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Poland has proven to be a leading European BPO and Shoring location

Executive Summary

Economics

- Economic growth slows but remains in positive figures ahead of most of Europe
- Sixth largest country in European Union (EU)
- Stability through European Union membership from 2004

Business Environment

- Transparent business environment with high level of international compliance
- Government and EU incentives available to foreign companies for a range of business activities

Labour Markets

- Highly educated, skilled and multilingual labour pool
- Nearly two million students
- Low attrition rates

Real Estate

- Modern, Flexible, High-Spec office space from €13/ m²/ month
- Developers who understand the constantly changing needs of occupiers

Business Process Outsourcing (BPO) and shoring has been growing steadily in Poland since 2006 and we anticipate this to accelerate under the current economic conditions. There are broad definitions to outsourcing and offshoring but generally it refers to utilising an external or internal supplier to support business processes. A supplier can be an independent company or a subsidiary company of the same parent company. Thus various forms of outsourcing are in use:

- Offshoring: outsourcing to an overseas provider, for example UK's Vodafone and Switzerland's UBS offshoring to India.
- Nearshoring: outsourcing to a provider in neighbouring countries, examples include UBS nearshoring to Kraków or Vodafone nearshoring to Budapest.
- Shared service centre (SSC): several divisions of an entity outsource their business processes to a single corporate-owned service centre, for example HP in Wrocław, TRW in Częstochowa, Shell in Kraków.

BPO or shoring is a logical direction for many global enterprises to take where corporates can drive cost-efficiencies and improved process-effectiveness through service providers (whether internal as a shared service centre or external) who use offshore talent and standardized processes.

Is Poland, with its size, work force potential and real estate transparency, ready to compete with India, China, the Philippines and Latin America, not to mention the remaining Central and Eastern European counties, in respect of global destinations for outsourcing?

This study underlines our belief that Poland looks set to strengthen its reputation as a major destination for BPO and shoring activities in the future.

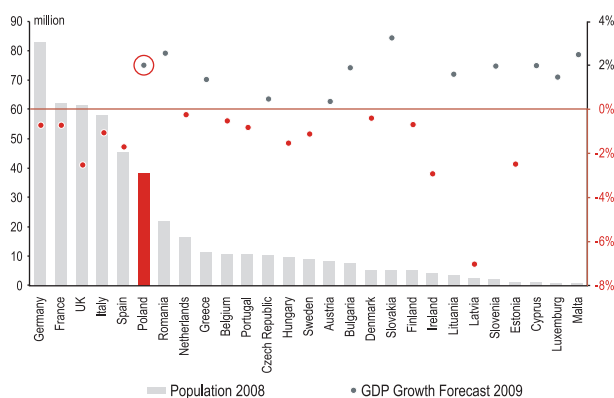
Introduction

In the current economic climate, companies are robustly looking to retain their core talent and processes while seeking ways to reduce costs in non-core business functions. These typically include: administrative finance i.e. financial operations such as payment processes as well as HR, supply chain, procurement processes and IT, the latter being often outsourced to a third-party provider.

Economics & Demographics

Poland's economy is one of the fastest growing in Europe. According to EIU, the country's GDP grew by 5.1% in 2008 (Central Statistical Office estimates of 4.8%) against the EU average growth of 2.1%. Importantly, unlike most of EU member states and developed economies in the world, Poland is expected to register positive GDP over 2009-2010. Projections vary depending upon a source with EIU forecast of 2.9%¹ this year and lower estimates of 1.9% from Consensus Forecasts. Solid foundations of the economy prevented Poland from being heavily hit by the subprime crisis, with few of the Polish banks facing a risk of insolvency or requiring intervention from the state.

Population and 2009 GDP growth forecast in EU-27

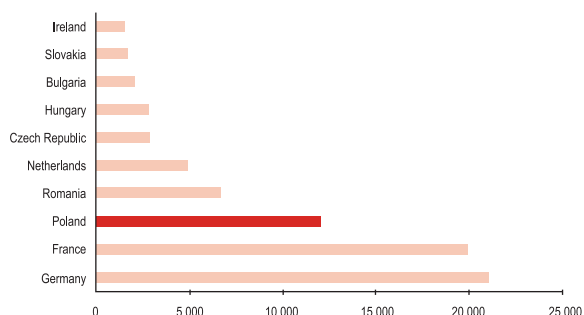


Source: EIU February 2009

As the sixth largest country in EU, Poland features tremendous human resources potential. The country has 39 cities larger than 100,000 people, which offer unique opportunities for BPO and shoring activities. In contrast to other European countries, there are 7 agglomeration areas of approx. 1 million inhabitants and the capability to sustain numerous BPO and shoring projects.

In addition, the Polish population is young with 47% of Poles below 35 years of age. This is particularly important having regard to the fact that the average age in outsourcing centres in Poland is approx. 28-29 years.

