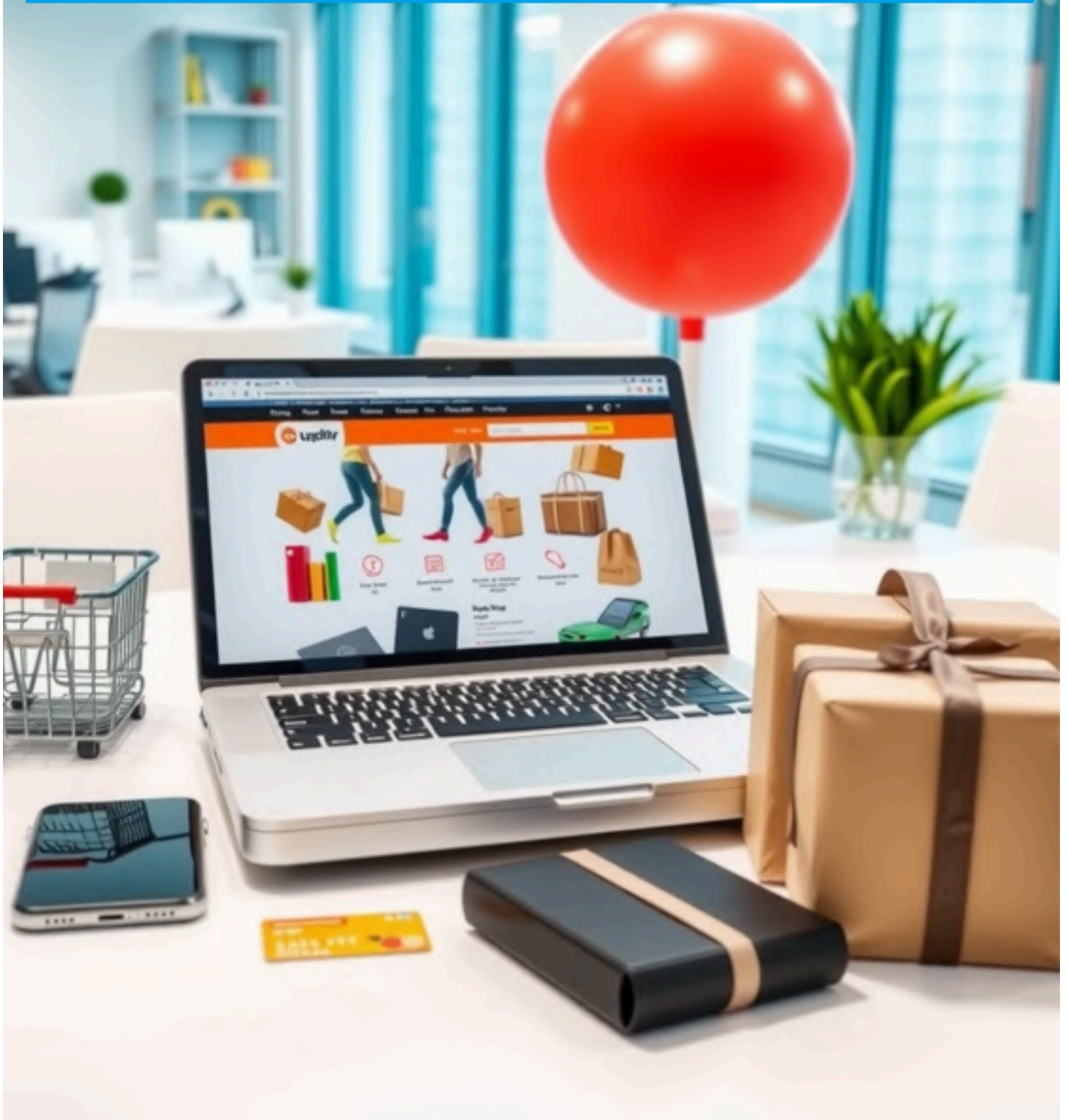
Sales professionals in 2025 must **adapt to a changing landscape** that prioritizes digital skills, customer relationship management, and industry-specific expertise. **With competitive pay structures and diverse opportunities across industries**, sales remains a lucrative and dynamic career path in Poland.

Salary ranges in traditional Sales

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Position	Min	Median	Max
Sales Director	23000	31000	37000
Export Director	19000	26000	33000
Regional Sales Manager	11700	17500	19300
Business Development Manager	16500	23900	27000
Key Account Manager	11000	14000	18000
Junior Key Account Manager	9500	11000	14000
Product Manager	13000	16000	17500
Technical Sales Representative	8500	10300	12500
Sales Representative	7800	9500	10500
Sales Analyst	9900	12000	14000

E-COMMERCE



Continued Expansion of Online Retail

The **e-commerce sector** in Poland is experiencing **rapid growth in 2025**, fueled by advancements in technology, changing consumer habits, and an increasingly digital-first economy. This expansion has significant implications for job creation:

- **Boom in Online Retail:**

- Platforms like Allegro, Amazon, and local startups are thriving, contributing to **increased demand for e-commerce professionals**.
- Small and medium-sized businesses are increasingly establishing online stores, further driving the sector's growth.

