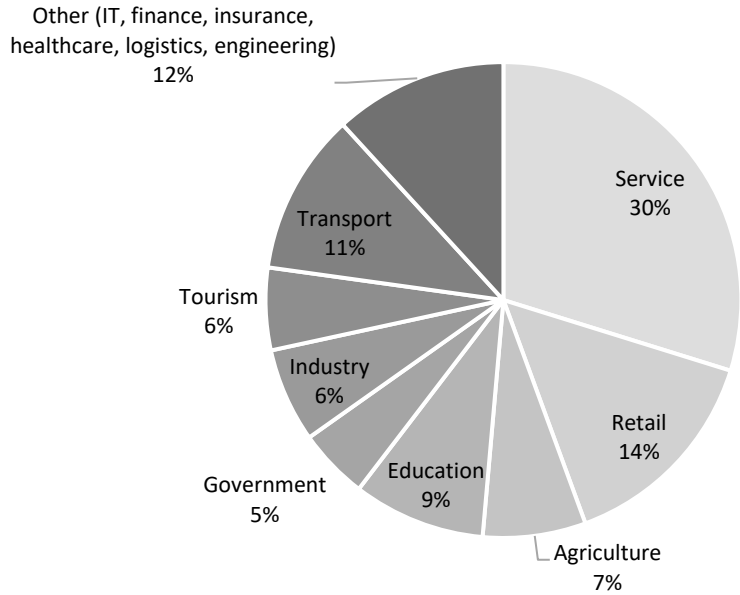


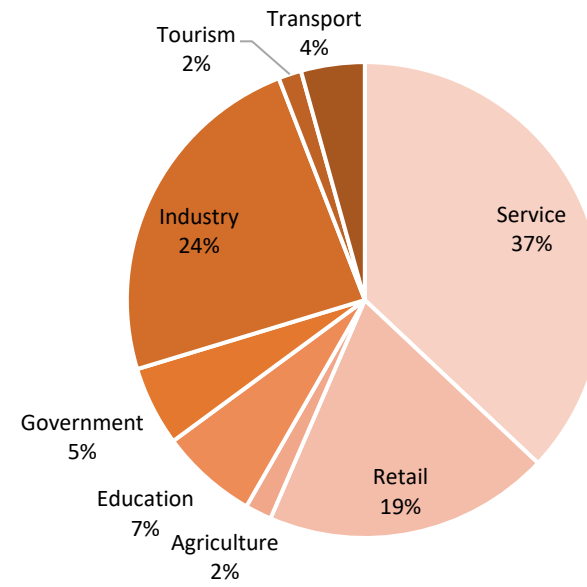
Research sample

	POL					CZE				
Number of organizations	500					832				
No of employees	<10 83,60%	10 - 49 7,40%	50 - 249 3,40%	>250 5,60%		<10 28,00%	10 - 49 28,73%	50 - 249 22,24%	>250 21,03%	
Annual net revenue (€)	≤ 2 000 000 84,80%	< 10 000 000 6,60%	< 50 000 000 5,00%	≥ 50 000 000 3,60%		≤ 2 000 000 36,30%	< 10 000 000 23,80%	< 50 000 000 18,87%	≥ 50 000 000 21,03%	
Ownership	Private 85,00%		Public 15,00%			Private 84,62%		Public 15,38%		
Years on the market	< 1 6,40%	1-3 14,80%	3-10 24,20%	10 – 15 19,00%	> 15 35,60%	< 1 0,96%	1-3 5,53%	3-10 18,99%	10 – 15 15,50%	> 15 59,01%
	SVK					HUN				
Number of organizations	384					377				
No of employees	<10 22,92%	10 - 49 33,85%	50 - 249 22,66%	>250 20,57%		<10 37,98%	10 - 49 24,70%	50 - 249 18,25%	>250 19,06%	
Annual net revenue (€)	≤ 2 000 000 47,40%	< 10 000 000 23,70%	< 50 000 000 14,58%	≥ 50 000 000 14,32%		≤ 2 000 000 48,02%	< 10 000 000 19,97%	< 50 000 000 15,96%	≥ 50 000 000 16,05%	
Ownership	Private 86,46%		Public 13,54%			Private 85,71%		Public 14,29%		
Years on the market	< 1 2,08%	1-3 5,21%	3-10 21,09%	10 – 15 16,93%	> 15 54,69%	< 1 2,39%	1-3 7,36%	3-10 19,88%	10 – 15 16,44%	> 15 53,94%
	V4 total									
Number of organizations	2093									
No of employees	<10 37,98%	10 - 49 24,70%	50 - 249 18,25%	>250 19,06%						
Annual net revenue (€)	≤ 2 000 000 48,02%	< 10 000 000 19,97%	< 50 000 000 15,96%	≥ 50 000 000 16,05%						
Ownership	Private 85,71%		Public 14,29%							
Years on the market	< 1 2,39%	1-3 7,36%	3-10 19,88%	10 – 15 16,44%	> 15 53,94%					