Number of people below 25 years of age in 2007



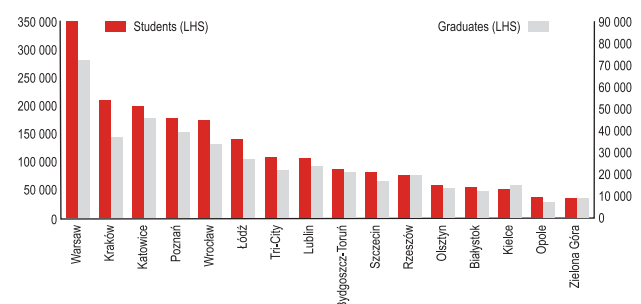
Source: Central Statistical Office

As a result, Poland continues to attract new investments. €12.2 billion² in Foreign Direct Investments (FDI) were allocated to Poland in 2008 alone. Overall Poland will not escape the negative impacts associated with the global credit crisis and recession. We expect private sector FDI to be under severe pressure in the immediate term with exchange rate volatility adding to a potential crisis of confidence. Nevertheless we do believe that the mid to long-term economic fundamentals of Poland are good with the road to likely adoption of the Euro in 2012 as an example of one of the positives that lay ahead.

Education & Language Capabilities

In general, Poland is highly valued for the quantity and quality of its human resources, which is considered as the fundamental decision-making criterion for outsourcing. There were 455 universities with 1.94 million students in 2007/8. The leading academic hubs in Poland are Warsaw, Kraków, Silesia (Katowice area), Wrocław, and Poznań, however, the academic potential behind the second and third-tier Polish cities should not be underestimated.

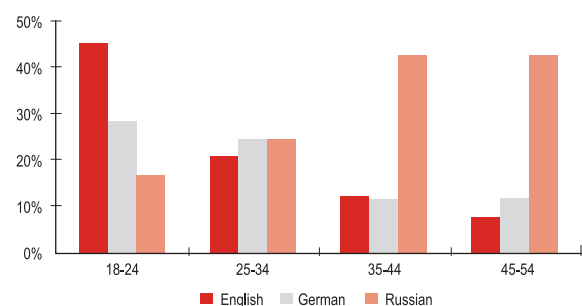
Number of students and graduates in Poland by wider regions



Source: Central Statistical Office, undergraduate data for the academic year 2007/8, graduate data for 2006/7

Not only is there a graduate talent pool in the country, but also diverse language capabilities including a good command of English. This clearly differentiates Poland from countries such as India where German and French-speakers are scarce. It has always been mandatory to learn foreign languages in Poland. The Russian language was obligatory until the late 1980s, when it was replaced by English. Children now learn foreign languages from the age of 10.

Foreign language capability by age groups



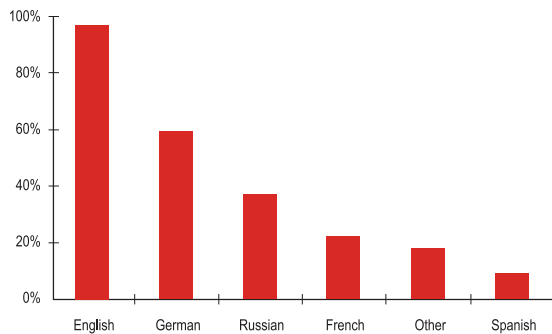
Source: CBOS Survey 2006

² Source: National Bank of Poland, preliminary data

¹ Source: EIU February 2009

Naturally, English is the most popular foreign language amongst young people and in the business community. 97% of undergraduates speak English.

Foreign language capability by undergraduates of higher education institutions



Source: Randstadt, October 2008

Infrastructure & Transport

Poland, being situated at the geographical heart of Europe, with its cultural and physical proximity to Western markets, is a particularly interesting venue for BPO and shoring. It is located in the European time zone removing the need for the 24/7 system with night shifts which is commonplace when offshoring to India or China.

Significant infrastructural improvements in the country are expected in the future. Not only is this related to co-funding possibility from EU funds dedicated to Polish infrastructure, but also due to Poland co-hosting the Euro 2012 football championships.

More importantly, Polish airports provide good connections with major European hubs and two airports in Poland provide direct flights to the US. A flight between Poland and the UK takes 2.5 hours and to the US East Coast, 6/7 hours.

In addition to six major airports in Poland with annual passenger traffic exceeding 1 million, there are also smaller airports in a number of second and third-tier Polish cities such as Łódź, Szczecin, Rzeszów and Bydgoszcz. These have been developed or up-graded to offer direct connections with countries such as UK, Ireland, Sweden, Denmark, Austria, Norway and Germany.

Transparency

Every two years Jones Lang LaSalle and LaSalle Investment Management produce a Transparency Index to help investors and occupiers anticipate the challenges of transacting, owning or operating in a foreign market. The scope of the index covers:

- Investment Performance Measurement
- Market Fundamentals Information
- Standardized and Efficient Reporting of Listed Vehicles
- Fair and Efficient Legal-Regulatory System
- Open and Fair Transaction Process

Poland has significantly improved, particularly since 2004 and currently ranks 25th in the world with a classification of High Transparency, alongside the Czech Republic and Portugal.

