

# Economic Inclusion of Ukrainian Refugees in Poland



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**Cover photo:** Monika Ekiert/NRC

*U Original Beauty Universe Salon in Rzeszow Ukrainian Owner  
Anastasiia Soltys and new Ukrainian Employee Alina Litvina*

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# 1 Executive summary

## Introduction

Norwegian Refugee Council (NRC) began its emergency response in Poland on the 7<sup>th</sup> of March 2022 in response to the escalation of the conflict in Ukraine on the 24<sup>th</sup> of February 2022. Currently, NRC is working exclusively with Polish partners across a number of sectors. In cooperation with the City of Warsaw and the Polish Centre for International Aid (PCPM), NRC opened the transit site at the East Warsaw train station. As of writing, the site has supported over 29,000 refugees since opening on the 26<sup>th</sup> of March 2022. In addition, NRC provides education activities in collaboration with Centre for Citizenship Education (CEO), Children's University Fund (CUF) and GPAS Praga. With CEO and CUF, NRC is providing technical support to schools and teachers with NRC's Better Learning Programme. With GPAS Praga, NRC is supporting recreational activities at the East Warsaw transit site and in reception centres in and around Warsaw. NRC also supports the Legal Bar Association who provide quality and timely information, counselling and legal assistance to refugees and other populations of concern. NRC has also provided multi-purpose cash assistance with its partner PCPM in Lublin, Warsaw, and Gdansk. In order to support refugees facing protracted stays in Poland and given the critical importance of securing income for those facing prolonged displacement, NRC has undertaken this scoping exercise to analyse services available to Ukrainians and to identify how NRC, and others, can support Ukrainians to access the labour market.

## Study components

A mixed methods approach of qualitative and quantitative data collection was used. This included over 34 individual interviews and 4 focus group discussions over four weeks in May and June 2022. People who participated in the FGD and KIIs included jobseekers, employers, public and private employment services, international and national nongovernmental organisations (NGOs) and civil society organisations (CSOs). Interviews were held in person and remotely in Rzeszow and Przemysl in Podkarpace Voivodeship, Lublin and Chelm in Lubelskie Voivodeship and Warsaw in Mazowierckie Voivodeship and Wroclaw in Dolnoslskie.

## Key findings

Challenges and identified areas of support voiced by Ukrainian refugees:

- Participants voiced the need for income, however the types of employment and opportunities they were seeking varied greatly based on expected duration of stay, access to childcare, housing and access to transportation.
- Professional skills varied greatly in all locations with Polish language skills (or English) as the most common skill needed to be competitive in the workplace.
- Areas of needs expressed included understanding of Polish culture and greater connections to Polish community and knowledge about the job market and labour laws in order to obtain employment.
- Expressed feeling of isolation in having to undertake big decisions for themselves and their family as well stress and frustration about current situation.
- Uncertainty about the future inhibits their ability to commit to staying in Poland for a specific duration or sometimes commit to longer-term job opportunities.
- Preference of flexible part-time work which would enable them to also manage childcare and eldercare responsibilities.
- Generally, people expressed the desire to be in larger cities of Warsaw, Wroclaw, Katowice and Krakow. People cited existing Ukrainian communities and better connections for job opportunities in larger cities. In the smaller towns of Chelm and Przemysl Ukrainian refugees expressed desire to return as soon as was possible. Lublin and Rzeszow reported a mix of both wanting to return and planning to stay for the foreseeable future.

## Recommendations

- Tailored services to meet individual's needs including one-on-one or small group support in developing a plan for self-reliance that meets their ambitions.
- Wrap around service offerings for employment and self-employment including support in accessing childcare, Polish language, transportation and housing support.
- Support the development of businesses offering childhood education and care (ECEC) for children under the age of 3 years to meet demand<sup>1</sup>.
- Access to Psychosocial (PSS) support.
- Opportunities to learn and engage with Polish hosts and employers in cross-cultural exchange.
- Support in diploma or certification validation in Poland.

## Challenges and identified areas of support voiced by employers and employment services

- Many industries currently at a deficit of employees were either manual labour jobs or professional services (medical, accounting, teaching) and requiring Polish language and certification either in Poland or validation of Ukrainian certification.
- Generally, factory jobs required long hours that did not work with childcare and school schedules. Additional job demands include seasonal labour in rural areas that was reported as unappealing to women due to a lack of greater Ukrainian community, transportation, accommodation and schooling services close to work.
- Employers expressed willingness to hire Ukrainians but uncertainty in the investment of training and support without a minimum of a yearlong contract.
- Employers generally need a basic level of Polish (or English) but essentially the more skilled and customer facing the more it is a basic requirement.

## Challenges and opportunities in the enabling environment

- The Labour Offices offer a variety of services including action planning, support if needed, accessing the Central Job database: [oferty.praca.gov.pl](https://oferty.praca.gov.pl) and opportunities for internships and job placement. Online services are offered in Ukrainian while in person services have varying level of Ukrainian speakers on staff depending on the Labour Office. As part of benefits offered to Ukrainians these services are free for Ukrainians with PESEL registration.
- Labour Offices were reported to be the last stop for job seeking Ukrainians who preferred connection to jobs through friends and family, community organisations or in-person meetings of employers. As such, community organisations play a key role in connecting job seekers directly to employment or specific services offered by Labour Offices. Labour Offices in Lublin and Rzeszow reported working in partnership with local organisations for this reason.
- Referrals and personal connections are important in job placement: Career fairs, career days, referrals from local organizations to employers were recommended to support successful job connections.

## Opportunities identified

- The existing Ukrainian diaspora in Poland has provided employment linkages and support to newly arrived Ukrainians. In addition, the private sector in Poland has contributed in kind to the Ukrainian response and many businesses interviewed expressed interest in supporting employment of Ukrainians.
- To date, over 200,000 newly arrived Ukrainians have gained employment<sup>2</sup>. However, it's expected many more Ukrainians are working informally in the homes they are hosted in as well as within businesses providing accommodation. Many at home businesses have also sprung up offering services through Instagram and Facebook around cosmetology and cooking. Most of these businesses remain

informal and low pricing has been challenging for existing business owners in the marketplace with greater overhead to compete in pricing. It was reported, some business owners have begun reporting these businesses to authorities to shut them down.

- In addition, as services are catered to newly displaced Ukrainians, frustration is surfacing around resources being reallocated to new refugees displacing other refugees, economic migrants and Polish nationals seeking support in employment and business development.

In order to support greater economic inclusion of refugees, the continuation of basic services needs to be secured. Additional support would need to be provided in a sequenced manner to ensure social, legal, financial and economic inclusion to support greater self-reliance. Below are priorities for support and recommendations self-identified by Ukrainian refugees and Polish hosts to improve economic inclusion as a pathway to self-reliance for Ukrainian refugees:

- Social Inclusion: migrant NGOs voiced concern over funds being redirected to only Ukrainian support services and recommended funds continue to support existing activities for all populations in need. It's important services inclusive of non-Ukrainians continue to be funded.
- Mentorship: provide personalised support to newly arrived Ukrainians while seeking both employment and community integration. Find ways to create community in employment and self-employment programming.
- Language skills: Polish language classes should be offered as part of employment support.
- Legal support: legal counselling is recommended for employed and self-employed Ukrainians to understand legal decent working conditions and minimize exploitation.
- Greater access to information and financing for diploma and certification validation in Poland.
- Psychosocial Support in dealing with experiences from violence in Ukraine, the journey leaving Ukraine as well as new stresses in being sole providers for their families.
- Job search support both online and in person.
- Tailored job vocational training.
- Childcare during work hours and during preemployment support such as during Polish language lessons.
- Support in transportation to interviews, job fairs and children's transportation to and from school.
- Support in accessing stable housing once employment is secured with the main barriers being support in understanding Polish contracts for leases and the expense of first month's rent and deposit required upfront for most accommodation.



