

The CENTRAL EUROPE TECHNOLOGY MARKET GUIDE 2026

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TALENT
& INNOVATION



TECHNOLOGY
EXCELLENCE



CENTRAL
LOCATION



STABILITY
& SECURITY



VALUE
& GROWTH

CONNECTING TALENT • TECHNOLOGY • OPPORTUNITY

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Executive Summary

Central Europe: A Strategic Location for Technology Investment

Central Europe has become one of Europe's most attractive destinations for technology investment, engineering, innovation and digital transformation. While the region was once viewed primarily as a lower-cost outsourcing destination, it has matured into a highly skilled, knowledge-based economy supporting research and development, advanced software engineering, cybersecurity, artificial intelligence, cloud technologies and global business services.

For international organisations, the investment case has fundamentally changed. Success is no longer measured by labour cost alone, but by the ability to access highly skilled talent, deliver complex international programmes, operate within a stable regulatory environment and scale sustainably across European markets.

The Czech Republic has emerged as one of the region's most mature and stable technology ecosystems. Combined with the strengths of neighbouring Poland, Slovakia and Hungary, Central Europe now offers organisations access to world-class engineering capability, modern infrastructure, political stability and seamless integration with the European Union.

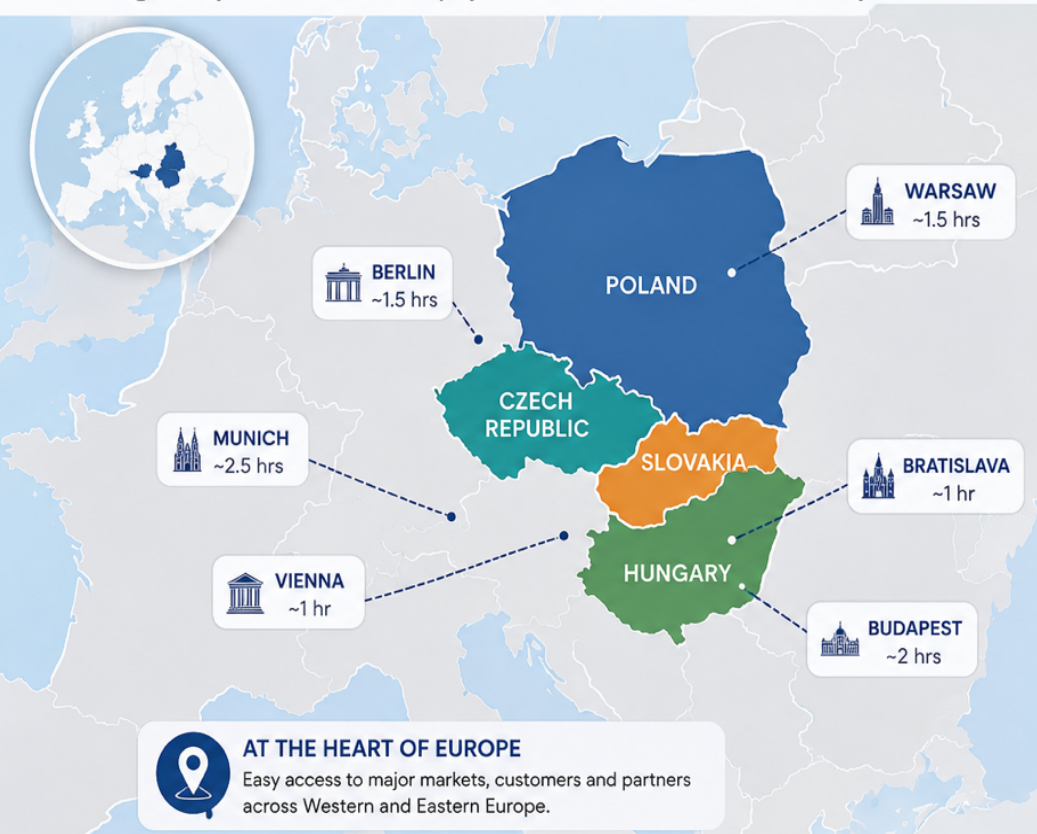
This guide has been developed to provide senior executives with an objective overview of the Central European technology market, helping organisations understand the opportunities, recognise the challenges and make informed strategic decisions before entering or expanding within the region.

Why Central Europe Matters

Central Europe has become a preferred destination for multinational corporations seeking to establish software development centres, engineering hubs, Global Business Services (GBS), Research & Development (R&D) facilities and regional headquarters.

CENTRAL EUROPE: OUR FOCUS

Strategically located. Deeply connected. Future ready.