Quality of Life

When looking at shoring destinations, enterprises often consider non-business criteria, such as quality of life.

There are numerous indices and rankings that estimate quality of life through components that contribute to overall well being. These include the UN Human Development Index (HDI) which ranked Poland 39th out of 75 countries, indicating high human development.

Poland typically scores particularly high in respect of cost of living, safety, leisure and culture, climate and health. As a result, the standards of living have been continuously improving and became comparable to that of Western Europe. The world-wide survey conducted by International Living (Quality of Life Index 2009) ranks Poland among 35 out of 195 most sought-after places to live.

	Cost of Living	Leisure & Culture	Economy	Freedom
Importance	15%	10%	15%	10%
Score	58	35	68	100
	Health	Infrastructure	Risk & Safety	Climate
Importance	10%	10%	10%	10%
Score	70	63	86	76
Final Score	67			

Poland offers a high level of safety, including security of operations. The EU data protection law allows a wider scope of BPO and shoring operations to be provided, as well as knowledge-driven services and IT support to clients. This suggests Poland has an advantage over countries such as India and China.

Poland is also known for natural beauty and world-class cultural offerings. It is a part of the global tourism market, with constantly increasing numbers of visitors, particularly after joining the European Union in 2004.

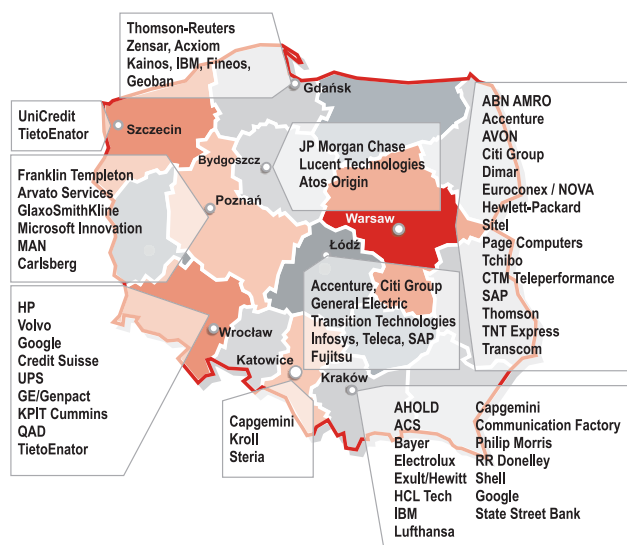
Existing BPO & SSCs

As opposed to more emerging CEE markets, Poland is considered as an established destination for BPO and SSCs. It is particularly important for newcomers to realise that the processes and skills behind outsourcing are well-known and understood in Poland. Importantly, the process of setting up operations can be supported by specialised services providers.

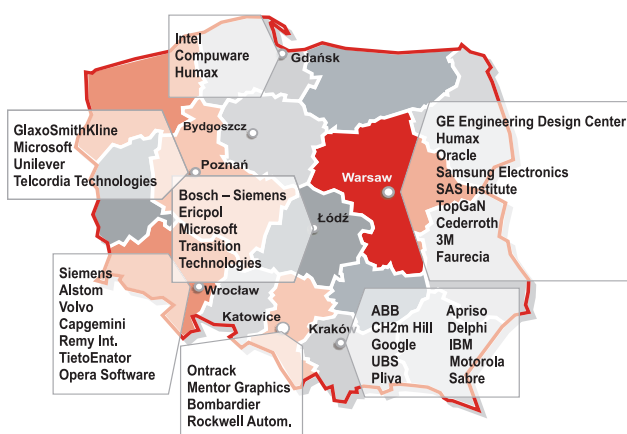
According to DIS³ survey, nearly 45,000 staff are employed in 300 major BPO and shoring centres in Poland. The leading outsourcing and shoring destinations include the biggest Polish cities, such as Warsaw (18,500 staff), Kraków (8,410 staff), Wrocław (3,990 staff), Łódź (3,500 staff), Poznań, Katowice and Tri-City. The second and third-tier Polish cities of Lublin, Olsztyn, Szczecin, Bydgoszcz and Toruń, amongst others, have also the potential to embrace investments in this sector.

³ Research institute

Selected finance and accounting and IT centres in Poland



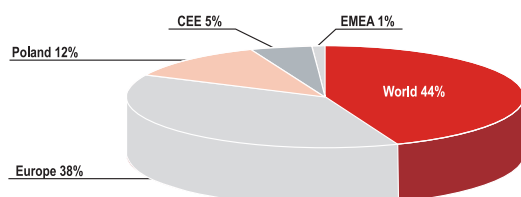
Selected research and development centers (R&D) in Poland



Source: PaliIZ February 2009

The growing number of employees with a knowledge of foreign languages makes Poland an attractive location also for multilingual call and contact centers.

