




Challenges & Future of Human Resources in CEE Region

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Perspective



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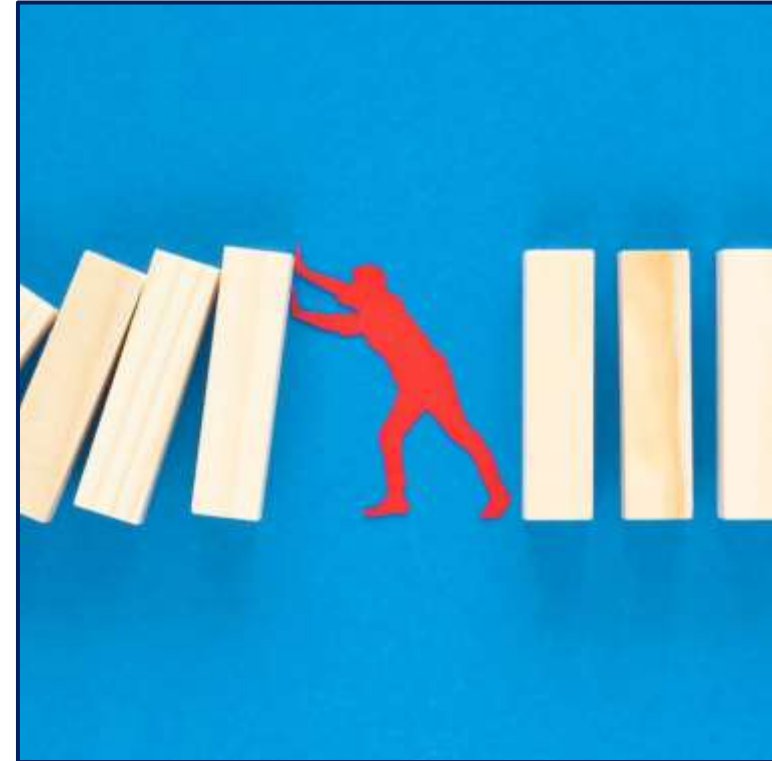


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Overview

- Strategic HR Goal
 - I Macro-Level Effects
 - II Hires & Leavers
 - III Knowledge & Skills
 - IV Flexibility



Strategic HR Goal

,HRM is a strategic approach to acquiring, developing, managing, and motivating an organization's human resources. It is designed to ensure the organization achieves success through people by having **the right people in the right roles at the right time.**

Michael Armstrong



I – Macro-Level Effects

Challenges

- Political instability & polarisation
- Frequency / character of legal changes
- Business stability and predictability



Solutions

- Flexibility
- Organisational and individuals resilience
- Fast, efficient processes enabled by digital tools and AI

Unemployment Rates EU per Countries

Seasonally adjusted unemployment rate

- Euro Area 6.2% (vers 6.5 %, 3/2024)
- EU 5.8 % (vers 6 %, 3/2024)

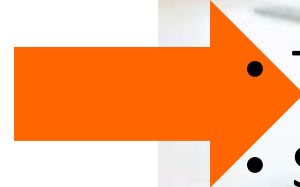
	Rates (%)				
	2024		2025		
	Mar	Dec	Jan	Feb	Mar
Euro area	6.5	6.2	6.2	6.2	6.2
EU	6.0	5.8	5.8	5.8	5.8
Belgium	5.7	6.0	5.8	5.9	5.9
Bulgaria	4.5	3.9	3.9	3.9	3.8
Czechia	2.9	2.7	2.4	2.7	2.6
Denmark	5.7	7.0	6.8	5.7	7.1
Germany	3.3	3.5	3.5	3.5	3.5
Estonia	7.7	7.8	7.9	8.6	8.7
Ireland	4.3	4.4	4.0	3.9	4.0
Greece	10.8	9.2	9.0	8.6	9.0
Spain	11.7	10.8	10.8	10.9	10.9
France	7.4	7.2	7.3	7.4	7.3
Croatia	5.3	4.6	4.6	4.5	4.5
Italy	6.9	6.3	6.2	5.9	6.0
Cyprus	5.1	4.9	5.0	4.9	4.8
Latvia	6.9	6.9	6.9	6.9	6.7

	Rates (%)				
	2024		2025		
	Mar	Dec	Jan	Feb	Mar
Lithuania	7.3	6.4	6.6	6.6	6.4
Luxembourg	6.0	6.4	6.4	6.5	6.4
Hungary	4.3	4.4	4.3	4.3	4.2
Malta	3.4	3.0	2.9	2.8	2.8
Netherlands	3.6	3.7	3.8	3.8	3.9
Austria	5.0	5.4	5.4	5.3	5.4
Poland	2.9	2.7	2.6	2.6	2.7
Portugal	6.5	6.5	6.4	6.5	6.5
Romania	5.2	5.7	5.5	5.6	5.5
Slovenia	3.4	3.4	3.3	3.3	3.2
Slovakia	5.5	5.1	5.1	5.1	5.0
Finland	8.1	8.8	8.9	9.0	9.1
Sweden	8.3	8.7	8.7	8.7	8.8
Iceland	3.5	3.5	3.6	:	:
Norway	3.9	4.0	4.1	4.1	4.1
Switzerland	4.1	4.5	:	:	:
United States	3.9	4.1	4.0	4.1	4.2

II – Hires & Leavers



- Technicians:
 - Talent shortage
- Corporate functions / highly educated people:
 - In some countries stable, but not everywhere (HU)
- Impact of Ukraine war
- Attracting Z gen
- Job displacement due to AI



- Strong cooperation with the education sector
- Intercompany development
- Parents/Part-timers support
- Talent retention activities
- Shift in mindset (Z gen – managers)
- Social responsibility – reskilling, outplacement

III – Knowledge & Skills



• Employees:

- Practical AI adoption
- Learning agility
- Skills no longer relevant

• New hires:

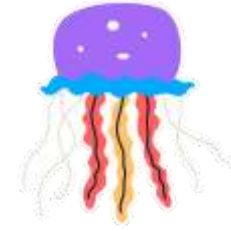
- Gen Z (not only) – collaboration gap
- Lack of practical experience



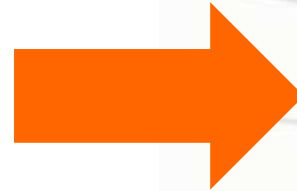
- Upskilling (high speed, AI...)
- Balanced mix of digital tools and face-to-face learning

- Stronger cooperation with education systems
- Team collaboration focus during education
- Right reskilling (Companies' social responsibility)

IV –Flexibility



- Corporations:
 - Slow to respond to change, with limited proactivity.
- Employees:
 - Too many changes at once -> low mental absorption
 - Intergenerational imbalance (Gen Z vs. Boomers)



- Shift in managers' mind-sets
- Power/Control shift (rules...)
- Mid-term higher capacity:
 - Employees' work load, to sustain long-term company viability (realisation difficult)
- Strengthening resilience:
- Individuals and organisations actively building mental health support systems.







Thank you for your attention.

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