- **Job Creation Across Functions:**

- The sector is creating opportunities in a wide range of roles, including **marketing, logistics, customer service, and IT development**.
- High demand exists for professionals skilled in **digital storefront management, product catalog optimization, and payment systems integration**.

- **Impact on Related Industries:**

- The growth of e-commerce is stimulating demand in **warehousing, logistics, and last-mile delivery**, creating additional job opportunities beyond the sector itself.
- Partnerships with fintech companies have increased demand for roles in **digital payment systems** and fraud prevention.

Poland's robust digital infrastructure and strategic location make it a leading player in Europe's e-commerce landscape, with job opportunities reflecting this dynamic growth.

With its strategic infrastructure, skilled workforce, and thriving digital economy, **Poland's e-commerce sector offers abundant opportunities** across these regional hubs.

Regional Hubs for E-Commerce Companies

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Poland's e-commerce growth is concentrated in several key regions, each offering unique advantages for businesses and professionals:

- **Warsaw:**
 - As the country's economic and tech hub, Warsaw is home to major e-commerce platforms, international companies, and startups.
 - The city offers access to a highly skilled workforce and top-tier logistics infrastructure, making it a prime location for headquarters and innovation centers.
- **Wrocław:**
 - Known for its strong tech ecosystem, Wrocław attracts e-commerce companies focused on **IT development, data analytics, and software solutions**.
 - Its strategic location near Germany enhances its appeal for cross-border e-commerce operations.
- **Kraków:**
 - A hub for creative industries, Kraków is ideal for roles in **UX/UI design, digital marketing, and content creation**.
 - The city's universities provide a steady stream of talent in technology and marketing.
- **Poznań:**
 - Poznań's strong logistics and manufacturing sectors make it a key player in e-commerce fulfillment and warehousing.
 - Its proximity to Western Europe facilitates efficient supply chain operations.
- **Tri-City (Gdańsk, Sopot, Gdynia):**
 - Coastal cities are growing hubs for e-commerce logistics and serve as key gateways for international shipping.
 - The region supports roles in supply chain management and cross-border operations.

E-commerce in Poland in 2025 is more than just a thriving industry—it's a dynamic ecosystem driving innovation, job creation, and economic growth.

Professionals skilled in specialized roles like **management, UX design, and data analysis** can expect **rewarding career opportunities** in this rapidly expanding field.

Salary ranges in E-commerce

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Position	Min	Median	Max
E-commerce Director	22000	29000	41000
E-commerce Manager	15500	19500	22500
E-commerce Product Manager	12000	14000	16500
Online Marketplace Specialist	9700	11800	13300
E-commerce Logistics Coordinator	8000	9500	11000
E-commerce Key Account Manager	11000	14700	17000
E-commerce Product Manager	12000	14000	17000
E-commerce Specialist	9300	11500	13000
SEO/SEM Specialist	9500	11300	13900
Traffic Manager	10500	12500	15500
CRM Specialist	9500	11500	13500



Retail - Recovery of Brick-and-Mortar Retail

Brick-and-mortar retail in Poland is experiencing a resurgence in 2025 after the challenges posed by the pandemic. While e-commerce remains dominant, traditional retail is carving out its niche by focusing on **customer experience** and adapting to changing consumer expectations:

- **In-Store Experiences:**

- Retailers are prioritizing immersive, engaging experiences to attract foot traffic. This includes **interactive displays**, **personalized services**, and **in-store events** like product launches and workshops.
- Shopping malls are transforming into mixed-use spaces, integrating retail with entertainment and dining to enhance their appeal.

- **Omnichannel Integration:**

- Successful brick-and-mortar retailers have embraced **omnichannel strategies**, seamlessly connecting physical stores with online platforms.
- Customers can now browse products online and pick them up in-store (click-and-collect) or return in-store purchases online, offering unmatched flexibility.

- **Localized and Sustainable Offerings:**

- Retailers are focusing on **local products** and **sustainable practices** to appeal to environmentally conscious consumers.
- Smaller neighborhood stores and specialty shops are gaining popularity, meeting demand for convenience and unique offerings.

While foot traffic is returning, retailers must continue adapting to hybrid shopping habits to thrive in this competitive environment.

Trends in Retail Jobs: Part-Time and Flexible Work Models 43

The retail job market in 2025 is adapting to the needs of both employers and employees by embracing **flexibility**:

- **Part-Time Opportunities:**

- Part-time roles are increasing in popularity, particularly in **seasonal retail** and smaller neighborhood stores.
- These positions appeal to students, retirees, and individuals seeking supplemental income.

- **Flexible Work Schedules:**

- Many retailers are adopting **flexible scheduling** to accommodate diverse employee needs, from caregivers to those pursuing education.
- Shift-swapping apps and scheduling software are making it easier for employees to manage their availability.

- **Gig Work and Temporary Roles:**

- Retailers are utilizing gig workers for **inventory stocking, event staffing, and promotional campaigns** during peak shopping periods.