Geographical range of BPO and SSCs in Poland



Source: PaliIZ February 2009

Government & EU support

For enterprises considering Poland as a shoring location, the following is an outline of what conditions, support or incentives are available (subject to qualification for on a case by case basis).

The main sectors supported are automotive, aviation, biotechnology, IT and electronics, BPO and R&D. Support is received on the basis of a minimum level of jobs created or investment outlays involved.

Supported sector	Minimum job positions	Minimum investment	Maximum aid
Support for creation of new jobs			
automotive, aviation, biotechnology, IT and electronics	250 jobs	PLN 40 million	from PLN 3,200 per job if < 250 jobs are created to PLN 18,700 per job if > 1,000 jobs are created
BPO	250 jobs	-	
R&D	35 jobs	PLN 3 million	
Other	500 jobs	PLN 1 billion	

Source: PaliIZ

Note: Exchange rate PLN / € was 4.2 in Jan-Feb 2009.

Supported sector	Minimum job positions	Minimum investment	Maximum aid
Support for investment outlay in long term assets			
automotive, aviation, biotechnology, IT and electronics, BPO, R&D	50 jobs	PLN 160 million	1-10% of investment
Other	500 jobs	PLN 1 billion	

Source: PaliIZ

Note: Exchange rate PLN / € was 4.2 in Jan-Feb 2009.

In addition to the above, the following forms of government and EU support are possible:

- **Exemption from corporate tax**, which is currently 19% in Poland. This is possible in the Special Economic Zones i.e. areas in selected regions of Poland where business activities are undertaken under preferential conditions. The corporate tax exemption is typically capped at 30%-50% of investment outlays or two-year headcount costs, whichever is higher.
- **Exemption from real estate tax**. This is dependent upon the number of new jobs created and whether the local regional authorities in Poland adopted respective resolutions. Tax rates are set by local authorities with maximum tax rates in 2009 at: PLN 19.81/ m² (approx. €4.7/ m²) p.a. for buildings, PLN 0.74/ m² (approx. €0.2/ m²) p.a. for land and 2% in respect of structures.
- **Subsidy for an investment in modern services sector**. Under EU Innovative Economy Operational Programme 30-50% of the cost of investment, labour, training and consultancy service is eligible for co-finance.

Labour Market

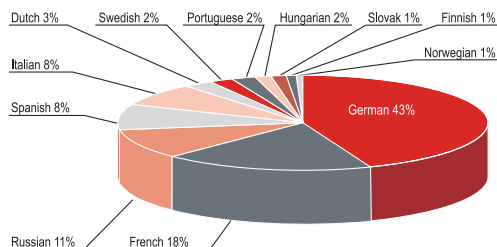
The prevailing drivers for international corporations to set up service centres in Poland are labour market-related:

- availability of skilled and highly-motivated labour pool with excellent language capabilities;
- labour mobility;
- relatively low salary expectations;
- stable labour market with low attrition rates typically not exceeding 15%.

Poland has proven to be one of the best locations for functions requiring high-level qualifications, expert knowledge and complex language abilities amongst staff. To illustrate this point, 24 languages are spoken at the Hewlett-Packard shared service centre in Wrocław and 27 at the Shell operations in Kraków. Furthermore, out of 40,000 candidates held in Grafton database, approx. 2,500 meet the criteria set out below:

- command of English at an intermediate level as a minimum;
- at least a good command of a second foreign language;
- up to 5 years of experience.

Language capabilities of BPOs/ SSCs in Poland in addition to good command of English - based on Grafton database



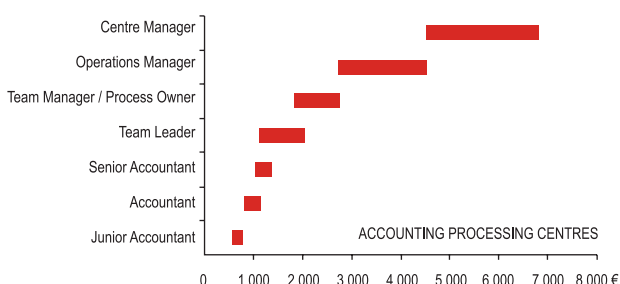
Source: Grafton February 2009

Note: Grafton records of candidates meeting the criteria as above

Thus BPO/SSCs in Poland are capable of providing high quality service in German and French amongst other languages. This is in addition to the typical English-language service found elsewhere in the world.