# 1 Context and demographics of refugees

The escalation of the conflict in Ukraine on 24 February 2022 has caused massive displacement of over six million refugees - mostly women, children, and the elderly into neighbouring countries. Local government, organisations, volunteers, and communities continue to support people fleeing the conflict, but the resources to maintain this support are becoming strained.

Poland is receiving most of the refugees from Ukraine. Currently over 4.14 million people have entered Poland from Ukraine (UNHCR, 26 June 2022). IOM estimates two thirds have found temporary refuge in Poland, among the remaining third, 27% stayed in Germany, Estonia (23%), the Czech Republic (13%) and other European countries.<sup>3</sup>It's expected a large caseload of refugees will stay in Poland due to the proximity to Ukraine and an existing community of Ukrainians in Poland estimated at 1 million prior to February 2022.<sup>4</sup> A total of 93% of adults who have entered Poland from Ukraine since February are women with elderly and children dependents. From the 24th of February to 31st of May 2022 over 2.3 million Ukrainians returned to Ukraine (UNHCR, 31 May 2022).

On 12 March, the Polish Parliament passed an Act on assistance for Ukrainian nationals entering Poland in connection to the armed conflict. The law applies to Ukrainian nationals and their non-Ukrainian spouses retroactively from the 24<sup>th</sup> of February 2022. The Act comes with substantial funds and gives various rights and benefits to Ukrainians. In order to access them, in most cases, refugees have to apply for a PESEL number. PESEL, which stands for a Polish abbreviation of the Universal Electronic System for Registration of the Population, is a number which is mandatory for anyone (Polish and foreigners) who want to access the health care system, social assistance provision, obtain a driving license, or start a business in Poland, among other financial benefits. Between the 16<sup>th</sup> of March 2022 and the 31<sup>st</sup> of May 2022 1.18 million people received a PESEL number – according to the Ministry of Family and Social Policy. According to official PESEL data, 93% of the Ukrainian refugee population registered for this card are women and minors, while around ten per cent are elderly iii.

Despite access to social benefits, these financial resources are insufficient to meet basic needs (NRC, Social Protection Gaps Report, June 2022). A job was the number one request of Ukrainian refugees displaced since the 24<sup>th</sup> of February 2022

(International Rescue Committee, March 2022, pp. 7). It is estimated that of the 588,000 Ukrainian refugees of working age, 209,000 gained employment in Poland (~40% of working age refugee population who obtained their PESEL)<sup>5</sup>.

The number of Third Country Nationals (TCN) is estimated at around 105,000 people as of the 31<sup>st</sup> of May 2022, a similar figure compared to the end of April<sup>6</sup>. TCNs are only allowed to be present in Poland for 10 days and as such many have left the country (NRC, June 2022). In addition, 3,919 migrants crossed into Poland from Belarus between the 24th of February and the 31st of May 2022, an increase of a 1,000 more than in January (Government of Poland, 31 May 2022). This group of people is required to file an asylum application in order to continue staying in Poland legally.

## Objectives and methodology

This study was conducted over 4 weeks in May and June 2022 using a mixed methods approach. A desk review was conducted on existing labour market analysis in addition to literature on the fluid refugee context. The objective of this assignment is to understand the key stakeholders including local government, civil society organisations, private sector, local NGOs, training bodies, professional councils, etc. to facilitate the entry of Ukrainian refugees who choose to stay in Poland and enter local labour markets.

**Key informant interviews (KII):** included Labour Offices, the Chamber of Commerce, local and international non-governmental organisations and private sector companies. Using a snowball methodology, other external and internal informants were identified to deepen understanding and contextual knowledge. KIIs also were done with NRC Poland staff including the Information Counselling and Legal Assistance Programme Development Manager (PDM), the Cash & Markets PDM, the Education Coordinator, the Grants & Partnerships Manager, and the Head of Programmes.

**Focus group discussions (FGD):** were held in Warsaw and Rzeszow in May 2022 with Ukrainian youth and women in collective shelters as well as an owned and operated Ukrainian business and their Ukrainian employees. One FGD was held with a mixture of public and private sector employed Polish workers in Chelm.

**Household Survey:** was shared through NRC partners Facebook and Ukrainian resources on Facebook. The survey collected 25 responses in June 2022 and given the low response rate the data has been omitted from this report, but initial results echoed discussions in the focus groups. The survey sought to understand social, economic, legal, and financial opportunities and barriers faced by respondents.

## Constraints and limitations

This assessment was designed to determine areas of intervention and potential partners NRC could support in program design in Rzeszow, Przemysl, Chelm, Lublin, Wroclaw and Warsaw. The report was intended to provide rapid assessment of potential partners engaged in employment and self-employment support.

The assessment was only able to represent third country nationals through Key Informant Interviews with NGOs. According to these interviews, informants confirmed third country nationals and stateless persons who exited Ukraine primarily did not stay in Poland instead choosing to travel to alternative destinations or returning to Ukraine. A couple of organizations interviewed for the study, such as Foundation for Somalia in Warsaw and Centrum Wolontariatu in Lublin, specialize in support of third country nationals in addition to assisting Ukrainians.

The employment survey results were limited and reflected much of the information gathered through key informant interviews. The survey therefore was omitted from this assessment and is ongoing to be analysed at a later date. The survey was posted on targeted Facebook sites for Ukrainians seeking support and therefore would not be statistically representative.

NRC did not conduct a business survey for the assessment. Instead, the survey results cited are from the Polish Economic Institute (PIE) business survey (April 2022) and a survey from Randstad, a private employment agency (June 2022), provide employer perspectives on the labour market and specifically around Ukrainian employment preferences.

# 2 Background on the Polish labour market and Ukrainian job seekers before the 24th of February 2022

In May 2022, Poland had one of the lowest unemployment rates in the EU<sup>7</sup> with the registered unemployment rate through Labour Offices at 5.2% in April 2022.<sup>8</sup> Based on the Occupational Barometer survey commissioned by the Minister of Development, Labour and Technology, 30 shortage occupations were identified in 2022 (See Figure 1<sup>9</sup>).