CZECH REPUBLIC • POLAND • SLOVAKIA • HUNGARY

Four countries. One connected region. Limitless opportunity.



EU MEMBERSHIP

Full access to the European Union Single Market of over 440 million consumers, with free movement of goods, services, capital and labour.



NATO MEMBERSHIP

A secure and stable environment backed by one of the world's strongest alliances.



SCHENGEN AREA

Passport-free travel across most of Europe, enabling seamless movement for business and project teams.



CENTRAL LOCATION

Strategically positioned at the crossroads of Western and Eastern Europe with excellent connectivity by road, rail, air and digital infrastructure.



CENTRAL EUROPEAN TIME

The CET/CEST time zone provides excellent daily overlap with Europe, Africa, the Middle East and North America.

Several structural advantages continue to drive investment into the region:

- Membership of the European Union and the European Single Market
- Stable democratic institutions and mature legal frameworks
- Highly educated technical workforce
- Excellent digital and physical infrastructure
- Strong engineering and manufacturing heritage
- Geographic proximity to Western European customers
- Convenient time-zone alignment for international collaboration
- Increasing focus on innovation rather than cost reduction

Rather than replacing U.S and Western European operations, many organisations now view Central Europe as an extension of their existing engineering capability, allowing teams to collaborate seamlessly across borders while accessing a broader talent pool.

Why Czechia is Different from Poland, Romania and Hungary

Although Central Europe is often considered a single investment region, each country has developed distinct characteristics.

The Czech Republic distinguishes itself through its combination of industrial heritage, engineering excellence and economic stability. Its technology sector has evolved steadily over several decades, supported by internationally recognised universities, advanced manufacturing industries and a strong culture of innovation.

Compared with neighbouring markets:

Poland offers the largest labour market and significant scale, making it attractive for large, shared services and enterprise operations. However, competition for experienced technical professionals is particularly intense in major cities, placing upward pressure on salaries and recruitment timelines.

Romania continues to attract investment through a rapidly growing software sector and competitive operating costs. While it offers strong technical capability, infrastructure, regulatory maturity and labour market consistency can vary more significantly between regions.

Hungary has developed a strong presence in automotive engineering, manufacturing and business services. Although it remains an important regional location, recent geopolitical and economic considerations have led some organisations to adopt a more diversified Central European strategy.

The Czech Republic occupies a distinctive position by balancing technical capability, economic resilience, manageable market size and strong integration with U.S and Western European business culture. For organisations seeking long-term operational stability rather than simply the largest workforce or lowest labour costs, it represents one of the region's most balanced investment environments.

Key Statistics

The Central European technology and business services sector continues to demonstrate sustained growth and increasing maturity.

Key indicators include:

- Approximately **200,000 professionals** employed within the Czech Business Services sector.
- Around **380 Global Business Services, Shared Services and Technology Centres** operating across the Czech Republic.
- Continued expansion in software engineering, cybersecurity, cloud technologies, artificial intelligence and data analytics.
- Hundreds of multinational organisations operating regional engineering and development centres throughout Central Europe.
- Strong university output in engineering, computer science and STEM disciplines supporting a continuous pipeline of graduate talent.
- High levels of English proficiency across professional technology environments.

These indicators demonstrate that Central Europe has evolved into a strategic knowledge economy supporting increasingly complex and business-critical operations rather than traditional back-office functions.

The Opportunity

For organisations considering expansion into Europe, Central Europe offers an attractive combination of technical capability, commercial value and operational resilience.

Key opportunities include:

- Access to highly skilled software engineering and technology professionals.
- Establishment of regional delivery centres serving multiple markets.
- Expansion of Research & Development and innovation capability.
- Greater operational resilience through geographically diversified delivery teams.
- Improved collaboration through favourable time-zone alignment.
- Access to a mature contractor and consulting market for specialist skills.
- Reduced operational risk through stable regulatory and economic environments.

Perhaps most importantly, organisations gain access to talent capable of delivering complex, high-value programmes rather than simply providing lower-cost resources.

The Challenges

Despite its many strengths, Central Europe presents several challenges that organisations should recognise before entering the market.

Demand for experienced technology professionals continues to exceed supply in specialist disciplines such as Artificial Intelligence, Cloud Engineering, Cybersecurity, Enterprise Architecture and Data Engineering.

Employers also face:

- Increasing competition for experienced professionals.
- Rising salary expectations within specialist technical roles.
- Longer recruitment lead times.
- Candidate counter-offers.
- Varying employment legislation across different countries.
- Cultural differences in recruitment and management practices.
- Complex contractor and employment models.
- Increasing emphasis on employer reputation and employee experience.