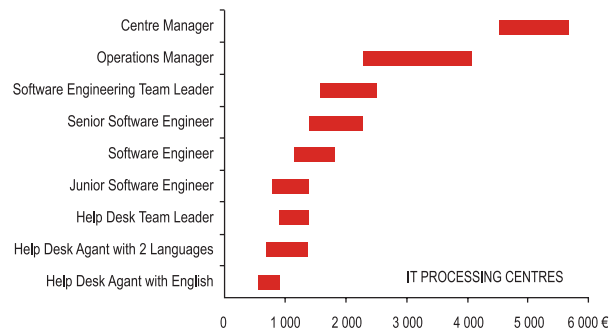
The leading functions outsourced to Poland are accounting and IT. Salary ranges in BPO/SSCs depend to some extent on the region and typically employees speaking unique foreign languages expect higher salaries than their peers.

Average monthly gross salary in BPO/ SSCs (€)



Source: Grafton February 2009

Average monthly gross salary in BPO/ SSCs (€)



Source: Grafton February 2009

Note: Average exchange rate from 2009 Jan-Feb has been used to calculate the salaries in €, €=PLN4.2. Once the Polish currency strengthens, the salaries in € might be slightly higher.

Companies such as Hewlett-Packard, Franklin Templeton Investments, Carlsberg, MAN, Accenture, Capgemini and IBM amongst others decided to make significant investments in Poland based on the above mentioned criteria. Set out below is Hewlett-Packard's HR-related experience.

Hewlett-Packard: Global e-Business Operations, Wrocław

About the Polish Operations

- Hewlett-Packard is the world's largest technology company, No. 14 in 2008 Fortune 500 ranking.
- The company established a Global e-Business Center in Wrocław in 2005. The unit is part of a world-wide network with branches in Spain, Romania, Costa Rica, Mexico, Singapore, India and China.
- The Center in Wrocław provides services to both internal and external clients, in areas such as Human Resources, Sales & Marketing, Supply Chain as well as Finance & Accounting.
- The unit currently employs above 1,000 staff and is still growing.
- Global e-Business Operations support internal and external clients in different regions, mainly in Europe.
- 24 languages are spoken in the Centre. English is essential and other languages include German, French, Italian, Spanish, Portuguese, Czech, Hungarian, Dutch, the Nordic languages and Russian.

HR at Hewlett-Packard

- The general HR strategy is: attract – recruit – develop – retain.
- Recruitment strategy includes: employee referral program, internal movements, universities career offices, jobsites and printed media, third party agency – Grafton.
- The following is undertaken in order to retain staff: performance management including regular feedback, total rewards, senior management exposure, learning and development.

HP Contact

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Real Estate

Smart and sustainable location decisions take into account both the availability of skilled labour and the infrastructure and accommodation to support the future business operation. Occupiers sometimes underestimate the importance of forward thinking with regard to a suitable micro location and leave it to the last moment. This is particularly common if the requirement is for 200 staff or more and primary concerns around the skills and capabilities of potential labour force outweigh all other considerations. However, those larger enquiries should be placed particularly early. It should be remembered that tenants have diverse real-estate related requirements (e.g. some must be located across more than one building or have unique IT/ critical environment needs) and it is sometimes difficult to address these immediately.

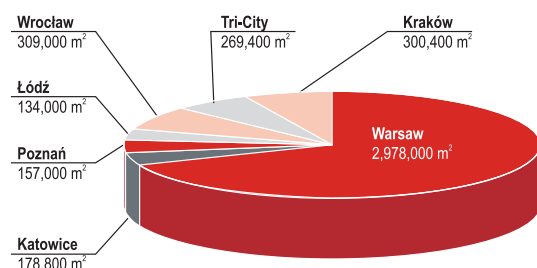
Office vacancy rates

The vacancy rate in Poland currently ranges from 1% (in Poznań and Katowice) to 9% (in Łódź) demonstrating fairly limited immediate availability of office space. For instance, the total vacant space in Warsaw's Non-Central market at 38,237 m² is scattered across 44 different buildings.

Pipeline office supply

The modern office supply in Poland is currently 4.32 million m² with quality office stock concentrated in the following markets: Warsaw (69% share), Kraków (7%), and Wrocław (7%).

Modern office supply in Poland by city

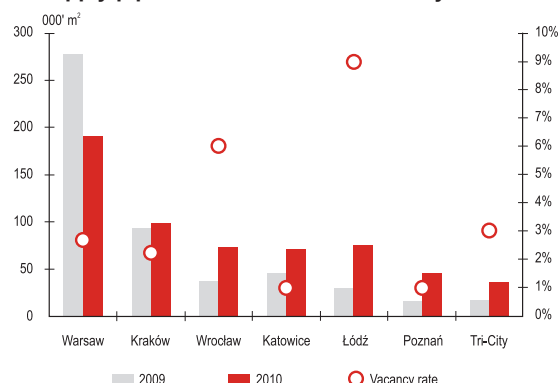


Source: Jones Lang LaSalle February 2009

Currently a total of 934,000 m² of modern office space is at the construction stage in the major Polish cities representing a 22% increase on a current stock. Construction activity is focused on Warsaw, mostly in Non-Central areas, Kraków and Łódź.

