

THE SLOVAK SPECTATOR

SPECIAL

CAREER GUIDE 2025

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is your weapon**

**Slovakia's top
recruiters and
leading HR
firms**

**AI won't take
your job – but
someone using
AI might**

**An unfamiliar
crisis: Unfilled jobs**





The Association of Personnel Agencies of Slovakia



The Association of Personnel Agencies of Slovakia / APAS is the first professional association of personnel companies. It was established in 2003.

- » Our goal is to standardise the personnel & consulting market and participate in the creation of employment legislation.
- » APAS aims to follow these standards in personnel consulting used abroad. Foreign investors are familiar with these standards in all segments of personnel consulting, whether it is employee selection, training, personnel leasing, or personnel systems.
- » We strive to support the creation of a stable labour market and to cooperate with the relevant state institutions and bodies while respecting the applicable legislation.
- » Our organisation currently consists of 10 companies. We are open to accepting as our new members companies operating in the field of recruitment activities, candidate search and assessment, training, personnel leasing and comprehensive personnel consulting.

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10 LARGEST HR COMPANIES*

1. Maxin's Group
2. ManpowerGroup
3. INDEX NOSLUŠ
4. Alma Career Slovakia
5. TRANSFER Slovensko
6. Luger & Maklér
7. Talent Solutions
8. PROPLUSCO
9. Grafton Slovakia
10. EUROPERSONAL

* executive search firms are not included in this ranking

This ranking of the 10 largest HR companies in Slovakia was created based on five factors, to which we gave different weights: 1) the average number of permanent employees in 2024 - leased employees not included (45% weight); 2) the total number of placements in 2024 (leased positions not included) while white collars have a value double that of blue collars (27% weight); 3) worked out hours of leased employees in 2024 - only permanent employees (10% weight); 4) average sales revenue between the years 2021-2023 (13% weight); 5) average net profit between the years 2021-2023 (5% weight).

10 LARGEST RECRUITMENT AGENCIES*

1. ManpowerGroup
2. Luger & Maklér
3. TRANSFER Slovensko
4. Talent Solutions
5. Edgar Baker
6. GoodWill Recruitment; GWR
7. SYNERGIE and S&you
8. Maxin's Group
9. INDEX NOSLUŠ
10. PROPLUSCO

* executive search firms are not included in this ranking

This ranking of the 10 largest recruitment agencies in Slovakia is based on the total number of placements in 2024 (leased positions not included), while white collars have a value double that of blue collars. **FOR MORE DETAILS SEE PAGE 52.**

10 LARGEST TEMPORARY EMPL. AGENCIES

1. Maxin's Group
2. INDEX NOSLUŠ
3. ManpowerGroup
4. TRANSFER Slovensko
5. EUROPERSONAL
6. Grafton Slovakia
7. Talent Solutions
8. Amikov
9. PROPLUSCO
10. Trenkwalder

* acquired Work Service Group included

This ranking of the 10 largest temporary employment agencies in Slovakia was created based on two factors, to which we gave different weights: 1) the number of leased employees in 2024 (50% weight); 2) the number of hours worked by leased employees in 2024 (50% weight). **FOR MORE DETAILS SEE PAGE 52.**

10 LARGEST EXECUTIVE SEARCH FIRMS

1. MenkynaPartners Management Consulting
2. PERSONALITY
3. Amrop
4. Arthur Hunt
5. HEADSCOUT
6. Jenewein Executive
7. Pedersen & Partners
8. Consilium Consulting
9. Teamconsult SR
10. TARGET Executive Search

This ranking of the 10 largest executive search companies is impacted by the following criteria: number of employees active in executive search in 2024 while a partner has a value double that of a researcher or consultant (25% weight); revenues in 2024 (50% weight); the number of filled positions in 2024 while head representatives have a value double that of other executive search positions (25% weight). **FOR MORE DETAILS SEE PAGE 54.**

Companies that owe more than €100,000 to the state in overdue payments are not included in the rankings.

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Career Guide

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Slovakia's economy in troubled waters

Heavily influenced by geopolitical developments and consolidation measures, the growth dynamics of Slovakia's export-oriented economy have been slowing down. This trend has begun to reflect in the labour market as well. Although the unemployment rate fell to record lows in the spring of 2025, employment also declined. The latter, a negative indicator signalling a cooling in the labour market, has been attributed to an excess of early retirements and a lack of qualified labour. This has, in turn, affected companies' expansion and investment plans. Rather than the arrival of new businesses and job creation, discussions have shifted towards factory closures.

THE LABOUR MARKET IN 2024, IN STATISTICS

The Slovak labour market in 2024 appeared to reach its peak, with the unemployment rate falling to an historic low – 5.2 percent, according to the Slovak Statistics Office, and 4.86 percent based on ÚPSVaR methodology – before stabilising. The number of job vacancies surpassed pre-pandemic levels (over 90,000 according to labour offices), while overall employment in the national economy stopped growing. In fact, despite an influx of new foreign workers, total employment declined slightly – falling by 0.2 percent from 2.434 million to 2.430 million – partly due to a wave of early retirements.

“This also highlights some of the most pressing issues: in addition to problems with orders, demand, taxation and bureaucracy, companies are also grappling with a shortage of suitable new employees,” Michal Lehuta, a macroeconomist with VÚB Bank, told *The Slovak Spectator*. “This, in turn, limits their ability to expand production or invest in new projects.”

As existing workers gained a stronger bargaining position under



Source: Vercetzy

such conditions, this also contributed to continued robust wage growth. Average wages rose by 6.6 percent in 2024, while inflation slowed to 2.8 percent, resulting in a notable increase in real wages. For comparison, average labour productivity (GDP per worker at current prices) grew by 6.1 percent year-on-year, Lehuta noted.

EARLY SIGNS OF LABOUR MARKET COOLING EMERGE

The Slovak economy has seen a marked slowdown in early 2025, with growth moderating to 0.9 percent y/y – below 1 percent for the first time in the past two years. One of the reasons was the government's fiscal consolidation package, which has raised employers' labour costs. This more subdued economic momentum, alongside uncertain prospects, is beginning to make its mark on the labour market.

Employment declined by 0.3 percent compared to the end of last year, seasonally adjusted, with the same decrease registered year-on-year. This is the most significant decline since the pandemic in 2020.

“The development was worse than our expectations,” Viera Mráziková and Michal Doliak,

macroeconomic analysts at the National Bank of Slovakia (NBS), wrote in an analysis published in mid May 2025, adding that at the same time, employment was also reassessed in the previous period, changing the view of the labour market. The number of people employed in the economy fell for the fifth consecutive quarter.

The annual drop in employment thus deepened slightly at the start of the year, from 0.2 percent to 0.3 percent, equivalent to a net loss of roughly 8,000 jobs.

Additional signs of cooling include a noticeable slowdown in job creation compared to previous months. According to Tomáš Krošlák, an analyst at UniCredit Bank Czech Republic and Slovakia, “the continued rise in the number of vacancies observed in April was mainly driven not by new positions, but rather by a lower number of roles being filled – an effect of seasonal holidays and underlying structural challenges.”

Another potential indicator of cooling lies in regional labour market dynamics. While unemployment in economically stronger regions of western Slovakia has largely stagnated over the past year, the situation in the less prosperous

south and east had been improving – until recently.

“In April, this trend came to a halt,” noted Krošlák in his memo. “With the exception of Prešov Region in eastern Slovakia, Slovakia's economically weaker areas also saw a decline in the number of available job vacancies.”

Krošlák added that these more vulnerable regions may serve as a litmus test for the health of the domestic labour market.

“The labour market in the west is running hot, so any signs of cooling there tend to be less visible in the statistics,” he wrote. “In contrast, job losses in the east often translate into longer periods of registered unemployment, due to the limited supply of local vacancies.”

INDUSTRY UNDER PRESSURE

Slovakia's industrial sector continues to grapple with several challenges – chief among them being weak external demand, particularly from Germany, elevated energy prices, and rising wage costs. In response, many firms are tightening their belts, with some already announcing lay-offs.

However, Labour Minister Erik Tomáš (Hlas) warns that there were more mass redundancies in

2024. Between the beginning of last year and mid-May, 36 mass redundancies were reported, affecting some 3,600 employees. So far in 2025, there have been 22 cases with almost 2,600 workers at risk. According to the minister, there is therefore no risk of “armageddon” on the labour market.

Matej Horňák, a macroeconomic analyst with the Slovenská Sporiteľňa bank, pointed out that industrial production and export figures continue to reflect volatility and pressure in the sector.

“This unpredictability is discouraging firms from hiring new staff – if anything, we are seeing the opposite trend,” Horňák said, adding that Slovak industry is heavily export-oriented, and with foreign demand still weak, it directly affects local output. “That’s why we’re observing a year-on-year decrease in employment, as companies are not operating at anywhere near full capacity.”

The seriousness of the situation is also highlighted by a survey conducted among 100 foreign companies by the foreign chambers of commerce in Slovakia. Businesses are complaining about the high tax and social security burden on labour, as well as expensive energy costs.

“By introducing the consolidation package, the state thereby further increases the already significant cost pressure,” said Pavel Lakatos, president of the German-Slovak Chamber of Commerce (AHK Slowakei), when commenting on the results of the survey published in mid May.

LABOUR MARKET FROM EMPLOYERS’ PERSPECTIVE

Employers have identified several key trends shaping Slovakia’s labour market in 2024 – trends that presented both opportunities and considerable challenges across sectors. One of the most striking developments was the record-low unemployment rate, which triggered a sharp rise in demand for qualified labour.

“According to our surveys, up to 75 percent of Slovak companies faced recruitment difficulties, with the most acute shortages reported in manufacturing, the automotive industry, logistics, IT and healthcare,” Zuzana Rumiz, vice-president of the Federation of Employers’ Associations of the Slovak Republic (AZZZ), told The Slovak Spectator.

A second enduring feature of Slovakia’s labour market is its persistent regional disparity. While

Bratislava and western Slovakia continued to draw the bulk of investor interest, central and eastern regions remained marked by higher unemployment and significantly less investment.

The ongoing labour shortage also pushed more employers to seek foreign workers – particularly from non-EU countries. However, the process of employing third-country nationals remains bureaucratic and time-consuming.

2024 also witnessed a significant leap forward in digital transformation and the implementation of artificial intelligence (AI) across the Slovak economy. These changes have created demand for entirely new skill sets and prompted extensive retraining of the workforce.

“Advances in AI are fundamentally reshaping the labour market and transforming the nature of many professions,” Rumiz said. “In administration, customer service, and finance, AI has already replaced numerous processes – from document handling to large-scale data analysis.”

In sectors such as manufacturing and logistics, robotics and AI are accelerating production, streamlining operations, forecasting demand, and managing supply chains more efficiently.

THE GREATEST CHALLENGE IS SKILLED LABOUR SHORTAGE

The most pressing challenge facing Slovakia’s labour market remains the shortage of qualified labour, a problem driven by a combination of structural factors: an ageing population, the outflow of young talent abroad, and a persistent disconnect between the education system and the needs of the labour market.

“Our surveys show that as many as 69 percent of Slovak employers struggle to find workers with the required skill sets,” said Rumiz. The mismatch between supply and demand is especially acute in technical and skilled trades, where labour availability is already far below current demand.

The employment of foreign nationals is becoming increasingly essential, as Slovakia cannot address its labour shortages without their participation. The abolition of the national visa scheme in 2025 is expected to significantly slow the inflow of workers from third countries.

Other challenges include Slovakia’s declining competitiveness compared to its neighbours, high administrative and legislative burdens, high labour costs not matched by productivity growth,

ADVERTISEMENT

The advertisement for Workcontrol features a central image of a man with eight arms, symbolizing multitasking and efficiency. He is wearing a blue t-shirt and blue overalls with the Workcontrol logo. The background is orange with a blue circular graphic behind the man. On the left, the Workcontrol logo is displayed with the tagline 'Right people in the right place'. Below the logo, a blue box contains the text 'Hard-working hands in 24 hours' and the website 'workcontrol.sk'. On the right, a white circle with a blue border contains the text 'Guaranteed 100% attendance'. At the bottom, a blue banner reads 'Manufacturing. Logistics. Food industry.'

SPV25049/001

the mismatch between graduates' qualifications and labour market needs, and persistent regional disparities. All these undermine Slovakia's attractiveness to foreign investors.

"In many cases, it is leading to the relocation of projects to lower-cost countries," said Rumiz.

FOREIGN WORKERS ON THE RISE

In February 2025, the number of foreigners working in Slovakia reached a record high of almost 118,000, with nearly 2,000 foreign workers added month-on-month. The Slovak labour market is most frequently joined by people from Ukraine, India and Southeast Asia. In contrast, workers from other European countries are increasingly leaving Slovakia.

This figure indicates that foreign workers are becoming a key part of the Slovak economy, particularly in sectors with long-standing shortages of skilled labour.

Employers are calling for a more efficient process for hiring foreign workers. Their proposals include shortening administrative deadlines, reducing bureaucratic burdens, and improving coordination among public authorities to enable quicker and more flexible access to much-needed labour.

In 2024, a national visa scheme was introduced to help address persistent labour shortages in the industrial sector by enabling the recruitment of workers from abroad. For many employers, the system offered at least a partial solution to the chronic lack of available domestic workforce. Recruitment agencies saw the national visa scheme as a step in the right direction, although they acknowledged its limitations and commented that national visas alone are not a sufficient solution.

As of now, it is no longer possible to apply for national visas for employment in the industrial sector. The Central Office of Labour, Social Affairs and Family (ÚPSVaR) now recommends that employers follow a new employment procedure for third-country nationals, in effect since 15 July 2024. The new approach aims to simplify administration and improve coordination between employers, Slovak diplomatic missions and the Foreigners' Police.

In the meantime, the Slovak government approved an amendment to the Foreigners' Residence Act in mid-May, which will simplify administrative procedures and extend visa validity from 90 to 120 days, starting in July 2025.

WAGES PUSHED UP BY LABOUR SHORTAGE

In 2024, the average nominal monthly wage of an employee in Slovakia's economy reached €1,524, marking a year-on-year increase of €94.

As of 2025, the minimum wage has risen to €816. Its future growth is expected to accelerate, following the adoption of an amendment to the Minimum Wage Act, which introduces a new automatic calculation mechanism. Under the revised formula, the minimum wage will now be set at 60 percent of the average monthly wage from two years prior – a shift aimed at making the minimum wage more responsive to real economic conditions.

"This measure ensures that the minimum wage will more accurately reflect living costs and the broader economic situation," the Labour Ministry told The Slovak Spectator, adding that the goal is to raise the minimum wage to €1,000 by 2027.

At the same time, the legislation preserves the possibility for social partners to negotiate the minimum wage level, providing flexibility within the framework of the new automatic system.

Compared to the European Union average, wages in Slovakia

are rising at a faster pace. While inflation – particularly in the post-Covid years – played a role in wage increases, it is no longer the main driver, Martin Malo, director of Grafton Slovakia and Gi Group, noted for The Slovak Spectator.

"Currently, wages are rising primarily because the Slovak labour market is candidate-driven, meaning jobseekers can afford to be selective when choosing an employer," said Malo. "If employers want to retain their workforce, they must know how to keep people motivated."

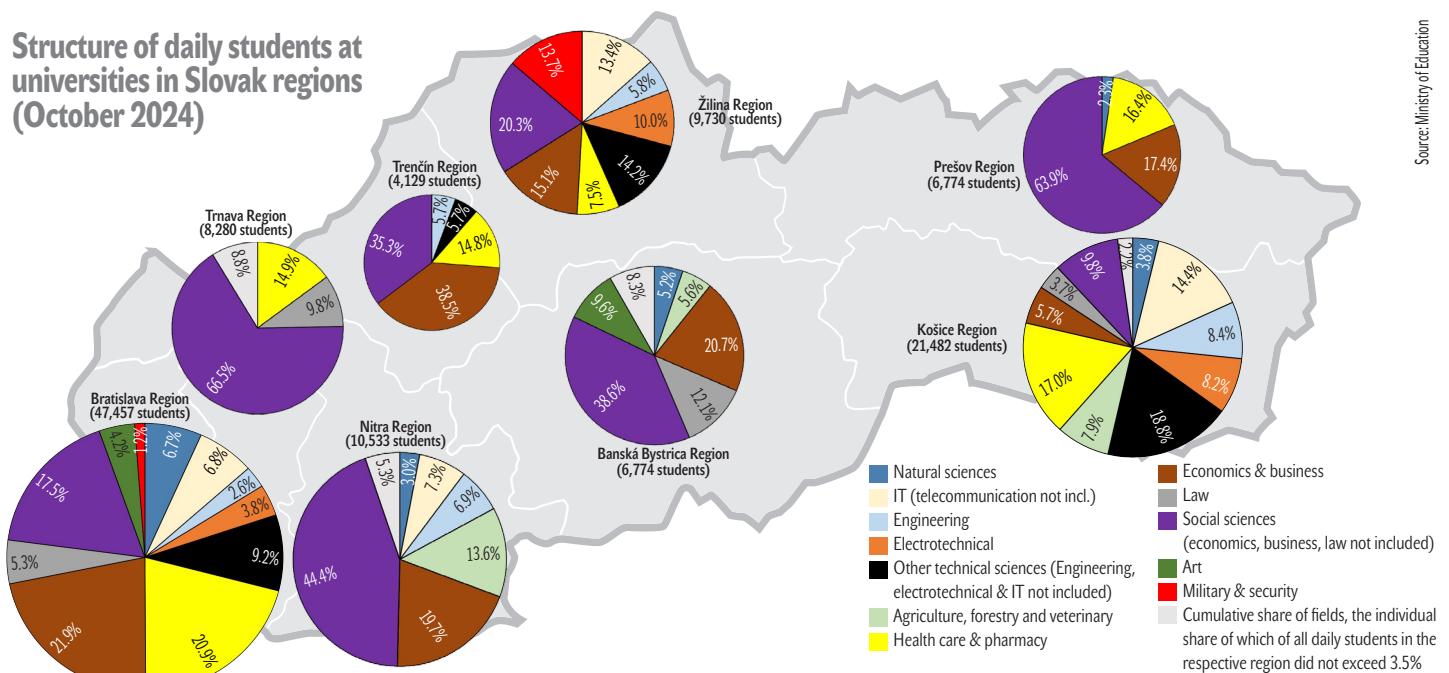
GLOBAL AND DOMESTIC CHALLENGES

In the coming period, the situation on the Slovak labour market will depend on the ability of European economies and other partners to adapt to a new and uncertain situation in international trade, caused by sudden changes in US trade policy.

"An expected economic slowdown, fiscal consolidation, and the US trade war could negatively affect the economy and the labour market in the near future, although we do not anticipate a significant rise in the unemployment rate," said Lehuta of VÚB.

By Jana Liptáková

Structure of daily students at universities in Slovak regions (October 2024)



Key Trends Shaping the Slovak Labor Market in 2025

The Slovak labor market in 2025 continues to evolve rapidly, shaped by digital transformation, demographic shifts, and changing employee expectations. ManpowerGroup has identified 16 global trends influencing how people work and what they expect from employers. Of these, ten stand out as especially relevant to Slovakia, offering both challenges and opportunities for businesses.

“The trends emerging for 2025 clearly highlight the need for flexibility, innovation, and talent development as critical success factors. Slovakia faces the same challenges as global markets – rapid digitalization, shifting employee expectations, and an urgent demand for new skills. Companies that invest in education, hybrid work models, and smart technologies will remain not only competitive, but also attractive to talent. In a time of acute talent shortages, it is essential to explore new ways to develop and retain employees,” says Zuzana Rumiz, General Manager of ManpowerGroup Slovakia.

1. GENERATION Z IN THE WORKFORCE

Generation Z is entering the world of work during a time of unprecedented change, requiring adaptability and resilience. However, nearly half (47%) plan to change jobs soon. Their top priorities include flexibility, mental well-being, and meaningful career growth. Employers who fail to address these expectations risk high turnover, while those that nurture young talent will secure long-term loyalty.

2. MILLENNIAL MANAGERS UNDER PRESSURE

Around 60% of millennials now occupy managerial roles, but many are overwhelmed by conflicting demands from leadership, teams, and personal responsibilities. Over one-third are considering leaving their positions, and more than half (53%) report high daily stress levels. By fostering

ethical leadership, transparent communication, and robust mentoring programs, businesses can improve managerial resilience and retention.

3. PERSISTENT GENDER INEQUALITY

The gender pay gap persists, with women in Slovakia earning, on average, 20% less than men. Alarmingly, 48% of employers have no strategy in place to address these disparities. The pandemic has exacerbated the issue, particularly affecting female-dominated roles. Equal performance evaluations, clear promotion pathways, and leadership opportunities for women are crucial. Companies that embrace gender equality see gains in performance and employee satisfaction.

4. PRODUCTIVITY PRESSURE

Nearly half of employees (49%) report high levels of work-related stress, yet only 21% feel adequately supported by their employer regarding mental well-being. Poorly implemented AI can even hinder productivity if staff lack the training to use it effectively. Evidence suggests that investing in mental health and well-being can deliver up to a fourfold return in improved performance. Supporting employees in managing stress offers a vital competitive edge.

5. FOSTERING CREATIVITY IN A HYBRID WORLD

As hybrid work becomes the norm, the demand for flexibility is stronger than ever. Disparities in office attendance policies can lead to perceptions of unfairness. Purpose-driven workspace design that fosters collaboration and community is key. Alternative workspaces such as cafés, libraries, and coworking hubs are gaining traction. In the near future,



Zuzana Rumiz
General Manager

augmented reality will likely play an important role in reimagining the physical work environment.

6. AI IN PRACTICE: FROM HYPE TO IMPACT

Nearly half (48%) of employers have implemented generative AI tools, but concerns remain. Key barriers include investment costs (33%), data privacy and regulatory issues (31%), and a lack of AI-related skills (31%). When used effectively, AI can boost productivity by up to 40%, but only if organizations invest in upskilling their workforce to leverage its full potential.

7. THE FUTURE OF CYBERSECURITY

Cyberattacks pose a growing threat, with the average cost of a breach exceeding \$4.88 million. Globally, there is a shortfall of more than 4 million cybersecurity professionals. Slovak firms must enhance data protection strategies, invest in proactive security measures, and build IT teams equipped for the evolving threat landscape. Strategic outsourcing

and partnerships can help mitigate talent shortages in this critical area.

8. BUSINESS AND GREEN TRANSITION

Sustainability is climbing the corporate agenda, with up to 30 million green jobs expected globally by 2030. Slovak businesses must comply with new regulations and reduce their environmental footprint. In manufacturing, IT, and operations, over 57% of skills will need to evolve to support sustainability. AI and automation can play a pivotal role in managing environmental goals effectively, though skills shortages remain a challenge.

9. NAVIGATING GEOPOLITICAL INSTABILITY

Rising geopolitical tensions are impacting supply chains, trade, and talent mobility. Over one-third of CEOs have revised business plans in response to political risks. Companies must build resilience through more flexible employment models and greater investment in local markets. Employers also have an opportunity to support refugees and displaced workers – contributing to both social responsibility and labor stability.

10. A CONSTANT CHALLENGE: TALENT SHORTAGES

Despite economic uncertainty, 74% of employers report difficulties in finding skilled workers. The green transition and emerging technologies are creating new jobs faster than they can be filled. While AI is reshaping the labour landscape, it has yet to close the skills gap. Businesses must invest in reskilling and upskilling their current workforce to remain competitive.

CONCLUSION

The Slovak labor market is at a crossroads, driven by global forces and local realities. Organizations that stay ahead of these trends by investing in people, technology, and inclusive policies will be best positioned for sustainable growth in an uncertain future.

AI is reshaping the labour market, but not all jobs are at risk

Empathy, creativity and human judgement remain irreplaceable, say recruiters.

Artificial intelligence (AI) is already reshaping the labour market, even if the changes are not always immediately visible. Yet while Slovakia faces shortages of doctors, nurses and skilled tradespeople such as plumbers, AI is unlikely to fill these gaps any time soon.

Experts agree that AI will not replace humans wholesale. Rather, workers who know how to harness the technology will often replace those who do not. Crucially, some professions – and certain skill sets – will remain beyond AI's reach.

“The future of work is not just about worrying about AI; it's about how we can use it to our advantage,” Jitka Kouba, marketing director at recruitment agency Grafton Slovakia, told the *Sme* daily. “Professions in which empathy or manual dexterity is essential – from trades to health care – require a personal touch and will likely remain out of reach of full automation for the foreseeable future.”

AI'S GROWING INFLUENCE IN SLOVAKIA

AI has begun to influence the Slovak labour market more significantly over the past decade. Since 2020, this trend has accelerated, largely thanks to advances in machine learning and automation.

Initially, AI-driven changes were most visible in specialised IT professions, but AI has gradually made inroads into other sectors – from administration to industry. Companies have adopted automation in accounting, HR and customer support, where algorithms can efficiently process routine tasks and chatbots can handle basic com-

munication.

In industrial manufacturing, AI has been incorporated into management processes, increasing efficiency but also resulting in job reductions.

“However, as experience has grown, it has become clear that AI doesn't just have to replace humans – it can support them, for example by reducing routine workloads and allowing them to focus on more complex tasks,” Kouba added. “Today, the perception of AI is more pragmatic. Younger generations are more likely to accept it as a normal part of working life, while older generations tend to be more wary.”

TO FEAR OR NOT TO FEAR?

Several surveys suggest that many Slovaks fear AI will replace them in the workplace. For example, a survey by NMS Market Research, published in February 2025, found that around one-fifth of the population worry that AI could take over their jobs. The most at risk are routine administrative and clerical roles where automation can easily substitute traditional tasks.

Similarly, a survey by the Institute for Public Affairs (IPA) showed that 17 percent of respondents believe the deployment of AI could render many jobs and professions obsolete. Conversely, nearly 30 percent saw increased efficiency and productivity as the greatest benefit of AI – particularly in saving time, reducing costs, simplifying production processes and replacing humans in automated or hazardous tasks.

While nearly half of companies globally have already implemented AI, barriers such as high investment

costs (33 percent), privacy and regulatory concerns (31 percent), and a shortage of qualified experts (31 percent) are hindering broader adoption, according to a memo from recruitment agency ManpowerGroup Slovensko, which identified 16 key trends for the 2025 labour market.

“The key to success lies in thoroughly training employees to use AI tools effectively,” the report stated. “Properly implemented, AI can boost productivity by up to 40 percent while freeing up time for creative and strategic work.”