Many organisations underestimate these factors during initial market entry, resulting in extended recruitment cycles, higher costs and unnecessary delivery risk.

How Oliver May Consulting Assists Organisations

Successful expansion into Central Europe requires more than simply understanding salary levels or identifying recruitment partners. It requires informed strategic decision-making based on local market knowledge, commercial awareness and practical delivery experience.

Oliver May Consulting (OMC) provides independent advisory services to organisations operating within the Central European technology market.

Our approach combines UK business experience with nearly two decades of practical knowledge of the Czech Republic, enabling international organisations to navigate the region with greater confidence.

OMC supports clients by:

- Providing independent strategic advice on entering and operating within the Central European technology market.
- Delivering fully outsourced technology projects, assuming end-to-end responsibility for project planning, governance, resource coordination, execution and successful delivery.
- Advising on ICT recruitment strategy and technical hiring decisions.

- Assessing technical candidates beyond the traditional CV through structured evaluation methodologies, including the proprietary CTR Fit Pack™ approach.
- Offering practical insight into local employment practices, contractor engagement and delivery considerations.
- Helping organisations reduce recruitment risk, strengthen project delivery and make informed commercial decisions.

Unlike recruitment agencies, OMC operates as an independent advisory partner. Our objective is not simply to help organisations hire people, but to help them build sustainable, high-performing technology capability within one of Europe's most dynamic and strategically important regions.

"Central Europe should no longer be viewed as a lower-cost alternative to Western Europe. It is a strategic destination for organisations seeking engineering excellence, innovation, operational resilience and sustainable long-term growth"

Pino Nicholson. Oliver May Consulting

WHY INVEST IN CENTRAL EUROPE?

A region that delivers stability, talent and long-term value.

**01**

STABILITY

Political stability, EU and NATO membership, sound institutions and a resilient banking sector create a secure foundation for long-term investment.

**02**

TALENT

A large, well-educated and multilingual workforce with deep expertise in technology, engineering, IT and business services. Strong technical university pipeline.

**03**

INFRASTRUCTURE

Modern digital infrastructure, efficient transport networks and international connectivity enable seamless operations across Europe and beyond.

**04**

LOCATION

At the heart of Europe with excellent access to key markets, customers and partners. Ideal time zone for collaboration across Europe, Africa and the Middle East.

**05**

INNOVATION

A growing technology ecosystem with innovation hubs, R&D centres and a strong focus on AI, cybersecurity, software engineering and advanced technologies.

**06**

LONG-TERM VALUE

Competitive operating costs combined with high quality, reliability and productivity – delivering sustainable value, not just short-term savings.



EU
Member
State



NATO
Member
State



SCHENGEN
Passport-free
travel



~60 MILLION
Population
across the region



AT THE HEART
of Europe's markets
and opportunities

Central Europe: A Strategic Investment Destination

Over the past two decades, Central Europe has evolved from being viewed primarily as a low-cost outsourcing region into one of Europe's most attractive locations for technology investment, shared services, engineering, research and development, and digital transformation.

Countries such as the Czech Republic, Poland, Slovakia and Hungary now host hundreds of regional headquarters, Global Business Services (GBS) centres, software development hubs, engineering centres and innovation laboratories for many of the world's largest technology companies.

For international organisations, the decision is increasingly no longer driven by labour cost alone. Today's investment decisions focus on resilience, access to highly skilled talent, operational stability, and long-term value creation.

The Czech Republic, in particular, has established itself as one of Central Europe's most mature technology ecosystems, combining political stability, advanced infrastructure, a highly educated workforce and strong integration into European and global markets. The country's business services sector now employs around **200,000 professionals across approximately 380 centres**, with continued investment concentrated in higher-value activities such as AI, cybersecurity, software engineering and data analytics rather than traditional back-office operations. ([absl](#))

Economic Stability

For international investors, long-term predictability is often more valuable than short-term cost savings. The Czech Republic offers a stable economic environment supported by transparent institutions, prudent fiscal management and an independent central bank.

European Union Membership

EU membership provides businesses with access to one of the world's largest economic blocs, enabling the free movement of goods, services, capital and labour. Companies established in the Czech Republic benefit from harmonised regulations, strong legal protections and direct access to over 440 million consumers throughout the European Single Market.

For international technology companies, this significantly reduces many of the regulatory complexities associated with cross-border expansion.

NATO Membership

As a long-standing NATO member, the Czech Republic provides a high degree of geopolitical security and operational stability. In an increasingly uncertain global environment, political resilience has become an important consideration for multinational organisations selecting locations for regional operations and critical technology services.