## Deficit of job seekers

Concrete mixers and fixers	Building installation fitters	Accounting and bookkeeping staff
Pavers	Bricklayers and plasterers	Workers of finishing works in construction
Carpenters and construction carpenters	Practical vocational training teachers	Psychologists and psychotherapists
Roofers and tinsmiths	Teachers of vocational subjects	Medical lifeguards
Electricians, electromechanics and electricians	Earthmoving equipment operators and mechanics	Construction workers
Physiotherapists and masseurs	Cutting machine operators	Woodworking workers and carpenters
Bus drivers	Guardians of an elderly or disabled person	Independent accountants
Truck and tractor unit drivers	Bakers	Welders
The cooks	Nurses and midwives	Locksmiths
Doctors		
Warehousemen		
Motor vehicle mechanics		

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Prior to the 24<sup>th</sup> of February 2022, over 1 million Ukrainians lived in Poland<sup>10</sup>. Sectors that primarily employed Ukrainian immigrants included agriculture, construction, domestic services and also trade and gastronomy.<sup>11</sup> The outflow of Ukrainian men in construction, industrial processing and transport, where an estimated 30% of Ukrainians employed in Poland worked has left vacancies in jobs many companies are currently unable to fill.<sup>12</sup> It's estimated 756,000 primarily male Ukrainians have left Poland since the end of February 2022.<sup>13</sup> The recent vacancies of many jobs such as the demand for drivers have not been filled by women despite targeted campaigns such as for female bus drivers.

Prior to the escalation of the war, Ukrainians, made up over 90% of seasonal foreign workers coming to Poland.<sup>14</sup> The main destinations of Ukrainian migrants prior to the conflict were Polish cities of Krakow, Poznan, Warsaw and Wroclaw with farming communities in rural Mazovian being the exception with the highest density of Ukrainians per Polish population.<sup>15</sup> Many recently displaced Ukrainians have selected locations based on existing social ties and Ukrainian diaspora with Warsaw, Katowice, Krakow, Wroclaw and Gdansk hosting the largest numbers of Ukrainian refugees.<sup>16</sup>

Current projections show hospitality, catering, care and agriculture to be the sectors to gain employees.<sup>17</sup> While industries in deficit of job seekers are displayed in *Figure 1*. Refugees are most often hired as independent professionals or contractors (among women 70%, among men 58%), then on a contract of employment (among women 29%, among men 42%). Most women are employed in administrative and support services (37%) and men in construction (29%).<sup>18</sup>

## Location selection of assessment

This assessment included a total of six locations including Rzeszow and Przemysl in Podkarpacie Voivodeship, Lublin and Chelm in Lubelskie Voivodeship and Warsaw in Mazowierckie Voivodeship and Wroclaw in Dolnoslskie. Cities were selected based on percentage of Ukrainian inhabitants, PESEL registration as well proposed areas of NRC interventions. The smaller towns of Chelm and Przemysl were selected as a point of comparison of services with larger cities farther from the Ukraine border.

# 3 Key findings from employers

According to a survey of 1,000 businesses with employees of 10+ conducted by Randstad, a private employment company, nearly 40% of companies have already hired or are planning to hire Ukrainian refugees (24% had already done it and 28% are planning to do it). Ukrainian employees demand from large companies included transportation and warehousing, construction and industry sectors.<sup>19</sup>. The positions offered to Ukrainian employees are mainly physical tasks (as many as 63% of companies are offering jobs for unskilled blue-collar workers and the following 41% – for skilled blue-collar workers). Fifteen percent of companies are looking for specialists and 9% – for engineers among Ukrainians (Randstad, June 2022). Only slightly over 20% of companies are not offering any support to refugees. Although the offered support is mainly a preparation to perform work or increasing qualifications, quite a lot of companies are going beyond that and are trying to improve the living standings of the refugees (e.g. – 36% are offering accommodation assistance, 24% – financial support) (Randstad, June 2022).

The ten employers interviewed by NRC represented manufacturing, hospitality including hotels and restaurants, cosmetology businesses, transportation as well as Chambers of Commerce. All employers expressed a willingness to hire Ukrainian staff however cited the following challenges and opportunities in recruitment.

## **Mismatch of skills required and existing skillsets of newly displaced Ukrainians**

All employers cited Polish or English as being the primary requirement for employment. Companies with existing Ukrainian workforce reported hiring using a buddy-system, pairing a Ukrainian and Polish speaker with newly arrived Ukrainians. However, employers did note that this reduced productivity of the mentor responsible for translating. This was especially true of more public-facing jobs with a need to communicate with the customer versus factory jobs where external customer facing tasks were rare. In manufacturing and driving positions traditionally held by Ukrainian men employers reported challenges in filling the roles. Respondents reported disinterest in the jobs by Ukrainian women due to extended period of times away, long work hours and heavy physical work.

## Hiring preferences

Employers and Business Chambers speaking on behalf of employers reported preferring to hire through a referral system. The majority of the employers posted their jobs on job websites and social media. Employers targeting Ukrainians reported posting on social media – notably Facebook groups and Instagram - to be the most effective in finding employees. A few businesses interviewed posted through the local Labour Office. Employers did state that personal referrals were also effective such as a Polish hosting family referring their Ukrainian houseguest to a job.

## Employer perception of available workforce

Employers reported a mixed review on hiring Ukrainians. While all stated they were interested in hiring recently arrived Ukrainians many voiced concerns over the intended length of stay and the return on investment in training and onboarding support. In addition, many reported the additional support Ukrainians needed in securing housing, childcare and language courses. The Rzeszow Chamber of Commerce stated members found the validation of paperwork to be a challenge in certain industries requiring validation of certifications.

In professional industries, such as medicine, language in particular was highlighted as being a barrier to acceptance of Ukrainians into the market. One example highlighted was despite the deficit of medical staff in Rzeszow, the Doctor's Association voiced concerns over Ukrainian nurses and doctors entering the workforce without fluent Polish language abilities.

# 4 Key findings from Ukrainian jobseekers

This information was collected primarily through key informant interviews and focus group discussion during June 2022. The following barriers and opportunities for support were identified.

## Skills gaps and structural challenges and barriers to employment

Barriers identified by women in the focus group discussions conducted in May 2022 in Warsaw included language, childcare, validation and translation of key legal documents such as diplomas as being the main barriers to seek employment. In addition, women expressed challenges in knowing where to start when looking for a job as well as wanting support and mentorship on understanding Polish culture around recruitment and job placement. Many expressed frustrations in online applications and wanted one-on-one assistance and referrals to companies that were trusted.

“In the beginning we had an HR professional who took two weeks of vacation to work in the shelter. She helped people complete their CVs and connected them to jobs and employers. After two weeks she had to go back to work. We now have another person supporting in CV development, but she does not have the network to make the job connections. This is what people need.”

Explains the collective shelter coordinator in Warsaw

## Knowledge of legal rights in Poland

While women understood they had the legal right to work in Poland they expressed concern over exploitation at work due to their lack of knowledge around work rights in Ukraine. Areas of support requested included translation of employment contracts, information on legal work rights such as understanding of minimum wage and work entitlements around hours and breaks.



Despite over 90% of the participants interviewed being registered for their PESEL number all women expressed confusion about what types of social benefits they were eligible for. The majority had received some assistance but were unaware if they were entitled to additional assistance.

## **Validation of foreign qualification certificates**

Validation of diplomas and professional certifications were reported as confusing to many respondents interviewed. While there are many resources online, Ukrainian women interviewed were unsure how to start the process and if it was possible for their type of qualification. In the case of MEDYK Foundation in Rzeszow, an organization providing training for medical professionals, they support individuals to submit their medical certifications for validation while people attend Polish classes and receive additional training on the medical industry in Poland. This assistance was reported as needed by organizations and Ukrainians interviewed.