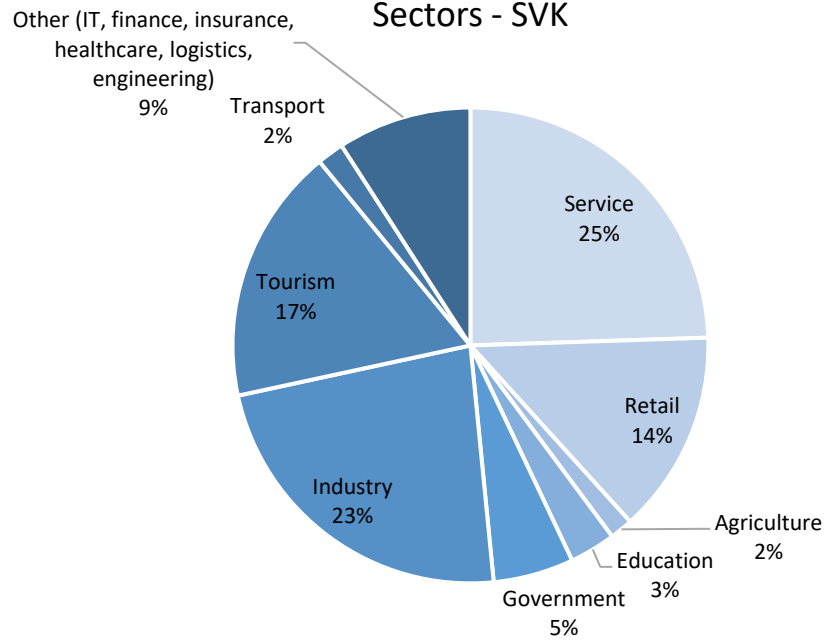
Sectors - POL



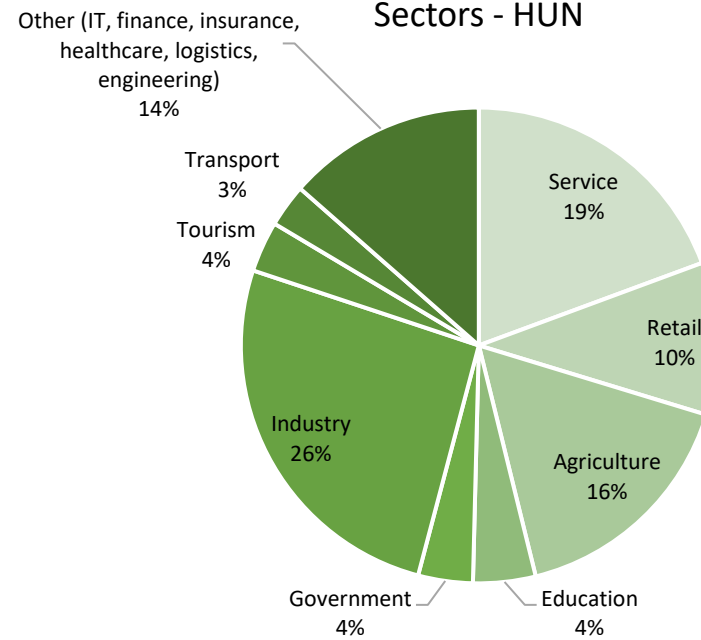
Sectors - CZE



Sectors - SVK

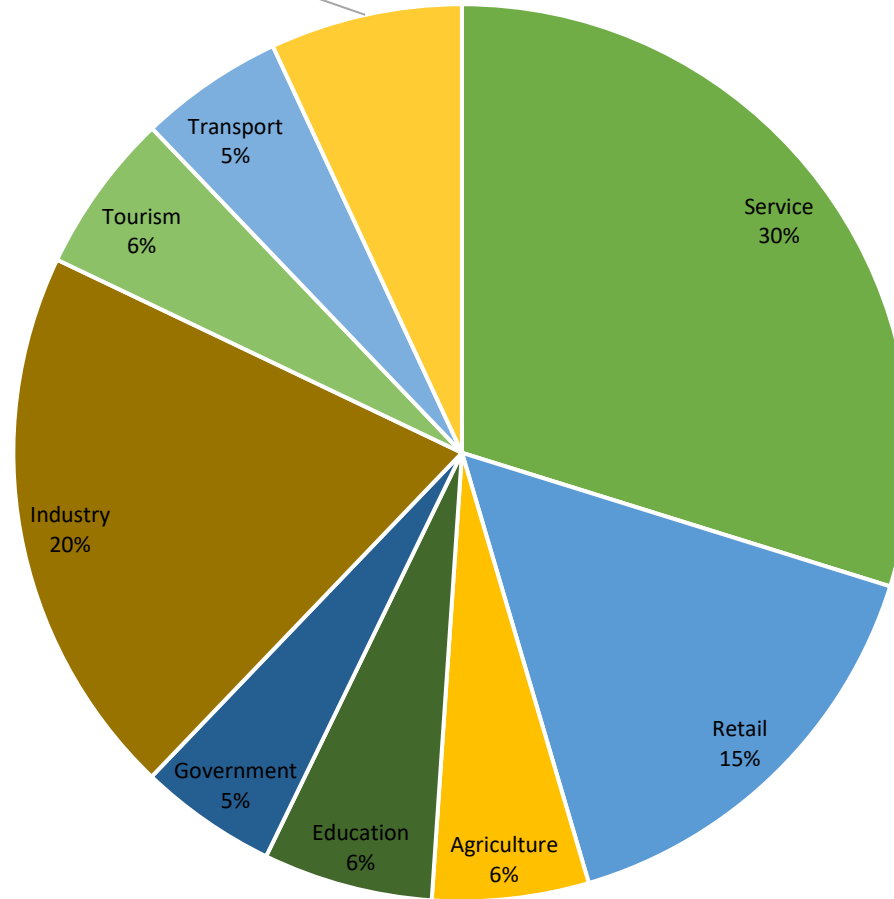


Sectors - HUN



Sectors - V4

Other (IT, finance, insurance, healthcare, logistics, engineering)
7%



Ranking of the most challenging activities (1 = not challenging, 5 = very challenging)

	POL	Rank	CZE	Rank	SVK	Rank	HUN	Rank	V4	Rank
Workforce management, workforce planning	3,01*	2.	3,56	1.	3,59	1.	4,35	5.	3,58	1.
Recruitment, selection	2,90	4.	3,52	2.	3,43	2.	3,92	9.	3,43	2.
Employee retention	3,21	1.	2,92	7.	3,12	5.	4,40	3.	3,29	3.
Labour shortages	2,69	7.	3,29	3.	3,31	3.	3,77	11.	3,24	4.
Organizational communication	2,89	5.	2,99	5.	3,06	6.	4,41	2.	3,23	5.
Labor relations	2,85	6.	2,96	6.	3,04	7.	4,11	6.	3,16	6.
Maintaining commitment	2,98	3.	2,77	10.	2,94	9.	4,36	4.	3,14	7.
Training and development	2,55	10.	3,03	4.	3,21	4.	3,82	10.	3,09	8.
Health and safety compliance	2,58	9.	2,72	11.	2,68	11.	4,70	1.	3,04	9.
HR digitalization	2,50	11.	2,86	8.	2,95	8.	4,00	7.	3,00	10.
Home office/ hybrid team management	2,60	8.	2,81	9.	2,93	10.	3,92	8.	2,98	11.