Stable Banking Sector

The Czech banking sector has consistently demonstrated resilience through periods of international financial uncertainty. It is well-capitalised, conservatively regulated and supervised by the Czech National Bank (ČNB), providing investors with confidence in financial stability and access to modern banking infrastructure. Recent assessments continue to describe the Czech financial sector as stable and resilient despite heightened geopolitical uncertainty across Europe. (cnb.cz)

Strategic Geographic Location

Situated at the heart of Europe, the Czech Republic offers outstanding connectivity to Western and Eastern European markets.

Major European business centres including:

- Berlin
- Munich
- Vienna
- Bratislava
- Warsaw
- Budapest

are all accessible within a few hours by road, rail or short-haul flight.

This central position makes the country an ideal location for regional headquarters, delivery centres and cross-border project teams.

European Single Market

Operating within the EU Single Market allows companies established in Central Europe to trade freely across member states without customs barriers or additional regulatory complexity.

For technology businesses, this simplifies:

- Service delivery
- Software licensing

- Cross-border recruitment
- Supply chain management
- Regional expansion

The regulatory consistency across member states provides a strong platform for scalable growth.

Schengen Area

The Czech Republic's participation in the Schengen Area allows passport-free travel across most of continental Europe, significantly reducing friction for business travel, customer engagement and regional project delivery.

Consultants, engineers and project teams can move efficiently between client locations throughout Europe without routine border controls.

International Accessibility

Prague's Václav Havel Airport provides direct connections to major U.S and European cities, while an extensive motorway and rail network supports efficient regional travel.

For organisations managing distributed delivery teams across Europe, Central Europe provides excellent physical accessibility alongside mature digital infrastructure.

CZECH REPUBLIC

MAIN AIRPORT LOCATIONS

Excellent connectivity across the country and to major European destinations.



KEY TAKEAWAY

Prague connects you to the world. Regional airports connect you across Czechia and Central Europe.



Central location. Global access.
Delivering opportunities across Europe.



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Time Zone Advantage

One of Central Europe's often overlooked strengths is its location within the Central European Time (CET/CEST) zone.

This creates highly effective working overlap with multiple international markets.

Unlike offshore delivery centres located in Asia or the Americas, teams based in Czech Republic can collaborate with clients through almost an entire working day without requiring unsociable working hours.

For agile software development, programme management and executive decision-making, this overlap supports faster communication, shorter feedback cycles and improved project governance.