## **Professional and personal mentorship and guidance**

In the focus group discussions with Ukrainians, a lack of understanding of Polish employment practices, Polish culture and how to apply their skills and professional background in Polish labour market were identified as barriers to employment. Many stated it would be helpful to have a mentor to guide them in their employment search and to explain what types of jobs were available and how to apply.

Women actively seeking work wanted to understand if the way in which they had created their CV and the websites they were using to apply to jobs were correct. Most women were unaware of the Labour Offices services and how to better access these services. Generally, the request was for one-on-one support for specific employment and personal issues women were facing. During focus group discussions areas of stress mentioned included feeling unsafe in the collective shelters, worrying about the war and the duration of time they would need to be in Poland and feeling stress and frustration with their children and other children running around unsupervised in the shelter. They expressed a need to speak with a counsellor or someone who could provide emotional support.

## **Childcare and shelter**

Childcare was the main concern for most women and was cited as a barrier to earning income despite their ambition to do so. A few had put their children in available activities and programs being offered but said it was challenging even with free public transport as offerings weren't consistent to be able to have a set schedule that would work with employment. None of the women with children in the focus

group discussions at the collective shelters in Warsaw (NRC, May 2022) had enrolled their children in nursery citing they didn't know how; they were uncertain of how long they would be in their current location, or they hadn't received their social benefit to help with the nursery fees. In addition, permanent shelter was a key concern of respondents. Of those interviewed who were employed, most said the income they were earning was not sufficient to cover their housing needs.

## **Transportation**

At the time of the focus group discussions transportation was free for Ukrainians. However, many expressed worries over the free transport ending and how that would impact their ability to travel to in-person resources or employment in Warsaw. In rural areas visited outside of Lublin women housed in collective centres cited transport as the main challenge. A few were able to get transportation from other members in the community, but this was reliant on their schedule. In one collective shelter, a person staying there purchased a car and was providing transport services for other members living in the shelter.

## **Uncertainty of duration of stay in Poland**

Both employers and job seekers stated a main barrier was their uncertainty in the duration of their stay in Poland. This also varied based on the place of origin in Ukraine. In anticipation of the housing subsidy ending for Polish households in June 2022, many key informants projected a greater number of people returning to Ukraine in the summer due to a lack of affordable housing options. In addition, many public sector employees NRC spoke to signalled that the enrolment for the upcoming school year would be the best indication of intention to stay in Poland.

## **Mismatch of skillset and jobs available**

Professionally experienced women with higher degrees confirmed a lack of the Polish language skills or the ability to recertify in Poland as barriers to accessing employment opportunities in Poland. Many professionals in accounting, medical, teaching and legal fields identified barriers in validation of certificates and the transferability of the certificates in the Polish job market. While most people knew of jobs, many were in factories or required manual labour. All Labour Offices and the two private employment firms interviewed confirmed a mismatch of skills and jobs available.

# 5 Employment services in Poland

Job seekers generally used a mix of employment services. The first being leveraging existing networks through Ukrainian diaspora in Poland. In this case many jobs are shared on groups formed on Telegram, Viber, WhatsApp, Facebook and word of mouth. In addition, job opportunities are shared from Polish hosts. In a survey conducted in April by the Polish Economic Institute 3 out of 4 Polish businesses expressed a willingness to hire Ukrainian refugees.<sup>20</sup>

## Labour Offices

Labour Offices' services are offered primarily in Polish in smaller town such as Chelm and Przemysl. In Rzeszow and Lublin translation was available and in Warsaw there is one Labour Office specifically dedicated to Ukrainian citizens. Individuals searching for jobs can register online, however they need to physically go to the office to show hard copies of ID and diplomas and certifications. The Labour Office website is translated into Ukrainian as well as the job postings on it. Unemployment status and benefits are limited to individuals who worked for the previous 12 months full-time. Employment offices visited in Przemysl, Rzeszow, Chelm, Lublin and Warsaw offered the same services which include action planning, support if needed accessing the Central Job database: [oferty.praca.gov.pl](https://oferty.praca.gov.pl), opportunities for internships and relocation subsidies for under 30 years. In addition, the Labour Offices also advertise other online jobs sites including Olx, Antal and Exact.jobs.

Levels of services available to Ukrainians are split into two tiers those self-identifying as unemployed and those identifying as employed in Ukraine. If identified as employed even if not receiving payment from Ukraine, services such as childcare and language lesson are not provided free of charge. As such organizations such as the Polish Centre for International Aid (PCPM) and Rotary Club in Warsaw are supporting subsidies to facilitate work. These include paying the cost of the medical testing required for food handling jobs and Polish language lessons.

## Private employment agencies

Private employment agencies dominated much of the factory workforce placement from Ukraine and Belarus prior to the crisis. There are an estimated 400 private employment agencies in Poland. One's specialized in Ukrainian job placement generally focused on more male dominated positions in factories. Private employment agencies reported providing dormitory style accommodation, support with legalizing employment (for Ukrainians prior to March Special Act) and general training. The private employment agencies interviewed stated employers provide specific technical training and share costs with them for accommodation. In addition, private employment agencies such as Prados in Lublin provide employees with a link to a language school that teaches the basics of the Polish language in 3 weeks with focus for a given workplace. For example, if a person is assigned to work in a warehouse, they learn the words used and needed in warehouse processes. Randstad also has developed a program in partnership with 34 employers providing housing, childcare, language lessons and technical skills training with a goal of 1,500 women to be reached.

Language was less of a priority for factory work with groups formed with hirer paid "team leader" who help facilitate communication in Ukrainian and Polish. Prados reported housing to not be an issue with both the agency and employer willing to invest in the rehabilitation of houses to support accommodation for factory workers. While childcare is not provided housing is open to children with women usually informally arranging childcare among themselves.

## Local NGO/CSO supported employment services

Local CSOs and NGOs spoken to provide a mix of services including employment and self-employment support, one-on-one counselling support, legal assistance and support for integration in Poland.

CSOs and NGOs interviewed stressed the importance of integration and one-on-one support. Centrum Wolontariatu w Lublinie (CWL) pairs newly arrived Ukrainians and TCNs with a Polish sponsor family for support. In addition, people are paired with mentors within the organization to rely on for support. Lubartowska 77 hosts events for Ukrainians and employers every Thursday including support to sign up with the Labour Office at their site and the Foundation for Somalia supports Polish culture days in order to support integration and social cohesion.

Another service reported by NGOs and CSOs was the need for psychosocial support (PSS) to cope with the stress, uncertainty and trauma many are experiencing. While NGOs have tried to provide these services through mentorship many requested additional support for their staff and clients.

# 6 Recommendations

The diversity of professional skills set, work experience, personal preferences, existing community in Poland, economic circumstances and importantly areas of origin in Ukraine greatly influenced people's intention in seeking employment and the types of employment they preferred. In order to support individuals to be economically included to best fit their ambitions, individualized support to address specific vulnerabilities should be provided to better support them in achieving their desired goal.