* Average challenge score (the higher the number, the more challenging the process)

Importance of HR processes in 2022/2023 (1 = the most important, 13 = the least important)

	POL	Rank	CZE	Rank	SVK	Rank	HUN	Rank	V4	Rank
Recruitment	4,73*	3.	4,20	2.	4,61	1.	4,91	2.	4,53	1.
Strategies	4,61	2.	4,12	1.	5,20	3.	5,33	3.	4,65	2.
Planning	4,55	1.	4,74	6.	5,21	4.	4,78	1.	4,79	3.
Training	5,59	4.	4,70	5.	5,84	5.	5,94	4.	5,35	4.
Onboarding	6,14	6.	4,57	3.	5,17	2.	7,39	8.	5,56	5.
Job analysis	5,77	5.	5,20	8.	5,90	6.	7,65	9.	5,91	6.
Employee welfare	7,99	9.	4,62	4.	6,11	7.	6,33	5.	6,01	7.
Employee assessment	7,66	8.	5,13	7.	7,11	8.	6,63	6.	6,37	8.
Job evaluation	6,85	7.	6,60	11.	8,50	10.	8,05	10.	7,27	9.
Personnel administration	9,58	12.	5,85	9.	8,36	9.	7,17	7.	7,44	10.
Talent management	8,13	10.	6,76	12.	9,89	13.	8,36	11.	7,95	11.
Personnel controlling	9,48	11.	6,55	10.	9,22	11.	8,42	12.	8,08	12.
Release of employees	9,93	13.	7,51	13.	9,88	12.	9,99	13.	8,97	13.

* Average importance of process (the lower the number, the higher the importance)

Who is considered a talented employee in your organization?

	POL	CZE	SVK	HUN	V4
With potential to be a future leader	31,00%	27,04%	28,91%	51,50%	32,74%
Very creative	45,00%	28,37%	21,61%	70,60%	38,71%
Who is / will be holding a key job	17,20%	22,72%	28,91%	47,50%	27,00%
Long-term stabilized	36,00%	23,32%	30,21%	62,60%	34,69%
With long-term high performance	25,60%	36,66%	34,90%	45,10%	35,21%
We do not distinguish talented employees	18,20%	31,37%	33,85%	19,40%	26,52%
Other	0,80%	0,00%	0,00%	8,80%	1,78%

What benefits are the most popular in these countries?

	POL	Rank	CZE	Rank	SVK	Rank	HUN	Rank	V4	Rank
Bonuses	64,00%	1.	54,45%	2.	66,93%	1.	75,33%	3.	62,78%	1.
Mobile phone	32,40%	3.	54,69%	1.	45,31%	3.	77,19%	2.	51,70%	2.
Free drinks	31,80%	4.	45,43%	4.	62,24%	2.	48,01%	8	45,72%	3.
Flexible work hours	27,40%	6.	45,67%	3.	44,79%	4.	65,25%	4.	44,67%	4.
13th/14th salary	15,80%	10.	26,32%	11.	35,68%	7.	77,98%	1.	34,83%	5.
Car	16,40%	9.	32,93%	6.	24,22%	11.	62,86%	6.	32,78%	6.
Travel expenses	17,00%	8.	22,84%	12.	34,64%	8.	64,46%	5.	31,10%	7.
Company discounts	13,80%	12.	30,77%	9.	40,10%	5.	39,79%	9.	30,05%	8.
Sick days	14,80%	11.	32,21%	7.	21,61%	12.	50,13%	7.	29,34%	9.
Pension savings	11,60%	14.	31,97%	8.	39,32%	6.	17,24%	16.	25,80%	10.
Sports activities	19,20%	7.	26,68%	10.	30,21%	9.	19,36%	13.	24,22%	11.
Extra holiday	4,80%	18.	34,13%	5.	26,56%	10.	15,92%	17.	22,46%	12.
Health insurance	36,40%	2.	5,29%	20.	20,83%	13.	30,77%	10.	20,16%	13.
Language training	10,80%	15.	20,67%	13.	19,53%	15.	28,91%	11.	19,59%	14.
Life insurance	31,20%	5.	17,91%	14.	9,11%	19.	17,24%	16.	19,35%	15.
Free fruits	11,80%	13.	10,10%	17.	19,79%	14.	18,57%	14.	13,81%	16.
Relaxation space	7,00%	16.	11,78%	16.	19,01%	16.	20,69%	12.	13,57%	17.
Hobby education	3,60%	19.	12,86%	15.	17,71%	17.	3,98%	21.	9,94%	18.
Housing allowance	6,80%	17.	2,16%	22.	4,17%	20.	15,65%	18.	6,07%	19.
Massage	2,20%	20.	6,01%	19.	10,42%	18.	6,37%	19.	5,97%	20.
Other	2,00%	22.	9,01%	18.	0,00%	22.	2,12%	22.	4,44%	21.
Kindergarten	2,00%	22.	2,64%	21.	2,08%	21.	3,98%	21.	2,63%	22.