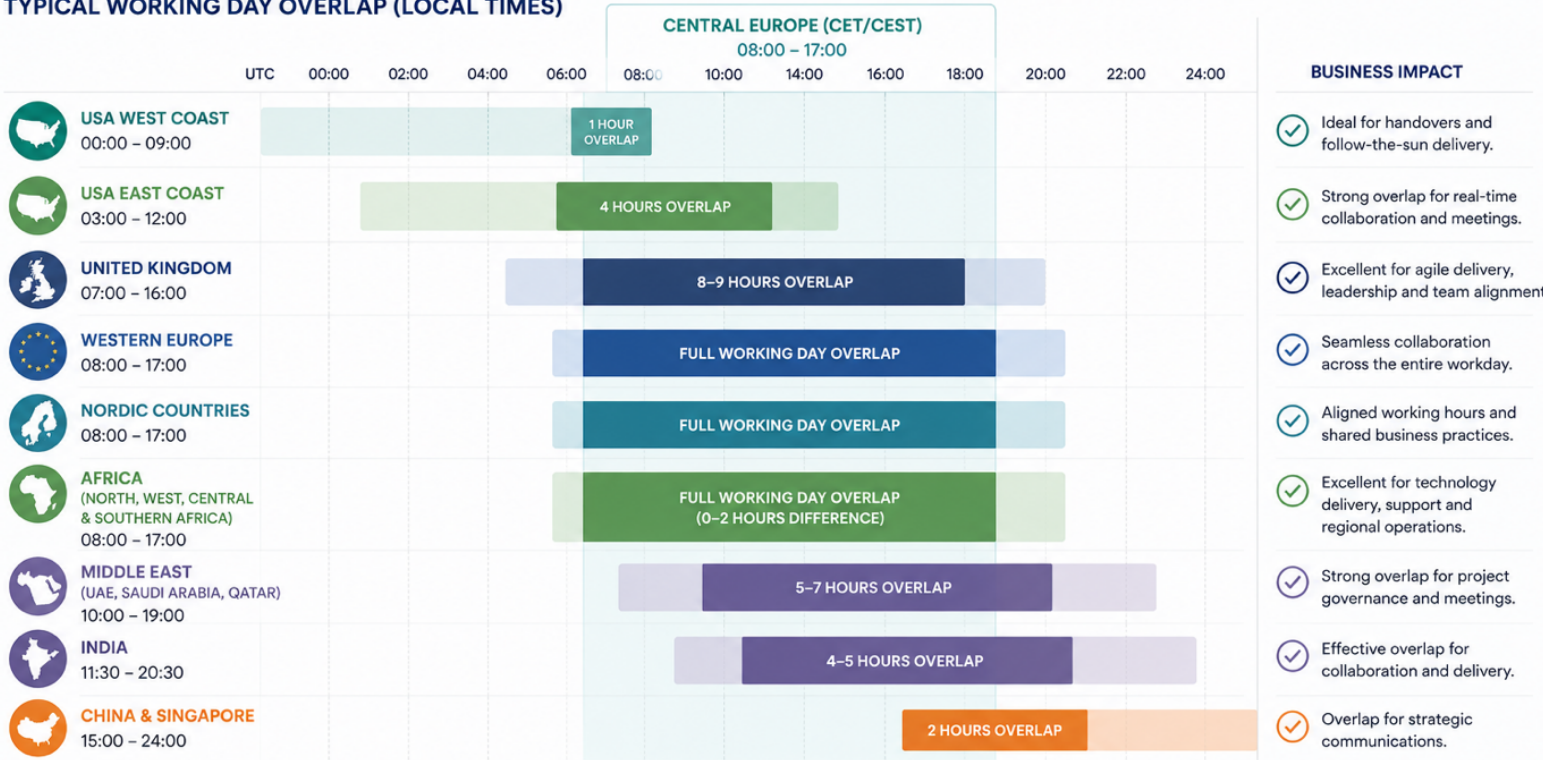
TIME ZONE ADVANTAGE

Central Europe. Perfectly positioned for global collaboration.



Central European Time (CET/CEST)
Enabling strong daily overlap with key global markets.

TYPICAL WORKING DAY OVERLAP (LOCAL TIMES)



A CENTRAL ADVANTAGE

Central Europe's time zone delivers exceptional daily overlap with Europe, Africa, the Middle East and the Americas — enabling real-time collaboration and global delivery excellence.

Talent: A Knowledge-Based Workforce

Perhaps Central Europe's greatest competitive advantage is its people.

Engineering Tradition

The Czech Republic has a long-established engineering heritage dating back more than a century. Manufacturing excellence has naturally evolved into advanced capabilities in:

- Software Engineering
- Embedded Systems
- Industrial Automation
- Electronics
- Automotive Technology
- Aerospace
- Artificial Intelligence
- Cybersecurity

Many multinational organisations now locate their most technically demanding engineering work within the region rather than treating it purely as a delivery centre.

STEM Education

Education remains a national strength, particularly within science, technology, engineering and mathematics disciplines.

Although employers continue to report shortages in specialised technical skills, particularly AI, data science and cybersecurity, the overall quality of graduates remains highly regarded internationally. The challenge today is less about educational quality than about intense competition for experienced professionals in a rapidly evolving technology market. ([absl](#))

Technical Universities

The Czech Republic benefits from a well-established higher education system with several internationally respected universities producing highly skilled graduates in engineering, computer science, artificial intelligence, cybersecurity, mathematics and applied sciences.

Among the most recognised institutions are:

World-class education. Innovation-driven.
Powering technology and talent across the country.



These institutions maintain close partnerships with multinational technology companies, research organisations and industrial leaders, ensuring graduates develop both strong theoretical foundations and practical experience. Together they form one of the key drivers behind the Czech Republic's reputation as a leading engineering and technology destination within Central Europe.

Cost: Focusing on Value Rather Than Cheap Labour

One of the biggest misconceptions about Central Europe is that organisations invest here primarily because labour is inexpensive.

That narrative is increasingly outdated.

While operating costs remain competitive compared with the U.S and many Western European countries, the region is now recognised primarily for the quality of its workforce, technical capability and operational reliability.

Recent investor surveys show that infrastructure, overall stability and workforce quality consistently rank ahead of labour costs when organisations evaluate the Czech Republic as an investment destination. Labour cost is increasingly viewed as only one element of a broader value proposition. ([absl](#))

Modern investors are increasingly asking:

- Can we recruit exceptional technical talent?
- Can we scale sustainably?
- Can we deliver complex international programmes?
- Can we retain experienced professionals?
- Can this location support long-term innovation?