Local organizations with experience in migrant and refugee employment counselling or sector-specific training programs (medical, education etc.,) and expertise are best positioned to provide these services due to existing relationships with the community, government service offices including the Labour Offices as well as the additional services such as language classes, childcare and counselling to ensure holistic support is given. In addition, it was identified as important to support organizations who provide employment and self-employment services for Polish, Ukrainian and third country migrants to ensure social cohesion.

Based on needs the following services could be offered in conjunction with career counselling by partner organizations and NRC staff.

- *Access and validation of certificates and diplomas:* NRC is well positioned with ICLA teams in Ukraine to support people in accessing their diplomas from Ukraine. For people who have their educational certificates it is helpful for correct referral to corresponding Ministry and support in submitting and paying for fees related to translation and validation of the diplomas. This would be recommended for cross-border programming.
- *Connection to employers and opportunities to meet employers and learn about opportunities in Poland:* This could be done through the existing networks of Labour Offices, private sector employers, and local NGOs as highlighted in Lubartowska 77's events in Lublin. In addition, private sector employment agents could be good partners in supporting employment placements.
- *Language support:* Partner to provide Polish language lesson for people seeking employment. Childcare will need to be provided during this period. Note: Summer 2022 childcare will become more challenging with closure of schools so childcare services or language lessons for children should be provided simultaneously if possible.
- *Cash for employment:* Pay for certification requirements for employment if not covered by employer. The "Książeczka Sanepidowska" Sanitary Inspectorate card costs around PLN 100-230 for people handling food.

- *Mentorship and/or Polish family sponsorship:* Provide either in person or online mentorship relationships to connect people to information relating to Polish culture and navigating of Polish institutions.
- *Legal support:* Provide training on work rights in Poland and contract support needed for employment. Support in translation and understanding of housing leases was also requested.
- *Support for housing and cash for housing deposit and the first month:* Transition to permanent housing remains a challenge. Once employment is obtained direct support should be offered to help locate accommodation close to the place of work. To overcome the financial barriers in securing a place direct cash assistance to support first and last month rent (their deposit) for people transitioning out of subsidized housing should be provided once employment is obtained.

## Medium- and long-term opportunities to support employment

- *Increase corporate engagement to co-create solutions:*
  - Partner with rental agencies to find affordable accommodation for refugees who have secured employment.
  - Explore opportunities to partner with existing Private Employment Agencies to support decent work. This could include certification of employers as “decent work advocates” or collaboration with municipalities to ensure decent work conditions of manual labour jobs available. See Randstad for Ukraine and other [private employment agency initiatives](#).
  - Partner with companies to co-create pathways to employment for Ukrainians See: [JP Morgane Chase](#) example. This could include temporary and part-time work such as call centres to ensure the flexibility and support employees need to land and retain the job.
- *Facilitate a better enabling environment for Ukrainians by supporting employment in sectors such as child and elder care.* Partner with municipal programs supporting certification of in-home childcare and elder-care businesses through grants or matched-savings grants in order to meet the certification requirement to open businesses.
- *Explore opportunities to work with employers and municipalities on changing gender norms in specific sectors previously male-dominated.* (See recent push for female bus driver in Warsaw through marketing campaign or Randstad’s work in reducing hours and increasing flexibility of schedules for jobs in factories with partner businesses to attract female candidates).
- *Partner with organizations who can support businesses to change labour conditions to attract more female employees* through creating family friendly workplaces (See [Mamo Pracuj](#) on examples of engaging employer in attracting a retaining working mothers).
- *Support training on advocacy* for organisations supporting refugee, TCNs and migrant rights, including those working at the Poland - Belarus border.

## Warsaw snapshot

*Summary:* Over 3,000 people have registered as unemployed in Warsaw (30% can communicate in Polish, 37% English language). In comparison the closest number to this was in Plonsk with only 160 Ukrainians registered with the Labour Office.

*Labour Office offers:* There are four Labour Offices in the city, including a designated one for Ukrainian job seekers with translated job offers, services and support.

*Total jobs posted on pracuj.pl:* 17,413 jobs.

*Jobs recruiting by sector:* In Warsaw 3,083 jobs are posted advertising hiring Ukrainians in the top 3 sectors of physical workers (repairmen etc.,) finance and economics, followed by IT and software.

*Current sectors of jobs posted not requiring the Polish language:* There are 487 jobs posted not requiring Polish in IT and software, finance and economics and physical labour.

*Labour Office identified sectors:* The five sectors identified by the Labour Office with the lowest barrier to entry include: gastronomy, warehouse systems, hotel/pensions, help services such as eldercare and childcare.

*Labour market opportunities<sup>21</sup>:*



**Deficit of job seekers**

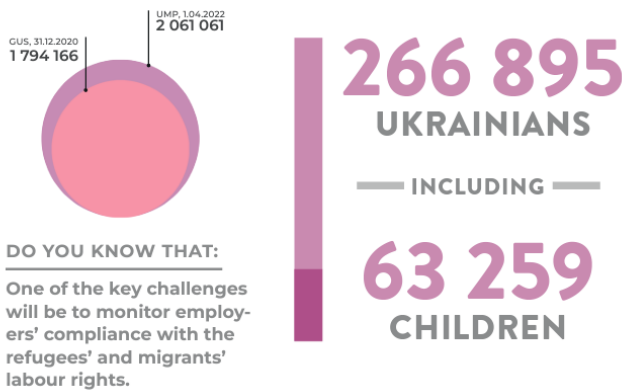
Analysts, testers and operators of ICT systems ❶  
 Concrete mixers and fixers ❶  
 Biologists, biotechnologists and laboratory diagnosticians ❶  
 Pavers ❶  
 Carpenters and construction carpenters ❶  
 Confectioners ❶  
 Roofers and tinsmiths ❶  
 Electricians, electromechanics and electricians ❶  
 Physiotherapists and masseurs ❶  
 Electrical engineers and energy engineers ❶  
 The stonecutters ❶  
 Bus drivers ❶  
 Truck and tractor unit drivers ❶  
 The cooks ❶  
 Doctors ❶  
 Speech therapists and audiophonologists ❶  
 Electronics assemblers ❶  
 Building installation fitters ❶

Metal construction fitters ❶  
 Window fitters and glaziers ❶  
 Foreign language teachers and teachers ❶  
 Primary teachers ❶  
 Practical vocational training teachers ❶  
 Teachers of vocational subjects ❶  
 Kindergarten teachers ❶  
 Teachers of special schools and integration departments ❶  
 Medical equipment operators ❶  
 Earthmoving equipment operators and mechanics ❶  
 Cutting machine operators ❶  
 Operators of lifting and transport equipment ❶  
 Babysitters ❶  
 Guardians of an elderly or disabled person ❶  
 Bakers ❶  
 Nurses and midwives ❶  
 Kitchen aids ❶  
 Road and rail construction workers  
 Accounting and bookkeeping staff ❶

Car wash, laundry and ironing workers ❶  
 Post office workers ❶  
 Online sales staff ❶  
 Telephone and electronic customer service employees, interviewers, telexquesters ❶  
 Designers and database administrators, programmers ❶  
 Processors of meat and fish ❶  
 Medical lifeguards ❶  
 Independent accountants ❶  
 Public administration specialists ❶  
 PR, advertising, marketing and sales specialists ❶  
 Specialists in the design, implementation and improvement of digital products and services ❶  
 Electronics, automation and robotics specialists ❶  
 Sellers and cashiers ❶  
 Chefs ❶  
 Locksmiths ❶  
 Educators in educational and care institutions ❶

DEFICIT

*Estimated population growth<sup>22</sup>:*



*Existing actors identified during the visit:* Currently the Labour Office is partnering with PCPM and Rotary Club to provide support for certifications and Polish classes not funded through the Labour Office. The Foundation for Somalia is also supporting employment and self-employment activities and is partnered with ActionAid.