- **Upskilling and Training:**

- As retail evolves, employees are offered training in **customer engagement, digital tools, and omnichannel sales strategies**, enhancing their skill sets and career opportunities.

This shift toward flexibility not only benefits employees but also helps retailers manage staffing needs efficiently in an increasingly unpredictable market.

The retail sector in Poland in 2025 is a dynamic mix of recovery, adaptation, and innovation. As brick-and-mortar stores rebuild their relevance, professionals in management, merchandising, and sales leadership roles can look forward to competitive salaries and opportunities in this evolving industry.

Flexible job models further broaden the appeal of retail as a sector for diverse talent.

Salary ranges in Retail sector

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Position	Min	Median	Max
Head of Sales	21000	25000	37000
Sales Director	22000	26000	39000
Sales Manager Poland	17000	20500	22500
Regional Sales Manager	10500	15500	17300
Hypermarket Director	11700	18000	22000
Fashion Store Manager	7900	8900	13000
Retail Experience Manager	8300	10000	11900
Fashion Store Sales Employee	5000	6100	7700
Cashier	4800	5100	6500
Retail Buyer	7300	8600	10100

Strengths / opportunities

Skilled Workforce

- **High proportion of university graduates**, particularly in engineering, IT, and technical fields.
- **Strong performance** in global rankings for **software development and tech talent**

Cost-Effective Labor

- **Labor costs are significantly lower** than in Western Europe, providing a competitive edge.

Strategic Location

- Situated in Central Europe, Poland is a **natural hub for logistics** and trade between Western and Eastern Europe.

English Proficiency

- Growing **English-speaking workforce**, especially among younger generations.

Diverse Industrial Base

- Strength in sectors like **manufacturing, automotive, IT, renewable energy, and pharmaceuticals, BPO/SSC hubs**.

Stable Economy

- **Consistent economic growth** and resilience during global downturns.
- **EU membership** ensures **regulatory stability** and **access to funding**.

Government Incentives

- **Attractive investment incentives**, such as tax breaks in Special Economic Zones (SEZs).
- **Support for innovation and R&D** projects.

Weaknesses/threats

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Talent Shortages in Key Sectors

- **Growing demand** for skilled workers in healthcare and construction **outpaces supply**.
- **Emigration of skilled professionals** to Western Europe reduces the domestic talent pool.

Relatively Low Labor Market Flexibility

- **Rigid labor laws** compared to some other EU countries

Demographic Challenges

- **Aging population** and **low birth rate** may lead to **long-term labor shortages**.
- **Dependency on foreign workers** in specific industries, such as agriculture and logistics.

Regional Disparities

- Economic and labor **market opportunities** are **concentrated in major cities** like Warsaw, Kraków, and Wrocław, leaving **rural areas underdeveloped**.

Declining Manufacturing Sector

- Poland's **manufacturing sector** has been experiencing a **downturn**, with the Manufacturing Purchasing Managers' Index (PMI) falling to 48.2 in December 2024, down from 48.9 in November. A PMI below 50 indicates contraction. **Decline is attributed to reduced new orders**, particularly from European markets

Restrictive Immigration Policies

- Recent **government measures** have **tightened immigration policies**, reducing the issuance of work visas by 31% in the first half of 2024 compared to the same period in 2023.
- These restrictions pose **challenges for sectors reliant on foreign labor**, potentially leading to workforce shortages and hindering economic growth.

Industries to Watch and Invest In

Job seekers in 2025 should focus on industries experiencing growth due to technological advancements, global trends, and local economic developments.

Key sectors include:

- **Renewable Energy and Sustainability:**

- Roles in **solar and wind energy, energy efficiency consulting, and green supply chain management** are growing as businesses prioritize sustainability.

- **E-Commerce and Logistics:**

- The continued expansion of online retail has created demand for professionals in **digital marketing, data analytics, and last-mile delivery logistics**.

- **Healthcare and Biotech:**

- Aging populations and advancements in medical technologies drive demand for **healthcare professionals, biotech researchers, and medical data analysts**.

- **Manufacturing and Engineering:**

- Opportunities are increasing in **Industry 4.0-related roles**, including **robotics, automation, and mechatronics**, especially in Poland's industrial hubs.

Job seekers should monitor trends within these sectors and align their skills and training to match industry demands.



Conclusion

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The **Polish job market in 2025 presents a dynamic and evolving landscape** shaped by technological advancements, economic shifts, and global trends. Key takeaways include:

- **Sector-Specific Growth:** Industries such as **renewable energy, e-commerce, and healthcare** are leading the way in job creation, while traditional sectors like **manufacturing and logistics** continue to adapt through digital transformation.
- **Salary Trends:** Competitive pay is evident across high-demand roles, with significant earning potential in fields like **AI, cybersecurity, and data analytics**, as well as leadership roles in **retail, logistics, and real estate**.
- **Emerging Trends:** The rise of **remote and hybrid work**, the emphasis on **upskilling and reskilling**, and the focus on **sustainability** are reshaping job roles and career paths across all industries.

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