These questions reflect a shift from **cost optimisation** to **capability optimisation**.

For organisations seeking sustainable growth, Central Europe offers an increasingly compelling balance of technical excellence, operational maturity and commercial value. It is no longer simply a lower-cost destination, it is a strategic location for knowledge-intensive business, technology delivery and long-term investment.

CZECH TECHNOLOGY ECOSYSTEM

A DIVERSE, INNOVATIVE AND CONNECTED TECHNOLOGY HUB AT THE HEART OF EUROPE



A Mature European Technology Hub

Over the past three decades, the Czech Republic has transformed from a manufacturing-based economy into one of Central Europe's leading technology and innovation centres. Today, it hosts a diverse ecosystem of multinational technology companies, engineering

organisations, research institutions, start-ups and Global Business Services (GBS) centres supporting customers across Europe and beyond.

Unlike emerging technology markets that rely primarily on cost competitiveness, the Czech technology sector has developed around engineering excellence, advanced manufacturing, software innovation and research capability. This evolution has been driven by a combination of strong technical education, long-standing industrial expertise and sustained foreign direct investment.

The result is an ecosystem capable of delivering high-value work across software engineering, cybersecurity, artificial intelligence, cloud technologies, industrial automation, embedded systems and digital product development.

For international organisations, the Czech Republic offers more than access to skilled professionals, it provides access to an established technology community with decades of experience delivering complex global programmes.

Technology Hubs

CZECH REPUBLIC TECHNOLOGY HUBS

STRATEGIC LOCATIONS. CONNECTED TALENT. ENDLESS OPPORTUNITIES.

Four key technology hubs forming a dynamic network across the country, each with unique strengths and excellent connectivity to European markets.



200,000+
Business services and technology professionals



380+
Shared services, R&D and technology centres



At the Heart of Europe
Short distances to major European business centres



Thriving Ecosystem
Innovation, startups and global companies



Open for Business
Stable, competitive and future-focused

Although technology companies operate throughout the country, four cities have emerged as the principal centres of innovation and engineering excellence.

Major Technology Sectors

The Czech technology ecosystem has diversified significantly, with several sectors demonstrating particular international strength.

Software Development

Software engineering represents one of the country's most mature industries.

Development teams support products across:

- Enterprise Software
- SaaS Platforms
- Cloud Applications
- Mobile Technologies
- Healthcare
- Financial Services
- Manufacturing
- Telecommunications

Many multinational organisations have relocated core product development, not merely software maintenance, to Czech engineering teams.

Cybersecurity

Growing geopolitical uncertainty and increasing cyber threats have accelerated investment in cybersecurity capability throughout the Czech Republic.

Organisations are expanding expertise in:

- Security Operations Centres (SOC)
- Identity Management
- Penetration Testing
- Secure Software Development
- Threat Intelligence
- Governance, Risk and Compliance (GRC)

The Czech Republic also benefits from a growing ecosystem of specialist cybersecurity companies serving international markets.

Automotive Software

The Czech Republic's longstanding automotive industry has naturally evolved into a centre for automotive software engineering.

Current areas of expertise include:

- Embedded vehicle software
- ADAS (Advanced Driver Assistance Systems)
- Connected vehicle platforms
- Autonomous driving technologies
- Infotainment systems
- Functional safety
- Automotive cybersecurity

As vehicles become increasingly software-defined, demand for specialist engineering talent continues to grow.

Artificial Intelligence

Artificial Intelligence has become one of the fastest-growing areas within the Czech technology market.

Investment continues across:

- Machine Learning
- Natural Language Processing
- Computer Vision
- Predictive Analytics
- Generative AI
- AI-enabled Automation

Universities, research institutions and multinational organisations are actively collaborating on AI research and commercial innovation.

Cloud Technologies

Cloud transformation remains a major investment priority.

Demand continues to grow for specialists in:

- Microsoft Azure
- Amazon Web Services (AWS)
- Google Cloud Platform (GCP)
- Kubernetes
- DevOps
- Platform Engineering
- Cloud Security

Cloud capability increasingly underpins software development, digital transformation and enterprise modernisation projects.

Embedded Systems

Embedded software engineering represents one of the Czech Republic's traditional strengths.

Applications include:

- Industrial control systems
- Medical devices
- Aerospace
- Telecommunications
- Consumer electronics
- Automotive platforms
- Internet of Things (IoT)

The country's engineering heritage provides an excellent foundation for continued growth in this specialist discipline.

Financial Technology (FinTech)

Prague has become an increasingly important centre for financial technology innovation.