*Service needs identified by Labour Office:* Financial support for costs relating to certification needed, support of salaries for additional staffing, support for opening businesses that are not eligible for grants due to the fact people may not stay in Poland a full 12 months. The Labour Office has had many actors approaching them but need staffing on their side to manage any additional projects. They also identified additional computer equipment as a need with the addition of the new Ukrainian Labour Office.



## Wroclaw snapshot

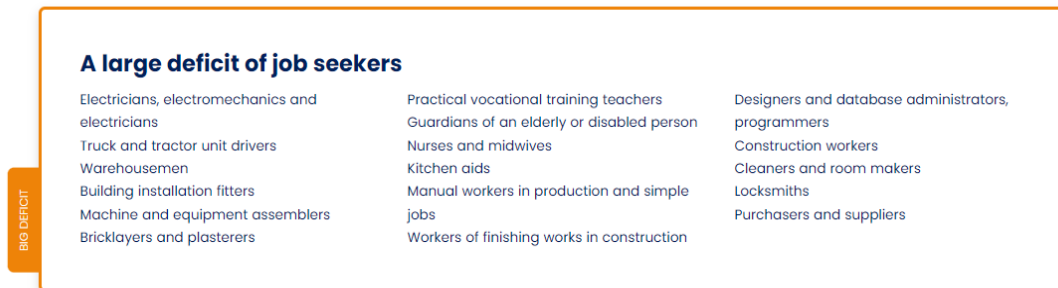
*Labour Office offers for job seekers:* Assisting unemployed and job seekers in finding a job by way of job placement and vocational guidance; assisting employers in finding employees by way of job placement and vocational guidance. Unable to secure an interview.

*Total jobs posted on pracuj.pl:* 7,202 jobs.

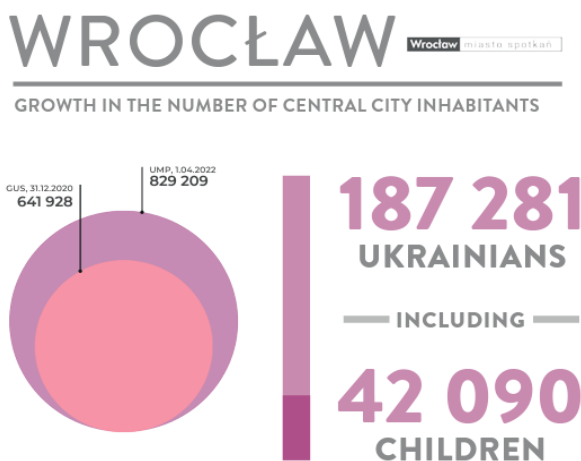
*Jobs recruiting by sector:* In Wroclaw, 1,454 jobs are posted advertising hiring Ukrainians in the top three sectors IT and software, finance and economics and physical labour.

*Current sectors of jobs posted not requiring the polish language:* There are 304 jobs posted not requiring Polish in IT and software, finance and economics and physical labour.

*Labour market opportunities<sup>23</sup>:*



*Estimated growth in population<sup>24</sup>:*



*Existing actors identified during the visit:* Wroclaw was not visited in person. Randstad Employment Agency and Ukraine Foundation were interviewed remotely.

*Service needs identified during interviews:* The Ukraine Foundation identified kindergarten challenging to find in Wroclaw and inhibiting women with young children from entering the workforce. Ukraine Foundation is also currently mapping professional competencies of Ukrainian refugees to better match their skill sets with labour market offerings (June 2022). Areas of opportunity they identified was supporting smaller communities outside of Wroclaw with employment opportunities in tourism to host Ukrainian refugees as the current population is centred in the city of Wroclaw.

## Przemysl snapshot

*Labour Office offers for job seekers:* Przemysl Labour Office reported many opportunities for low-skilled labour with low application of Ukrainians. Businesses and the Labour Office confirmed very low application for work with the Labour Office confirming only 78 people registered since the 24 February 2022. The town serves mainly as a place people transit through. Opportunities exist in manufacturing businesses and with Iglot and Fibris. Factories such as Fibris which manufactures fibreboard confirmed less than 1% of their labour force was Ukrainian.

*Total jobs posted on pracuj.pl:* 1,505 jobs

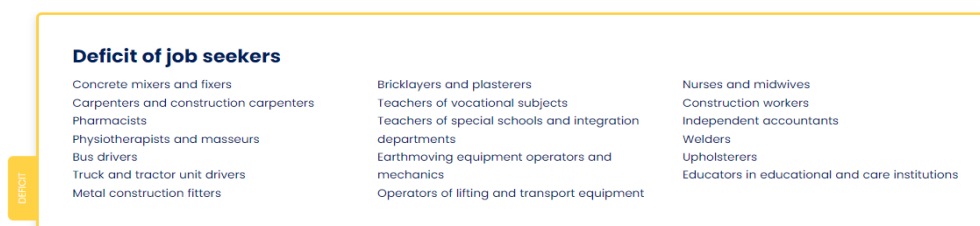
*Jobs recruiting by sector:* In Przemysl, 370 jobs are posted advertising hiring Ukrainians in the top three sectors IT and software, finance and economics and IT administration.

*Current sectors of jobs posted not requiring the Polish language:* there are 66 jobs posted not requiring Polish in IT and software, finance and economy and Internet/e-commerce/e-media.

*Labour market opportunities<sup>25</sup>:*

### Forecast for 2022

Voivodship: Podkarpackie, County: Przemyśl



*Existing actors identified during the visit:*

- IOM: Cash Assistance, border
- Première Urgence Internationale (PUI)
- Central Kitchen
- SSF-Rescuers Without Borders | Sauveteurs sans frontières

*Service needs identified during visit:* PUI working at the Blue Dot at the border identified ICLA as a need at the border. As the border now sees many returnees and daily movements between Poland and Ukraine for commerce and trade, questions have changed from legal right to enter to Poland to questions around losing social benefits and duration of time they could exit the country and return to Poland.

## Rzeszow snapshot

*Labour Office offers for job seekers:* Assisting unemployed and job seekers in finding a job by way of job placement and vocational guidance; assisting employers in finding employees by way of job placement and vocational guidance. Rzeszow has received an EU grant to provide additional service to Ukrainians including childcare, career fair services and additional translation support.