SLOVAKIA AT HIGH RISK OF JOB AUTOMATION

The Organisation for Economic Co-operation and Development (OECD), an international organisation that groups advanced industrialised countries, has identified Slovakia as the country most at risk of job automation among all OECD members. Around 34 percent of jobs in Slovakia are considered highly automatable, meaning there is over a 70 percent likelihood that their tasks could be replaced by technology. A further 31 percent of jobs are expected to undergo major changes, with 50-70 percent of tasks affected, according to a 2020 OECD report.

These high figures are primarily linked to the dominance of industrial production in Slovakia's economy, particularly in the rapidly automating automotive sector. The OECD also noted that low- and medium-skilled jobs are the most vulnerable, while roles requiring higher education and skills such as critical thinking, creativity or leadership are less likely to be automated.

Slovak researchers support this view. Andrea Horváthová, Michal Hrnčiar and Eva Rievajová from Alexander Dubček University in Trenčín and the University of Economics in Bratislava estimate that around 24 percent of Slovakia's labour force, representing around 500,000 people, is unlikely to be affected by automation.

“These are primarily employees with a university education,” they wrote in their 2022 article *Jobs Not Threatened by Automation in the Future in the Slovak Republic*, published in the *Journal of Economics and Management Sciences*. These roles typically fall within the first three main classes of the SK ISCO-08 classification: legislators and senior officials, professionals and specialists, and technical and associate professionals.

The researchers outlined seven competencies of which workers need at least one to be less vulnerable to automation: creativity, work planning and organisation, decision-making and responsibility, leadership skills, critical thinking, and talent.

AI ONLY SIMULATES THINKING

Humans excel at abstract reasoning – the ability to take a concept learned in one context and apply it in a completely new one. For example, a person might recognise that a new legal case closely resembles an older precedent, even if the language differs.

AI, by contrast, relies on recognising patterns from massive datasets. While this enables it to predict what comes next, it does not understand why something happens. A recent study published in *Transactions on Machine*

Learning Research examined how well large language models such as OpenAI's GPT-4 handle analogical reasoning – and found that their capacity to transfer knowledge is limited.

Even though AI can simulate human responses, it is not the same as human thinking. This is why even the latest large language models cannot fully replace humans in creative writing or complex decision-making.

WHO SHOULD WORRY - AND WHO SHOULDN'T

Occupations involving routine tasks and well-structured processes are most susceptible to AI-driven disruption. Conversely, fields that rely on human creativity, empathy and complex decision-making are likely to remain in demand.

Experts in human resources widely agree that the key to success in the evolving labour market is learning how to work with AI, rather than against it.

“The development of artificial intelligence is fundamentally transforming the labour market and affecting many professions,” Zuzana Rumiz, general manager of ManpowerGroup Slovakia, told Sme. “In administration, customer service and the financial sector, AI is already replacing numerous processes – from document handling to the analysis of large data sets. In manufacturing and logistics, robotics and AI are accelerating production, optimising workflows, forecasting demand and managing supply chains.”

Significant changes are also occurring in legal services, where AI can analyse complex texts and legal documents. Similar shifts are underway in media and marketing, where AI is already generating content, creating graphics and editing visual materials.

Rumiz adds that, while AI can automate many processes, there remain vital areas where human qualities are irreplaceable.

These include health care, where doctors, nurses, and thera-



Photo: unsplash

pists work closely with patients, and education, where teacher engagement and motivation play a key role. Likewise, human input remains essential in skilled trades, creative industries and psychology – areas that rely on empathy, understanding and nuanced communication.

According to a ManpowerGroup survey, the most irreplaceable skills include ethical judgement (32 percent), problem solving (28 percent), strategic thinking and communication (26 percent), team leadership (25 percent), technical expertise (23 percent) and business acumen (22 percent).

Recruitment agency Grafton concurs that while AI may not fully replace humans, those who know how to use it will often outperform those who do not.

The most profound changes are expected in sectors such as administration, finance, transport, logistics and industrial production. Routine jobs, such as those in accounting, are likely to decline substantially. The transport and logistics sectors are also set for transformation, with robotic warehouses already becoming a reality.

“Ultimately, however, even in the most affected sectors, new positions will emerge related to the management and oversight of AI technologies,” said Kouba of Grafton.

This should also be taken into consideration when choosing a school or planning a future career. One option is to pursue a profession that is unlikely to be significantly affected by AI in the foreseeable future. Another is to focus on

fields that are expected to grow as a result of AI – such as data analysis, programming or cybersecurity.

It is important to choose disciplines that are not overly narrow in scope, but instead offer broader applicability or overlap with technology – for example, mechatronics or electrical engineering with a focus on automation. A multi-sectoral focus provides greater flexibility and resilience in the labour market.

“The world of work is changing faster today than ever before,” said Kouba. “Artificial intelligence can complete tasks in minutes that once required dozens of hours of human labour, which is fundamentally reshaping the future of many professions – some are disappearing, others are evolving, and entirely new ones are emerging.”

By Jana Liptáková

What new roles and skills are emerging for HR professionals?

AI is redefining the role of human resources.

While AI is not yet making final hiring decisions, it plays a major role in streamlining recruitment, promotions and employee support systems, says IBM HR professional Lucia Gogová. In this interview, she discusses how artificial intelligence is reshaping human resources.

How has AI changed the recruitment process?

AI is primarily used for back-office tasks, such as generating job requisitions for publication on recruitment platforms. It can create these adverts quickly by drawing on previous examples, which managers can then adapt if needed – a major time-saver. AI is also used in the pre-selection of candidates, taking over tasks that were previously carried out manually. However, our selection process doesn't mean AI decides who gets hired. It simply makes recommendations. The final decision always lies with the hiring manager.

What other benefits has it brought?

One major shift is in how we handle repetitive, low-value tasks like extracting data from various systems and compiling spreadsheets. These used to be time-consuming and offered little added value. AI can now handle this instantly, freeing HR professionals to focus on the added-value tasks. Take the promotion cycle, for example. Our consulting division has criteria for when a person can be promoted to a different salary band, so their performance, skills, how much education they have done, feedback from customers, etc. are pulled from the system. Previously, this data had to be gathered and compiled

in a spreadsheet manually. Now, AI pulls all relevant data from our systems, matches it against the criteria, and provides managers with a recommendation. It even drafts the notification email. One click approves the process. This allows HR professionals to focus on communication – coaching managers on how to have difficult conversations, such as explaining to an employee why they weren't eligible for promotion, and how to do that in a constructive and motivating way.

Besides coaching, what else has been added to the HR role?

There's ongoing discussion around what skills people – and especially HR professionals – will need in the future, as AI becomes more embedded in our work. It's critical to remain a subject-matter expert. AI systems can „hallucinate“ (generate plausible but false information – Ed. note) and only someone with deep knowledge can spot these errors.

Business acumen is also vital. HR professionals need to understand the business in order to apply their expertise effectively, and to act as partners and advisors, not just “processors”. Given the pace of technological change, staying up to date is a must.

Is AI hallucination still a major issue?

Yes – especially when employees need very specific answers. Take benefits queries, for example. Employees no longer contact HR directly; they use our “Ask HR” chatbot. If the bot gives the wrong answer, that's a problem. We're working on it. Also, the shift in mindset hasn't fully happened yet. People are still social beings – many



Source: Courtesy of Lucia Gogová

would prefer to call HR rather than interact with a chatbot. In fact, we've removed phone numbers and addresses to help drive adoption of the tool.

Bias in AI is a known issue. How are you addressing it?

We're what we call “client zero” – our AI is trained on our own data. With 270,000 employees in 170 countries, our dataset is large and diverse, which helps with bias detection. Bias mitigation is one of our top principles. We follow several key principles when training our AI models. One is transparency – it must be clear where data comes from. Another is explainability – if a manager receives a salary recommendation from AI, they must be able to trace the rationale behind it. We also focus on robustness, thanks to our vast dataset, and of course, data privacy – strictly controlling who can access what.

Where do you see AI going in the HR space?

Everywhere. We already use several bots, each with names that include the letters “H” and “R”. HiRo handles quarterly promotions. HeRmione assists with recruitment tasks like posting job requisitions. sHeRlock helps detect expense fraud. cHaRlie manages learning and class promotion. These bots and several others carry out tasks that would otherwise require human input, allowing staff to focus on strategic activities.

Do you believe AI will ever fully replace humans in HR?

As I mentioned, AI still hallucinates. We'll always need experts to validate its outputs. And humans crave connection – we're social creatures. It'll be a hybrid future – humans and machines working together.

By Matúš Beňo

Career Innovators and a Reliable Partner for Companies and Professionals

In the ever-changing job market, the success of both companies and individuals increasingly depends on the quality of the people they have by their side. That's where our mission at GoodWill Recruitment lies – connecting companies with the right people, and people with opportunities that open up new career horizons.

We are Career Innovators, approaching recruitment as a two-way process: it's not just about filling vacancies, but about shaping the future of the job market, companies, and individuals through our approach.

MORE THAN JUST RECRUITMENT

Our work goes beyond forwarding resumes. We prepare candidates technically for selection processes – from understanding the assignments to interview readiness, including mock interviews, feedback, and technical preparation. We help many secure better jobs, higher salaries, or opportunities for career growth – often in directions they hadn't considered before. We open new paths in their career journey.

Together with candidates, we explore their potential and long-term prospects – not only in their current area of expertise, but especially in what they could do next. We uncover opportunities they often didn't know existed – and open doors to companies that are looking for their exact qualities.

A PARTNER FOR VISIONARY COMPANIES

On the company side, we stand as a reliable HR partner for those seeking not just employees, but personalities, experts, and talents that will help them grow. We collaborate with reputable companies across Slovakia and are a well-established

partner for the largest players in Eastern Slovakia in areas such as:

- IT sector – software development and IT infrastructure
- Industry and R&D – white-collar roles, technical engineering, and TOP management
- Shared Services Centres (SSC/BPO) – specialists in finance, logistics, customer service, and procurement

We create tailor-made recruitment strategies, collaborate on employer branding, and help build strong teams that are ready to face today's market challenges.

AUTHENTICITY IS OUR FOUNDATION

We're a team of people who do their work with conviction and care. We create a pleasant and fair environment – both internally and in our relationships with clients and candidates. We pride ourselves on a human, open, and expert approach that we bring into every selection process.

We believe in long-term relationships – not short-term fixes. We follow up with our candidates even after they start their new roles, providing feedback and staying in touch as their careers progress. Likewise, we maintain long-term collaborations with companies that value us not only for results, but also for the way we work.

TOGETHER, WE CREATE A BETTER WORK WORLD

Employees no longer seek just jobs – they seek purpose, growth, and a culture in which they can thrive. Companies aren't just after performance – they're looking for people who will trust them and build shared values.



GoodWill Recruitment brings these worlds together in ways that make sense for both sides. We help people navigate the job market, move forward in their careers, and achieve more. At the same time, we deliver quality solutions to companies that help both sides grow and adapt to change over time.

WHY CHOOSE US?

- Career Innovators – we follow trends while prioritizing a human approach
- Technical preparation of candidates – tailored to the position, sector, and technology trends
- Strong expertise in IT, industry, and services – for both local and global companies
- Experience and strategy – not coincidence, but intentional selection
- Trust, transparency, and good intent – values we live by every day

If you're looking for a partner who understands people, companies, and the

market, GoodWill Recruitment is here for you. We work with commitment, fairness, and a purpose that goes beyond day-to-day tasks: to build careers, teams, and opportunities that matter.

At GoodWill Recruitment, we believe that great people are the foundation of a successful business – and that every career deserves personalised approach and expert guidance. We're here to connect companies with talent, and talent with opportunities that enable them to grow.

We build successful teams and support people on the path to realizing their full potential.

GOODWILL RECRUITMENT

Career Innovators with over a decade of experience in the Slovak job market. We specialize in recruiting professionals in IT, industry, and shared services, providing comprehensive support to both companies and candidates throughout their career journey. With a focus on a human approach and professional preparation, we help build strong teams and long-term partnerships.



Gen Z wants fast, smart hiring. AI might deliver

With mobile-first applications and 24/7 chatbots, recruiters are adapting to new expectations. But real human input still seals the deal.

Artificial intelligence continues to account for a significant proportion of innovation in the HR sector. Whether it is chatbots or various AI-driven tools assisting recruiters and employers on one side, and applicants on the other, AI helps with preparing ads and CVs, and streamlining the recruitment and onboarding processes. Nevertheless, HR experts warn that AI should not entirely replace the human element in the selection process.

“Artificial intelligence should be a support to streamline processes,” Lubica Melcerová, PR Manager at Alma Career Slovakia, told The Slovak Spectator. She added that it is important to remember that AI is

a technology, and a recruiter cannot always rely on it completely. “It is crucial to continue developing skills and critical thinking.”

ALSO TAILORED FOR GEN Z

AI-driven changes are primarily evident in larger companies that recognise the need to adapt their hiring processes to meet the expectations of Gen Z, according to Marianna Turanová, Managing Partner at Target Executive Search in Slovakia. Among the practical steps introduced is the ‘mobile-first approach,’ acknowledging that Gen Z predominantly uses mobile devices not only for daily tasks but also for job searching.

“Therefore, companies have ad-

justed their applicant tracking systems to make mobile applications easy and clear, while also offering alternative ways to apply, such as through LinkedIn,” Turanová told The Slovak Spectator.

Another change is the implementation of chatbots in the hiring process. These chatbots do not replace real recruiters but allow Gen Z to access basic information about the position and the company at any time, day or night.

“Gen Z doesn’t want to wait; they need information instantly,” said Turanová, adding that they prefer chat and email rather than phone calls. “If you call them, they probably won’t answer; they’d rather send a message.”

Companies are gradually adapting their hiring processes to this reality. It is becoming increasingly common for the first round of interviews to be conducted through an AI assistant.

This trend is mainly evident in global companies that hire on a large, global scale, noted Turanová. Smaller companies or family-owned businesses that hire only a few times a year can manage with consistent, well-branded email communication.

The same applies to hiring for top positions, as it happens less frequently, and the human factor – whether through an in-house HR colleague or an external executive consultant – plays a crucial role.

Examples of innovations in HR

EXECUTIVE SEARCH

- Arthur Hunt – AI notetaker, enabling automatic transcription of meetings; allows users to focus fully on capturing the key competencies of candidates or, in the case of clients, understanding the main requirements for consulting projects.
- HEADSCOUT – Uses an AI module for the psychodiagnostics section, which simplifies the administration of personality tests.
- PERSONALITY – Tech & IT Recruitment – Implementing AI tools and digital innovations for clients to accelerate candidate searches and discover new business opportunities.
- TARGET Executive Search – Actively uses AI in the selection process, specifically for creating interview materials, as well as employing an AI tool for transcribing and processing interview recordings.

JOB PORTALS

- www.profesia.sk – Has implemented an AI-driven content assistant to help companies who advertise on its site create job descriptions and job matching, an advanced method of job search that uses vector-based search instead of traditional full-text search.
- www.jobstalentsquare.com – Has introduced automation of social media campaign settings aimed at reaching passive candidates in the job market.
- www.worki.sk – Uses an ad success barometer, which evaluates the competitiveness of the job offer and the chances of filling the position. It is also the first Slovak job portal whose functions are also translated into Hungarian, which can be an advantage, especially for regions in southern Slovakia.
- www.kariera.sk – Deploys AI to combat job search stress, with new tools simplifying the creation of resumés and cover letters.

RECRUITING

- Draftcom – Brings an innovative solution for recruiting operators for the automotive industry, saving time and enhancing the quality of selection and the flexibility of the workforce.
- ManpowerGroup Slovensko – Has deployed artificial intelligence for candidate pre-screening and gathering basic information about candidates.
- Maxin’s Group – Has launched its own ATS system, MAXSYNC, to digitise the whole recruitment process.
- Neumann Consulting – Sends questionnaires and collects candidate feedback from the employer after the probation period.

HR CONSULTING & DEVELOPMENT

- BALANCED – Carries out courses for linking digital visibility, business strategy and effective onboarding of new workers.
- PRE BONUS Consulting – Carries out innovative projects in

the field of succession planning in family businesses, the use of AI in business development and strategy, and the implementation of mediation in the corporate environment.

QUALITY SERVICE PROVIDERS

- HOLLEN – Has developed MetriQ, a digital system for data collection and presentation that eliminates errors, accelerates work processes, and enables immediate and clear display of results to customers.
- Support Q – Has introduced several improvements that enhance the comfort and efficiency of working with the system. The most significant innovations include the introduction of automatic notifications when predefined limits are exceeded, the ability to customise the dashboard according to individual user needs, and improvements to the mobile version of the tool for more convenient access in the field.

Melcerová added that HR professionals can consult with AI in any situation, whether it is for preparing presentations or verifying legal questions in complex scenarios. They also use AI for the pre-selection of job applicants, such as analysing resumes or using chatbots for initial screening questions. AI is also helpful in preparing for job interviews, creating questions or tasks, designing strategies for employee training, or developing new benefits. Increasingly, especially abroad, AI is also being used to analyse video interviews.

At Alma Career, AI also helps companies that publish job offers on the Profesia.sk portal by writing job descriptions – after entering the position, it generates the job title, description, suggested benefits, and required skills.

On Kariera.sk, they have launched an AI assistant that prepares a personalised cover letter and suggestions for key points in a résumé for candidates. It operates on a model from OpenAI and uses the “text-in, text-out” method, so the applicant receives an immediate, contextual framework of the document, which they can then fine-tune according to their needs.

“It was developed based on real feedback,” said Katarína Tešľa, Head of Communications and Public Relations at Kariera.sk, to The Slovak Spectator. “People told us that the blank page and figuring out how to start causes them the most stress.”

Turanová added that in recruitment and employer branding, many applications are now available that can simplify the selection process. The most widely used is OpenAI’s ChatGPT, but Claude and Gemini are also popular – applications that convert a given text into another form of text.

“Text-to-Text applications can be used for things like social media posts, job descriptions, interview questions, case studies, candidate reports, and more,” explained Turanová.

Additionally, there are text-to-image applications such as Canva,

DALL-E and Midjourney. These tools create images based on entered text, which can be useful for job posts and similar content. DALL-E, along with other applications, also works as image-to-image, meaning it can transform an existing image into another style or form.

For HR professionals, paper-to-text can be very useful, transcribing handwritten notes, for example from interviews, into text that can be inserted into a CRM and further processed. A higher customer experience can be enabled by tools like Metaview, an application that processes interview recordings into text that can be further utilised, said Turanová.

“Moreover, when preparing for business meetings, AI can simulate a ‘challenging client,’ allowing for preparation for both business and technical conversations,” said Turanová. “The range of applications is truly broad.”

PROVEN OR DISAPPOINTING?

Chatbots have proven to be highly effective, answering phone calls or replying to emails on behalf of recruiters – even late at night.

“The candidate feels that the company is attentive to their needs, and the recruiter gains more time for personal interviews,” said Tešľa.

Disappointments arise when technology replaces common sense. The most frequent issue encountered at Kariera.sk is that while the technology works, it is often applied incorrectly in practice. This results in a negative experience for both the company and the candidate.

“For example, some automatic résumé filters are configured to search only for specific keywords,” said Tešľa. “If the exact phrase is missing from the résumé, the system rejects it, even if the candidate objectively possesses the skill.”

The same goes for video analysis of facial expressions and voice.

“Technically, it sounds great, but in practice, a poor microphone, bad lighting, or a strong accent can cause the algorithm to mark the candidate as less suitable,” said Tešľa.

Game-based personality tests are another example. They may work well for juniors but can be off-putting for more experienced professionals who are accustomed to more traditional recruitment processes, noted Tešľa.

NEXT STEPS IN HARNESSING AI FOR HR

Artificial intelligence is expected to be used increasingly in internal training, employee satisfaction surveys, and analysing the potential turnover of employees. It will also be helpful during the onboarding process of new employees. Its use in the pre-selection of candidates is anticipated to become even more significant, according to Melcerová.

“Chatbots will not only provide responses but also analyse and evaluate how well a candidate would fit into the company,” said Melcerová.

BIAS AUDITS RECOMMENDED

Concerns remain that AI could communicate on behalf of both the candidate and the recruitment agency or employer, leading to unauthentic interactions.

“That is why it’s important not to forget the human part of the selection process – personal contact and verification of real skills,” said Melcerová.

Tešľa added that the key is to acknowledge the use of AI and maintain human oversight of the process.

“I recommend that companies conduct regular ‘bias audits’ to verify that the model does not disadvantage any specific group and that the input data is accurate and free of misinformation,” said Tešľa.

For candidates, she advises viewing AI more as an advisor rather than an author.

“The final text should be truthful and written in their own words,” said Tešľa. “Artificial intelligence can help with things like grammar or style improvements, but it should not replace authentic self-expression.”

By Jana Liptáková

HR events in Slovakia

AWARDS

January: Najzamestnávateľ; www.najzamestnavatel.sk
January: Top Employer Slovakia; www.top-employers.com
June: Via Bona Slovakia – Outstanding Employer; www.nadaciapontis.sk
June: HRLeaders & HRTalent; www.theleaders.sk
October: HR Inšpirácia; www.hrcomm.sk/hr-inspiracia

CONFERENCES

March: Human Capital (HRcomm & TA3 konferencia), Bratislava; www.ta3konferencie.com
April: Conference Chopok I; www.hrcomm.sk; Demänovská Dolina
May: HeRo; hero.dashofer.sk; Vysoké Tatry
May: Softip HR Day; www.softip.sk; Sliac
September: HRcomm & SME konferencia, Košice; www.smekonferencie.sk
October: Conference Chopok II; www.hrcomm.sk; Demänovská Dolina
October: e-learnmedia CAFÉ; www.e-learnmedia.cafe; Bratislava
November: HR trendy; www.hnonline.sk/konferencie; Bratislava
December: HR manažment; www.trendkonferencie.sk; Bratislava

JOB FAIRS

March: Deň absolventov; kariera.euba.sk/veltrhy-prace; Bratislava
March: Kariéra EXPO; karieraexpo.zoznam.sk; Košice
April: Kariéra EXPO; karieraexpo.zoznam.sk; Žilina
April: Jobspot; www.jobspot.sk; Trenčín
May: Kariéra EXPO; karieraexpo.zoznam.sk; Nitra
March: Night of Chances IT; nightofchances.com/it/; Bratislava
April: Profesia days; www.profesiadays.sk; Bratislava
October/November: Kariérna cesta, Bratislava; kariera.euba.sk/veltrhy-prace
October: Kariéra EXPO; karieraexpo.zoznam.sk; Bratislava
November: Kariéra EXPO; karieraexpo.zoznam.sk; Banská Bystrica

Labour market urgently needs more flexibility, expert warns

As Generation Z – the first true “digital natives” – enters the Slovak labour market, the need for greater flexibility is becoming ever more pressing.

“Forget the idea that everyone wants to work eight hours a day. Forget the assumption that everyone wants to work five days a week,” said Zuzana Rumiz, head of the Association of Personnel Agencies of Slovakia (APAS), in an interview with The Slovak Spectator. “The new generation, in particular, does not envision their working life this way.”

Organisations in Slovakia need to become more flexible in their hiring practices, by offering various types of contracts, flexible working hours, hybrid models and similar options. However, the country’s Labour Code – whose foundation dates back to the 1970s – still prioritises rigid protections against dismissal, and is in urgent need of a comprehensive update.

“Protecting workers doesn’t mean ensuring a company can never let an employee go. It means ensuring that the worker remains employable,” Rumiz stressed.

In the interview with The Slovak Spectator, Rumiz discussed the role of APAS, the major challenges facing Slovakia’s labour market, and how artificial intelligence is reshaping HR and recruitment.

What is the main role of the Association of Personnel Agencies of Slovakia?

APAS represents the interests of reliable, reputable recruitment agencies and actively participates in shaping employment policy. Originally an advocate for its members’ interests, today APAS plays a formal role within Slovakia’s



Zuzana Rumiz (Photo: APAS)

tripartite negotiations, through its membership in the Federation of Employers’ Associations (AZZZ).

The association’s core mission is to introduce international and EU standards into Slovakia’s personnel consulting sector. It also aims to educate organisations and jobseekers alike about various aspects of the labour market, including recruitment, training, personnel leasing and the implementation of personnel systems.

How many members does APAS have, and what do they gain?

APAS currently has nine members, representing more than half of the Slovak market including leading agencies in temporary staffing, recruitment and executive

search. Membership offers the opportunity to influence legislation, participate in national and international projects and boost credibility. Members also benefit from knowledge-sharing and regular expert advice.

How does APAS address unfair practices among agencies?

APAS operates an Ethics Committee that reviews complaints about unethical or illegal conduct, whether involving members or non-members. Violations can lead to expulsion. The association also publicly warns against unscrupulous entities that tarnish the industry’s reputation and operates an ombudsman to address grievances.

How can recruitment agencies assist employers?

Recruitment agencies help companies address labour shortages, optimise hiring processes, and respond flexibly to seasonal or project-based staffing needs. By leveraging professional approaches, comprehensive candidate databases, and advanced tools, agencies can significantly reduce the time needed to fill positions while ensuring candidates’ skills and expectations are matched appropriately.

How are staffing agencies utilising AI and machine learning?

Modern agencies are increasingly turning to AI to streamline recruitment. While each agency uses different tools depending on

its focus, common applications include pre-screening candidates, analysing CVs, predicting candidate success, and optimising recruitment campaigns. Some systems can even identify “soft skills” from video interviews or automate initial outreach through chatbots. AI makes it possible to streamline the entire recruitment cycle and significantly enhance the candidate experience.

However, AI is not yet capable of fully replacing a live consultant in the recruitment process. The human touch and emotional intelligence remain essential elements that technology cannot replicate.

To prevent the risk of reinforcing biases – as generative AI learns from historical data – these technologies are only deployed in areas of the process where we are absolutely certain they will not negatively impact the recruitment process or the candidate experience. The candidate remains our top priority.

What further developments do you expect in this area?

In the future, we expect to see even greater use of predictive analytics and personalisation in recruitment – tools will be able to recommend the ideal candidate not only based on experience but also on cultural fit. Virtual reality and gamification may transform the way skills are assessed. However, the ongoing challenge will be to ensure the ethical and inclusive use of these technologies.

Could you provide any concrete examples of future deployment of new technologies in HR?

Already, there are matching platforms similar to those used in dating services, which connect job seekers with employers based on how well their profiles, skills, experiences and preferences align with available job opportunities. I believe that most of the generations currently active in the labour market do not yet have full trust in artificial intelligence, as they value

the support of a real person – an experienced consultant whom they can trust when making significant career changes. However, younger generations, such as Generation Z, who are more open to new technologies, are likely to embrace this path.

What recent changes in employment legislation would you highlight?

A significant change is the modification of rules regarding agreements and temporary assignments, which also impacts the functioning of agencies. Agencies are, in essence, organisations that help companies manage fluctuations in workforce needs, so it is important to restore flexibility to them.