Naturally, Poland did not escape the effects of the global subprime crisis from 2008 and it is particularly evident that limited availability of bank financing has adversely affected speculative office development in the country. The graph below illustrates realistic new office supply coming to the market over 2009-2010. Importantly, out of the 277,000 m² planned for delivery in 2009 in Warsaw, 60% have already been pre-leased.

Office supply pipeline 2009-2010 and vacancy Q1 2009



Source: Jones Lang LaSalle February 2009

Some of the most recent and/ or upcoming projects in Poland include:

- **Adgar Plaza I&II** by Adgar in Warsaw;
- **Poleczki Business Park** by UBM /CA Immo in Warsaw;
- **Okęcie Business Park** by GTC in Warsaw;
- **Arkońska Business Park** by Torus Sp. z o.o. Sp.k. in Gdańsk;
- **Bonarka 4 Business** by TriGranit in Kraków;
- **Forum 76** by Virako in Łódź;
- **Grunwaldzki Center** by Skanska in Wrocław;
- **Malta Office Park** by Echo Investment in Poznań;
- **Francuska Office Center** by GTC in Katowice.

These developers amongst others on the market have wide experience in providing high quality projects. In cooperation with experienced real estate advisors, increasing consideration is given to the end user and in particular to the BPO and SSC sector and their specific occupational requirements.

Office rents

The Polish market is well diversified in office terms and so is the rental scale. Warsaw's Non-Central districts command prime headline rents of €15-16/ m²/ month (€180-192/ m² p.a.) with average headline rents of €14-15/ m²/ month (€168-180/ m² p.a.). For comparison, occupiers requiring a City Centre location have to pay a premium of at least 60% with prime headline rents in Central Warsaw peaking off at €26/ m²/ month (€312/ m² p.a.).

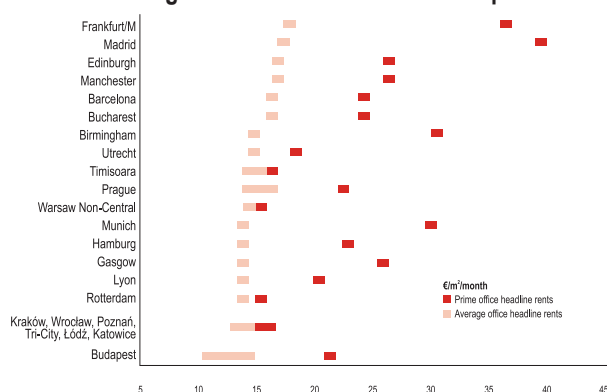
In Warsaw Non-Central markets tenants are incentivised with rent-free period (three to six months depending on the lease length and size) and fit-out contributions. The resulting effective rents derived from rent-free period only are ranging from €12.5-14/ m²/ month on average.

Outside of Warsaw, office headline rents do now show the discrepancies typical of the capital city. Across all major agglomerations, prime headline rents vary between €14-17/ m²/ month (€168-204/ m² p.a.) for A/ B+ grade buildings with average headline rents of €13.5-15/ m²/ month (€162-180/ m² p.a.). As tenant incentives vary from one city to another, it is difficult to provide one rate of the effective rent that would be true for all major cities.

⁴ Top 50 Emerging Global Outsourcing Cities by www.globalservicesmedia.com

The graph below illustrates relative price-competitiveness of Poland in comparison to other European cities.

Prime and average office headline rents in Europe



Source: Jones Lang LaSalle February 2009

As shown in the Red, Amber, Green chart below, current market conditions have been shifting from landlord-favourable to those in favour of occupiers. This effectively means for corporates that 2009-10 is a good time for signing lease contracts. Jones Lang LaSalle believe that sustainable prime office headline rents in Non-Warsaw Polish markets are €14/ m²/ month (€168/ m² p.a.) +/- €1. Warsaw Non-Central areas are likely to have slightly higher prime rents over 2009-10, at €15, with prime City Centre rents forecast to level off at €24-25/ m²/ month (€288-300/ m² p.a.) in a corresponding period of time.

Colour	Definition	Notes
Red	Landlord favourable market conditions	Indicates market conditions that are in favour of the Landlord and hence when it is most challenging for an occupier to seek new office space or renegotiate leases.
Amber	Relatively balanced between landlord and tenant market conditions	Markets are relatively balanced where either landlord and tenant could potentially benefit from prevailing conditions.
Green	Tenant favourable market conditions	Negative rental growth (or rents falling) and/ or high vacancies.

An R.A.G chart provides a view on whether the market favours landlord, tenant or neither over a five year time horizon. The view is generated from in-market intelligence and is not formulated using quantitative and robust econometric modelling. In-market representatives take a view on a cost, competition and choice offered by a market to provide an opinion on future market dynamics from an occupier perspective.