Key areas include:

- Digital Payments
- Banking Platforms
- Risk Analytics
- Open Banking
- Regulatory Technology (RegTech)
- Financial Software Development

The combination of technical expertise and a sophisticated banking sector has supported continued FinTech expansion.

Defence Technology

In response to changing geopolitical conditions, investment in defence technology has increased significantly.

Growth areas include:

- Secure Communications
- Cyber Defence
- Simulation Technologies
- Aerospace Engineering
- Defence Software
- Autonomous Systems

This sector is expected to remain strategically important over the coming decade.

Industrial Automation

Building upon the country's manufacturing expertise, industrial automation continues to be one of the Czech Republic's defining strengths.

Organisations are investing heavily in:

- Robotics
- Industry 4.0
- Smart Factories
- PLC Software
- SCADA Systems
- Industrial IoT
- Digital Twins

This combination of software and manufacturing capability remains a significant competitive advantage.

Why Global Technology Companies Invest in Czechia

The Czech Republic has attracted sustained investment from many of the world's leading technology organisations, not because it offers the lowest operating costs, but because it consistently delivers high-quality engineering capability, operational stability and access to skilled professionals.

These organisations have established engineering centres, software development teams, cloud operations, technical support organisations, research activities and regional headquarters supporting customers throughout Europe.

Several common factors explain why multinational companies continue to expand their Czech operations.

Access to Highly Skilled Engineering Talent

The Czech Republic produces graduates with strong foundations in computer science, engineering and mathematics. Combined with an experienced workforce, this provides organisations with access to professionals capable of delivering complex technical programmes.

Mature Technology Ecosystem

GLOBAL LEADERS. CHOOSE CENTRAL EUROPE.

Trusted by the world's leading technology and engineering companies

Central Europe is home to hundreds of Global Business Services, R&D, engineering and technology centres delivering innovation, operational excellence and long-term value.



SOFTWARE & CLOUD

R&D, engineering and cloud operations supporting global products and services.



CLOUD & DATABASE

Cloud engineering, consulting and support services for customers worldwide.



AI & HYBRID CLOUD

Innovation and delivery in AI, hybrid cloud, data and consulting services.



ENTERPRISE SOFTWARE

Development, cloud delivery and support for enterprise applications.



ENGINEERING & AUTOMATION

Engineering, R&D and shared services driving smart industry and automation solutions.



INDUSTRY & DIGITAL

Digital industries, software development and smart infrastructure solutions.



OPEN SOURCE & CLOUD

Software development, support and cloud technologies for enterprise transformation.



IT & SERVICES

IT services, solutions and engineering support for global customers.



CONSULTING & TECHNOLOGY

Strategy, digital, technology and operations services for global enterprises.



CYBERSECURITY

Cybersecurity research, development and threat intelligence services.



LIFE SCIENCES

Research, development and shared services advancing life sciences worldwide.



ELECTRIFICATION & AUTOMATION

Engineering, R&D and global business services for a more sustainable future.



GLOBAL IMPACT

Centres in Central Europe deliver to customers around the world.



380+

Global Business Services, R&D and technology centres in the Czech Republic.



200,000+

Professionals driving innovation, efficiency and business growth.



HIGH-VALUE FOCUS

From shared services to high-value activities in AI, cloud, data and engineering.



LONG-TERM PARTNERSHIPS

A proven track record of reliability, quality and continuous improvement.



Central Europe – The connected choice for global technology and engineering excellence.



OLIVER MAY
CONSULTING

Unlike developing technology markets, the Czech Republic benefits from decades of accumulated engineering expertise. Professionals often bring experience gained within multiple multinational organisations, contributing to a highly skilled and internationally experienced labour market.

Geographic Advantage

The country's central European location enables efficient collaboration with customers and teams across Western Europe while maintaining convenient access to neighbouring markets.

Stable Business Environment

EU membership, predictable regulation, strong infrastructure and political stability provide organisations with confidence for long-term investment.

Innovation Rather Than Cost

Perhaps the most significant change over the past decade has been the evolution of the Czech Republic from a delivery location focused primarily on operational efficiency to one recognised for innovation, product development and engineering excellence.

Many multinational organisations now entrust Czech teams with global product ownership, architecture, cybersecurity, cloud engineering and research activities that are central to their worldwide operations.

Strategic Perspective

The Czech Republic should no longer be viewed simply as a location for nearshore outsourcing. It has evolved into one of Europe's most capable technology ecosystems, combining engineering excellence, operational maturity and international business experience.