At the same time, amendments to the Labour Code concerning the employment of foreigners are under discussion, which is another highly important topic for our economy. The shortage of workers is harming both businesses and the broader economy. Controlled labour migration is a solution, and reputable, regulated agencies can be valuable partners for organisations that require workers from abroad.

Which areas of employment do you think need legislative changes?

We need legislation that better reflects modern forms of work, such as hybrid models and project-based employment. Equally important are changes in the area of employing foreigners – particularly in speeding up and simplifying the permitting processes. Additionally, it is essential to return flexibility to agencies, as is common practice in other EU countries. As I mentioned earlier, APAS is actively engaged in discussions focusing primarily on these topics.

Regarding EU legislation, Slovakia has transposed all the important laws except for legislation regulating the establishment and operation of personnel agencies. This omission has resulted in Slovakia having several times

more personnel agencies relative to market size than countries like Germany or Italy. If Slovakia had the same number of agencies per capita as Germany or Italy, there would be approximately 40 to 50 agencies; currently, there are around 480. Some temporary employment agencies do not comply with legislation – they fail to pay compulsory contributions or even wages. Unfortunately, the government’s response was to restrict the flexibility that this form of employment offers, thus penalising the entire system because of the malpractice of a few. This is an issue that APAS is actively working to address.

How does the shortage of skilled labour affect the Slovak labour market?

According to data from the Central Office of Labour, Social Affairs and Family (ÚPSVaR), there are more than 100,000 vacancies in Slovakia that remain unfilled over the long term. This shortage is slowing business growth, driving up wage costs, and increasing pressure for retraining initiatives. The technical professions, healthcare and IT sectors are suffering the most.

What options does Slovakia have to address this shortage?

In addition to improving the retraining system and making education more efficient, Slovakia needs to work actively to import labour from third countries. There is also untapped potential in activating people on the margins of the labour market – including parents, seniors and people with disabilities. Success will depend on coordinated efforts between the state, companies and HR professionals.

The latter option, of tapping potential employees from marginalised groups, seems particularly promising.

Employing people from marginalised groups, such as the Roma or the long-term unemployed,

is undoubtedly challenging but ultimately worthwhile. An example can be seen in the approach of new investors who proactively express their commitment to integrating local communities and create specific programmes for this purpose. Collaboration with community leaders, schools and the non-profit sector is crucial for success.

How do you perceive the current migration policy in Slovakia?

Slovakia’s migration policy is too rigid compared to the real needs of the market. The permitting process often takes several months, which discourages many companies. What we need is a faster and more predictable system that guarantees the legal and dignified entry of foreign workers into the Slovak labour market. APAS has long been advocating for a simplification of administrative procedures in this area.

What initiatives or projects is APAS currently implementing?

APAS is currently working on updating its Code of Ethics and preparing a sectoral analysis of recruitment trends. It is also cooperating with public institutions on issues affecting the labour market. Regular activities include organising educational workshops for members and sharing best practices.

Where does APAS see potential for growth, improvement or innovation in HR?

We see the greatest potential in data-driven recruitment, the automation of HR processes, and the development of skills needed for the 21st century. Slovakia needs a flexible labour market that can respond to the evolving needs of both employers and candidates. APAS is therefore committed to supporting the digital transformation of the sector and is actively involved in shaping the future of work.

By Jana Liptáková

From dismissals to transfers, labour lawyers redraw the rules

Slovakia's top law firms are at the forefront of a quiet workplace revolution.

In a country where precarious work contracts and opaque employment practices are often part of everyday working life, a series of recent labour law cases handled by leading Slovak law firms is quietly reshaping the rules of the game. From long-contested wrongful dismissals at the public broadcaster to novel interpretations of protections for pregnant employees, these cases highlight both the fragility and potential of employment protections in Slovakia.

JOURNALISTS' WIN

At the centre of the most consequential case is the team at Taylor Wessing, representing four journalists dismissed from the former Radio and Television of Slovakia (RTVS), now Slovak Television and Radio (STVR), in 2018. At the time, the broadcaster was facing mounting criticism of its manage-

ment under then-director Jaroslav Rezník. The journalists – Kristián Čekovský, Jana Alexová, Matúš Baňovič and Matúš Dávid – had been working for years in what they claimed was a form of disguised employment. Though formally bound by “external” contracts, they performed day-to-day duties akin to full-time staff.

When their contracts were abruptly terminated, they challenged the decision in court. “This was not a typical claim for the invalidity of an employment termination,” explained Tomáš Grell, LL.M., the lead counsel from Taylor Wessing. “The clients were, by decision of the public broadcaster, compelled to carry out their work formally under a copyright contract. As a result, it was necessary to persuade the courts that the nature of their work in fact constituted dependent employment

within the meaning of the Labour Code – in other words, a concealed employment relationship.”

The courts ultimately agreed. A district court sided with the journalists in 2022, and in early 2025, the Bratislava Regional Court upheld the ruling, stating that the journalists should be considered employees and that their dismissal was unlawful. While the court returned the matter of wage compensation to the lower court for further examination, the broader implications of the decision are already being felt.

“The decision in favour of our clients thus constitutes an important precedent in the protection of employees’ rights in cases where individuals are compelled to perform work under contracts that do not reflect the existence of a genuine employment relationship,” Grell said, adding that it sends a

signal that employers cannot bypass labour protections by creatively relabelling work relationships.

The judgment is especially significant given the prevalence of forced sole proprietorships in Slovakia, which critics argue allow employers to avoid social contributions, reduce severance obligations, and suppress workers’ rights.

While the fight for the rights of misclassified workers continues, another courtroom victory has pushed the boundaries of employee protection in a very different context – pregnancy.

PROTECTION FOR PREGNANT WORKERS

At NITSCHNEIDER & PARTNERS, a case involving a dismissed kindergarten worker tested the definition of “pregnant employee” under the Labour Code. The woman’s employment

Inspirational projects in labour law

- Taylor Wessing
Client: STVR reporters
Issue: Bogus self-employment and unlawful dismissal
Outcome: Courts confirmed disguised employment; case ongoing for wage compensation
- employees to a new production site
Outcome: Smooth legal transfer completed by end of 2024
- NITSCHNEIDER & PARTNERS
Client: Pregnant employee at private kindergarten
Issue: Instant dismissal despite employer knowing about pregnancy
Outcome: Appeal court ruled in favour of employee, expanding pregnancy protection
- Bartošik Šváby
Client: Private sector firm internalising logistics services
Issue: Transfer of 60 employees from supplier; application of ECJ case law
Outcome: Complex contractual and union negotiations finalised for transfer effective January 2025
- ČECHOVÁ & PARTNERS
Client: Global electronics manufacturing firm
Issue: TUPE transfer of 120
- bnt attorneys in CEE
Client: msg life Slovakia
Issue: Labour-law model for deploying SaaS IT teams
Outcome: Custom staffing model using Slovak Labour Code tools; project ongoing
- WOLF THEISS
Client: UniCredit Bank
Czech Republic and Slovakia
Issue: Collective agreement

following first financial sector strike
Outcome: Legal support for proactive employer-led collective bargaining in late 2024

10 LARGEST LAW FIRMS 2024

LABOUR LAW

| |
|----------------------------|
| 1. Taylor Wessing |
| 2. NITSCHNEIDER & PARTNERS |
| 3. KVASŇOVSKÝ & PARTNERS |
| 4. bnt attorneys-at-law |
| 5. ČECHOVÁ & PARTNERS |
| 6. WOLF THEISS |
| 7. CMS Slovakia |
| 8. PETERKA & PARTNERS |
| 9. SOUKENÍK - ŠTRPKA |
| 10. Dentons |

Ranking created based on the following criteria (values for 2023): number of active deals with regard to their value (70% weight); sales revenues (10% weight); number of attorneys (10% weight); number of associates practicing > 3 years (6% weight); number of associates practicing < 3 years (4% weight). The ranking reflects also the proportion of each firm's hours spent on this category.

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Photo: Vecteezy

was terminated immediately, even though her employer had prior knowledge of her pregnancy. The employer argued that because she had not formally submitted a doctor's certificate confirming her condition, she was not entitled to special protection.

Dušan Nitschneider, managing partner at the firm, argued otherwise. "We had to convince the court that interpreting the law solely through a literal lens undermines its core objective – to protect pregnant employees from immediate termination," he said. The team relied on EU Directive 92/85/EEC (which protects pregnant workers across EU member states), prior case law from the Court of Justice of the European Union, and comparative legal analysis from Czech and Slovak jurisprudence.

Initially unsuccessful in the first instance case, they prevailed on appeal. The appellate court recognised that an employer's documented knowledge of an employee's

pregnancy was sufficient to trigger the law's protections, regardless of whether the woman had formally provided a doctor's note.

While the case concerned a single employee, its implications are broader, marking an important interpretation of the law that enhances protections for all pregnant workers and prevents procedural formalities from undermining their statutory rights.

While the courts have provided fertile ground for labour protections, not all challenges are contentious. Some of the most complex legal work happens behind closed doors – in boardrooms, during corporate restructurings, and when massive personnel transfers are planned.

A MAJOR EMPLOYEE TRANSFER

ČECHOVÁ & PARTNERS recently advised a global electronics manufacturing services provider during a large-scale transfer of more than 120 employees between pro-

duction plants in different municipalities. The move, prompted by a corporate-level decision, required precision to comply with Slovakia's implementation of the European Union's Transfer of Undertakings (Protection of Employment) – or TUPE – regulations.

Peter Fedor, an attorney at the firm, oversaw the project. "These kinds of transitions are legally intricate," he said. "You're not just moving workers physically; you're transferring contractual obligations, maintaining GDPR compliance, negotiating with trade unions, and preparing for the possible termination of employees who don't agree to the move."

Despite the legal and operational complexity, the transfer was completed successfully, and the new plant is now fully operational – a quiet triumph for meticulous legal planning.

A similarly dense challenge landed on the desk of lawyers at Bartošík Šváby, who advised a client

on the internalisation of logistics operations that had previously been outsourced. The project required the transfer of 60 employees from a third-party supplier directly to the client. According to case law from the Court of Justice of the European Union, it was necessary for the parties to conclude a transfer-of-undertaking agreement setting out the conditions governing the transfer of employees.

"The case was notable for its complexity and scale," said Boris Šváby, partner at the firm.

Their task was to apply relevant CJEU case law, assess the employment conditions at both the transferor and transferee, identify the terms the new employer was obliged to assume while ensuring compliance with the applicable collective agreement, and manage negotiations involving multiple trade unions and works councils on both sides of the transaction.

Because the supplier and the client had a tense relationship,

negotiations proved fraught. But the lawyers ensured that the process concluded in time for the employees to start the new year under new contracts – and without service disruption.

STAFFING FOR THE MODERN AGE

Not every case involves litigation or transfers. At bnt attorneys in CEE, the challenge was conceptual: how to legally staff an IT team that needs to provide both continuous service availability and flexible ticket-based support – without upending the client’s internal culture.

The firm’s client, msg life Slovakia, needed to deploy teams to run a SaaS platform for customers. The firm proposed a model using a mix of regular and irregular working hours, on-call shifts, overtime, and backup staffing to meet service-level expectations while remaining fully compliant with the Labour Code.

“The innovation lies in aligning

legal certainty, economic efficiency and practical functionality – without the need to alter the company’s culture or disrupt established employee practices,” said Marek Laca, associate partner at bnt.

The law firm also advised msg life Slovakia on the legal framework for implementing its workation (working remotely while enjoying a change of scenery) scheme. Their work involved addressing a broad range of legal issues, including working time, tax and social security implications, health and safety, and data protection, particularly in cross-border contexts. They describe their approach as innovative in managing to combine the flexibility of remote work from abroad with the strict requirements of local and EU regulations.

POST-STRIKE COLLECTIVE BARGAINING

Finally, in a sector not typically associated with labour activism, Wolf Theiss has been advising UniCredit Bank Czech Republic



Photo: Vecteezy

and Slovakia through successive phases of collective bargaining. Their work follows the financial sector’s first recorded strike in 2023, a watershed moment in its own right.

“This time, it was the employer who took the initiative to revise the collective agreement,” said managing partner Katarína Matulníková. “That kind of

proactive approach isn’t common, but it builds trust and shows leadership.”

In a region still catching up to Western European standards of employment protection, these legal battles – won or ongoing – are not just about statutory interpretation. They are, in many ways, about redefining the social contract at work. *By Peter Dlhopolec*



Photo: Vecteezy

Frequently asked questions: Working in Slovakia

Q: I am an EU citizen. What do I need if I want to be employed in Slovakia? EU and EEA citizens have the same position as Slovak nationals; the only difference compared to employing a Slovak is that the employer has to report that they are employing a foreigner at the local labour office.

Q: I come from outside the EU. What do I need if I want to be employed in Slovakia? Third-country nationals generally can only work legally with a temporary residence for the purpose of employment. This can be requested at a Slovak Embassy abroad or (in some situations) at a Foreigners' Police department after 20 working days from the day when your employer reported a vacancy at the labour office. You do not need to wait 20 working days, if the profession is included in the shortage occupations list. Police will decide on the temporary residence permit within 90 days/30 days (in some exceptional situations). The application must include: a valid passport, two photographs, an employment contract or promise of employment, a certified document proving education, an extract from police records, a document proving accommodation in Slovakia, a document proving financial coverage of your residence in the amount of statutory minimum for each month of your residence (€ 273.99 a month in 2025), and an administrative fee of €250, and an administrative fee of €10 (for issuing a residence document).

Q: What is an average monthly salary in Slovakia? There are several approaches to calculate the average monthly wage. One of the most relevant is prepared by the Statistics Office (estimation of wages of self-employed included). Based on this statistic the average nominal monthly wage in 2024 was €1,524 - the highest in Bratislava Region (€1,858), the lowest in Prešov Region (€1,195).

Q: How much will I really earn? Contributions to the social insurer (9.4 percent) and health insurer (4 percent) are first deducted from your gross salary. Employees can then apply a tax deduction (€479.48 in 2025) which is deducted from the sum that is then taxed. The final sum is taxed at 19 percent (if you earn more than €3,961.50 per month your tax will be 25 percent). The final sum is your net salary. From this salary there might be payment for part of your meal vouchers as based on the law your employer is obliged to contribute to your food at a value which is defined by law every year. Remember that your company, however, pays an additional 36 percent on your health and social contributions, which is the overall price of work, higher than your gross salary.

Q: What else am I entitled to as an employee? Besides paid holidays, health and social insurance, your employer must contribute to your lunches, for any day you work for more than four hours. Employees can choose between a meal voucher or money. You are entitled to one unpaid day off when you are moving within one municipality, and unpaid two days when you move to another municipality. You can also get an unpaid half-day off every week during your notice period, to go to job interviews.

Q: When can I take a break during the working day? You get half an hour break after six hours of work.

Q: How much extra do I get paid working overtime, at night or on holidays? Saturday: at least €2.35 per hour; if employee works regularly on Saturdays, it

is at least 45% per hour; Sunday: at least €4.69 per hour; if employee works regularly on Sundays, it is at least 90% per hour.

Night (work between 22:00 and 6:00): at least 40% per hour of night work - applies to employee conducting non-risky work.

Holiday: benefit is 100 percent of average wage of employee - applies to employee with permanent job contract or an employee who works on agreement. They are entitled to 100 percent of hourly wage in euros.

If you work at the weekend, during a state holiday and at night, you are entitled to all three benefits.

Q: How many paid days off do I get? There are 20 days of paid leave, or 25 days after you turn 33 or if you permanently care for your child. You are entitled to go for a doctor visit seven times, or accompany a person with whom you live in a common household, during your working time (only for the time necessary to make this visit - not the whole day). You also get a paid day off when you donate blood. You get a paid day off if you are getting married and your wedding takes place during a working day. You are entitled to a paid day off when a family member dies. If you are the one to handle the funeral formalities, you get two days off if it is on working days.

Q: What if I don't use all my holidays? All the days that you don't use are transferred to the next year, but all the transferred days must be used by the end of the next year (e.g. holidays remaining from 2024 are only available until the end of 2025).

Q: What should I do if I need sick leave (PN), or leave to care for a family member (OČR)? You need a document proving you or your family member are sick and that you need leave from work. This needs to be delivered to your employer within three calendar days. The first 10 calendar days you are paid by your employer: the first three days it's 25 percent of your daily salary basis and then seven days with 55 percent. The salary basis is calculated based on your income in the past year. From the 11th day on, the social insurer (Sociálna poisťovňa) pays your sick leave at 55 percent. For OČR, social insurer pays from the first day, 55 percent. However there is a daily limit of €51.72 on what maximum can be paid from social insurance. Both OČR and PN have to be delivered to the employer who, together with your doctor, will communicate with the social insurer.

Q: Can I get unpaid leave? You need to request it in writing. The employer does not have to agree, but usually they do. During unpaid leave, your employer does not pay your health and social insurance. You are obliged to notify your health insurer about your unpaid leave, and you are obliged to pay the contributions yourself during the leave. The procedure is required even if it is only one day. You are not obliged to pay social insurance, but be advised that these days do not count toward your pension.

Q: What happens when I get fired? If your employer fires you for organisational reasons, your job position must be cancelled and not replaced by someone else for at least two months. Based on time you worked for the company, the notice period and the severance pay apply as follows:

- up to one year, the notice period is one month and

there is no severance pay

- 1 to 2 years: notice period is two months and there is no severance pay

- 2 to 5 years: notice period is two months and severance pay is one month's salary

- 5 to 10 years: three months and two salaries

- 10 to 20 years: three months and three salaries

- more than 20 years: three months and four salaries
In the contract, the company can increase the severance and notice period. It is hard to fire an employee for other reasons, such as violating work discipline. In such case, employers and employees usually try to reach an agreement on resignation.

Q: What should I do if I want to quit my job? You submit a written notice. There is a notice period of one month if you worked for the company for up to one year, or two months if you worked for over a year.

Q: Can I simply not come to work? In your work contract you might be obliged to pay one month's salary back to the employer. If nothing like that is stated in your contract, there is not much an employer can do if an employee doesn't show up for work and it is impossible to contact them. For the employer, this is a long and complicated process.

Q: What do I get from the state when unemployed? Every day when you are not employed and not registered with the labour office you must register with the health insurance and pay your insurance alone. This applies also when you have just a day or two between jobs (even if these are a Saturday or a Sunday). If you register with the labour office as unemployed, the state pays your health and social contributions.

Q: What happens when I go on maternity leave?

You are entitled to 34 weeks of maternity leave. Single mothers get 37 weeks of maternity leave. The social insurer will investigate whether the mother lives alone or not (in which case the regular 34 weeks apply). After maternity leave you can stay on parental leave until your child reaches three years of age. From January 2025, the sum of the parental allowance can be either €351.8 or €482.3 monthly if the person was entitled to maternity pay before. Your employer must keep your position during maternity leave, and after the three years you must get an adequate job position back. Pregnant women can apply for the pregnancy benefit. A woman is entitled to this benefit after she finishes the 12th week of the pregnancy and if the woman has had sickness insurance for at least 270 days in the last two years. The minimum sum for the pregnancy benefit for both the self-employed and employees is €291.50 over a 31-day month. The maximum amount is €437.30 monthly.

Q: Where should I look when I'm looking for a job? Most job offers can be found on the online job portals, among which Profesia.sk also has an English version. There are also job agencies which offer a variety of jobs. Some employers advertise jobs through labour offices.

Q: When will I get my salary? Do not expect to receive your salary payment immediately, at the end of the month. Usually it will come in the middle of the following month, but it's not unusual for it to be paid as late as the 20th day of the month following the month during which the work was performed. The payment day is defined in your job contract.

Labour law lags as AI reshapes workplaces

Expert Daniel Grigel talks about the gaps in Slovak labour legislation.

While artificial intelligence (AI) promises short-term gains through automation and increased productivity, it presents serious long-term challenges to the labour market, including job displacement and the emergence of legal grey areas in recruitment, experts are warning.

“Both employers and policy-makers must urgently adapt to new forms of work,” says Daniel Grigel, partner at the Bratislava law firm Credis Law, highlighting persistent legal rigidity in Slovakia’s employment system.

In an interview with The Slovak Spectator, the labour law specialist discusses the implications of AI for the country’s labour market, recent changes in employment legislation, notable court cases, ongoing dysfunction in the Foreigners’ Police system, and legal reforms expected in 2025.

What impact do you expect artificial intelligence (AI) to have on labour law and employment relationships?

This is a highly debated and complex issue, about which we could talk for hours. Nevertheless, we can say that in the short term both employees and employers are likely to benefit from the rise of automation and AI, which will increasingly take over routine tasks traditionally performed by humans. This is expected to boost productivity through a positive collaborative relationship between humans and machines. In the longer term, however, the outlook is less optimistic. The development of AI will likely enable increasingly sophisticated processes which may gradually displace traditional employees. As AI



Daniel Grigel, Source: Credis law

systems take on more autonomous roles, human-machine cooperation may no longer be necessary for certain decisions. For instance, AI might begin to handle recruitment processes in place of HR departments. This will likely require legislative responses – such as a

review of the current legal framework governing pre-contractual employment relations.

Which professions are most at risk?

Relevant international studies have shown implementing AI is

economically advantageous, particularly because of cost savings on labour. As a result, the professions most at risk due to automation, robotics and AI include: administrative roles, such as finance, accounting and clerical work, customer service roles, such as call

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centres, sales assistants, receptionists, transport-related jobs, postal services and agriculture. It is highly likely that AI will lead to a transformation of traditional occupations – either through collaboration with AI or through the emergence of entirely new job categories. These new roles will likely focus on skills that AI is unable to replicate, such as those required in health care, scientific research and IT. In particular, employees who specialise in solving complex problems and tasks will remain in demand.

What are the most pressing labour law issues for companies and employees in Slovakia at the moment? Are they different from the issues people raised with you in the past?

Today’s legal challenges do not differ significantly from those of the recent past. Employers often complain about the rigidity of the current legal framework. They would welcome greater flexibility in employment relationships – not only in relation to termination of employment, but also with regard to changes in working conditions or job duties. Frequent and significant shifts in the labour market require employers to react quickly to new challenges. However, they are constrained by the fact it is not legally possible to unilaterally change an employee’s job description without their consent, as well as by the overall inflexibility of labour legislation. New technologies and the evolving expectations of the younger generation – who increasingly demand greater freedom and autonomy in their work – will also require a different approach from employers to working conditions. At the same time, a fresh legal perspective is needed to address dependent work performed through new formats, such as platform work and digital labour.

Have you dealt with any interesting labour law cases recently that could serve as studies for other companies?

Two recent litigation cases stand out.

The first concerns a Supreme Court ruling from November 2024, which supported our arguments and firmly rejected the practice of “forced sole traders”. The court found that if an employer ends an employment contract to avoid legal obligations – such as paying social contributions – and replaces it with a freelance or commercial arrangement, this may be deemed unethical, especially if the work remains essentially the same.

The second case involved the dismissal of an employee who tested positive for THC [tetrahydrocannabinol, a cannabinoid found in cannabis] three times during random drug testing at work. An independent lab test also confirmed the presence of cannabinoids. Although the employer relied on these results, the employee argued the substances could have been legal. The court ruled that the 1.7 percent margin of error in the tests’ accuracy worked against the employer, who must prove serious misconduct beyond reasonable doubt. We believe this was an excessively strict interpretation.

The case serves as a warning: employers should not rely solely on workplace drug tests but should seek confirmatory tests in certified laboratories – or involve the police where safety risks are present.

What significant labour law changes were adopted in the past year?

Although 2024 brought fewer legislative changes than in previous years, some are worth highlighting.

A new Labour Code provision introduced wage payment obligations in certain subcontracting arrangements. From January 2025, the rules for claiming the employee recreation allowance have changed, allowing certain costs incurred by an employee’s parent to be reimbursed. Meanwhile, there were amendments to the Act on the Promotion of Tourism al-

lowing recreational vouchers to be transferred to a parent – although several practical questions remain around implementation.

Another notable change is the shift from voluntary to mandatory employer contributions for children’s sports activities. The Collective Bargaining Act was amended to revive the framework for higher-level representative collective agreements, which had been in place until March 2021. Finally, the Act on Travel Allowances was updated to clarify provisions for electric and plug-in hybrid vehicles.

How do you view recent changes in the process for employing workers from third countries?

The changes so far are largely inadequate, especially given the longstanding dysfunction in the Foreigners’ Police system for dealing with residence permits. The booking system is outdated, unreliable and frustrating for both HR professionals and job seekers from outside the EU. Problems include a lack of available appointments, system limitations (e.g. only two bookings per phone number), and the use of Facebook for official updates.

These are more than technical issues – they present a serious barrier to business. The system affects not only service centres and major investors but also essential foreign manufacturing firms, many of which employ 100+ staff and are critical to regional economies. Often under foreign or dual management, these companies face delays in hiring and management rotation due to understaffing and system inefficiencies. In turn, this discourages new investment.

What could be done to improve the situation?

A practical solution would be to create a separate system and dedicated offices within the Foreigners’ Police for large companies – those with over 100 employees or

an annual turnover of €40 million. Appointment slots should be pre-arranged in coordination with HR departments, avoiding the current “trial and error” method.

We also recommend dedicated appointments for members of the Investment Support Association (ISA), which works closely with the Slovak Investment and Trade Development Agency (SARIO). Both organisations play a crucial role in attracting and supporting foreign investors and business service centres in Slovakia.

How do you view labour legislation in terms of work flexibility?

For traditional office-based roles, Slovak labour law allows sufficient flexibility – provided both parties agree. However, there tends to be less flexibility when it comes to manufacturing roles.

The real challenge lies in adapting to new forms of work, such as platform-based employment. Legal frameworks will need to evolve. A welcome step in this direction has been the clarification of rules around home office arrangements.

Are any major changes to labour law expected soon?

Yes, several important changes are on the horizon: Slovakia is set to adopt a new EU directive aimed at strengthening the principle of equal pay for men and women doing the same or equivalent work. The focus will be on making pay more transparent and easier to enforce.

Another is related to platform work – a new EU directive aims to improve working conditions for people working through digital platforms, such as ride-sharing and food delivery apps.

Internships will also see a change. A proposed directive will seek to improve protections for interns and prevent employers from using internships to avoid offering proper employment contracts.