	2007	2008	2009	2010	2011
Warsaw	Red	Amber	Amber	Green	Green
Kraków	Red	Amber	Amber	Green	Green
Wrocław	Red	Amber	Amber	Green	Green
Tri-City	Red	Amber	Amber	Green	Green
Katowice	Red	Amber	Amber	Green	Green
Poznań	Red	Amber	Amber	Green	Green
Łódź	Red	Amber	Amber	Green	Green

Market practice / office building standards

A five-year lease is the norm on the Polish market. Most of new office buildings are developed with A Class standards (raised floors, suspended ceilings, air conditioning system) and with flexible layouts and large floor plates suitable for BPOs/SSCs. In line with the requirements of tenants, premises are usually delivered turn-key as per building standards in the table below.

	Non-Central Warsaw	Leading Regional Markets: Kraków, Wrocław, Poznań, Katowice, Tri-City and Łódź
Average headline rents	€14-15/ m ² / month	€13.5-15/m ² /month
Service charges	approx. €4-5/ m ² / month; typically settled in PLN	approx. €4 m ² / month; typically settled in PLN
Buildings' standards	for negotiation - depending on size of the requirement and length of the lease. In majority of the cases: air conditioning, suspended ceiling, carpeting, lighting, access control and fire detection systems, finished toilet areas, kitchens, CCTV to common areas, BMS, telecommunication lines with the switch board, fire detection system, electrical cabling, gypsum-cartboard walls, standard doors, entrance glazed doors. For larger occupiers developers are also prepared to cover structural cabling costs. In Warsaw - all the buildings equipped with raised floors.	
Rental basis	paid monthly in advance with rents denominated in € but paid in PLN; full rent is typically payable for common areas	paid monthly in advance with a balance between €-denominated rents and PLN-denominated rents
Lease length	typically 5-year leases, 3-year rare and usually not applicable in new buildings	typically 5-year leases, occasionally shorter leases
Security of the lease	bank guarantee or cash deposit equivalent of 3 months rent, service charges, and car parking fees, all increased by VAT	
Rental increase	annually according to Consumer Price Index (CPI) European for €-denominated leases or Polish Central Statistical Office for PLN-denominated leases	
Repairs	internal (tenant); external/structural and common areas (landlord) although recovered through service charge	
Insurance	landlord covers costs of building insurance (recovered through service charge), tenant covers insurance of own premises, contents and civil liability	
Reinstatement	not common practice – negotiable by lease	
Other incentives	rent-free period depending upon the size of the leased area and lease length, additional fit-out contribution	

Source: Jones Lang LaSalle February 2009

In addition, there are a number of emerging office markets such as Szczecin, Lublin, Olsztyn, Bydgoszcz, Toruń, Rzeszów, Białystok and Częstochowa. Although emerging markets enjoy increasing interest from corporate occupiers, market practice is difficult to define as the supply lags behind demand and most of projects are built-to-suit.

In summary, from an occupier perspective, 2009 and 2010 is a good time for corporates making lease commitments. Large enquires should be placed as early as possible to capitalize on options such as pre-let agreements or built-to-suit projects.

Conclusion

BPO and Shoring in Poland offers companies four primary advantages: cultural and geographical proximity to Western Europe; high-quality labour pool with a high level of education and foreign language capabilities (English, German, French, etc.); low risk profile including EU data protection; and cost advantages through the combination of labour market, real estate and government/EU incentives.

We deliberately did not provide a ranking of Polish cities in respect of BPO and shoring opportunities. The reason underlying this decision is that enterprises have different selection criteria. Competition from an already existing sizeable BPO or SSC of exactly the same profile can be an entry barrier to a city. Also, enterprises may be looking for specific profiles of high schools and undergraduates. These types of factors are difficult to capture in a ranking. Corporations typically undertake in-depth market research before making an investment.

Of the 39 cities in Poland with a population exceeding 100,000, we would encourage researching these markets thoroughly, not only focusing on the seven major agglomerations with nearly one million inhabitants each. We also note that the global financial turmoil is likely to impact the outsourcing sector in the following ways:

- Cost-cutting implemented by some of global financial institutions outside of Poland and global bankruptcies of world's leading banks may decrease the demand for specialised outsourcing providers and services;
- Rising unemployment in the finance and banking and generic business sector in Western Europe and US is likely to put downward pressures on salary levels in these countries thus limiting labour market arbitrage between US/Western and Central & Eastern Europe. In addition, the rise of nationalist/ protectionist activities by governments may interfere with sensible economic and business drivers;
- However, enterprises will be looking to drive further cost-efficiencies and are likely to migrate first or further processes offshore or nearshore.

Poland is an established outsourcing and shoring destination. 45,000 staff are employed in 300 biggest outsourcing and shoring centres in the country with examples including Hewlett-Packard, Credit Suisse, Shell, Volvo, Carlsberg, Electrolux, Philip Morris, UBS, Fiat, IBM, Google and Motorola. For newcomers this means a relatively easy entry process into the market.

