

PEOPLE & TECHNOLOGY

People Are Not Disappearing from the Security Industry. Their Role Is Changing

When we talk about artificial intelligence, automation or robotics, the question of jobs arises almost immediately. Will technology replace people? Changes are already visible in the security industry, but the direction they are taking is more complex. It is not simply a matter of how many tasks can be automated, but above all of how technology can help organise work differently and make better use of people's experience.

Just a few years ago, security was associated almost exclusively with the physical presence of a security officer on site. Today, that picture is incomplete. Video surveillance, access control systems, mobile applications and AI-powered solutions are becoming part of everyday work. A system can detect an anomaly, analyse an image and generate an alert. However, it is a person who assesses the situation, makes the decision and is responsible for the appropriate response.

„Technology is not eliminating people from the security industry, but it is changing the nature of their work. The ability to work with modern systems, interpret information correctly and make sound decisions is becoming increasingly important. That is why I see the future of the industry not as a choice be-

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CEO at Seris Konsalnet

tween people and technology, but as the ability to combine their strengths effectively”, says **Sylwia Müller**, CEO at Seris Konsalnet.

She adds:

„Technology works particularly well where tasks are repetitive, require many hours of observation or can be carried out automatically. People remain essential wherever good communication, the assessment of an unusual situation or direct interaction with another person is required.

Developing Skills in a Changing Work Environment

Technological development is changing not only the way services are delivered, but also the skills employees need. For employers, this means investing in workforce development and preparing employees to work with solutions that are becom-

ing standard across the security industry.

„As the sector becomes increasingly professionalised, expectations of employees are changing, as are their development needs. That is why we cannot focus solely on recruiting new people. It is equally important to develop the skills of existing employees and give them opportunities to gain new qualifications. We invest in training and finance professional qualifications that enable our employees to grow alongside the organisation and the changing market”, says **Małgorzata Gawryszewska**, HR Director at Seris Konsalnet.

She emphasises:

„We are pleased that our approach has also been recognised externally – Seris Konsalnet was named one of Gazeta Finansowa's 'Best Employers 2026'. We see this distinction above all as confirmation that the direction we have chosen in terms of employee development and building the right working environment is the right one”.

An Industry for People at Different Stages of Their Careers
Technology is changing the way people work, but it is not changing the fundamental role of people. That is why the security industry remains open to individuals at different stages of

their careers. It offers opportunities to gain first professional experience, combine work with education and develop professionally, while also providing stable employment for people with many years of experience.

“The security industry is one of the more flexible segments of the labour market. It allows people to combine work with university studies, gain their first professional experience or change their existing career path. At Seris Konsalnet, we want to create an environment that offers development opportunities to people at different stages of their professional lives. The diversity of experience and skills within our teams represents genuine business value for us”, says **Małgorzata Gawryszewska**.



Małgorzata Gawryszewska
HR Director at Seris Konsalnet

People + Technology

As AI develops, the importance of distinctly human skills is, paradoxically, increasing. The more information systems provide, the more important the ability to interpret it becomes. The more processes we automate, the greater the value of the right

response in a situation that an algorithm has not anticipated.

„Technological transformation makes sense when it creates real value – for the client, the employee and the organisation as a whole. That is why we do not look at technology solely through the lens of automation. We see it as part of a broader transformation of the company’s operating model, a way to improve service quality and a means of building the skills we will need in the future”, emphasises **Sylvia Müller**.

The future of the security industry therefore does not come down to a choice between people and technology. The direction is clear: people supported by technology. ■

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BEST EMPLOYERS IN POLAND

PEOPLE, STANDARDS AND RESPONSIBILITY IN A MODERN ECONOMY

Poland's economic transformation is not only about GDP growth, new investment, infrastructure and the expansion of domestic companies. Over the past two decades, the Polish labor market has changed as well. The quality of jobs is becoming another measure of the maturity of the Polish economy.

Poland has changed as a place to invest, do business and build a career. This is visible in modern factories, technology centers, the financial sector, logistics, energy and rapidly growing Polish companies. Far less attention, however, is paid to another part of the same transformation – **the changing quality of work and the relationship between employees and employers.**

Just 15 or 20 years ago, Poland was primarily an employer's labor market. High unemployment, lower wages and a limited number of attractive job opportunities meant that companies largely dictated the terms of employment.

Today, the situation is entirely different. Poland has one of the lowest unemployment rates in the European Union. Employers must compete for people – and this applies not only to highly qualified specialists, but also to workers in industry, logistics, retail and services. That competition has changed the Polish labor market in favor of employees.