By Jana Liptáková

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Professionals at HR departments of key companies



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Career path: Deutsche Telekom Services Europe (2013-present), T-Systems (2007-2013), Infinity (2003-2007), ARBES Technologies (2000-2003)



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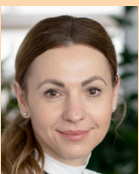
Career path: Slovenská pošta (2024-present)



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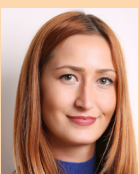
Career path: Mondi SCP (1996-present)



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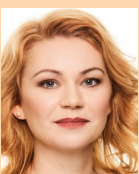
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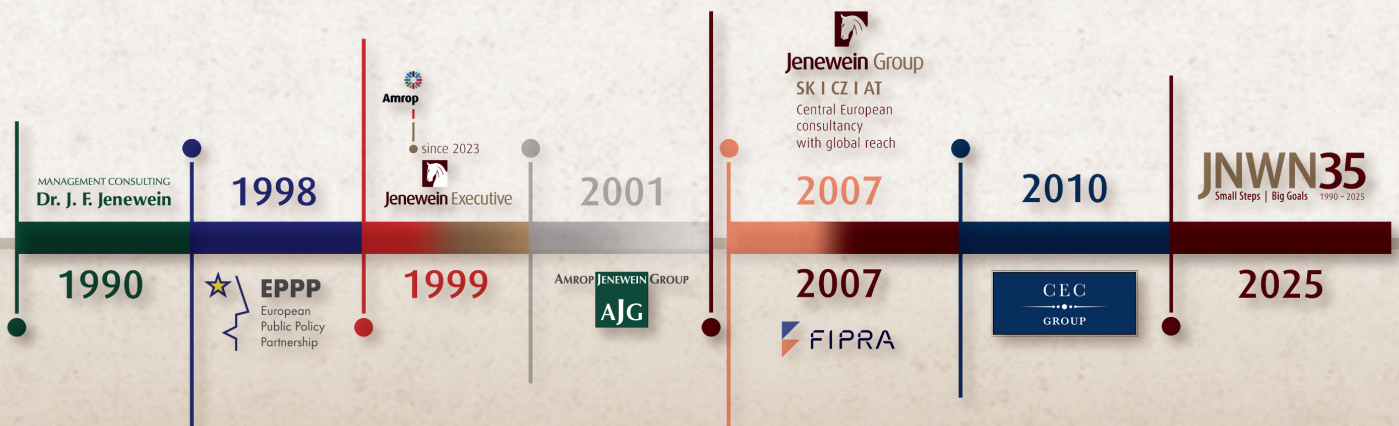
From the very beginning, we have been offering something new, something different, something more.

We are constantly developing and innovating our portfolio, connecting with partners at home and abroad.

We perceive innovations as investment, progress and added value in the future.

We protect our clients' businesses so that they can make critical decisions with confidence.

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Why employer branding is no longer optional

Companies are learning that a strategic employer brand shapes long-term success.

An attractive employer brand helps companies attract new talent, retain existing employees, and strengthen overall brand identity. In the short term, it facilitates faster and more efficient recruitment, reaching both active and passive candidates in the labour market, lowering recruitment costs, and increasing the conversion rate of high-quality applicants. In the long term, it helps build trust, loyalty and engagement among employees, subsequently reducing turnover, enhancing performance, and creating a sustainable competitive advantage.

“At a time when companies are competing for talent not only with direct rivals but also other industries, and when the work environment is being shaped by social, economic and technological upheaval, a strong employer brand is a critical competitive edge,” Andrej Mitas, CEO of branding agency Galton Brands, told *The Slovak Spectator*.

While many companies in Slovakia take an ad hoc approach to employer branding some have developed long-term strategies for it – and reaped the rewards.

“Thanks to employer branding, we have been able to position our brand as an attractive, fair, and stable employer, improve candidate experience, build partnerships with schools and various organisations, and clearly distinguish ourselves from competitors in the retail sector,” said Dáša Čierna, Head of Recruiting & Employer Branding at Lidl Slovenská Republika. “We have seen not only a higher



Photo: Vecteezy

number of job applications but also an improvement in candidate quality and lower employee turnover.”

EVEN UNSUCCESSFUL CANDIDATES MATTER

Employer branding is often misunderstood as being limited to external recruitment campaigns. In reality, it starts within the organisation and encompasses every aspect of the employee experience: company culture, leadership style, internal communication, onboarding, training opportunities, benefits, workplace atmosphere, and feedback and exit processes.

Externally, a strong employer brand includes a well-designed career website, targeted recruitment campaigns, an active social media presence, and authentic employee videos and testimonials. Public events, job fair participation and university partnerships also play an important role. Crucially, the experience of candidates – even unsuccessful ones – leaves a lasting impression.

“Even a rejected candidate forms an opinion about the company, which can spread and influence how others perceive an employer,” said Mitas.

Branding strategies vary based

on company type, size, budget, target audiences and job roles. Multinational companies typically follow a centrally defined global strategy adapted to local markets.

“This provides clarity and consistency, but can be limiting when global concepts fail to reflect local specifics,” Mitas noted.

Companies in Slovakia tend to be more flexible and responsive to local context, but often lack sufficient budget, a defined employee value proposition (EVP), and a long-term approach.

“Many still build their employer brand more intuitively than strategically,” Mitas explained.

Lucia Lednárová Dítětová, Manager of the Labour Market and HR Department at labour market analysis firm Trexima, said Slovak companies often emphasise cultural and regional values that resonate with local communities, frequently promoting a “family-like” workplace atmosphere.

“Startups, meanwhile, are entering the labour market with a strong focus on innovation, investment in technology, non-traditional employment models, flexibility and autonomy,” she said, adding that employer branding strategies vary depending on the generation being targeted.

“Strategies aimed at younger generations focus more on digital tools, innovation and work-life balance, while those aimed at older generations highlight stability, healthy lifestyles and long-term benefits,” said Lednárová Dítětová.

SUCCESS STORIES

With employer branding gaining popularity in Slovakia, experts have cited a number of companies whose strategy has already proved to be successful.

The IT company ESET is often held up as a standout example: a brand that has positioned itself as both a technological leader and an approachable employer.

“ESET’s story of growing from a local Slovak company into a respected global player is both powerful and credible,” said Mitas.

“It’s a company with a value-based identity that resonates beyond the business sphere, giving it a strong employer brand without relying heavily on recruitment campaigns.”

Other notable examples include supermarket chain Lidl, bookseller Martinus, job portal Worki.sk, media house Joj Group, Tatra Banka, soft-drinks producer Kofola, retailer IKEA and consumer goods manufacturer Henkel. These companies collaborate with branding agencies, follow global trends, and adapt them locally, with authenticity as a key focus.

“At IKEA, we view employer branding as a long-term strategy grounded in authenticity, values, and real employee experiences,” said Renáta Szüllőová, People & Culture Manager at IKEA Slovensko.

“We particularly focus on internal culture, equal opportunities, inclusion, and career development. Effective tools include our social media presence, campaigns featuring real employees, our career website, events, university collaborations, and local community engagement. Internal referral programmes and storytelling based on real employee stories have also proven highly effective.”

At Lidl, authenticity has become a cornerstone of both internal and external communications, the company says.

“That’s why we feature our employees in campaigns, allowing them to talk about their work in their own words,” said Čierna.

Companies use both quantitative and qualitative indicators to measure the success of their employer branding efforts. At Henkel Slovensko, the HR team focuses on social media engagement and candidate source analysis to track where applicants come from, how many apply, and how many are hired.

“We also collect feedback from both employees and candidates. One of our goals is to maintain and improve our Glassdoor rating, which we see as a vital indicator of employer attractiveness,” said Zuzana Kaňuchová, Director of Corporate Communication at Henkel Slovensko, Henkel ČR, and Henkel Hungary.

At IKEA, the company says the results of their efforts have been impressive with more qualified applicants, greater interest in working at IKEA, higher employee engagement, reduced turnover, and increased brand trust.

“We don’t have 2025 data yet, but in 2024, following a strong employer branding campaign, the number of CVs we received

jumped from 180 in 2023 to 1,250. Our Employee Net Promoter Score (eNPS) also doubled year-on-year,” said Szüllőová.

LEARNING FROM PAST MISTAKES

Lednárová Dítětová identified several common mistakes companies make when building their employer brand: unclear communication of company values, a disconnect between promised and actual benefits, underuse of digital tools, and insufficient employee involvement.

Mitas added that many organisations still misunderstand employer branding, reducing it to external messaging and recruitment ads.

“What’s often missing is a strategic foundation, consistent messaging, clear positioning that sets them apart, and a connection to real employee experiences,” he said.

Henkel Slovensko officials admit the company did not initially present itself with a unified employer brand, focusing instead on promoting individual product brands. From an HR standpoint, it also lacked visibility.

“We are now actively strengthening our online presence, especially through employee ambassadors who help shape a positive image of the Henkel brand,” said Kaňuchová. “We have also started systematically measuring return on investment and analysing what truly works. This data helps us to plan better, optimise, and ensure our strategies remain sustainable and relevant.”

Candidates often come to interviews already having some knowledge about Henkel – they mention seeing the company at events, noticing it on social media, or hearing positive references from acquaintances or current employees, she said.

“Such feedback is proof for us that our long-term activities make sense and that building our brand is delivering real results,” said Kaňuchová.

At Lidl, there is regret over not establishing an employer branding department earlier, or hiring a dedicated graphic designer for HR campaigns.

“We’ve learned that a strong employer brand starts internally – with everyday employee experiences, communication, recruitment, and onboarding,” said Čierna.

In terms of future plans, companies are particularly interested in using artificial intelligence and data analysis to streamline recruitment, creating personalised content for candidates, engaging micro-influencers from among their employees, and leveraging video storytelling. They also plan to further strengthen their internal employer branding – activities aimed at enhancing employee satisfaction and pride.

“We believe that the best ambassadors of the employer brand are our own colleagues,” said Szüllőová.

By Jana Liptáková

EMPLOYER BRANDING

The main components:

- **Marketing and external communication** – This primarily includes actively promoting the company through social media, PR articles, blogs, videos, case studies and similar channels.
- **HR strategy** – This focuses on setting up transparent and fair recruitment processes, equitable compensation, clearly defined career paths, attractive benefits, a broad offer of training and personal development opportunities, development programmes, support for work-life balance, and more.
- **Internal environment** – This includes building a company culture based on values such as social responsibility, teamwork, fairness, integrity, innovation, environmental protection, and a positive approach to inclusion, among others.
- **External partnerships** – This involves creating external collaborations with high added value, especially in the area of social responsibility, such as partnerships with schools and universities, participation in career fairs, and attendance at professional conferences.

Roma and refugees: Employers make their workplaces more inclusive

Inspiring projects are changing lives through meaningful employment.

The village of Ulič, situated in the Poloniny National Park in far-eastern Slovakia, close to the Slovak-Ukrainian border, struggles with a lack of job opportunities. Most work is in the surrounding forests; it is physically demanding, traditionally male-dominated labour.

To help women in the area, a company producing homemade pirohy and syrups was established in 2010. Women now make up as much as 80 percent of its workforce. Gradually, a new goal was added: to begin employing Roma women.

“Ulič is a small village. Since we know the locals very well, we decided to approach the local community of Roma women,” said Juraj Kovaľ of the Vlčie Sirupy and Uličské Pirohy companies. They managed to fill in these positions quickly and now have more applicants than vacancies, he added.

Ten Roma women currently work for the firm, making up about one-third of its employees.

The plan is to gradually increase this share to 40 percent.

All these women come from Ulič and appreciate not having to commute. The companies built their project on trust and treat their Roma employees equally, without prejudice, Kovaľ noted.

“They reward us with their honest and responsible work and attitude,” he added.

The project was shortlisted in the Inclusive Employment category of the Via Bona awards, which recognise inspiring examples of responsible business and corporate philanthropy. The nominees introduced projects and activities in 2024 aimed at creating the best possible conditions for employee groups that often face discrimination in the labour market.

CORPORATE CAFÉS PROVIDE JOBS TO PEOPLE WITH DISABILITIES

A concept for a corporate café staffed by people with disabilities working in various roles was introduced by another finalist, the

social enterprise MannaFactory. Disabled employees not only serve customers but also prepare all the food. Working conditions are adapted to individual needs.

“This concept represents a ground-breaking way to efficiently connect social inclusion with the business environment and, at the same time, challenge prejudice towards people with disabilities,” said Szilárd Cséfalvay, the company’s authorised representative.

He took over the family business from his mother in 2010, and transformed it into MannaFactory. It combines gastronomy, innovation and responsible business, focusing primarily on office catering for corporate clients and providing catering services at various corporate events. The company also has its own pastry production, and implements various zero-waste principles.

The cafés were launched in response to the lack of inclusive job opportunities for people with disabilities, who often face barriers in the labour market.

“Our goal was to integrate them into a real work environment where they can grow and feel like an equal part of society,” Cséfalvay explained.

The corporate cafés currently operate at the premises of IBM and SwissRe in Bratislava, with plans to expand the network in the near future.

A SAFE ENVIRONMENT FOR ALL

In line with its corporate values and increasing workforce diversity, IKEA Bratislava launched a series of initiatives focused on diversity, equality and inclusion. These include training for the entire management team

and support for the creation of internal diversity groups that propose concrete measures to meet set goals.

They also organise volunteer days for employees, collaborate with non-governmental organisations focused on inclusion, and develop projects specifically aimed at people with disabilities, the LGBT+ community, and refugees.

At IKEA Bratislava, inclusion is not treated as a temporary campaign but rather as an ongoing goal embedded in all activities, explained sustainability manager Veronika Grand Bruncková.

“Our ambition is to become the first choice for people seeking an inclusive work environment,” she added.

Currently, the company employs 31 people with disabilities and 22 people with temporary protection status. Additionally, 335 of its staff are women, while women make up more than 50 percent of its management.

The benefits of these projects are measured through its internal iShare survey. The latest results indicate positive feedback. Employees also report that more diverse teams tend to perform better, Grand Bruncková said. They have also observed increased interest from job applicants and an enhanced brand reputation.

“We hope, and are already seeing in practice, how it enriches our work environment,” Grand Bruncková noted. “This initiative stems not only from challenges in the labour market, but also from our values, which place people at the heart of everything we do.”

By Radka Minarechová



Photo: IKEA

MAXIN'S: A STORY OF SUCCESS, INNOVATION AND HUMANITY

MAXIN'S, founded in 2017 by Erik Maxin, has quickly risen to become one of the TOP 10 personnel agencies in Slovakia. The company, inspired by the legacy and name of the founder's father, now stands as a strong partner in human resources with more than 20 years of experience. MAXIN'S boasts impressive growth – from humble beginnings with 73 employees in 2017 to the current workforce of over 5000 employees operating across four entities: MAXIN'S Group, a.s., MAXIN'S People Slovakia s.r.o, MAXIN'S Quality Services s.r.o, and MAXIN'S Outsourcing Solutions.

Under the leadership of an experienced management team, including **Erik Maxin as Founder and Partner, Katarína Garajová as General Director, and Branislav Jančuška as Managing Director**, the company continues to develop and expand. Today, MAXIN'S operates not only in Slovakia but also in the Czech Republic and Germany, with a total of 12 branches strategically located across these countries.

MAXIN'S stands out particularly in the field of international recruitment of workers from non-EU countries. As the first agency in Slovakia to respond promptly and effectively to the conflict between Ukraine and Russia, it demonstrated its ability to adapt to current events. The company specializes in providing job opportunities with a particular focus on English and Russian-speaking nations, with exceptional expertise in countries of the former Soviet Union. Their international recruitment includes countries such as Ukraine, Moldova, Uzbekistan, Tajikistan, Kazakhstan, Nepal, Philippines, Serbia, Vietnam, and Azerbaijan.

For its international employees, MAXIN'S provides comprehensive services including visa and documentation support, 24/7 care, accommodation, transportation, language support, and integration assistance. This comprehensive approach allows the company to effectively overcome cultural and language barriers and provide qualified workforce for various industries.

Another significant area where MAXIN'S is highly recognized is **quality management and sorting**. Their sorting

center in Martin-Sučany provides comprehensive quality assurance services, including non-destructive visual testing, component sorting, assembly and disassembly of components, functionality testing, repairs, and component reworking. A team of qualified professionals is available 24/7 with a flexible response time of up to 2 hours, ensuring maximum efficiency and client satisfaction.

For its efforts and professionalism, MAXIN'S has received several awards, including the **„10 Largest Temporary Employment Agencies“** award for multiple years. It holds ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018 certifications, and has been granted the status of a highly tax reliable entity by the Financial Administration of the Slovak Republic.

The service portfolio of MAXIN'S is extensive and includes temporary employment, recruitment and RPO, international recruitment (non-EU), headhunting and executive search, quality management, and business process outsourcing (BPO).

The company collaborates with more than 120 clients from various sectors, with the automotive industry having the largest representation (60%), followed by engineering (25%), electro-technical industry (10%), and logistics and other sectors (5%).

In its short existence, MAXIN'S has established itself as a reliable partner for many companies, providing comprehensive solutions in human resources. Thanks to its professional approach, flexibility, and ability to adapt to changing conditions in the labor market, MAXIN'S continues to grow and expand its operations while remaining true to its motto „Always one step ahead.“

We are proud to announce that MAXIN'S has been awarded **first place in both categories – Temporary Employment Services (ADZ) and Quality Assessment**.

This recognition stands as a strong testament to our unwavering commitment to high standards, operational excellence, and continuous improvement. We extend our heartfelt thanks to everyone who supports us and greatly value the trust placed in our team.

This achievement inspires us to continue raising the bar and setting new benchmarks in quality, reliability, and service.



WWW.MAXINS.COM

Written by: Jaroslav Geci

Photo: Katarína Garajová, Branislav Jančuška

Career and employment highlights

New trends are redefining work in Slovakia.



Photo: Vecteezy

In Slovakia, many employees prefer that their employers refrain from publicly commenting on major social issues, according to a survey conducted in February 2025. At the same time, fewer people are satisfied with their salaries, and many avoid discussing how much they earn. These are some of the notable trends observed in the Slovak labour market over the past year.

SEEKING EMPLOYMENT

A total of 296,892 job offers were posted on Profesia.sk, the largest job portal in Slovakia and part of the Alma Career group, in 2024. This represents a 5.5-percent year-on-year decrease. One-fifth of

all job advertisements were in the trade sector, followed by manufacturing, and transport and logistics.

| JOB VACANCIES 2020-2024 | |
|-------------------------|---------|
| 2020 | 188.799 |
| 2021 | 292.805 |
| 2022 | 356.005 |
| 2023 | 314.220 |
| 2024 | 296.892 |

Source: Profesia.sk

Up to 89 percent of job ads on Profesia.sk are written in Slovak, 9 percent in English; only 179 ads were in Hungarian. Overall, an average of 19 people responded to each job posting in 2024, with 20 responses for Slovak-language ads, 13 for English and 10 for German.

Graduates of computer sci-

ence attracted the most attention, with an average of 3.5 employers viewing their CVs. Graduates in mechanical engineering followed with three views, and those in construction with 2.4. One in three job offers on Profesia.sk were listed as suitable for graduates, most frequently in trade, manufacturing and administration.

| TOP 5 UNIVERSITIES WITH THE MOST SOUGHT-AFTER GRADUATES | |
|---|-----|
| 1. University of Economics in Bratislava | 42% |
| 2. Slovak University of Technology in Bratislava | 37% |
| 3. Žilina University | 33% |
| 4. Technical University of Košice | 33% |
| 5. Slovak University of Agriculture in Nitra | 19% |
| Other | 5% |

Source: Profesia.sk

More than half of university graduates and nearly two-thirds of secondary school graduates are unable to find work in their field of study. This mismatch stems from a gap between employer demands and the skills or expectations of job applicants, according to recruitment agency Grafton. Employers increasingly seek candidates with language and technical skills, including expertise in AI, automation, data science and cybersecurity, as well as prior work experience.

DIVERSITY IN THE WORKPLACE

Slovakia scored 59.9 points out of 100, ranking 22nd out of 27 EU countries in the Gender

Equality Index 2024; 11.1 points below the EU average. The country performed best in the knowledge domain (11th), and worst in the power domain (25th).

Slovakia continues to exhibit one of the highest gender pay gaps in Europe. Slovak women earned around 20 percent less per hour than men between 2010 and 2019, according to data from the National Bank of Slovakia, the country's central bank. This disparity is especially visible in large private firms, industrial sectors, and medium-skilled blue-collar jobs, with women aged 30-49 with childcare responsibilities facing the highest levels of inequality.

| AVERAGE BASIC MONTHLY SALARY IN FEMALE-DOMINATED OCCUPATIONS | | |
|--|--------|--------|
| Occupation | Women | Men |
| Administrative worker | €1,202 | €1,410 |
| Nurse | €1,385 | €1,556 |
| Shop assistant | €997 | €1,086 |
| Accountant | €1,354 | €1,511 |
| Assistant | €1,268 | €1,325 |
| Office manager | €1,476 | €1,836 |

Source: Platy.sk

The median salary difference between men and women on the national level is 13.6 percent, but the gap increases to 18.8 percent when comparing average salaries. The highest regional pay disparities are found in Trenčín Region (18.4 percent) and Žilina Region (17.8 percent), while Prešov Region shows the lowest gap, at 7.7 percent, according to Grafton.

Slovakia ranked 56th out of 146 countries in the 2024 Global Gender Gap Report by the World Economic Forum, climbing seven places since the previous year. The country performed best in educational attainment and health and survival, but poorly in political empowerment.

SALARY DEVELOPMENT

The average nominal monthly wage in Slovakia reached €1,524 in 2024, a 6.6 percent y-o-y increase. Although wage growth slowed from 10 percent in 2023, real wages grew by 3.7 percent, the highest

real-term growth since 2019, according to the Statistics Office.

| AVERAGE BASIC MONTHLY SALARY BY COMPANY OWNERSHIP TYPE | |
|--|--------|
| Private foreign firms | €1,890 |
| Private national firms | €1,583 |
| State and municipal firms | €1,471 |
| Associations | €1,452 |
| Cooperatives | €1,343 |

Source: Platy.sk

Only 51 percent of employees reported being satisfied with their salary, down from 58 percent in 2023, marking the lowest satisfaction level since 2018, according to the results of a Focus poll with 1,018 respondents conducted for Profesia.sk in November 2024. Only 2 percent said they were extremely satisfied, while 22 percent expressed dissatisfaction.

Despite the average gross salary in Slovakia being €1,628 in 2023, not all employees saw a raise. In the Salary Guide 2024 by Grafton, just 60 percent of respondents said their salary increases yearly. About one in eight had not received a raise in two years, and one in six had not seen any increase since starting their job. The survey covered 360 job roles across eight industries in all Slovak regions.

WORKING CONDITIONS

As many as 44 percent of employees believe employers should only comment on work-related issues, not on social matters such as war or political violence, according to a Focus survey carried out for Profesia.sk. Only 8 percent want employers to speak out publicly and internally, while 10 percent want internal discussion only. Opinions varied across regions and education levels.

In Slovakia, 58 percent of employees avoid discussing their salaries, with most seeing it as a private matter. About one in five employees find the topic uncomfortable, according to a survey by Platy.sk, which belongs to Alma Career, on 2,263 respondents. Many high-income

earners say they do not want to appear boastful, with more than two-thirds unwilling to discuss earnings.

| MOST ATTRACTIVE EMPLOYERS IN 2024 | |
|-----------------------------------|--|
| Automotive Industry | Shaeffler |
| Banking & Finances & Insurance | Slovenská sporiteľňa |
| Shared Service Centres | Henkel Slovensko |
| Tourism & Gastro | McDonald's Slovakia |
| Transport & Logistics | DHL Group |
| IT & Telecommunications | Deutsche Telekom IT Solutions Slovakia |
| Hospitals & Health Care | Agel SK |
| Trade & Services | Lidl Slovenská republika |
| State & Public Administration | Sociálna poisťovňa |
| Construction | Danucem Slovensko |
| Manufacturing & Industry | Slovenské elektrárne |

Source: Alma Career

An increasing number of Slovak employers are experiencing so-called "quiet quitting", with 46 percent of employees unwilling to take on extra work or responsibilities. Meanwhile, 43 percent refuse to exceed their defined workload, according to the JobsIndex survey carried out by Alma Career.

Only 14 percent of employees changed their job in the past year, compared to an average of 20 percent in most European countries, a JobsIndex survey carried out in the spring of 2024 found. Experts warn that the relatively low fluctuation could have a negative impact on the labour market, as it suggests employees do not tend to move to positions where they are needed and where they can use their potential better.

By Radka Minarechová



Photo: Vectrezy

In Slovakia, speaking English still means earning more

English still rules the workplace in Slovakia, with employers showing no sign of letting go. According to Profesia.sk, the country's largest job website, it remains the most sought-after foreign language on the job market.

"This year, employers have mentioned English in 36 percent of job advertisements. It's followed by German at 8 percent, Hungarian at 2 percent, Czech at 1 percent, and French at less than 1 percent. The top five most sought-after languages have remained fairly stable, with only Czech and French switching places in recent years," said Lubica Melcerová, Public Relations Manager at Profesia, in a statement to The Slovak Spectator.

In terms of proficiency level, last year's data show that the most frequently required level for English was B2 (upper intermediate). Nearly half of all job listings that required English cited this level. Around a quarter required B1 (intermediate).

At B1, a learner can understand the main points of common work-related matters, handle travel situations, and produce simple written texts. B2 means understanding complex texts, including technical discussions in one's field, interacting fluently with native speakers, and writing detailed documents across a broad range of subjects.

When it came to German, 29 percent of relevant job listings



Photo: TheBridge

required B2 proficiency, while 23 percent asked for B1. However, more than a quarter of adverts mentioning German did not specify any proficiency level at all, Melcerová added.

According to Profesia.sk, English is the most sought-after language across all sectors, with German in second place. The main exception is banking, where Czech is the second-most requested language. Hungarian

ranks third in most cases. There's also a quiet battle for fifth place. In tourism and gastronomy, Polish has edged out French. In transport and logistics, it's Italian. And in manufacturing, Russian has taken the fifth spot.

"Language skills increase the chance of promotion. Management roles may involve representing the company internationally, working on cross-border projects, or communicating with foreign

partners. People with foreign language skills also gain more educational opportunities," Melcerová explained, adding that the benefits do not end there.

Thanks to their language skills, they also have more job options – not just within Slovakia, but also abroad.

"From a financial perspective, speaking a foreign language also pays off. The average salary listed on Profesia.sk this year is €1,570.

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Selling online is easier than it seems

Jenewein Group's platform helps small and medium-sized businesses grow

Slovak businesses risk falling further behind as online sales reshape the European market, Eurostat data suggest. Only 18 percent of companies in Slovakia sell online, compared with over 30 percent in leading countries. Lithuania (38.9 percent), Sweden (38.1 percent) and Denmark (36.7 percent) top the ranking, while Bulgaria (15.1 percent), Luxembourg (13.4 percent) and Romania (12.9 percent) trail even further behind.