The information obtained from the District Labour Offices (May 20, 2022) shows that 617 Entrepreneurs declared their willingness to employ, among others, Ukrainian citizens for 1748 jobs (offers are addressed to both men and women). They are looking for people with qualifications (e.g., drivers, forklift operators, truck drivers, welders) with a basic knowledge of Polish language. For men, mainly in the construction, industrial, metal, automotive, transport industries - drivers, woodworking industry, welders, locksmiths, excavator operators, meat industry workers, plumbers. For women, mainly in the physiotherapy, catering, hotel, agricultural and orchard, cosmetic, commercial, economic, tailoring and hairdressing industries. There is also a need for pharmacists, nurses, dentists, dental help, physiotherapists, IT specialists and kindergarten teachers in the Podkarpackie labour market. Powiat Labour Offices also organizes Polish language courses for Ukrainian citizens. In addition, 1,450 Ukrainian citizens were registered as unemployed or seeking work in district Labour Offices and 463 citizens of Ukraine received a referral to work or for internships or intervention works. The district Labour Offices to the voivodeship Labour Office show from the 1<sup>st</sup> of January 2022:

- 6,257 Ukrainian citizens were employed on the basis of declarations on entrusting work for up to 24 months.
- 176 Ukrainian citizens took up seasonal work.
- Approximately 8,841 citizens of Ukraine have started legal work.

*Total jobs posted on pracuj.pl:* 2,810 jobs.

*Jobs recruiting by sector:* In Rzeszow 554 jobs are posted advertising hiring Ukrainians in the top three sectors IT and software, finance and economics and IT administration.

Current sectors of jobs posted not requiring the Polish language and hiring Ukrainians: There are 97 jobs posted not requiring Polish in IT and software development, IT and administration and physical labour.

Labour market opportunities<sup>26</sup>:

**Forecast for 2022**

Voivodeship: Podkarpackie, Powiat: Rzeszów

Deficit of job seekers		
Website administrators	Warehousemen	Accounting and bookkeeping staff
Concrete mixers and fixers	Building installation fitters	Workers of finishing works in construction
Carpenters and construction carpenters	Bricklayers and plasterers	Online sales staff
Electricians, electromechanics and electricians	Earthmoving equipment operators and mechanics	Designers and database administrators, programmers
Truck and tractor unit drivers	Operators of lifting and transport equipment	Construction workers
Site managers	Nurses and midwives	Woodworking workers and carpenters
Doctors		Welders

Estimated population growth<sup>27</sup>:



Existing actors identified during the visit: MEDYK Foundation, ACF, CORE, Labour Office

Service needs identified during visit: Continued funding of classes for nurses and doctors for MEDYK Foundation and potential to promote Rzeszow as the main location for medical professionals to receive services to enter the Polish labour market. Identified need for longer term support for elderly in collective centres. Potential opportunities to fill gaps or build programming based on lessons learned from an EU funded programme through the Labour Office to commence summer of 2022.

## Chelm Snapshot

*Summary:* As a border town many Ukrainians were reported to only pass through Chelm and not stay. People are housed in Polish homes, at the Diocese's property and some seasonal labour is reported to be hosted by farm owners. Existing Ukrainian population mainly came to the town for seasonal labour and for vocational training schools in town in order to receive an EU certification in vocational trades including hairdressing, gastronomy and aviation.

*Labour Office offers:* Technical and vocational training including gastronomy, aviation and hairdressing, Small Business Development Support (Ukrainian Translation support needed). The Labour Office had only received 78 Ukrainians who had registered for work since the 24<sup>th</sup> of February 2022.

*Total jobs posted on pracuj.pl:* 1,419 jobs.

*Jobs recruiting by sector:* In Chelm, 358 jobs are posted advertising hiring Ukrainians in the sectors of software development, finance and economic and consulting.

*Current sectors of jobs posted not requiring the Polish language:* There are 66 jobs posted not requiring Polish in IT and software, finance and economics and IT administration.

*Labour market opportunities<sup>28</sup>:* Seasonal job opportunities such as picking fruits and juice processing can be found in the surrounding area. Bigger employers in the area include a dairy plant and cement factory. Despite a local gastronomy school local bar and restaurants complained of the difficulty in hiring with many newly displaced Ukrainians quitting within the first day or two of employment due to demanding work, low salary and long hours. Employers and Polish hosts reported jobs are available however many people in the town were staying close to the border in order to return to Ukraine in the near future.

*Existing actors identified during visit:* Caritas was present at the train station however no other INGOs were identified. Local NGO Tak Nie Wiele runs a charity shop and fundraises for Ukrainian refugees and vulnerable host community members. In addition, the Diocese of Chelm is currently providing accommodation and food for women and children staying. Despite hosting since March Polish hosts reported only receiving one payment from the government for the month of March (8 June 2022).

*Service needs identified during visit:* Tak Nie Wiele highlighted the importance of childcare for young children under the age of 5 for mothers who want to work.

## Lublin Snapshot

*Summary:* Lublin Labour Office has been working in association with 61 NGOs for the past 11 years. The Association provides services to vulnerable people including employment through the Labour Office. Over 500 Ukrainians have registered with the Labour Office in Lublin as the result of community led efforts to encourage registration. Examples of community led initiatives include Lubartowska 77, a community centre associated with Lublin Ecoshop where every Thursday Ukrainians, local community members and employers are invited for networking and coffee and at the event Ukrainians can register at the employment office online through the community computer.

The Lublin Labour Office reported between March and May 2022 refugees from Ukraine registered for the following services:

- Fifty-seven people were deregistered due to taking up work or other employment,
- Forty-two people were sent for an internship,
- Eleven people took up work as part of intervention works,
- Three people were sent for training,
- Three people started work under an additional job created by the employer due to the loan granted

*Total jobs posted on pracuj.pl:* 2,959 jobs.

*Jobs recruiting by sector:* In Lublin, 670 jobs are posted advertising hiring Ukrainians in the sectors of IT software development, finance and economics and physical labour.

*Current sectors of jobs posted not requiring the Polish language:* There are 91 jobs posted not requiring Polish in IT and software development, Finance and Economics and Ecommerce and Media and physical labour.

*Existing actors identified during the visit:* Centrum Wolontariatu in Lublin, Lubartowska77 (Thursday employment fairs and maker space) and Nature Park (connected to Ecoshop). Caritas and Taiwan Foundation also had activities providing cash or grocery cards in town. The Labour Office and 61-member NGOs in the association such as Homo Faber.

*Service needs identified during visit:* Support for housing and continued events supporting social cohesion; greater opportunities for job placement.