From Pay to Quality of Work

Salary remains one of the basic criteria when choosing an employer, but it is no longer the only one. Workplace atmosphere, stability, opportunities for advancement, the quality of

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managers, safety, flexibility and organizational culture are becoming increasingly important. The latest Randstad Employer Brand Research 2026 shows the scale of this shift. For the first time in the history of the Polish edition of the survey, a pleasant workplace atmosphere ranked ahead of attractive pay among the factors most frequently cited

by employees. It was selected by 72 proc. of respondents. Job security was important to 68 proc., while career development opportunities mattered to 60 proc. It is not only the market that has changed. **Polish employees themselves have changed, along with what they expect from companies.** Good pay is expected to go hand in hand with good manage-



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ment. Stability with opportunities for advancement. Technology with investment in skills. And workplace safety today means not only protecting health and life, but also predictability, organizational responsibility and a culture built on clear rules.

Polish Jobs by European Standards

This is one of the less visible consequences of Poland's transformation. Poland has not only been catching up with Europe in infrastructure, investment, technology and productivity. **Its workplace culture has been changing as well.**

At many large companies operating in Poland, systems for employee development, talent management, safety, training and work-life balance now function according to standards familiar from Europe's most developed markets.

That does not, of course, mean that the entire Polish labor market has reached the same level. Differences between companies, sectors and regions remain sig-

nificant. Employees also continue to see a gap between their expectations and reality, particularly when it comes to pay and career-development opportunities. **The direction of travel, however, is clear. Poland's best employers are no longer trying to catch up with European standards. In many areas, they simply operate according to them.**

Who Sets the Standard in Poland?

A useful snapshot of this transformation is provided by the ranking of the most attractive employers in the Randstad Employer Brand Research 2026. Signify took first place, Volvo Polska ranked second, and PGE Polska Grupa Energetyczna came third. The top ten also included Toyota Motor Manufacturing Poland, ZF Polpharma, KGHM Polska Miedź, Fujitsu Technology Solutions, Alstom, Allegro and Leonardo PZL-Świdnik.

The diversity of this group is significant in itself. Technology, automotive manufacturing, energy, pharmaceuticals, industry,

IT, rail, e-commerce and aviation show that high employment standards are not confined to a single sector.

What is more, these companies are valued for different reasons. Their strengths include modern technologies, reputation, strong leadership, job security, pay and benefits, opportunities for development and workplace atmosphere.

There is, therefore, no single formula for being the best employer. What is emerging instead is a steadily higher standard expected of a good organization.

High employment standards are also recognized beyond the largest employer-attractiveness rankings. One example is Seris Konsalnet, which was recognized by „Gazeta Finansowa” in its „Best Employer 2026” report. The feature devoted to the company highlighted, among other things, skills development, employment flexibility and diversity as elements of a modern organization.

Technology Increases the Importance of People

artificial intelligence and automation will be the next major test for employers. A modern company can treat technology primarily as a way to reduce labor costs. But it can also use it to raise employee produc-

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POLAND'S TRANSFORMATION HAS NOT TAKEN PLACE ONLY IN GDP STATISTICS, NEW ROADS, FACTORIES AND OFFICE BUILDINGS. IT HAS ALSO TAKEN PLACE IN THE WORKPLACE



tivity, eliminate the most repetitive tasks and create positions that require higher levels of skill. That is why employee development is ceasing to be a benefit.

It is becoming an investment.

A company that trains its people and prepares them to work with new technologies simultaneously increases its own resilience to economic change.

In an economy increasingly driven by knowledge, a company's competitive advantage will depend not only on what technologies it owns, but also on whether it has people capable of using them.

The Best Employer Builds More Than Its Own Company

The significance of good employers extends beyond their own organizations.

A company that invests in training expands the pool of skills available in the labor market. A business that raises safety standards also influences its suppliers and subcontractors. An organization offering good pay, transparent career paths

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and a strong management culture raises employee expectations toward competitors as well. In this way, **competition for employees raises standards across the entire economy.**

That is why the best employers should not be viewed solely through the lens of HR policy. They are part of a much larger story – the story of an economy that, over several decades, has moved from cheap labor and high unemployment to a mar-

ket in which a skilled employee is increasingly one of the most sought-after resources.

Poland's transformation has not taken place only in GDP statistics, new roads, factories and office buildings. It has also taken place in the workplace. And how companies treat, develop and reward their people is now one of the best measures of the maturity of the Polish economy.

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