The Covid-19 pandemic already showed that the internet offers major opportunities for company growth and profitability. With the rise of AI and other technologies, this shift is only accelerating. Companies and countries must adapt if they are to stay competitive and, in many cases, survive. This is particularly vital for small and medium-sized enterprises. EU statistics show that while over 45 percent of large enterprises use online sales, only 20.8 percent of small and 30.2 percent of medium-sized firms do so.

"ZA TATRY A ZA DUNAJ"

Small and medium-sized companies cannot afford to stay offline or become complacent about their success. To be sustainable long term, businesses must seize all opportunities the online environment offers. One such opportunity for entrepreneurs is the platform expandujonline.sk. It was created as part of the project Za Tatry a za Dunaj: How to Succeed Online and Grow (Also) Beyond Borders. Behind the initiative stands the advisory and analytical institute EPPP – European Public Policy Partnership, part of the consulting Jenewein Group, in cooperation with the Slovak Entrepreneurs Association and the Slovak Business Agency.



Photo: Unsplash

The project is a practical demonstration that selling online is easier than it seems. It supports entrepreneurial ambitions among the Slovak public and entrepreneurs in a user-friendly way – whether they are small startups, growing medium-sized companies or large enterprises. Many people feel overwhelmed by the wealth of resources and constant changes in grant calls, regulations, and business support schemes, discouraging them from starting or developing their businesses. Overcoming these barriers is the main aim of Za Tatry a za Dunaj.

POTENTIAL OF THE ONLINE MARKET

Small and medium-sized enterprises should become a priority in Slovakia's development strategy. Representatives of the Economy Ministry also acknowledge that "our entrepreneurs are lagging behind in the online space, which is a key factor for further business growth". In these circumstances, it is important to appreciate efforts to promote online tools among Slovak entrepreneurs. These guides and information must fall on fertile

ground, helping small and medium-sized companies in particular to better exploit the potential of the digital market and expand their business.

The Slovak market is small, so it is natural for any company wishing to grow to look beyond the country's borders. This step is not easy, but the online space can simplify some processes and minimise risks. Companies considering expansion abroad can use the platform expandujonline.sk to find the information they need and identify partners who can assist with cross-border entry. Slovakia must increase the number of its exporters – a stable economy depends on more than just large exporters. Small and medium-sized businesses must also expand abroad.

HOW IT LOOKS IN PRACTICE

Those interested in entering the digital marketplace have the expandujonline.sk platform at their disposal as a support tool and a way to kick-start their business. Its aim is to motivate the general public to start a business and increase interest in online entrepreneurship

– whether among existing small shop owners, local sellers, or those interested in selling online in Slovakia and beyond. The platform's content was created in cooperation with leading technology companies Allegro, Wolt, Meta and Expandeco.

The platform presents different types of business models and offers practical, step-by-step guidelines on how to enter digital markets, increase online visibility and boost sales. For example, when starting or growing a business in the restaurant, food or non-food retail sectors, it highlights a range of technology solutions, from local logistics to software, marketing and financial services. For existing e-shops starting to look beyond Slovakia, the platform shows how to reach more customers and expand across borders – following in the footsteps of brands such as Notino, 4home, Novesta, Astratex and others successfully established abroad.

Martin Krekáč is chairman & founding partner at the Jenewein Group.
www.jeneweingroup.com
www.eppp.sk

Her mission isn't just training employees. It's changing how they think

At Henkel Slovensko, Lenka Milčík is known for more than just her job title.

When Lenka Milčík stepped onto the stage in June 2024 to accept the HR Talent of the Year award, she didn't see it as a crowning moment. Instead, she saw it as a promise – to herself, her colleagues, and the future of the HR profession in Slovakia.

“To be named HR Talent means more than just recognition,” she says. “It's a commitment to keep growing, to continue doing meaningful work in learning, development and culture.”

Currently serving as Cluster COE for Learning, Leadership & Culture at Henkel Slovensko, Milčík oversees employee development across Slovakia, the Czech Republic and Hungary. Though she joined the company only in 2022, she has already led initiatives that are transforming how employees engage with personal and professional growth.

A NEW PATH

Milčík's journey into HR was anything but linear. Initially drawn to psychology, with hopes of becoming a marriage counsellor, she discovered during her studies that clinical therapy wasn't the right fit.

“I realised the emotional weight of therapy could be overwhelming in the long term,” she explains. “I discovered work psychology and liked the idea of helping healthy individuals fulfil their potential.”

After graduating, she worked across several HR roles, from recruitment to employment law, in organisations such as NN, Svet Zdravia (Bory Hospital) and AGEL. It was during the pandemic, while running resilience workshops for nurses at AGEL, that she experienced a pivotal moment.

“That was a turning point,” she recalls. “It made me realise the value of learning – not just for career growth, but for emotional wellbeing too.”

MINDSET SHIFT

At Henkel, Milčík took a fresh look at employee development. While the company offered a wealth of global training resources, she noticed a disconnect in how these were communicated and embraced.

“My goal was to change the mindset – from ‘my manager sends me on a course’ to ‘I'm in the driver's seat of my career,’” she says.

To that end, she launched a local learning catalogue, co-created a learning campus, introduced a coaching programme and organised an internal learning festival to spark enthusiasm. The impact has been tangible. Henkel employees in Slovakia now spend nearly 29 hours per year on development, ranging from digital skills to leadership, change management and assertive communication.

For Milčík, it's not just about ticking boxes – it's about building confidence and adaptability.

FEEDBACK THAT NOURISHES

Milčík's role is complex and people-focused. She works with global strategy teams, local HR leaders, training providers and, most importantly, employees.

“Sometimes a manager says, ‘Something's not working in my team,’” she says. “I don't hand them a solution – I have a development discussion with them.”

These dialogues are backed by coaching sessions, evaluations and development centres, where employees receive tailored feedback.

One of her most rewarding experiences came from such a session.

“When someone tells me our development centre helped them see their potential or grow their career – that's when I know the work matters.”

A LIFELONG LEARNER IN THE LEAD

Despite the accolades, Milčík views the HR Talent award not as a conclusion but as a call to action. She frequently leads workshops, visits universities and actively participates in HR and L&D communities.

She recently completed a coaching certification – a tool she sees as both professional and personal. “Coaching is close to therapy in its depth, but it's solution-oriented and empowering,” she says. “It fits beautifully into what I do.”

Aware of the growing demands of a globalised role, she is also de-

veloping her own strategic thinking and intercultural communication skills.

HUMAN FIRST, EMPLOYEE SECOND

Milčík's leadership is grounded in empathy and humility. Her manager, Alica Štěpánová Kolárová, says she's not just reactive – she helps shape strategy.

“Lenka is a natural talent with people,” Kolárová says. “She's proactive, adaptable, and has the rare ability to align long-term company goals with individual development needs.”

Yet for Milčík, it all comes back to one principle: meeting people where they are.

“We're not just workers – we're humans behind closed doors,” she says. “If learning can make life better outside of work, then it's worth doing. Always.”

By Elizaveta Blahodarova



Photo: Courtesy of Lenka Milčík

From nursing aspirations to HR leader: How Miroslava Rychtářechová is shaping Tesco Slovakia

The professional now leads Tesco Slovakia's HR team.

“I used to play doctor or nurse at home as a child. That was something I longed for,” says Miroslava Rychtářechová. While her career didn't lead to medicine, her desire to help people remained unchanged. Today, she fulfils her childhood dream as Head of People Manager at Tesco Slovakia, one of the country's largest retail chains, where she promotes inclusion and empowers people with disabilities, special needs or Roma backgrounds to lead full working lives.

Rychtářechová's career at Tesco began while she was still a student at the Slovak University of Agriculture in Nitra. “Back at university, I worked at Tesco as a stock replenisher and spent about two and a half years there as a part-time student,” she recalls. At the time, part-time jobs were scarce, and students were grateful for any opportunity.

A FORTUNATE COINCIDENCE

“By chance, I ended up replenishing stock for Henkel – lifting heavy nine-kilo detergent boxes. It was physically demanding, and I often wondered why I was working so hard when I didn't need the money – my parents supported me,” she laughs. Later, she realised the job taught her resilience and the importance of stepping outside her comfort zone.

“If I hadn't done that job, I'd never have seen the internal notice for a trainer role. That moment changed the course of my career,” she says, adding: “Because I was already part of that environment,



Miroslava Rychtářechová (Photo: Courtesy of Maxman Consultants)

it was easy to move into the role of trainer, then HR manager, and build my career.”

She believes that understanding everyday work has helped her support colleagues more meaningfully.

Rychtářechová has now worked at Tesco for almost 25

years. In 2024, she received the HRLeader award. “When I got the award, I was completely surprised; I didn't expect it at all,” she says. “It wasn't about fame or recognition, but about knowing the work I do has meaning. It motivated me to keep going while staying humble and true to myself.”

COMPASSION, INCLUSION AND SUPPORT

Throughout her HR career, Rychtářechová has led impactful projects focused on diversity, inclusion, wellbeing and talent development. Her initiatives have earned Tesco several employer awards and recognition as a

progressive workplace. One of her proudest achievements is the Tesco Anjel (Tesco Angel) programme, launched in 2013. “It’s a fund where colleagues contribute as little as €1, Tesco matches it, and together we support co-workers who find themselves in difficult life situations,” she says.

The programme has raised around €700,000 and helped more than 1,200 colleagues. Its success has led to expansion into Tesco’s Czech and Hungarian operations. “We now even support the children of colleagues with severe disabilities by contributing to rehabilitation stays,” she adds.

The programme includes other initiatives, such as annual calls to support colleagues undergoing cancer treatment. “There are several such programmes, but this one remains the most meaningful to me,” she says.

Tesco has also received Roma Spirit and Via Bona awards for its commitment to inclusion. Rychtářechová, who accepted the awards, admits: “It’s been a long journey. I never thought of employing Roma people as part of a strategy. They emerged naturally, reflecting the positive culture at Tesco – where no one is singled out.”

GRATITUDE IS THE BEST FEEDBACK

Rychtářechová shared with The Slovak Spectator several powerful stories of gratitude from employees and families. Parents often tell her or her colleagues that seeing employees with disabilities at Tesco give them hope for their own children’s future.

She recalls a mother telling her about her son with Down syndrome, who loves working at Tesco so much that he puts on his uniform and waits an hour before it’s time to leave. “Stories like this are a huge source of motivation for me,” says Rychtářechová.

Many changes, she notes, began by chance, through openness and collaboration. Employing people with Down syndrome

began this way, as did her deeper work with the Roma community. “When you change one person’s life, it gives everything meaning,” she says.

THE EVOLUTION OF HR

Speaking to The Slovak Spectator from the office where she began her career as a personnel manager in 2002, Rychtářechová recalls a time when the job was mostly about payroll, benefits and training colleagues.

“Now, we focus on developing people, identifying talent, boosting engagement, and creating inclusive environments. HR has become much more meaningful,” she says.

She also sees changes in attitudes and mental-health awareness. “Today’s generation wants to work to live, not live to work. They care about wellbeing and work-life balance.”

Personally, she appreciates this shift. “I used to sacrifice everything for work. But now my children don’t dream of the biggest career – they want time for family, hobbies, and comfort. It’s a different world from the one we knew.”

Tesco has responded with well-being programmes including psychological, legal and financial support, virtual doctors, and mental health webinars. “We take this seriously,” she adds.

WITH PEOPLE AND ABOUT PEOPLE

Rychtářechová’s key messages to companies are to prioritise well-being, inclusion, talent management, and leadership development – especially in mental health. “Burnout is no longer taboo,” she says, noting the importance of offering flexibility, career breaks, and psychological support.

“For young people starting in HR, I’d advise working with heart, being empathetic, gaining diverse experience, building networks, and continuous learning. But also, take care of yourself. Prioritise your own wellbeing,” she concludes.

By Iryna Uias

HRLeader & HRTalent Laureates

HRLeader

2024: MIROSLAVA RYCHTÁRECHOVÁ (Tesco)
2023: DANA MIŇOVÁ (MH Teplárenský Holding)
2022: ANDREA MEŠKOVÁ (Martinus)
2021: LUDMILA GUERIN (PwC)
2020: LUCIA ŠICKOVÁ (PIXEL FEDERATION)

HRTalent

2024: LENKA STAŇOVÁ (Henkel)
2023: KLÁRA SEKÁČ KAVICKÁ (Orange)
2022: VERONIKA BÁTOROVÁ (Lidl)
2021: PETRA MATEJÍČKOVÁ (Packeta)
2020: MICHELLE KRIVDA (Swiss Re)

2025 shortlist and nominations

HRLeader 2025 - nominations

- Tibor Černák - PwC Slovensko
- Lucia Gogová - IBM
- Lucia Groneova - SwissRe
- Jaroslav Grygar - Beko Slovakia
- Sonia Kania - Arval Competence Center Bratislava
- Diana Lokere - Kempelen Institute of Intelligent Technologies
- Miroslava Rychtářechová - TESCO STORES SR
- Jana Sekerová - O2 Slovakia
- Alica Štěpánová- Kollárová - Henkel

HRTalent 2025 - finalists

HANA PERNECKÁ, Volkswagen Slovakia



Hana has been with Volkswagen Slovakia’s HR department for two years, serving as an HR Business Partner for one. She has already contributed to key improvements, including leading onboarding for the SAP SuccessFactors implementation, digitalising internal processes, and creating a training plan for new HRBPs. Hana believes in human-centred HR and actively works to build a culture of trust. She is also a member of the Women’s Group, promoting diversity and women’s empowerment.

BIBIÁNA ŠARVAICOVÁ, Dr.Max



Bibiána has been working at Dr. Max Slovakia, with a short break, since 2020. Within the HR team, she is responsible for key areas such as hiring, onboarding new employees at the headquarters, and student development. She oversees the concept of student activities, ranging from educational lectures to informal events, with both professional and experiential focus. She comprehensively leads the company’s internship programme, acting as both its creator and mentor. She also manages the company’s scholarship programme. Through her efforts, she strengthens the connection between young talent and the pharmaceutical work environment, helping students become better prepared for real-world practice.

NIKOLA TABAKOVÁ, FpT Slovakia



Nikola has been with FpT Slovakia since 2021, driving transformation in HR and company culture. She developed an internal engagement concept involving 70% of employees and launched a community initiative with 47% participation—all on a minimal budget. She supports employee well-being through benefits like access to a psychologist and legal advice, while also organising events, managing corporate social media, and leading digital marketing efforts.

MONIKA ZEMANČIKOVÁ, Markíza



Monika has 10 years of experience in HR, including recruitment, employee life-cycle management, and process optimisation. At Markíza, she leads the company’s learning and development strategy. She implemented the Markíza Academy development programme, training catalogue, intranet, and an internal trainer initiative. In the spring, she launched a development programme for managers called the Managerial Academy. Monika’s key values—creativity, sincerity, and humanity—shape her work and help foster talent growth in the fast-paced world of television.

Outplacement services in Slovakia

As workforce transitions become a critical component of sustainable HR management, Slovak companies are gradually recognising the strategic importance of outplacement services - support programmes provided by an employer to help laid-off or redundant employees find new work.

An extensive online B2B study conducted by the market research agency Vantage for Lifework between October 2024 and January 2025 explored the level of awareness, implementation, and perceived value of outplacement programmes among Slovak employers. Fifty-four respondents from a wide range of industries

across Slovakia, as shown in Graph 1, took part in the survey. More than two-thirds of the companies were members of a multinational group.

While familiarity with outplacement is high, systematic use remains limited. Companies that implement these programmes highlight not only external reputational benefits but also important internal effects, such as preserving employee trust and stabilising organisational dynamics. This report outlines the survey findings, identifies key trends, and proposes recommendations for advancing outplacement practices in Slovakia.

SURVEY FINDINGS

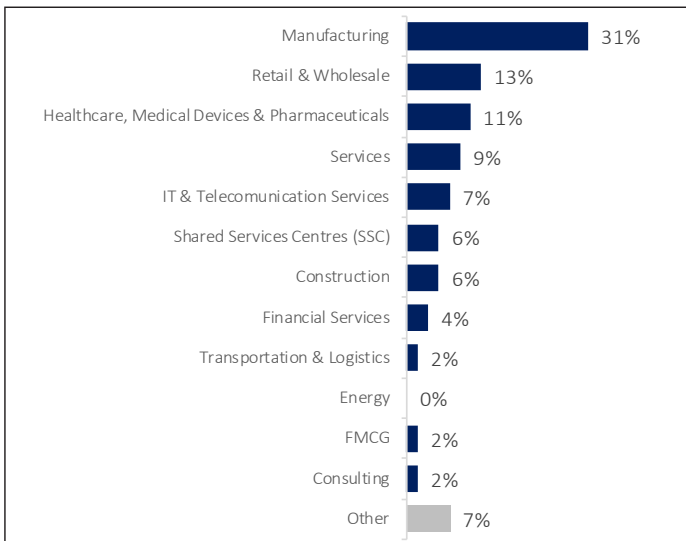
1) The importance of HR management principles for companies on the Slovak labour market

The survey revealed a gap between important aims and their real-life execution – a disconnect between the HR management principles companies consider important and those they manage to successfully implement. In both categories – importance and implementation – companies ranked the principle of equal opportunities for all as the highest priority, as illustrated in Graph 2.

The greatest discrepancy between perceived importance and actual implementation was observed in outplacement services.

external provider. Assuming that the external counselling services continue beyond the termination of the employment relationship (which is not always the case), and that other forms of support, based on their description, cease on the date of contract termination, approximately 70 percent of dismissed employees received no further support after their employment contract ends.

All surveyed companies were familiar with the concept of outplacement. Thirty-five percent of companies have directly implemented outplacement, as illustrated in Graph 4, particularly for middle and senior managers or long-tenured employees.



Graph 1: Distribution of respondents by sector

2) Employee support and implementation of outplacement

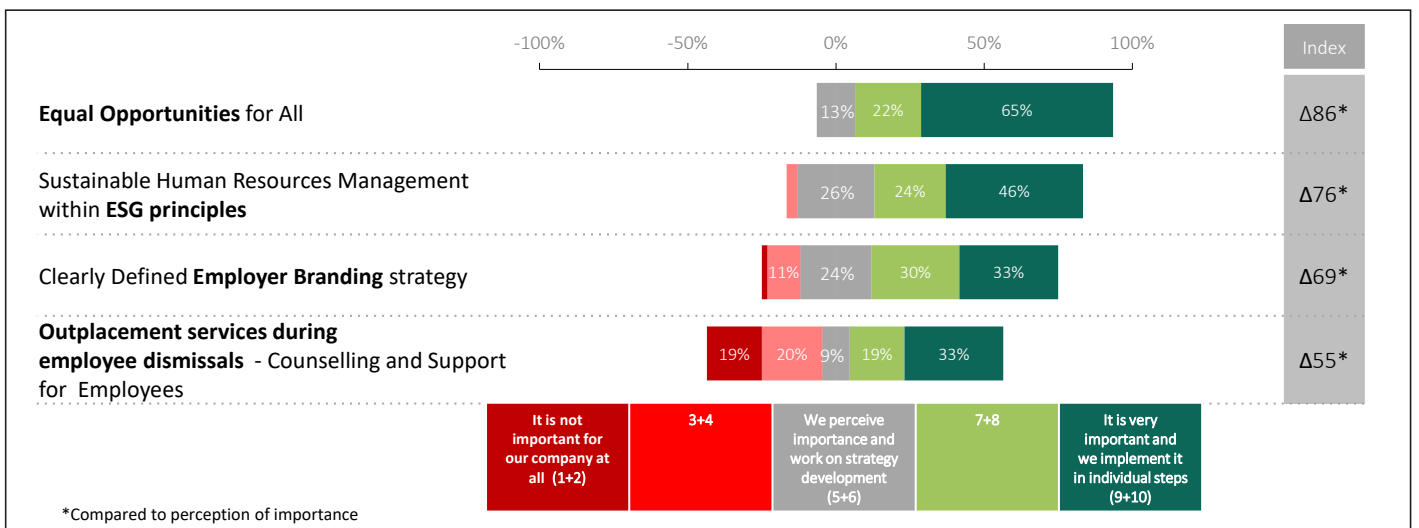
More than half of the surveyed companies indicated that they were compelled to implement employee “lay-offs over the past year.

As illustrated in Graph 3, the most common forms of support provided to employees beyond severance pay included an increase in severance compensation and the provision of counselling through internal resources. The graph shows that one-third of companies offer counselling and support to employees in cooperation with an

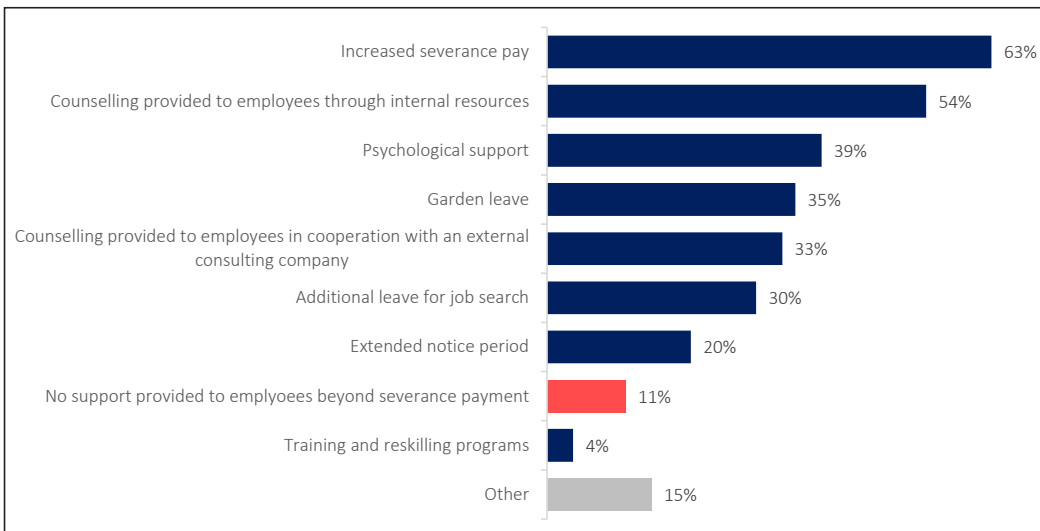
3) Motivations for offering outplacement services

Organisations that engaged outplacement providers cited several key motivations:

- *Support for employees:* We aim to assist employees during their career transitions.
- *A responsible and trustworthy company:* Providing support reflects our commitment to being a responsible and reliable employer.
- *It is our moral obligation towards the employees impacted by the decisions we have made:* Providing assistance demonstrates ethical responsibility to those whose posi-



Graph 2: Implementation of HR management principles by companies on the Slovak labour market



Graph 3: Common forms of support provided to employees beyond severance pay

tions have been made redundant.

- *An outplacement agency has a more comprehensive understanding of the current labour market and employment opportunities:* Engaging a specialised agency ensures that employees receive expert guidance at a critical time. It also provides essential psychological support, as employees are introduced to the agency through their employer, rather than having to seek help independently. We consider this particularly important for long-serving employees.
- *Psychological support for employees, strengthening employer branding, and protecting the company's reputation:* Providing assistance during redundancies helps maintain a positive perception of the company among both current and former employees, as well as externally in the labour market.
- *Support for long-serving employees, enhancing corporate image, stabilising the remaining team, and maintaining morale during company closure or restructuring:*

Offering support ensures the team remains focused and motivated, helping the company to achieve its set goals.

- *Support and assistance for employees in challenging life situations:* By offering services through an external agency, we help employees improve their self-presentation skills, navigate the labour market, and secure new employment more quickly. This also provides vital emotional support, especially for those who have been with the company for many years and may lack recent job-search experience.
- *This service is available to us through our parent company:* We make use of it to assist departing employees with a smoother reintegration into the labour market.
- *Internal team stabilisation:* Minimising the emotional and productivity impact on remaining employees.

Interestingly, companies primarily highlighted support and assistance for employees rather than

internal organizational benefits and external image advantages.

4) Barriers to implementing outplacement

Among companies that have not used outplacement services, the key reasons include:

- *Minimal lay-off needs:* Companies with low turnover rates or voluntary departures did not perceive a need for outplacement services.
- *Internal HR management:* A belief that existing HR departments could manage lay-offs effectively without external assistance.
- *Cost sensitivity:* Concerns about the financial burden associated with offering outplacement, especially during smaller restructuring efforts.

The findings suggest that clearer communication of the return on investment in outplacement services is crucial for wider adoption.

The findings suggest that clearer communication of the

return on investment in outplacement services is crucial for wider adoption.

5) Net Promoter Score and satisfaction levels

The survey also measured the willingness of companies to recommend outplacement services to other organisations.

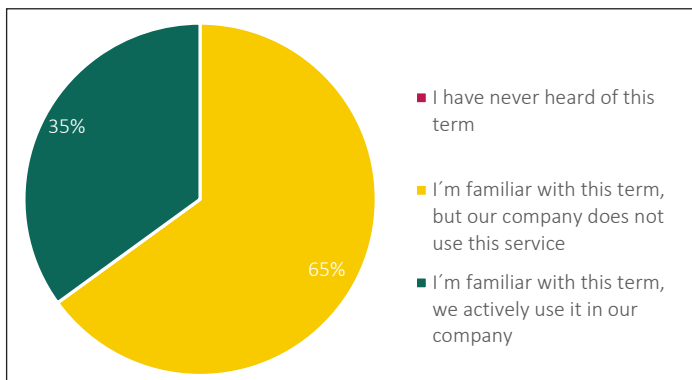
The resulting Net Promoter Score (NPS) was 21, indicating a moderately positive perception. However, a substantial proportion of companies – almost one-third – remained neutral, highlighting the need to improve awareness and understanding of the full organisational value of outplacement.

6) Providing outplacement services by employee type

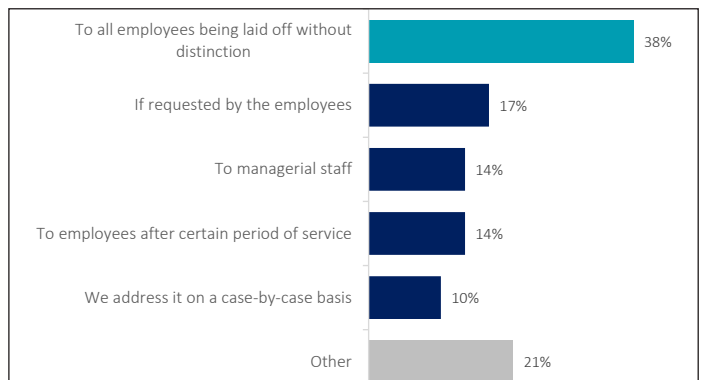
More than one-third of employers provide outplacement services to all employees without distinction. Conversely, over half of the companies offer outplacement services selectively to certain employees, as illustrated in Graph 5.