## Labour market opportunities<sup>29</sup>:

### Forecast for 2022

Voivodeship: lubelskie, powiat: lubelski

[ ⓘ ] marks the fields with additional comments

BIG DEFICIT

### A large deficit of job seekers

Doctors ⓘ

Nurses and midwives ⓘ

DEFICIT

### Deficit of job seekers

Pavers ⓘ

Electricians, electromechanics and electricians ⓘ

Truck and tractor unit drivers ⓘ

Sales managers ⓘ

Tailors and clothing production workers ⓘ

Postmen and couriers ⓘ

Warehousemen ⓘ

Electronics assemblers ⓘ

Building installation fitters ⓘ

Metal construction fitters ⓘ

Bricklayers and plasterers ⓘ

Kindergarten teachers ⓘ

Earthmoving equipment operators and mechanics ⓘ

Cutting machine operators ⓘ

Operators of lifting and transport equipment ⓘ

Babysitters ⓘ

Guardians of an elderly or disabled person ⓘ

ⓘ

Bakers ⓘ

Road and rail construction workers ⓘ

Accounting and bookkeeping staff ⓘ

Physical security staff ⓘ

Food processing workers ⓘ

Workers of finishing works in construction ⓘ

Processors of meat and fish ⓘ

Psychologists and psychotherapists ⓘ

Receptionists and registrars ⓘ

Woodworking workers and carpenters ⓘ

Independent accountants ⓘ

PR, advertising, marketing and sales specialists ⓘ

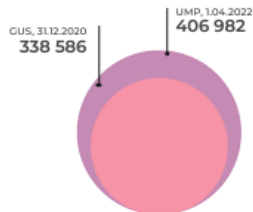
Forwarders and logisticians ⓘ

Sellers and cashiers ⓘ

Locksmiths ⓘ

## Estimated population growth<sup>30</sup>:

### GROWTH IN THE NUMBER OF CENTRAL CITY INHABITANTS



#### REMEMBER:

Ukrainian children should be able to take exams in order to make educational progress and not to lose a school year.



# Annex 1

## List of organisations and businesses for key informant interviews

1. Bain Consulting
2. Borders without Borders
3. Business Chamber Rzeszow
4. Business Consultant
5. Care International
6. Caritas
7. Centrum Wolontariatu w Lublinie (CWL)
8. Danish Refugee Council
9. Foundation for Somalia (Fundacja dla Somalii)
10. Fundacja Dialog
11. International Organization for Migration (IOM)
12. International Rescue Committee (IRC)
13. Labour Office Chelm
14. Labour Office Warsaw
15. Labour Office Warsaw- Ukrainian Services
16. Lubartowska 77
17. Lutheran World Federation
18. Mamo Pracuj
19. MEDYK Foundation Rzeszow
20. Mercy Corps
21. Prados Employment Agency
22. Premiere Urgence Internationale (PUI)
23. Randstad
24. Strategy and Analysis Office Warsaw
25. Tak Nie Wiele
26. Ten business owners (sectors included: manufacturing, hospitality including hotels and restaurants, cosmetology businesses, transportation)
27. Tent Partnership for Refugees
28. Ukraine Foundation
29. Unitatem
30. Voivodeship Labour Office Przemysl
31. Voivodship Labour Office Rzeszow



# Sources

Figure 1 Occupational Forecast Barometer. <https://www.barometrzaszawodow.pl/en/page/about-research#>

<sup>1</sup> [https://eacea.ec.europa.eu/national-policies/eurydice/poland/access\\_en](https://eacea.ec.europa.eu/national-policies/eurydice/poland/access_en)

<sup>2</sup> <https://www.thefirstnews.com/article/polish-firms-employ-over-200000-ukrainians-under-simplified-procedure-30855>

<sup>3</sup> <https://reliefweb.int/report/poland/iom-ukraine-response-2022-poland-crossings-ukraine-surveys-12-17-april-2022>

<sup>4</sup> <https://www.thefirstnews.com/article/russias-war-on-ukraine-has-had-a-profound-impact-on-the-polish-job-market-as-over-100k-Ukrainian-women-join-workforce-30620>

<sup>5</sup> <https://www.thefirstnews.com/article/around-209000-ukrainians-find-jobs-in-poland-via-simplified-procedure-30897>

<sup>6</sup> <https://data.unhcr.org/en/situations/ukraine?origen=app>

<sup>7</sup> [https://ec.europa.eu/eures/public/living-and-working/labour-market-information/labour-market-information-poland\\_en](https://ec.europa.eu/eures/public/living-and-working/labour-market-information/labour-market-information-poland_en)

<sup>8</sup> <https://barometrzaszawodow.pl/>

<sup>9</sup> Occupational Barometer. <https://www.barometrzaszawodow.pl/en#>.

<sup>10</sup> chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://metropolie.pl/fileadmin/user\_upload/UM\_P\_raport\_Ukraina\_ANG\_20220429\_final.pdf

<sup>11</sup> chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.migracje.uw.edu.pl/wp-content/uploads/2019/12/Spotlight-December-2019-1.pdf

<sup>12</sup> <https://notesfrompoland.com/2022/04/08/polish-wind-sector-warns-of-construction-delays-due-to-Ukrainian-workers-returning-home-to-fight/>

<sup>13</sup> <https://china-cee.eu/2022/05/02/poland-social-briefing-the-impact-of-Ukrainian-migration-on-polish-society-and-economy/>

<sup>14</sup> chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.migracje.uw.edu.pl/wp-content/uploads/2019/12/Spotlight-December-2019-1.pdf

<sup>15</sup> chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.migracje.uw.edu.pl/wp-content/uploads/2019/12/Spotlight-December-2019-1.pdf

<sup>16</sup> chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://metropolie.pl/fileadmin/user\_upload/UM\_P\_raport\_Ukraina\_ANG\_20220429\_final.pdf

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<sup>17</sup> <https://www.thefirstnews.com/article/russias-war-on-ukraine-has-had-a-profound-impact-on-the-polish-job-market-as-over-100k-Ukrainian-women-join-workforce-30620>

<sup>18</sup> (The First News 08/06/2022, The Warsaw Voice 09/06/2022).

<sup>19</sup> Randstad Research Institute employers' plans. Results of the 45<sup>th</sup> edition of the survey. 14 June 2022

<sup>20</sup> <https://rmx.news/poland/report-every-third-company-in-poland-willing-to-employ-Ukrainian-refugees/>

<sup>21</sup> Barometer Forecast. <https://www.barometrzasawodow.pl/en/page/about-research#>

<sup>22</sup> Urban Hospitality: Unprecedented growth, challenges and opportunities. chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://metropolie.pl/fileadmin/user\_upload/UMR\_raport\_Ukraina\_ANG\_20220429\_final.pdf

<sup>23</sup> Barometer Forecast. <https://www.barometrzasawodow.pl/en/page/about-research#>

<sup>24</sup> Urban Hospitality: Unprecedented growth, challenges and opportunities. chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://metropolie.pl/fileadmin/user\_upload/UMR\_raport\_Ukraina\_ANG\_20220429\_final.pdf

<sup>25</sup> Barometer Forecast. <https://www.barometrzasawodow.pl/en/page/about-research#>

<sup>26</sup> Barometer Forecast. <https://www.barometrzasawodow.pl/en/page/about-research#>

<sup>27</sup> Urban Hospitality: Unprecedented growth, challenges and opportunities. chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://metropolie.pl/fileadmin/user\_upload/UMR\_raport\_Ukraina\_ANG\_20220429\_final.pdf

<sup>28</sup> Barometer Forecast. <https://www.barometrzasawodow.pl/en#>.

<sup>29</sup> Occupational Barometer. <https://www.barometrzasawodow.pl/en#>

<sup>30</sup> Urban Hospitality: Unprecedented growth, challenges and opportunities. chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://metropolie.pl/fileadmin/user\_upload/UMR\_raport\_Ukraina\_ANG\_20220429\_final.pdf