In addition, institutions such as the Polish Information and Foreign Investment Agency (PAIIZ) assist foreign enterprises with direct investment in Poland and help arranging for subsidies. Organisations gathering outsourcing centres such as Aspire in Małopolskie region (area of Kraków) allow for exchange of information and experience between the BPO/ SSCs.

Information on content providers

Jones Lang LaSalle (NYSE:JLL) is a financial and professional services firm specialising in real estate. The firm offers integrated services delivered by expert teams worldwide to clients seeking increased value by owning, occupying or investing in real estate. Jones Lang LaSalle was named to The 2009 Global Outsourcing 100 list by the International Association of Outsourcing Professionals (IAOP). The list includes companies around the world that specialize in a wide range of outsourcing services, from IT and business process to real estate, asset management and logistics. To assemble the list, a judging panel evaluates eligible companies on criteria that include customer feedback, scope of services, leadership, size and growth.

The Grafton Group was established in 1982 and we have 81 offices in 19 countries. We have placed candidates in over 70 Countries. Our two primary brands are Grafton Recruitment and SpenglerFox. Grafton focuses on a 'success fee' basis and temporary workers. SpenglerFox is our executive search brand. The case studies and commentary in this set of reports are just a short selection of the staffing work we have done with our client partners across Central and Eastern Europe. Our consultants are experts in their field and client references are available by request.

The Polish Information and Foreign Investment Agency (PAIIZ), the governmental agency responsible for promotion of Poland as a business partner abroad, assists foreign companies considering direct investment in Poland, firms trading with Poland and Polish exporters.

We guide investors through all the essential administrative and legal procedures at every stage of the investment process, we also support firms that are already active in Poland. We provide quick access to complex information relating to legal and business matters regarding the business activity in Poland. The Agency helps in finding the appropriate partners and suppliers or new locations.

“Capgemini Outsourcing had acquired a small centre in **Kraków** in 2003 and since then have expanded their capacities in **Kraków** and **Katowice** to more than 3,000 employees, who serve both BPO and ITO clients. We decided to enter the Polish market as it offers a great pool of talented, well-educated young people, speaking many foreign languages. It is supported by quite modern infrastructure, good international connectivity (two airports within 60 km) and a stable economical situation in the country and the region.”

Marek Grodziński
Centre Director, Capgemini, **Kraków**

“The two key factors underlying the decision to start operating in **Wrocław** were the availability of skilled labour force and administrative and financial support. The location of Wrocław on the map of Europe was also critical as was the local atmosphere in Wrocław which attracts both investors and potential staff. Consequently, we have grown to 1,000 staff within 3 years, i.e. 2 years earlier than initially planned.

We plan to expand operations and increase headcount by further 800 people over the next couple of years. New roles will be more knowledge-focused allowing for more advanced processes to be migrated.”

Jacek S. Leverages
Managing Director, HP Global e-Business Operations, **Wrocław**

“We decided to invest in **Poland** because here we always keep on discovering talents that fuel our success and enable fruitful cooperation with the most demanding companies and organizations. Accenture always aims at delivering high performance in collaboration with its clients. This is why we decided and continue to grow our enterprise in Poland, where the labour market is boosting with educated, skilful and gifted people – their talents and professional experience supported by Accenture’s know-how is easily translated into success. It is also important, that at the very heart of Europe, we can make use of our global reach and local expertise. We can rely on the stable and durable economic environment, beneficial location, and refined experts.”

Paweł Łobejko,
Head of Accenture Delivery Center for Business Process Outsourcing, **Warsaw**

“Google first opened in **Warsaw** in early 2006 and since then found home in Poland. We currently have 200 employees representing over 20 nationalities. Our Online Sales and Operations team in **Wrocław** takes advantage of multilingual workforce in Poland and Central Europe. Google’s Engineering Centre in **Kraków** is a birthplace to products and innovations impacting millions of internet users worldwide employing engineering talent from both Central Europe as well as other parts of the world. Sales team in Warsaw takes advantage of very dynamic local market and is significant contributor to Google’s financial results. In short Google’s experience proves that Poland is a great place to run EMEA operations and sales, deliver high end software that is changing internet globally and benefit from dynamic local market.”

Google Poland Sp. z o.o.

“The reasoning behind establishing of Nearshore Delivery Centre in CEE was to meet European demand for domain, language and onsite requirement perspective. We found **Poland** as a particularly attractive location for our operations having regard to numerous factors such as rapid development in IT and infrastructure, efficient human resource, friendly government policy and support, appropriate environment for growth as well as cost of living and real estate prices.”

Rafał Grabowski
Zensar Technologies Limited, **Gdańsk**

“We chose **Gdańsk** for our Offshore Development Centre because of the ready availability of highly skilled and motivated staff and the opportunities for cooperation with local Universities.”

Tom Gray,
Chief Technology Officer, Kainos, **Gdańsk**



Real value in a changing world



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