7) Strategy for supporting dismissed employees and planned lay-offs

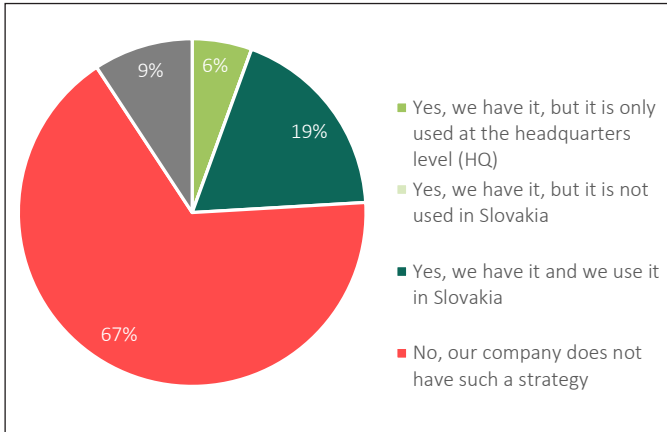
The survey also examined whether companies have developed a strategy for supporting dismissed employees and whether they expect to carry out lay-offs within the next 18 months. As illustrated in Graph 6, two-thirds of companies do not have such a strategy, and only 19 percent of the surveyed companies apply this strategy in Slovakia. On the other hand, 15 percent of



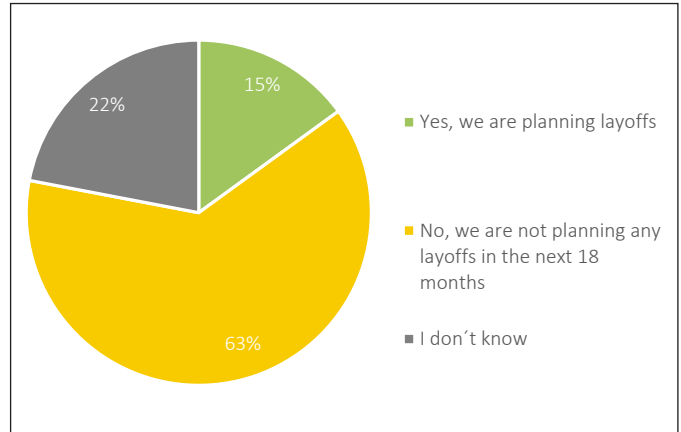
Graph 4: Familiarity and implementation rates of outplacement in Slovak companies



Graph 5: Providing outplacement services by employee type



Graph 6: Strategy for supporting dismissed employees



Graph 7: Layoffs within the next 18 months

companies already know that they will be carrying out lay-offs within the next 18 months, as illustrated in Graph 7.

8) The importance of goals during employee lay-offs

In addition to supporting to dismissed employees, outplacement also contributes to achieving other strategic goals. For this reason, the survey sought to determine the importance of various objectives during lay-offs. As illustrated in Graph 8, companies prioritise goals related to the long-term sustainable operation of the organisation during lay-offs. In contrast, objectives focused on departing employees are assigned a lower level of priority.

STRATEGIC RECOMMENDATIONS

Outplacement services in Slovakia have achieved broad recognition but are yet to be fully institutionalised within HR strategies. The survey results highlight several key takeaways:

- Companies should view outplacement not only as employee support, but also as a tool for maintaining organisational health and morale.
- Rather than treating outplacement as an occasional or ad-hoc measure, companies should integrate it into comprehensive talent management and offboarding frameworks.
- Communicating the financial and reputational benefits of outplacement can help overcome cost-related objections, particularly in sectors sensitive to budget constraints.

ment programmes offers a path towards more resilient, humane, and sustainable business operations.

- With approximately 15 percent of surveyed companies anticipating lay-offs within the next 18 months, proactive outplacement strategies could significantly mitigate the organisational impact.

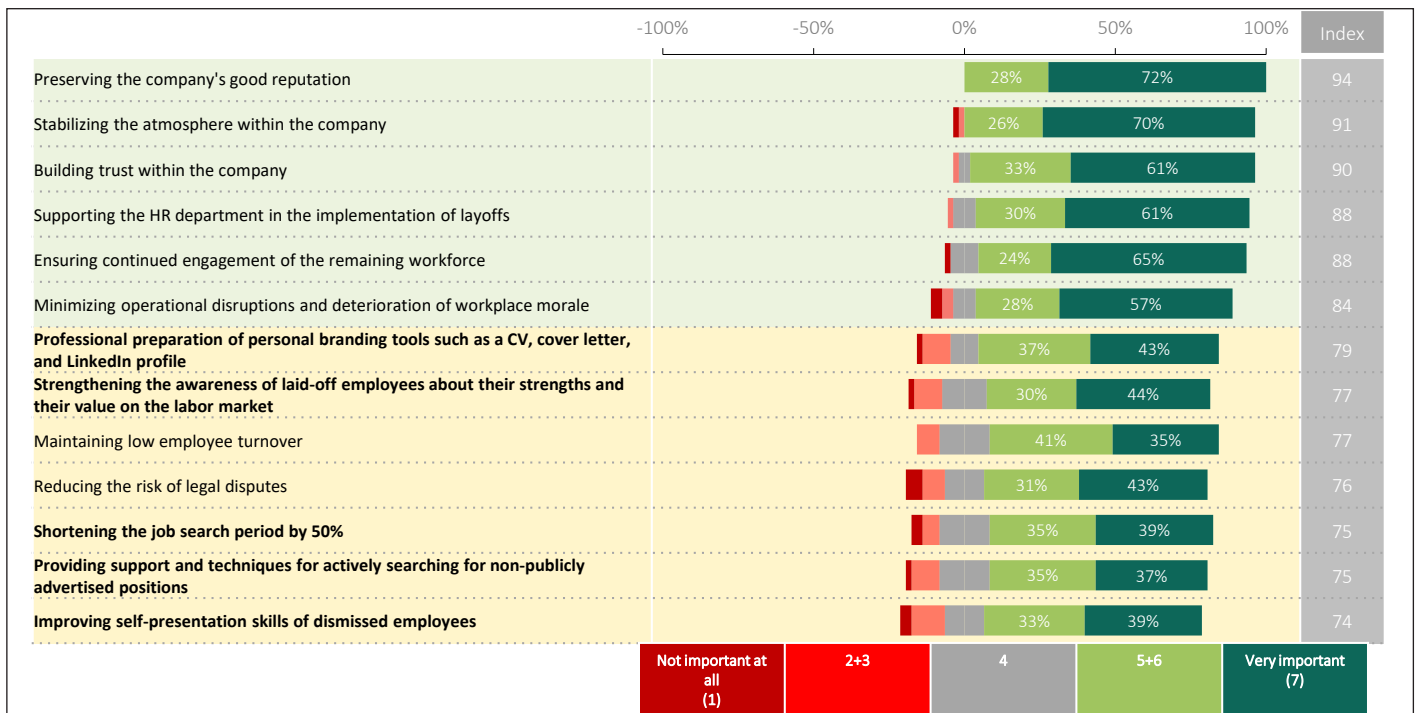
FINAL REMARKS

Outplacement is no longer a luxury or an optional service. In today's labour market, it is increasingly seen as a hallmark of responsible employer behaviour and a key differentiator in strengthening employer brand equity. As Slovak companies navigate a complex and evolving employment landscape, integrating outplacement

ment programmes offers a path towards more resilient, humane, and sustainable business operations.

From a strictly financial perspective, investing in the welfare of former employees may appear counterintuitive – particularly when the primary aim of downsizing is to reduce costs and improve productivity. However, the justification for such investment is more objective than it might initially seem. High-quality outplacement services contribute directly to a company's financial health by mitigating the hidden costs associated with downsizing, ultimately supporting the organisation's bottom line.

By Sandra Mažárová (leading author), Partner & Managing director at the Vantage



Graph 8: The importance of goals during employee layoffs

We are part of the journey

How Lifework's high-quality outplacement transforms employer brand into a lasting reputation

Letting go of employees is never easy. For most leaders, it's one of the hardest decisions to make—and how it's handled speaks volumes about company culture. That's why at Lifework we partner with employers to ensure this critical transition is managed with dignity, professionalism, and a long-term reputation in mind.

Founded in 2017 by Luba Urbínová, a certified ICF coach and former executive search company country manager and consultant with over 18 years of experience in recruitment and leadership support. We specialize in designing and delivering tailored outplacement programs—from frontline workers to executives. Our mission? To be part of the journey, at each and every step along the way.

Outplacement is often perceived as a benefit for departing employees. Based on our experience, data in relevant publication and industry insights, the most valued outcomes are internal: stabilizing team morale, maintaining trust in leadership, and protecting your company's brand identity. In fact, when done right, outplacement becomes a powerful extension of your ESG and people-first strategy. And this is where we bring measurable value.

At Lifework, we tailor our support to fit your organization's needs at every level. Our high quality service include strategic advisory before layoffs, training for HR and managers, tailored

outplacement (individual and group), reverse headhunting, and Lifework Academy—a 3-month digital career support program. Each of these elements is designed to empower both the organization and the individual with tools that lead to faster re-employment, more resilient transitions, and a reputation for responsibility and care.

More than half of Slovak employers who have used outplacement did so with the positive intention of protecting their reputation and demonstrating accountability to long-term employees. This highlights a growing awareness of the importance of responsible transitions. As more organizations recognize that offboarding is just as crucial as onboarding, there's a valuable opportunity to strengthen their employer brand. Forward-thinking companies understand that treating departing employees with respect and care can positively impact future recruitment, talent retention, and even how customers perceive the brand. At Lifework, we help reduce the time to re-employment by up to 50%. We give individuals the clarity and tools to navigate change and support your organization in maintaining trust and credibility—even in the most difficult circumstances. The value we bring is not only measured in successful career transitions but also in the positive narratives that former employees carry with them, reinforcing your brand far beyond the exit interview.



Luba Urbínová, Managing Director

Whether you're preparing for restructuring, downsizing, or simply want to enhance your internal processes around offboarding, Lifework is ready to support you. We provide clear guidance, structure, and empathy when it matters most. Our programs are designed not just as reactive measures but as proactive elements of your broader HR and employer branding strategy.

When you support people through their most vulnerable career moments, you're not only

doing the right thing—you're shaping how your company will be remembered. Reputation is built during the hardest conversations, and it's these moments that define whether your employer brand stands up to scrutiny—or stands out for compassion and integrity.

We are part of the journey at each and every step along the way.

Lifework Outplacement Services

- Layoff Advisory – Planning, risk, and communication strategy support
- HR and Manager Training – Builds confidence and empathy for layoff talks
- Outplacement Programs – Tailored support for individuals or groups at all levels
- Reverse Headhunting – Proactively uncovers hidden job opportunities
- Lifework Academy – Online outplacement program



Who's who: Professionals at HR companies



Dovinová Katarína
HR & Business Manager



EPF Group (europersonal), a.s.
Jašíková 2, Bratislava 821 04
Tel.: +421 (0) 918 999-624
E-mail: sales@e-personal.eu

Life philosophy: My life is being decided precisely when I just don't feel like it.



Kostura Tomáš
Co-founder/Senior
Recruitment Consultant



GoodWill Recruitment, s.r.o.
Letná 27, 04001 Košice - Sever
Tel.: +421908568268
E-mail: kostura@gwrecruit.sk

Life philosophy: To be the kind of person I would want as a friend.
Work credo: There are no bad candidates or bad companies – only mismatched connections between them.



Garajová Katarína
General Director



MAXIN'S Quality Service, s.r.o.
Bajkalská 22, Bratislava 821 09
Tel.: +421 (0)915 155-833
E-mail: kgarajova@maxins.sk

Life philosophy: Lead with vision, live with purpose, and inspire others to grow beyond their limits every single day.
Work credo: Empower others, exceed expectations, and never stop learning



Koša Vladimír
Managing Director



Consilium Consulting, s.r.o.
Štefanovičova 18, Bratislava 811 04
Tel.: +421 (0)2 5443-4873
E-mail: kosa@consilium.sk

Life philosophy: I strive to live a meaningful life.
Work credo: Act with initiative and responsibility.



Harvaníková Mária
Executive Manager



PRO Business Solutions s.r.o.
Cukrová 14, Bratislava 811 08
Tel.: +421 (0)948 586-883
E-mail: maria.harvanikova@probs.sk

Life philosophy: Never say never.
Work credo: Whether you think you can, or think you can't, you're right. (Henry Ford)



Kotúčová Silvia **MATT consulting**
Managing Director

MATT Consulting, a.s., Executive Search & Advisory
Karadžičova 2, Bratislava 811 08
Tel.: +421 (0)905 728-078
E-mail: skotucova@mattconsulting.sk

Life philosophy: The secret of great leaders of the future lies in humility.



Janík Vladimír
Co-Founder & Managing Partner



Menity
Karadžičova 8/A, Bratislava 821 08
Tel.: +421 (0)2 5939-6263
E-mail: janik@menity.com

Work credo: We are present where direction shifts and outcomes matter most. We don't follow leadership moves — we help shape them. Precisely and discreetly.



Krekáč Martin
Chairman & Founding Partner



Jenewein Group SK | CZ | AT
Štefanovičova 12, Bratislava 811 04
Tel.: +421 (0)908 888-396
E-mail: krekac@jeneweingroup.com

Life philosophy: Keeping the constant innate need to search.
Work credo: The one who helps others helps also oneself.



Janošková Mária
Chief Executive Officer



EDYMAX Job Management a.s.,
Hurbanova 21, Bardejov 085 01
Tel.: +421 (0)910 872-966
E-mail: mjanoskova@edymax.com

Work credo: Human approach. Smart solutions.



Kušmírek Tomáš
Sales Manager



TRANSFER International Staff, k.s.
Račianska 96, Bratislava 831 02
Tel.: +421 (0)948 188-059
E-mail: t.kusmirek@transferpersonal.sk

Work credo: All anybody ever wants is a chance. Give it to them.

Who's who: Professionals at HR companies



Kuvik Jakub
Country Manager

TEAMCONSULT
Executive Search ■ Development ■ Outplacement

Teamconsult SR s.r.o.
Hviezdoslavovo námestie 13, Bratislava 811 01
Tel.: +421 (0)903 424-848
E-mail: kuvik@teamconsult.sk

Life philosophy: The time is always right to do what is right. (MLK)
Work credo: Hard work, personal integrity and clear aims will bring you professional success and honour.



Repová Ivana
Managing Partner

HR HOUSE
OUR EXCELLENCE
YOUR PROSPERITY

HR HOUSE s.r.o.
Šulekova 2, Bratislava 811 06
Tel.: +421 (0)915 848-137
E-mail: ivana.repova@hrhouse.sk

Life philosophy: Hominem te esse memento.



Lachová Miriam
CEO

HUMAN DYNAMIC EUROPE

Human Dynamic Europe
Dobšinského 14, Bratislava 811 05
Tel.: +421 (0)911 844-988
E-mail: miriam.lachova@humandynamic.sk

Life philosophy: Be true to your authentic self and have courage to follow your passion.
Work credo: Embrace life's challenges as precious gems to teach you something valuable and give you wings to fly.



Rumiz Zuzana
General Manager

ManpowerGroup

ManpowerGroup Slovensko s.r.o.
Landererova 12, Bratislava 811 09
Tel.: +421 (0)915 845-153
E-mail: manpower@manpower.sk

Life philosophy: Whatever you do will always be judged, and not always positively, so live for yourself, learn from others, and respect their opinions.
Work credo: Learnability is the key to employability.



Litváková Miroslava
Managing Director

P78

P78 s.r.o.
Pri Dynamitke 11, Bratislava 831 03
Tel.: +421 (0)902 919-519
E-mail: litvakova@p78.sk

Life philosophy: You can't build a reputation on what you're going to do.
Work credo: There is no limit to what we, as women, can accomplish. (Michelle Obama)



Turanová Mariana
Managing Partner

TARGET
Executive Search
30 YEARS YOUR PARTNER IN CEE

TARGET Executive Search
Panská 33, Bratislava 811 01
Tel.: +421 (0)2 5441-1617
E-mail: mariana.turanova@targetexecutivesearch.com

Work credo: Ready to walk the extra mile!



Molnárová Ladislava
Partner

Amrop

Amrop
Štefanovičova 12, Bratislava 811 04
Tel.: +421 (0)905 658-102
E-mail: ladislava.molnarova@amrop.sk

Life philosophy: Talents are like colours, it's by combining them that they become unique. (Van Gogh)
Work credo: I build connections and match talent with strategy.



Urbínová Luba
Managing Director,
Outplacement Consultant

Lifework
Outplacement

Lifework s. r. o.
Čajakova 32, Bratislava 831 01
Tel.: +421 (0)905 613-295
E-mail: lurbinova@lifework.sk

Work credo: Helping people find fulfilling work – and helping companies manage transitions with dignity.



Radu Katarína
Managing Director

TRESCON
more than executive search

Trescon Slovakia, s. r. o.
Bajkalská 22, Bratislava 821 09
Tel.: +421 (0)918 587-681
E-mail: katarina.radu@trescon.sk

Work credo: Highly dedicated to finding the puzzle piece for customers.



Vantuchová Lucia
Partner

MenkynaPartners
MANAGEMENT CONSULTING GROUP

MenkynaPartners Management Consulting, s.r.o.
Mlynské nivy 5, Bratislava 821 09
Tel.: +421 (0)2 5441-2718
E-mail: lucia.vantuchova@menkyna.com

Life philosophy: Be the kind of person you want to meet.
Work credo: Different results require different actions.

RANKINGS: EMPLOYMENT AGENCIES

10 LARGEST RECRUITMENT AGENCIES*

| |
|------------------------------|
| 1. ManpowerGroup |
| 2. Luger & Maklér |
| 3. TRANSFER Slovensko |
| 4. Talent Solutions |
| 5. Edgar Baker |
| 6. GoodWill Recruitment; GWR |
| 7. SYNERGIE and S&you |
| 8. Maxin's Group |
| 9. INDEX NOSLUŠ |
| 10. PROPLUSCO |

* executive search firms are not included in this ranking as they use different methods for placements and work with a different scale of clients and positions

This ranking of the 10 largest recruitment agencies in Slovakia is based on the total number of placements in 2024 (leased positions not included), while white collars have a value double that of blue collars.

10 LARGEST TEMPORARY EMPL. AGENCIES

| |
|-----------------------|
| 1. Maxin's Group |
| 2. INDEX NOSLUŠ |
| 3. ManpowerGroup |
| 4. TRANSFER Slovensko |
| 5. EUROPERSONAL |
| 6. Grafton Slovakia |
| 7. Talent Solutions |
| 8. Amikov |
| 9. PROPLUSCO |
| 10. Trenkwalder |

This ranking of the 10 largest temporary employment agencies in Slovakia was created based on two factors, weighted as follows: 1) the number of leased employees in 2024 (50% weight); 2) the number of hours worked by leased employees in 2024 (50% weight).

| PLACEMENTS 2024: WHITE COLLAR | |
|-------------------------------|-----|
| 1. Luger & Maklér | 340 |
| 2. ManpowerGroup | 159 |
| 3. GoodWill Recruitment; GWR | 140 |
| 4. Talent Solutions | 132 |
| 5. Edgar Baker | 94 |
| 6. Pro HR | 61 |
| 7. Aujob | 51 |
| 8. Grafton Slovakia | 49 |
| 9. GoodCall Slovakia | 44 |
| 10. BALANCED HR | 39 |

| PLACEMENTS 2024: BLUE COLLAR | |
|------------------------------|-----|
| 1. ManpowerGroup | 452 |
| 2. TRANSFER Slovensko | 418 |
| 3. Maxin's Group | 230 |
| 4. SYNERGIE and S&you | 212 |
| 5. INDEX NOSLUŠ | 177 |
| 6. Edgar Baker | 141 |
| 7. Talent Solutions | 120 |
| 8. EUROPERSONAL | 120 |
| 9. PROPLUSCO | 105 |
| 10. Luger & Maklér | 65 |

| AVERAGE 2021-2023 REVENUE | |
|---------------------------|--|
| 1. INDEX NOSLUŠ | |
| 2. Maxin's Group | |
| 3. Talent Solutions | |
| 4. Grafton Slovakia | |
| 5. ManpowerGroup | |
| 6. PROPLUSCO | |
| 7. TRANSFER Slovensko | |
| 8. EUROPERSONAL | |
| 9. Trenkwalder | |
| 10. SYNERGIE and S&you | |

| 2024: NUMBER OF LEASED EMPLOYEES | |
|----------------------------------|-------|
| 1. Maxin's Group | 3,474 |
| 2. INDEX NOSLUŠ | 3,059 |
| 3. ManpowerGroup | 2,490 |
| 4. TRANSFER Slovensko | 1,567 |
| 5. EUROPERSONAL | 1,444 |
| 6. PROPLUSCO | 696 |
| 7. Grafton Slovakia | 663 |
| 8. Talent Solutions | 637 |
| 9. Amikov | 500 |
| 10. Trenkwalder | 393 |

| NUMBER OF HOURS WORKED BY LEASED EMPLOYEES IN 2024 | |
|--|-----------|
| 1. Maxin's Group | 3,284,410 |
| 2. INDEX NOSLUŠ | 3,209,111 |
| 3. TRANSFER Slovensko | 1,681,444 |
| 4. ManpowerGroup | 1,390,054 |
| 5. Grafton Slovakia | 996,628 |
| 6. EUROPERSONAL | 992,600 |
| 7. Talent Solutions | 806,236 |
| 8. Amikov | 585,190 |
| 9. Trenkwalder | 514,320 |
| 10. PROPLUSCO | 377,679 |

THE SLOVAK
SPECTATOR

10

LARGEST IN HR

IN SLOVAKIA

A major transformation awaits recruitment agencies

Agencies are no longer just recruiters.

Three dominant forces – historically low unemployment, persistent regional disparities and rapid technological transformation – shaped Slovakia's labour market in 2024.

According to data from ManpowerGroup, the top-ranked recruitment agency, as many as 79 percent of employers reported difficulties in filling vacancies. The greatest talent shortages were seen in transport and logistics (87 percent), healthcare and pharmaceuticals (82 percent), finance and real estate (81 percent), retail and services (80 percent), IT and technology (79 percent), and manufacturing (79 percent).

While the Bratislava Region and western Slovakia remain attractive to investors, central and eastern Slovakia continue to struggle with structural issues – higher unemployment, weaker infrastructure and a brain drain of skilled workers. “New investments now launching in these regions could bring about change,” says Zuzana Rumiz of ManpowerGroup Slovakia.

One of the year's key developments was the reopening of employment opportunities for foreign workers after legislative restrictions were lifted. “The introduction of national visas has simplified the recruitment of workers from third countries,” explains Katarína Garajová, CEO of Maxin's Group – Slovakia's leading temporary employment agency and top-ranked quality service provider.

Darina Mokráňová, director of Index Nosluš – the second-highest ranked temporary employment agency – notes that the downturn in the German economy has also taken its toll. “Demand for temporary workers fell, but companies were reluctant to lay people off,” she says. They fear they would not be able to



Photo: Vecteezy

replace the workforce quickly if the situation improves.

The year 2024 was also marked by digitalisation. Companies invested in automation, artificial intelligence and smart solutions. This has led to a transformation in the nature of jobs and increased demands for digital skills.

SECTORS OF THE FUTURE

There is soaring demand for skilled workers in technical fields – IT, data analytics, cybersecurity, automation and engineering. There's also growing interest in ESG experts, green technologies and Industry 4.0.

“Artificial intelligence is a major game-changer. It's reshaping not just how we work but also what skills are expected,” Rumiz explains. ManpowerGroup's analysis suggests that over half of the skills required in manufacturing and IT will need to be significantly redefined. Key competencies will include digital literacy, data fluency and adaptability to new technologies.

Temporary workers remain a vital part of the labour market. Many firms now see them as an element of long-term personnel strategy. Demand for foreign temporary workers continues to rise – particularly from Ukraine, Kazakhstan, India and the Philippines. “Employers no longer expect cheap labour – they are looking for quality, which foreign

workers can offer,” Mokráňová says. She emphasises that integration is crucial: “They generally acquire job skills quickly, but their willingness to stay depends on how well they are integrated into the workplace and society.” More emphasis is also being placed on effective onboarding and closer coordination between HR departments and production leads.

NEW ROLES FOR AGENCIES

The strategic role of personnel agencies is expected to grow in 2025. “In a time of increasing staffing crises, technological shifts and labour market globalisation, professional HR services are becoming indispensable partners for businesses,” Rumiz says. Companies will turn to agencies not only for recruitment but also to adapt to hybrid work models, project teams and outsourced HR processes.

Rumiz also predicts a transformation in how recruitment itself is delivered. Digitalisation, diversity and ethics will become the norm, she says. Recruitment Process Outsourcing (RPO) is expected to see the strongest growth, offering companies the flexibility to scale their hiring processes.

The outlook is more complicated for temporary employment agencies. The automotive sector – traditionally their biggest client – is facing declining orders, rising costs

and the shift to electric vehicles. “Agencies feel this immediately – fewer staff assignments, pressure on pricing,” Garajová notes. She sees logistics, energy, healthcare and defence as promising new directions for development.

Mokráňová is more cautious. She does not foresee a sharp drop in demand for workers, but rather a stabilisation. Employers, she believes, will be hesitant to expand production or boost staffing due to international uncertainties. “Temporary staffing agencies will remain an important tool for meeting short-term needs,” she adds. The quality of services – from selection to integration – will play a bigger role.

THE SLOVAK MODEL OF QUALITY SERVICE PROVIDERS

Quality service providers have become an essential part of industry, particularly in the automotive sector. According to Garajová, they provide comprehensive services from technical inspection to packaging. Clients benefit from reduced costs and lower administrative burdens through outsourcing. These providers offer flexibility – with work carried out either on-site or at their own facilities. Their importance continues to grow, especially in light of the strict standards set by multinational manufacturers operating in Slovakia.

By Peter Dlhopolec

RANKINGS: EXECUTIVE SEARCH

10 LARGEST EXECUTIVE SEARCH COMPANIES

| |
|--|
| 1. MenkynaPartners Management Consulting |
| 2. PERSONALITY |
| 3. Amrop |
| 4. Arthur Hunt |
| 5. HEADSCOUT |
| 6. Jenewein Executive |
| 7. Pedersen & Partners |
| 8. Consilium Consulting |
| 9. Teamconsult SR |
| 10. TARGET Executive Search |

THE SLOVAK
SPECTATOR

10 LARGEST Executive Search IN SLOVAKIA

This ranking of the 10 largest executive search companies is impacted by the following criteria: number of employees active in executive search in 2024 where a partner has a value double that of a researcher or consultant (25% weight); revenues in 2024 (50% weight); the number of filled positions in 2024 while head representatives have a value double that of other executive search positions (25% weight).

| 2024: NUMBER OF EMPLOYEES* ACTIVE IN EXECUTIVE SEARCH (ES) | |
|---|-------|
| 1. Amrop | 10.85 |
| 2. MenkynaPartners Management Consulting | 9.17 |
| 3. HEADSCOUT | 8.58 |
| 4. Arthur Hunt | 7.6 |
| 5. PERSONALITY | 6.94 |
| 6. Jenewein Executive | 6.58 |
| 7. Teamconsult SR | 4.75 |
| 8. Consilium Consulting | 3.8 |
| 9-10. TARGET Executive Search | 3 |
| 9-10. Pedersen & Partners | 3 |

* based on share of working time for executive search (included are only people who are providing services for the firm (i) through more than 50% of working time on the territory of the Slovak Republic and (ii) based on a full-time job concluded for an unlimited period or on a daily basis with an exclusive contract)

| 2024: NO. OF ES PLACEMENTS* (REWARD > 9.000 EUR) | |
|---|----|
| 1. PERSONALITY | 69 |
| 2. MenkynaPartners Management Consulting | 64 |
| 3. Arthur Hunt | 47 |
| 4. HEADSCOUT | 43 |
| 5. Amrop | 41 |
| 6. Jenewein Executive | 41 |
| 7. Teamconsult SR | 20 |
| 8. Consilium Consulting | 19 |
| 9. BUSINESS ESSENTIALS | 17 |
| 10. TARGET Executive Search | 14 |

* position filled through the executive search is the position (i) for which the company received an honorarium of more than €9,000, (ii) process of filling the position is done through direct contact with candidates whereas the winning candidate is often not the one actively looking for a new job

| 2024: NUMBER OF EMPLOYEES* ACTIVE IN ES | |
|---|------|
| Based on number of partners | |
| 1. Amrop | 5.85 |
| 2. PERSONALITY | 4.28 |
| 3. MenkynaPartners Management Consulting | 3 |
| 3. HEADSCOUT | 3 |
| Based on number of researchers and consultants | |
| 1. MenkynaPartners Management Consulting | 6.17 |
| 2. HEADSCOUT | 5.58 |
| 3. Amrop | 5 |

* based on share of working time for executive search (included are only people who are providing services for the firm (i) through more than 50% of working time on the territory of the Slovak Republic and (ii) based on a full-time job concluded for an unlimited period or on a daily basis with an exclusive contract)

| 2024 ES PLACEMENTS (REWARD > 16.000 EUR)* | |
|---|----|
| 1. Arthur Hunt | 26 |
| 2. Amrop | 23 |
| 3. MenkynaPartners Management Consulting | 21 |
| 4. Jenewein Executive | 20 |
| 5. HEADSCOUT | 19 |

* highest positions in companies with more than 50 employees in Slovakia or international corporations, in which the number of employees in Slovakia might be lower; these are the people responsible for strategic decisions in companies e.g. CEO, CFO, CMO

| 2024 ES PLACEMENTS (REWARD 9.000-16.000 EUR)* | |
|---|----|
| 1. PERSONALITY | 54 |
| 2. MenkynaPartners Management Consulting | 43 |
| 3. HEADSCOUT | 24 |
| 4-5. Arthur Hunt | 21 |
| 4-5. Jenewein Executive | 21 |
| 6. Amrop | 18 |
| 7. Consilium Consulting | 15 |
| 8. BUSINESS ESSENTIALS | 14 |
| 9-10. Teamconsult SR | 12 |
| 9-10. PRO Business Solutions | 12 |

* placements in middle management include department managers, section managers and similar organisational units that create the connection between the top management and lower management or placements of experts in their field. Also listed are the highest positions for local companies with less than 50 employees in Slovakia

| 2024: REVENUES FROM EXECUTIVE SEARCH | |
|--|--|
| 1. MenkynaPartners Management Consulting | |
| 2. PERSONALITY | |
| 3. Amrop | |
| 4. Arthur Hunt | |
| 5. HEADSCOUT | |
| 6. Jenewein Executive | |
| 7. Pedersen & Partners | |
| 8. Consilium Consulting | |
| 9. TARGET Executive Search | |
| 10. Teamconsult SR | |

Companies want more than just a perfect CV – they want character

Demand for top executives remains high, but how they are chosen is changing rapidly.

As companies scrutinise every euro and trust in politicians declines, one truth holds firm: without strong leadership, nothing moves forward. This helps explain why, despite market turbulence in 2024, firms specialising in executive recruitment performed well.

At the top of the executive search rankings was MenkynaPartners Management Consulting, followed by Personality, and Amrop. Leaders of all three firms agree: the demand for high-calibre executives remains strong, but the way they are selected is undergoing a profound shift.

LOOKING FOR PERSONALITY OVER PEDIGREE

According to Peter Križan of Personality, companies are now focusing less on rigid job profiles and more on the individual. In the past, candidates were expected to adapt to clearly defined roles. Today, roles are increasingly being tailored to the candidate. Križan also notes a rise in courage on the part of both companies and executives.

“Companies have realised they must take risks. You can’t plan five years ahead like before the pandemic,” he says.

Executives, too, are showing more boldness – some are willing to resign without a new offer lined up, confident in their own abilities. “Fortune favours the brave,” Križan adds.

LEADERSHIP AS DIALOGUE, NOT TRANSACTION

Lucia Vantuchová of MenkynaPartners says selecting a leader has become a co-creative process. Clients come with open expecta-

tions, which often evolve during the process. Consultants provide real-time feedback from the market, and the ideal profile is shaped collaboratively.

One telling example involved an international client who waited nine months for their chosen CEO. The candidate decided to stay on temporarily to help their current employer secure a smooth transition. “He said he wanted to leave a strong company, and that it was his duty to hand over properly,” says Križan, whose firm handled the search. It was a rare case of extraordinary professional maturity.

WHAT MAKES A TRUE LEADER TODAY?

Igor Šulík of Amrop says core expectations haven’t changed: top executives are still expected to think strategically, communicate effectively, handle stress, and adapt. But new qualities are gaining traction – like the ability to lead multigenerational teams, promote diversity and

inclusion, and drive innovation.

Vantuchová emphasises that modern leaders need a strong moral compass and a willingness to take responsibility. Adaptability, resilience and crisis management are now essential. She also warns against confusing authenticity with comfort: being “yourself” does not mean avoiding consequences. A true leader, she argues, understands that authenticity carries moral accountability.

2025: LESS STRATEGY, MORE IMPROVISATION?

Looking ahead, Vantuchová predicts that small and mid-sized firms will gain more ground, while larger corporations will continue to streamline. Automation, digitalisation and cost-cutting will remain key themes. “Whether the times are good or bad, truly exceptional people are always needed,” she says.

Križan expects Personality’s figures to remain steady but warns

of political uncertainty and the economic impact of measures such as the new transaction tax. “I think 2025 will be a year of movement – business relocating abroad, most likely to the Czech Republic, where we also operate,” he says. He anticipates a decline, but not before 2026.

Šulík offers a more critical perspective, saying that “the government’s inability to manage the country, cooperate with key partners, stimulate economic growth and create a favourable business environment” is eroding trust. “There’s a lot of nervousness and caution in the market,” he says, pointing out that more companies are abandoning strategic leadership planning in favour of quick fixes.

“There is a steep decline in companies’ ability to approach talent acquisition strategically – which is the essence of executive search,” Šulík concludes.

By Peter Dlhopolec



Source: Vecteezy

RANKINGS: QUALITY SERVICE PROVIDER

5 LARGEST QUALITY SERVICE PROVIDERS

MAXIN'S Quality Services

HOLLEN

Exact Forestall

Formel D Slovakia

Support Q

THE SLOVAK
SPECTATOR

5

LARGEST
Quality service
providers

IN SLOVAKIA


This ranking of the 5 largest quality service providers is based on revenues in 2024.

| Company (Listed alphabetically) Address City, Postal code E-mail | www Phone Languages | Head representative Phone E-mail | Active also as | | | | | Year of establishment in SR / No. of Branches in SR / No. of employees and contractors in SR | Services | | | | | Accounting year starts Revenues 2023 Revenues 2024 (preliminary) | Other services | | | | | |
|---|--|---|-----------------------|-------------------------------|-------------------|-----------------------------|--------------------|---|--------------------------|---------|-------------------|--------|-----------------------------|--|--|--------------|---------------------|--------------------|-------------------|--|
| | | | Executive search firm | Human capital consulting firm | Employment agency | Temporary employment agency | Recruitment agency | | Inspection of components | Sorting | Assembly of parts | Rework | Inspection of final outputs | | Packaging | Distribution | Soldering & welding | Resident engineers | Own sorting space | Measurement & evaluation in certified clean room |
| 1 Exact Forestall s.r.o. | | Radovan Meleš | | | | | | 2006 1 44 | • | • | • | | | | 1.1. 16,096,447 EUR 19,075,865 EUR | | • | • | | |
| Jána Kalinčiaka 22 Žilina 010 01 office.sk@exactforestall.com | www.exactforestall.com +421 (0)417 231-333 E, G, Pl | radovan.meles@ exactforestall.com | | | | | | | | | | | | | | | | | | |
| 2 Formel D Slovakia s. r. o. | | Martin Pekár | | | | | | 2008 5 450 | • | • | • | • | | | 1.1. 12,151,353 EUR 15,000,000 EUR | | • | | | • |
| Kutlíkova 17 Bratislava - Petržalka 852 50 info.cee@formeld.com | www.formeld.com +421 (0)905 443-304 E, G | info.cee@ formeld.com | | | | | | | | | | | | | | | | | | |
| 3 HOLLEN s.r.o. | | Margita Hollenová | | | | | | 2001 5 700 | • | • | • | • | • | | 1.1. 19,514,859 EUR 22,129,828 EUR | | • | • | • | • |
| Kosatcová 24/A Bratislava - Devínska Nová Ves 841 07 hollen@hollen.sk | www.hollen.sk +421 (0)2 6453-8664 E, G | +421 (0)908 490-793 hollen@ hollen.sk | | | | | | | | | | | | | | | | | | |
| 4 MAXIN'S Quality Services s.r.o. | | Erik Maxin | | | | | | 2012 12 872 | • | • | • | • | • | • | 1.1. 22,165,867 EUR 26,145,921 EUR | | • | • | • | • |
| Bajkalská 22 Bratislava - Ružinov 821 09 info@maxins.sk | www.maxins.sk +421 (0)915 155-833 E, Bul, Cr, K, H, G, R, Pl, Sl | +421 (0)917 766-979 emaxin@ maxins.sk | | | | | | | | | | | | | | | | | | |
| 5 Support Q a.s. | | Peter Vons | | | | | | 2010 1 250 | • | • | • | | | | 1.1. 5,007,298 EUR 5,100,000 EUR | | • | • | | |
| Námestovo 1088 Námestovo 029 01 info@supportq.sk | www.supportq.sk +421 (0)433 333-333 E | info@ supportq.sk | | | | | | | | | | | | | | | | | | |

EXECUTIVE SEARCH

| Company (Listed alphabetically) Address City, Postal code E-mail | www Phone Professional standards | Head representative Phone E-mail | Year of establishment in SR / Average number of partners in executive search / Average number of researchers in executive search | Active also as | | | Executive search in 2024 | | | | Other services | | | | | | | | | |
|--|---|---|--|--------------------|--------------------------------|-----------------------------|---|--|--|---------------------|------------------------|---------------|----------------------------|-------------------|--------------------|----------|--------------|---|---|---|
| | | | | Recruitment agency | HR consulting & HR development | Temporary employment agency | Executive search placements (reward > 9.000 EUR): | Three major sectors for executive search | Share of clients: | International firms | Local and family firms | Other clients | Executive board consulting | Management audits | Interim management | Training | Outplacement | | | |
| 1 Amrop | | Igor Šulík | Affiliated with: The Amrop Partnership - Leaders For What's Next | | | | | | | | | | | | | | | | | |
| Štefanovičova 12 Bratislava - Staré Mesto 811 04 slovakia@amrop.sk | www.amrop.sk +421 (0)908 707-087 AESC | +421 (0)905 855-584 igor.sulik@amrop.sk | 1999 6 5 | • | | | 41 3-4 1 (69) | 23 11 7 | industry, trade, admin. & support services | 73% 27% 0% | | • | • | • | 100% 0% | • | • | • | • | |
| 2 Arthur Hunt, s.r.o. | | Blanka Schellingová | Affiliated with: Arthur Hunt Group | | | | | | | | | | | | | | | | | |
| Obchodná 24 Bratislava - Staré Mesto 811 06 office@arthur-hunt.sk | www.arthur-hunt.sk +421 (0)2 5263-2761 - | +421 (0)2 5263-2761 office@arthur-hunt.sk | 2000 3 5 | | • | | 47 3 1 (7) | 26 18 3 | industry, trade, other | 94% 6% 0% | | • | • | • | 100% 0% | • | • | • | • | • |
| 3 BUSINESS ESSENTIALS spol. s r.o. | | Jana Srponová | | | | | | | | | | | | | | | | | | |
| Jakubovo nám. 13 Bratislava - Staré Mesto 811 09 info@essentials.sk | www.essentials.sk +421 (0)903 104-077 - | +421 (0)903 104-077 srponova@essentials.sk | 2006 2.33 1 | | • | • | 24 2 1 (0) | 3 7 7 | ICT, admin. & support services, healthcare & pharmacy | 90% 10% 0% | | • | • | | 45% 55% | • | | | • | • |
| 4 Consilium Consulting, s.r.o. | | Vladimír Koša | | | | | | | | | | | | | | | | | | |
| Štefanovičova 18 Bratislava - Staré Mesto 811 04 consilium@consilium.sk | www.consilium.sk +421 (0)2 5443-4873 - | +421 (0)902 515-151 kosa@consilium.sk | 2005 2 4 | | • | • | 19 2-3 1 (0) | 4 10 5 | industry, trade, financial sector | 90% 10% 0% | | • | • | | 85% 15% | • | • | • | • | • |
| 5 HEADSCOUT, s.r.o. | | Ondrej Ivan | | | | | | | | | | | | | | | | | | |
| Kýčerského 7 Bratislava - Staré Mesto 811 05 info@head-scout.com | www.head-scout.com +421 (0)907 996-418 ISO/TR 30406:2017 | +421 (0)907 996-418 ivan@head-scout.com | 2016 3 5.58 | | • | • | 43 2 2 (3) | 19 18 6 | industry, energy | 89% 11% 0% | | | • | | 70% 30% | • | • | • | • | • |
| 6 ISG s.r.o., executive search | | Peter Pliešovský | Affiliated with: ISG International, Searchnet International | | | | | | | | | | | | | | | | | |
| Štefánikova 19 Bratislava - Staré Mesto 811 05 pliesovsky@isg.sk | www.isg.sk +421 (0)910 600-654 - | +421 (0)910 600-654 pliesovsky@isg.sk | 1991 1 0.67 | | • | • | 10 4-8 1 (70) | 6 4 0 | industry, trade, financial sector | 90% 10% 0% | | • | • | • | 90% 10% | • | • | • | • | • |
| 7 Jenewein Executive | | Martin Krekáč | Affiliated with: Jenewein Group, FIPRA Network, CEC Group | | | | | | | | | | | | | | | | | |
| Štefanovičova 12 Bratislava - Staré Mesto 811 04 info@jenewingroup.com | www.headhunter.sk +421 (0)908 888-396 Jenewein Group | +421 (0)908 888-396 info@jenewingroup.com | 1990 4.17 7 | | • | | 41 3-4 1 (4) | 20 5 16 | energy, ICT, profes- sional services | 40% 30% 30% | | • | • | • | 75% 25% | • | • | • | • | • |
| 8 MATT Consulting, a.s. | | Silvia Kotúčová | | | | | | | | | | | | | | | | | | |
| Karadžičova 2 Bratislava - Staré Mesto 811 08 skotucova@mattconsulting.sk | www.mattconsulting.sk +421 (0)905 728-078 - | +421 (0)905 728-078 skotucova@mattconsulting.sk | 2001 1 1.67 | | • | • | 9 NA 1 (0) | 8 1 0 | industry, trade, financial sector | 98% 2% 0% | | • | • | | 100% 0% | • | | | • | • |
| 9 Menity | | Vladimír Janík | Affiliated with: Menity | | | | | | | | | | | | | | | | | |
| Karadžičova 8/A Bratislava - Ružinov 821 08 info@menity.com | www.menity.com +421 (0)2 5939-6263 - | +421 (0)2 5939-6263 janik@menity.com | 2007 | | • | | NA 5 1 (5) | | NA | NA | | • | • | • | NA | • | • | • | • | • |
| 10 MenkynaPartners Management Consulting, s.r.o. | | Ján Menkyna | | | | | | | | | | | | | | | | | | |
| Mlynské Nivy 5 Bratislava - Staré Mesto 821 09 info@menkyna.com | www.menkyna.com +421 (0)2 5441-2718 - | +421 (0)2 5441-2718 jan.menkyna@menkyna.com | 2006 6 6.17 | | • | | 64 4-6 1 (0) | 21 24 19 | industry, trade, healthcare & pharmacy | 64% 36% 0% | | • | • | | 100% 0% | • | | | • | • |
| 11 Pedersen & Partners, s r.o. | | Sune Christiansen | | | | | | | | | | | | | | | | | | |
| Suché mýto 1 Bratislava - Staré Mesto 811 03 bratislava@pedersenandpartners.com | www.pedersenandpartners.com +421 (0)2 323-934 - | bratislava@pedersenandpartners.com | 2003 1 2 | | • | • | 12 4-6 1 (56) | 12 0 0 | industry, energy, ICT | 80% 20% 0% | | • | • | | 100% 0% | • | • | • | • | • |
| 12 PERSONALITY, s.r.o. | | Peter Krízan | | | | | | | | | | | | | | | | | | |
| Svätoplukovo nám. 1/B Nitra 949 01 info@PersonalityHR.com | www.PersonalityHR.com +421 (0)903 962-510 Člen HRCOMM, Člen TMA - Turnaround Management Association Slovakia | +421 (0)903 962-510 peter.krizan@personalityHR.com | 2006 6.83 9.58 | | • | • | 69 2 2 (4) | 15 21 33 | industry, trade, financial sector | 75% 25% 0% | | • | • | • | 90% 10% | • | • | • | • | • |
| 13 PRO Business Solutions s.r.o. | | Mária Harvaniková | | | | | | | | | | | | | | | | | | |
| Cukrová 14 Bratislava - Staré Mesto 811 08 info@probs.sk | www.probs.sk +421 (0)948 586-883 - | +421 (0)948 586-883 maria.harvanikova@probs.sk | 2015 1 3.17 | | • | • | 13 3 1 (0) | 1 5 7 | industry, energy, trade | 60% 40% 0% | | | | | 90% 10% | • | | | • | • |
| 14 TARGET Executive Search s.r.o. | | Mariana Turanová | Affiliated with: INAC Global Executive Search | | | | | | | | | | | | | | | | | |
| Panská 33 Bratislava - Staré Mesto 811 01 slovakia@targetexecutivesearch.com | www.targetexecutivesearch.com +421 (0)2 5441-1617 - | +421 (0)2 5441-1617 mariana.turanova@targetexecutivesearch.com | 1998 2 1 | | • | • | 14 6 1 (8) | 5 6 3 | industry, trade, financial sector | 68% 28% 4% | | • | • | | 100% 0% | • | • | • | • | • |
| 15 Teamconsult SR s.r.o. | | Jakub Kuvik | Affiliated with: IIC Partners, CSG - Career Star group | | | | | | | | | | | | | | | | | |
| Hviezdoslavovo námestie 13 Bratislava - Staré Mesto 811 01 office@teamconsult.sk | www.teamconsult.sk +421 (0)2 5443-5020 IIC Partners member | +421 (0)2 5443-5020 kuvik@teamconsult.sk | 2001 4 2 | | • | • | 20 4-6 1 (35) | 8 12 0 | industry, trade, ICT | 80% 20% 0% | | • | | | 100% 0% | • | • | • | • | • |
| 16 TRESCON Slovakia, s. r. o. | | Katarína Radu | | | | | | | | | | | | | | | | | | |
| Bajkalská 22 Bratislava - Nové Mesto 821 09 bratislava@trescon.sk | www.trescon.sk +421 (0)918 587-681 - | +421 (0)918 587-681 katarina.radu@trescon.sk | 2004 1 1 | | • | | 9 8 1 (5) | 3 3 3 | industry, ICT, admin. & support services | 100% 0% 0% | | • | | | 100% 0% | • | | | • | • |

RECRUITMENT AGENCIES

| Company/Brand (Listed alphabetically) Address City, Postal code E-mail | www Phone Professional standards | Head representative Phone E-mail | Year of establishment in SR / Languages | Active also as | | | No. of permanent employees in SR/ No. of employees active in recruitment/ No. of branches in SR | Recruitment: Filled placements in 2024 | | Other services | | | | | Three major sectors for recruitment | |
|---|--|---|--|------------------------|--------------------------------|-------------------|---|--|---------------|----------------|-------------------|--------------------|----------|-------------------|---|---|
| | | | | Executive search firm | HR consulting & HR development | Employment agency | | No. | White collars | Blue collars | Management audits | Interim management | Training | Employment abroad | | Temporary jobs |
| 1 Talent Solutions, s.r.o. | | Ivana Heretik Vačková | Affiliated with: Avanta Intermare Holding Ltd | PREMIUM LISTING | | | | | | | | | | | | |
|  Einsteinova 19 Bratislava - Petržalka 851 01 info@talent-solutions.sk | www.talent-solutions.sk +421 (0)2 5363-0223 - | +421 (0)910 832-353 ivana.vacokova@ talent-solutions.sk | 2002 E, G | • | • | • | 47 10 7 | 252 | 132 120 | | | • | • | • | industry, ICT, admin. & support services | |
| 2 Aujob | | Peter Ulbrik | | | | | | | | | | | | | | |
| Jelenia 11 Bratislava - Staré Mesto 811 05 klient@aujob.sk | www.aujob.eu - | +421 (0)902 933-111 klient@ aujob.sk | 2004 E, F, H, G, Pl | • | • | | 12 5 2 | 53 | 75 2 | | | • | | • | industry, trade, financial sector | |
| 3 Edgar Baker | | Jakub Fekiač | | | | | | | | | | | | | | |
| Hodžovo námestie 1/a Bratislava - Staré Mesto 811 06 info@edgarbaker.com | www.edgarbaker.com +421 (0)907 443-535 - | +421 (0)907 443-535 jakub.fekiac@ edgarbaker.com | 2018 E, Cr, F, H, G, R | • | • | • | 13 4 2 | 235 | 94 141 | | | • | • | • | industry, financial sector, professionals (audit, law, science, advisory) | |
| 4 EUROPERSONAL | | Jozef Petrík | | | | | | | | | | | | | | |
| Jašíkova 2 Bratislava - Staré Mesto 821 03 asistent@e-personal.eu | www.e-personal.eu, www.visaservis.eu, www.skolenievzv.eu +421 (0)918 971-984 - | +421 (0)903 722-820 p.petrík@ e-personal.eu | 2006 E, Cr, H, G, R | | • | • | • | 37 3 6 | 123 | 3 120 | | | | • | • | industry, professionals (audit, law, science, advisory) |
| 5 GoodWill Recruitment; GWR | | Jakub Smržík | | | | | | | | | | | | | | |
| Letna 27 Košice - Sever 040 01 info@goodwill.sk | www.goodwill.sk +421 (0)905 191-911 - | +421 (0)905 191-911 smrzik@ goodwill.sk | 2018 E | • | • | | 9 5 1 | 160 | 150 20 | | | | • | | industry, ICT, financial sector | |
| 6 Grafton Slovakia | | Martin Malo | Affiliated with: Gi Group | | | | | | | | | | | | | |
| Plynárenská 7/A, Bratislava - Nové Mesto 811 01 info@grafton.sk | www.grafton.sk +421 (0)2 5920-8111 ISO 9001:2008 | +421 (0)2 5920-8111 martin.malo@ grafton.cz | 2004 E | • | • | • | 44 14 5 | 75 | 49 26 | | | • | • | • | • | industry, trade |
| 7 INDEX NOSLUŠ | | Róbert Čvapek | | | | | | | | | | | | | | |
| Prešovská 38 Bratislava - Ružinov 821 02 indexnoslus@indexnoslus.sk | www.indexnoslus.sk +421 (0)2 4910-9322 EN ISO 9001:2015 | +421 (0)2 4910-9322 r.cvapek@ indexnoslus.sk | 1991 E, H, G | | | • | 92 5 11 | 204 | 27 177 | | | | | • | industry, trade, logistics | |
| 8 Luger & Maklér spol. s r.o. | | Dana Berčeniová | | | | | | | | | | | | | | |
| Jilemnického 3 Trenčín 911 01 lugera@lugera.sk | www.lugera.sk +421 (0)32 653-8111 - | +421 (0)905 825-583 danka.berceniova@ lugera.sk | 1996 E, D, G, Pl | • | • | • | 54 22 4 | 405 | 350 65 | | | | | | industry, admin. & support services, logistics | |
| 9 ManpowerGroup | | Zuzana Rumiz | Affiliated with: ManpowerGroup® | | | | | | | | | | | | | |
| Landererova 12 Bratislava - Staré Mesto 811 09 manpower@manpower.sk | www.manpower.sk +421 (0)915 845-153 - | +421 (0)907 808-432 zuzana.rumiz@ manpowergroup.sk | 2003 E, F, H, G, R, Pl, I, S | • | • | • | 87 23,5 7 | 611 | 173 452 | | | | | • | • | industry, admin. & support services, other |
| 10 Manuvia | | Jana Mesárová | Affiliated with: Manuvia | | | | | | | | | | | | | |
| Zochova 6-8 Bratislava - Staré Mesto 811 03 info@manuvia.sk | www.manuvia.com +421 (0)902 942-450 - | jana.mesarova@ manuvia.com | 2008 E, G, R | • | • | • | 90 14 15 | 331 | 172 162 | | | | • | • | • | industry, ICT, admin. & support services |
| 11 Maxin's Group a.s. | | Erik Maxin | | | | | | | | | | | | | | |
| Bajkalská 22 Bratislava - Ružinov 821 09 info@maxins.sk | www.maxins.sk +421 (0)915 155-833 - | +421 (0)917 766-979 emaxin@ maxins.sk | 2012 E, Bul, Cr, K, H, G, R, Pl, Sl | • | • | • | 137 1 12 | 236 | 6 230 | | | • | • | • | industry, professionals (audit, law, science, advisory), logistics | |
| 12 PRO Business Solutions s.r.o. | | Mária Harvaníková | | | | | | | | | | | | | | |
| Cukrová 14 Bratislava - Staré Mesto 811 08 info@probs.sk | www.probs.sk +421 (0)948 586-883 - | +421 (0)948 586-883 maria.harvanikova@ probs.sk | 2015 E, G | • | • | | 5 4 1 | 38 | 49 2 | | | | • | | industry, trade, financial sector | |
| 13 Pro HR | | Richard Tkáč | | | | | | | | | | | | | | |
| Sústekova 49 Bratislava - Petržalka 851 04 prohr@prohr.sk | www.prohr.sk +421 (0)903 582-228 - | +421 (0)903 582-228 richard.tkac@ prohr.sk | 2006 E, G | • | • | | 10 8 1 | 61 | 61 0 | | | • | | | ICT, financial sector, professionals (audit, law, science, advisory) | |
| 14 PROPLUSCO | | Peter Uličný | | | | | | | | | | | | | | |
| Staré Grunty 36 Bratislava - Karlova Ves 841 04 info@proplusco.sk | www.proplusco.sk +421 (0)2 6541-2143 - | +421 (0)905 612-763 peter.ulichny@ proplusco.sk | 2001 E, G | | • | • | 75 3 8 | 141 | 36 105 | | | | | • | • | industry, trade, logistics |
| 15 SYNERGIE a S&you | | Martin Huba | Affiliated with: SYNERGIE Group | | | | | | | | | | | | | |
| Dunajská 4 Bratislava - Staré Mesto 811 08 synergie@synergie.sk | www.synergie.sk, www.sandyou.sk +421 (0)2 5441-5522 - | +421 (0)2 5441-5522 huba@ synergie.sk | 1999 E, Cr, F, H, G, R, Sl | • | • | • | 18 4 2 | 240 | 30 212 | | | • | • | • | • | industry, trade, admin. & support services |
| 16 TRANSFER Slovensko | | Vladimír Jančo | Affiliated with: TRANSFER International | | | | | | | | | | | | | |
| Račianska 96 Bratislava - Nové Mesto 831 02 office@transferpersonal.sk | www.transferpersonal.sk +421 (0)948 188-059 EcoVadis certified, ISO 9001:2015, SCP:VAZ 2021 A | +421 (0)917 546-575 vjanco@ transferpersonal.sk | 2011 E, H, G, R, Pl | | • | • | 79 13 9 | 418 | 0 418 | | | | | | industry, logistics | |

NA- not available, Ar-Arabic, Bul-Bulgarian, Cr-Croatian, D-Dutch, E-English, F-French, G-German, H-Hungarian, Chi-Chinese, I-Italian, J-Japanese, K-Korean, N-Norwegian, Pl-Polish, P-Portuguese, R-Russian, Sl-Slovenian, S-Spanish
ICT- information and communications technology

Compiled by The Slovak Spectator team

TEMPORARY EMPLOYMENT AGENCIES

| Company/Brand (Listed alphabetically) Address City, Postal code E-mail | www Phone Professional standards | Head representative Phone E-mail | Year of establishment in SK / Languages | Active also as | | | | No. of permanent employees in SR / No. of employees active in personnel leasing / No. of branches in SR | Personnel leasing 2024 No. of leased employees / Number of hours worked by leased employees | Other services | | | | Three major sectors for personnel leasing and temporary employment | Employment abroad Temporary jobs |
|--|---|---|--|--------------------|-----------------------|--------------------------------|-------------------|---|---|------------------------------|-----------------------------|------------------------|--|--|-------------------------------------|
| | | | | Recruitment agency | Executive search firm | HR consulting & HR development | Employment agency | | | Transportation for employees | Accommodation for employees | Training for employees | Work clothes for employees | | |
| 1 Amikov | | Marek Kovařík | | | | | | | | | | | | | |
| Mikovíniho 26 Trnava 917 01 prace@amikov.com | www.amikov.com +421 (0)948 846-222 - | kovarik@amikov.com | 2018 E, R | ● | ● | | 12 4 2 | 500 585,190 h | ● | ● | | | industry | | |
| 2 EDYMAX | | Marek Kuchta | | | | | | | | | | | | | |
| Hurbanova 21 Bardejov 085 01 info@edymax.com | www.edymax.com +421 (0)905 773-438 - | mkuchta@edymax.com | 2022 E, G, R | ● | ● | | 14 0 6 | 167 75,614 h | ● | ● | ● | | industry, HORECA, admin. & support services | | |
| 3 EUROPERSONAL | | Jozef Petrik | | | | | | | | | | | | | |
| Jašíkova 2 Bratislava - Staré Mesto 821 03 asistent@e-personal.eu | www.e-personal.eu, www.visa-servis.eu, www.skolenievzv.eu +421 (0)918 971-984 - | +421 (0)903 722-820 p.petrik@e-personal.eu | 2006 E, Cr, H, G, R | ● | ● | ● | 37 15 6 | 1,444 992,600 h | ● | ● | ● | ● | industry, ICT, logistics | | ● |
| 4 Grafton Slovakia | | Martin Malo | | | | | | | | | | | | | |
| Plynárenská 7/A, Bratislava - Nové Mesto 811 01 info@grafton.sk | www.grafton.sk +421 (0)2 5920-8111 ISO 9001:2008 | +421 (0)2 5920-8111 martin.malo@grafton.cz | 2004 E | ● | ● | ● | 44 18 5 | 663 996,627 h | ● | ● | ● | ● | industry, admin. & support services, logistics | | ● |
| 5 INDEX NOSLUŠ | | Róbert Čvapek | | | | | | | | | | | | | |
| Prešovská 38 Bratislava - Ružinov 821 02 indexnoslus@indexnoslus.sk | www.indexnoslus.sk +421 (0)2 4910-9322 EN ISO 9001:2015 | +421 (0)2 4910-9322 r.cvapek@indexnoslus.sk | 1991 E, H, G | ● | | | 92 87 11 | 3,059 3,209,111 h | ● | ● | ● | ● | industry, trade, logistics | | |
| 6 LUTO Automotive | | Martin Malik | | | | | | | | | | | | | |
| Hlavná 6 Košice - Staré Mesto 040 01 info@lutogroup.com | www.lutogroup.com +421 (0)902 918-362 ISO9001, 14001 | +421 (0)902 918-360 martin.malik@lutogroup.com | 2006 E, H, G, R, Pl | ● | | | 15 7 2 | 187 175,120 h | ● | ● | ● | ● | industry, logistics | | ● |
| 7 ManpowerGroup | | Zuzana Rumiz | | | | | | | | | | | | | |
| Landererova 12 Bratislava - Staré Mesto 811 09 manpower@manpower.sk | www.manpower.sk +421 (0)915 845-153 - | +421 (0)907 808-432 zuzana.rumiz@manpowergroup.sk | 2003 E, F, H, G, R, Pl, I, S | ● | ● | ● | 87 35,88 7 | 2,490 1,390,054 h | ● | ● | ● | ● | industry, trade, logistics | | ● |
| 8 Manuvia | | Jana Mesárová | Affiliated with: Manuvia | | | | | | | | | | | | |
| Zochova 6-8 Bratislava - Staré Mesto 811 03 info@manuvia.sk | www.manuvia.com +421 (0)902 942-450 - | jana.mesarova@manuvia.com | 2008 E, G, R | ● | ● | ● | 90 64 15 | 2,490 2,928,234 h | ● | ● | ● | ● | industry, admin. & support services | | ● |
| 9 Maxin's Group a.s. | | Erik Maxin | | | | | | | | | | | | | |
| Bajkalská 22 Bratislava - Ružinov 821 09 info@maxins.sk | www.maxins.sk +421 (0)915 155-833 - | +421 (0)917 766-979 emaxin@maxins.sk | 2012 E, Bul, Cr, K, H, G, R, Pl, Sl | ● | ● | ● | 137 100 12 | 3,474 3,284,410 h | ● | ● | ● | ● | industry, admin. & support services, logistics | | ● |
| 10 Proact People Slovensko | | Roman Kubiš | Affiliated with: Ariete Group | | | | | | | | | | | | |
| Kpt. Nálepku 1597 Galanta 924 01 rkubis@proactpeople.sk | www.proactpeople.sk +421 (0)918 492-398 ISO 9001:2008 | +421 (0)905 927-845 rkubis@proactpeople.sk | 2005 E | ● | ● | | 15 8 6 | 223 332,800 h | ● | ● | ● | ● | industry, logistics | | |
| 11 PROPLUSCO | | Peter Uličný | | | | | | | | | | | | | |
| Staré Grunty 36 Bratislava - Karlova Ves 841 04 info@proplusco.sk | www.proplusco.sk +421 (0)2 6541-2143 - | +421 (0)905 612-763 peter.ulicny@proplusco.sk | 2001 E, G | ● | ● | | 75 13 8 | 696 377,679 h | ● | ● | ● | ● | industry, trade, logistics | | ● |
| 12 STAFF AG | | Roman Szetei | | | | | | | | | | | | | |
| Zámocká 30 Bratislava - Staré Mesto 811 01 maro@staffag.sk | www.staffag.sk +421 (0)940 417-911 ISO 9001:2015 | +421 (0)918 640-000 szetei@staffag.sk | 2007 E, H, G | ● | ● | | 10 6 3 | 319 316,165 h | ● | ● | ● | ● | industry, trade, logistics | | ● |
| 13 SYNERGIE a S&y you | | Martin Huba | Affiliated with: SYNERGIE Group | | | | | | | | | | | | |
| Dunajská 4 Bratislava - Staré Mesto 811 08 synergie@synergie.sk | www.synergie.sk, www.sandyou.sk +421 (0)2 5441-5522 - | +421 (0)2 5441-5522 huba@synergie.sk | 1999 E, Cr, F, H, G, R, Sl | ● | ● | ● | 18 9 2 | 255 328,782 h | ● | ● | ● | | industry, admin. & support services, logistics | | ● |
| 14 Talent Solutions, s.r.o. | | Ivana Heretik Vačoková | Affiliated with: Avanta Intermare Holding Ltd | | | | | | | | | | | | |
| Einsteinova 19 Bratislava - Petržalka 851 01 info@talent-solutions.sk | www.talent-solutions.sk +421 (0)2 5363-0223 - | +421 (0)910 832-353 ivana.vacokova@talent-solutions.sk | 2002 E, G | ● | ● | ● | 47 16 7 | 637 806,236 h | | ● | ● | ● | industry, ICT, admin. & support services | | ● |
| 15 TRANSFER Slovensko | | Vladimír Jančo | Affiliated with: TRANSFER International | | | | | | | | | | | | |
| Račianska 96 Bratislava - Nové Mesto 831 02 office@transferpersonal.sk | www.transferpersonal.sk +421 (0)948 188-059 EcoVadis certified, ISO 9001:2015, SCP:VAZ 2021 A | +421 (0)917 546-575 v.janco@transferpersonal.sk | 2011 E, H, G, R, Pl | ● | ● | ● | 79 45 9 | 1,567 1,681,444 h | ● | ● | ● | ● | industry, logistics | | ● |
| 16 Trenkwalder | | Michal Veselý | Affiliated with: Droege Group | | | | | | | | | | | | |
| Mickiewiczova 9 Bratislava - Staré Mesto 811 07 infoslovakia@trenkwalder.com | sk.trenkwalder.com +421 (0)2 5710-8300 ISO 9001:2000 | m.vesely@trenkwalder.com | 1991 E, G | ● | ● | ● | 16 6 5 | 393 514,320 h | ● | ● | ● | ● | industry, admin. & support services, other | | ● |

NA- not available, Ar-Arabic, Bul-Bulgarian, Cr-Croatian, D-Dutch, E-English, F-French, G-German, H-Hungarian, Chi-Chinese, I-Italian, J-Japanese, K-Korean, N-Norwegian, Pl-Polish, P-Portuguese, R-Russian, Sl-Slovenian, S-Spanish

Compiled by The Slovak Spectator team

HR CONSULTING & HR DEVELOPMENT

| Rank | Company (Listed alphabetically) Address City, Postal code E-mail | www Phone Languages | Head representative Phone E-mail | Active also as | | | Year of establishment in SR / No. of employees active in HR consulting or development | Five areas that accounted for the greatest proportion of the company's business in 2024 | | | | | | | | | | | Other services | | | | | | | |
|------|--|--|--|--------------------|-----------------------|-----------------------------|--|---|--------------------|-------------------|--------------|------------------------|-------------------|-----------------------|----------------------|-----------------------|---------------|-------------------|---------------------|----------------------|--------------------|-------------------|--|---|----------|----------|
| | | | | Recruitment agency | Executive search firm | Temporary employment agency | | Employment agency | People acquisition | Staff development | Compensation | Performance management | Talent management | Sales skills training | Soft skills training | Hotline for employees | Team building | Assessment centre | Leadership services | Strategic consulting | Interim management | Crisis management | Outplacement | Three major sectors for HR consulting & development | Coaching | Training |
| 1 | Assessment Systems Slovakia, s.r.o. | | Rostislav Benák | | | | | 2006 | | | | | | | | | | | | | | | automotive, finances, ICT | | | |
| | Kutlikova 17 Bratislava - Petržalka 851 02 infosk@asystems.as | www.sk.asystems.as +421 (0)2 6828-6438 E | +421 (0)2 6828-6438 infosk@ asystems.as | | | | | 6 5 | | | | | | | | | | | | | | | | | | |
| 2 | BALANCED s. r. o. | | Dušan Straňák | | | | | 2010 | | | | | | | | | | | | | | | automotive, ICT, trade | | | |
| | Mlynské nivy 48 Bratislava - Ružinov 821 09 dusan@balanced.sk | www.balanced.sk +421 (0)911 895-440 E, G | +421 (0)911 895-440 dusan@ balanced.sk | | | | | 14 6 | | | | | | | | | | | | | | | | | | |
| 3 | Consilium Development, s.r.o. | | Vladimír Koša | | | | | 2007 | | | | | | | | | | | | | | | industry, finances, trade | | | |
| | Štefanovičova 18 Bratislava - Staré Mesto 811 04 development@consilium.sk | www.consiliumdevelopment.sk +421 (0)2 5443-4873 E, G | +421 (0)2 5443-4873 kosa@ consilium.sk | | | | | 9 7 | | | | | | | | | | | | | | | | | | |
| 4 | DEVELOR Slovakia s.r.o. | | Martin Kunc | | | | | 1992 | | | | | | | | | | | | | | | finances, ICT, other | | | |
| | Krasovského 13 Bratislava - Petržalka 851 01 info.slovakia@develor.com | www.develor.sk +421 (0)902 954-406 E, H, G | +421 (0)902 954-100 martin.kunc@ develor.com | | | | | 21 17 | | | | | | | | | | | | | | | | | | |
| 5 | H.R.OMADA spol. s r.o. | | Igor Hromada | | | | | 2010 | | | | | | | | | | | | | | | automotive, industry, trade | | | |
| | Prievidzská 33 Bojnice 972 01 info@hromada.biz | www.hromada.biz +421 (0)944 590-101 E, G, Pl, S | +421 (0)944 590-100 hromada@ hromada.biz | | | | | 5 4 | | | | | | | | | | | | | | | | | | |
| 6 | HR HOUSE s.r.o. | | Ivana Repová | | | | | 2018 | | | | | | | | | | | | | | | industry, trade, other | | | |
| | Šulekova 2 Bratislava - Staré Mesto 811 06 info@hrhouse.sk | www.hrhouse.sk +421 (0)915 848-137 E, G | +421 (0)915 848-137 ivana.repova@ hrhouse.sk | | | | | 2 2 | | | | | | | | | | | | | | | | | | |
| 7 | HRman, s.r.o. | | Pavel Uhrinčat | | | | | 2003 | | | | | | | | | | | | | | | automotive, finances, other | | | |
| | Piaristická 2 Nitra 949 01 hrman@hrman.sk | www.hrman.sk +421 (0)37 655-8888 E | +421 (0)903 556-655 uhrincat@ hrman.sk | | | | | 15 2 | | | | | | | | | | | | | | | | | | |
| 8 | Human Dynamic Europe | | Miriám Lachová | | | | | 2017 | | | | | | | | | | | | | | | automotive, industry, ICT | | | |
| | Dobšinského 14 Bratislava - Staré Mesto 811 05 sk.office@humandynamic.sk | www.humandynamic.sk +421 (0)911 844-988 E | +421 (0)911 844-988 miriam.lachova@ humandynamic.sk | | | | | 60 50 | | | | | | | | | | | | | | | | | | |
| 9 | IPA Slovakia, s.r.o. | | Jozef Krišťak | | | | | 2004 | | | | | | | | | | | | | | | automotive, industry, logistics | | | |
| | Predmestská 8600/95 Žitina 010 01 info@ipaslovakia.sk | www.ipaslovakia.sk +421 (0)903 778-942 E | +421 (0)903 778-942 kristac@ ipaslovakia.sk | | | | | 20 10 | | | | | | | | | | | | | | | | | | |
| 10 | Jenewein Group SK I CZ I AT | | Martin Krekáč | | | | | 1990 | | | | | | | | | | | | | | | finances, ICT, other | | | |
| | Štefanovičova 12 Bratislava - Staré Mesto 811 04 info@jeneweingroup.com | www.jeneweingroup.com +421 (0)908 888-396 E, F, D, H, G, R, Pl | +421 (0)908 888-396 krekac@ jeneweingroup.com | | | | | 33 12 | | | | | | | | | | | | | | | | | | |
| 11 | Junior Achievement Slovakia | | Marta Slovákova | | | | | 1992 | | | | | | | | | | | | | | | other | | | |
| | Pribinova 4195/25 Bratislava - Staré Mesto 811 09 jaslovensko@jaslovensko.sk | www.jaslovensko.sk +421 (0)948 466-123 E, G | +421 (0)910 832-843 slovakova@ jaslovensko.sk | | | | | 14 8 | | | | | | | | | | | | | | | | | | |
| 12 | JUNITY, s. r. o. | | Juraj Hajkovský | | | | | 2020 | | | | | | | | | | | | | | | industry, finances, FMCG | | | |
| | Dolná ulica 461/22 Selce 976 11 office@junity.sk | www.junity.sk +421 (0)911 083-617 E | +421 (0)911 083-617 juraj.hajkovsky@ junity.sk | | | | | 7 1 | | | | | | | | | | | | | | | | | | |
| 13 | Libellius, s.r.o. | | Martin Chinoracký | | | | | 2004 | | | | | | | | | | | | | | | industry, ICT, other | | | |
| | Trubínová 41 Bratislava - Nové Mesto 831 04 info@libellius.com | www.libellius.com +421 (0)918 700-041 E, G | +421 (0)905 700-228 martin.chinoracky@ libellius.com | | | | | 5 4 | | | | | | | | | | | | | | | | | | |
| 14 | Lifework s. r. o. | | Luba Urbinová | | | | | 2017 | | | | | | | | | | | | | | | industry, finances, other | | | |
| | Čajkova 32 Bratislava - Nové Mesto 831 01 info@lifework.sk | www.lifework.sk +421 (0)905 613-295 E | +421 (0)905 613-295 lurbinova@ lifework.sk | | | | | 4 3 | | | | | | | | | | | | | | | | | | |
| 15 | Maxman Consultants, s.r.o. | | Lukáš Bakoš | | | | | 1994 | | | | | | | | | | | | | | | finances, ICT, business and shared service centres | | | |
| | Čajova 4, P.O. Box 5 Bratislava - Staré Mesto 811 09 info@maxman-consultants.com | www.maxman-consultants.com +421 (0)2 5263-1515 E, H, G | +421 (0)2 5263-1515 bakos@ maxman-consultants.com | | | | | 17 13 | | | | | | | | | | | | | | | | | | |
| 16 | MenkynaPartners Management Consulting, s.r.o. | | Ján Menkyna | | | | | 2006 | | | | | | | | | | | | | | | logistics, finances | | | |
| | Mlynské Nivy 5 Bratislava - Staré Mesto 821 09 info@menkyna.com | www.menkyna.com +421 (0)2 5441-2718 E, H, G, J, S | +421 (0)2 5441-2718 jan.menkyna@ menkyna.com | | | | | 23 10 | | | | | | | | | | | | | | | | | | |

NA- not available, Ar-Arabic, Bul-Bulgarian, Cr-Croatian, D-Dutch, E-English, F-French, G-German, H-Hungarian, Chi-Chinese, I-Italian, J-Japanese, K-Korean, N-Norwegian, Pl-Polish, P-Portuguese, R-Russian, Sl-Slovenian, S-Spanish
ICT- information and communications technology

Compiled by The Slovak Spectator team

HR CONSULTING & HR DEVELOPMENT

| Company (Listed alphabetically) Address City, Postal code E-mail | www Phone Languages | Head representative Phone E-mail | Active also as | | | | Year of establishment in SR / No. of permanent employees in SR / No. of employees active in HR consulting or development | Five areas that accounted for the greatest proportion of the company's business in 2024 | | | | | | | | | | Three major sectors for HR consulting & development | Other services | | | | |
|---|---|--|--------------------|-----------------------|-----------------------------|-------------------|--|---|-------------------|--------------|------------------------|-------------------|-----------------------|----------------------|-----------------------|---------------|-------------------|---|---------------------|---|--------------------|-------------------|--------------|
| | | | Recruitment agency | Executive search firm | Temporary employment agency | Employment agency | | People acquisition | Staff development | Compensation | Performance management | Talent management | Sales skills training | Soft skills training | Hotline for employees | Team building | Assessment centre | | Leadership services | Strategic consulting | Interim management | Crisis management | Outplacement |
| 17 Mercuri International, s.r.o. | | Radoslav Simon | | | | | 1995 6 4 | • | • | • | | | | | • | • | | | | industry, trade, other | • | • | • |
| Dúbravská cesta 2 Bratislava - Karlova Ves 841 04 mercuri@mercuri.sk | www.mercuri.sk +421 (0)2 4446-2675 E | +421 (0)2 4446-2674 mercuri@mercuri.sk | | | | | | | | | | | | | | | | | | | | | |
| 18 PRE BONUS Consulting, s.r.o. | | Tomáš Perlovský | | | | | 2012 5 2 | • | • | | • | | | | | • | • | | | logistics, finances, trade | • | • | • |
| Mlynské Nivy 53 Bratislava - Ružinov 821 09 info@prebonus.sk | www.prebonus.sk +421 (0)908 751-563 E, G, R, I | +421 (0)908 751-563 tomas.perlovsky@prebonus.sk | • | • | | | | | | | | | | | | | | | | | | | |
| 19 TAYLLOR & COX Slovensko, a. s. | | Jozef Süs | | | | | 2011 5 2 | | | | | | | • | | • | • | • | • | ICT, business and shared service centres, trade | • | • | • |
| Zelinárska 6 Bratislava - Ružinov 821 08 miroslava.rehakova@tayllorcox.com | www.tx.sk +421 (0)2 2085-0891 E | +421 (0)908 813-771 jozef.suss@tayllorcox.com | | | | | | | | | | | | | | | | | | | | | |
| 20 TREXIMA Bratislava, spol. s r.o. | | Géza Mihály | | | | | 1993 50 41 | | • | • | • | • | | | | | • | | | other | | | • |
| Drobného 29 Bratislava - Dúbravka 844 07 bratislava@trexima.sk | www.trexima.sk +421 (0)2 3332-2270 E, H, G | +421 (0)2 3332-2233 mihaly@trexima.sk | | • | | | | | | | | | | | | | | | | | | | |
| 21 TRIGON Consulting s.r.o. | | Miroslav Lichý | | | | | 2004 12 5 | • | • | | | | | | | | • | • | | industry, logistics, trade | | • | • |
| Kláry Jarunkovej 14489/2 Banská Bystrica 974 01 trigon@trigon-consulting.sk | www.trigon-consulting.sk +421 (0)915 815-732 E, G | +421 (0)915 815-732 lichy@trigon-consulting.sk | • | • | | | | | | | | | | | | | | | | | | | |

JOB PORTALS

| Web address (Listed alphabetically) Company Address City, Postal code | Phone E-mail | Head representative Phone E-mail | Year of establishment in SR No. of employees in SR Languages | No. of unique visitors in 2024 No. of visits in 2024 Average no. of views per visit in 2024 | Daily average of actual job offers No. of CVs in database at the end of the year 2024 Price for 1 job offer in EUR | Job offers in SR Job offers abroad | Other portals of the company | |
|--|--|--|--|---|--|---------------------------------------|------------------------------|--|
| 1 www.job.sk | | Juraj Buda | | | | | | |
| JOB, s.r.o. Sedičná 205 Trenčianske Stankovce 913 11 | +421 (0)907 197-053 obchod@job.sk | +421 (0)907 197-053 obchod@job.sk | 2007 3 E | 705,600 3,528,000 7 | 300 2,900 29 EUR / month | • | • | NA |
| 2 www.jobstalentsquare.com | | Martina Štarková | | | | | | |
| T2 Europe s.r.o. Cernyševského 10 Bratislava - Petržalka 851 01 | +421 (0)908 720-753 mata@jobangels.com | +421 (0)908 720-753 tina@jobstalentsquare.com | 2015 - E | 2 10,000 200,000 | 100 - 499 EUR / month | • | • | NA |
| 3 www.kariera.sk | | Martin Mác | | | | | | |
| Zoznam, s.r.o. Svätoplukova II. 18892/2 A Bratislava - Ružinov 821 08 | +421 (0)902 388-552 info@zoznam.sk | +421 (0)902 388-552 kariera@firma.zoznam.sk | 2008 46 E, G | 2,100,000 7,000,000 4 | 7,500 9,000 69 EUR / month | • | • | www.karierainfo.sk |
| 4 www.profesia.sk | | Milan Jasný | | | | | | |
| Alma Career Slovakia s. r. o. Pribinova 19 Bratislava - Staré Mesto 811 09 | +421 (0)2 3300-6791 pomozeme@almacareer.com | +421 (0)2 3300-6790 pomozeme@almacareer.com | 1997 150 E, F, H, G | 7,511,979 79,187,862 6.03 | 19,677 60,947 99 EUR / month | • | • | Profesia.sk, Platysk, Edujobs.sk, seduo.sk,pracazarohom.sk |
| 5 www.worki.sk | | Géza Mihály | | | | | | |
| Worki.sk Drobného 29 Bratislava - Dúbravka 844 07 | +421 (0)2 3332-2209 podpora@worki.sk | +421 (0)2 3332-2233 mihaly@trexima.sk | 2023 6 E, H, G | - - - | - 3,500 69 EUR / 30 days | • | • | sustavapovolani.sk, trendyprace.sk, uplatnenie.sk |

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Sales manager
t.kusmirek@transferpersonal.sk



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