For organisations planning long-term investment in Central Europe, the question is no longer whether the Czech Republic can support complex technology programmes, but how to engage effectively with a market where demand for highly skilled professionals consistently exceeds supply.

This shift from **cost-based outsourcing** to **capability-led investment** is one of the defining characteristics of the Czech technology market today, and it underpins why many of the world's leading technology companies continue to expand their presence in the country.

Hiring Realities

Understanding the Czech Technology Labour Market

One of the most common misconceptions among international organisations entering the Czech Republic is that recruitment in Central Europe is simply a lower-cost version of recruitment in Western Europe.

In reality, the Czech technology market is highly competitive, candidate-driven and increasingly specialised.

While the country continues to produce exceptional technical graduates and attract international investment, demand for experienced professionals consistently exceeds supply across many specialist disciplines. The result is a labour market where employers compete not only on salary but increasingly on leadership quality, flexibility, organisational culture and long-term career opportunities.

For organisations unfamiliar with local market dynamics, successful recruitment requires a fundamentally different approach from that used in larger or less competitive labour markets.

HIRING REALITY HEAT MAP

SKILL SHORTAGES IN CENTRAL EUROPE – 2026 OUTLOOK

Demand for technology talent across Central Europe continues to outpace supply. This heat map reflects the current hiring difficulty for key skill areas.



SKILL AREA	CZECH REPUBLIC	SLOVAKIA	POLAND	HUNGARY	OVERALL OUTLOOK
AI / MACHINE LEARNING Data scientists, ML engineers, AI specialists	HIGH SHORTAGE	HIGH SHORTAGE	HIGH SHORTAGE	MODERATE SHORTAGE	VERY HIGH DEMAND Critical skill set with severe talent shortage
CLOUD COMPUTING Cloud architects, DevOps, SRE, cloud engineers	HIGH SHORTAGE	MODERATE SHORTAGE	HIGH SHORTAGE	MODERATE SHORTAGE	VERY HIGH DEMAND Strong demand across all industries
CYBERSECURITY Security engineers, analysts, architects, ethical hackers	HIGH SHORTAGE	MODERATE SHORTAGE	HIGH SHORTAGE	MODERATE SHORTAGE	VERY HIGH DEMAND Persistent shortage of skilled professionals
DATA & ANALYTICS Data engineers, analysts, BI developers, data architects	MODERATE SHORTAGE	MODERATE SHORTAGE	MODERATE SHORTAGE	LOW SHORTAGE	STEADY DEMAND Improving supply but still competitive
SOFTWARE DEVELOPMENT Full stack, backend, frontend, mobile, engineers	MODERATE SHORTAGE	MODERATE SHORTAGE	MODERATE SHORTAGE	LOW SHORTAGE	STEADY DEMAND Good talent availability in many specialisations
IT INFRASTRUCTURE System administrators, network engineers, IT support	LOW SHORTAGE	LOW SHORTAGE	LOW SHORTAGE	LOW SHORTAGE	RELATIVELY AVAILABLE Sufficient talent pool available



KEY TAKEAWAY

AI, Cloud and Cybersecurity talent are the most in-demand and hardest to hire across Central Europe. Plan ahead, act early and partner with experts.



PLAN AHEAD

Hiring cycles are long. Start early to secure top talent.



BE COMPETITIVE

Strong offers and flexible models win the best people.



INVEST & DEVELOP

Upskill and reskill to close capability gaps over the long term.



PARTNER SMART

Work with recruitment experts who understand the market.



Candidate Shortages

Although graduate talent remains strong, experienced professionals with proven commercial expertise are significantly more difficult to secure.

The greatest shortages continue to exist within specialist technology disciplines requiring both technical depth and practical delivery experience.

Artificial Intelligence

Artificial Intelligence has become one of the fastest-growing sectors within the Czech technology market.

Demand has accelerated rapidly for professionals specialising in:

- Machine Learning
- Large Language Models
- AI Engineering
- Prompt Engineering
- MLOps
- Computer Vision
- Natural Language Processing

Competition for experienced AI specialists is now international rather than local, with Czech professionals increasingly receiving opportunities from employers across Europe and North America.

Cloud Engineering

Cloud transformation remains a strategic priority across almost every industry.

Demand consistently exceeds supply for experienced professionals working with:

- Microsoft Azure
- AWS
- Google Cloud Platform
- Kubernetes
- DevOps
- Platform Engineering
- Cloud Security

Organisations increasingly compete for the same relatively small pool of experienced cloud engineers.

Software Engineering

Software development continues to represent the largest area of recruitment activity.

However, shortages are particularly evident among experienced:

- Senior Java Developers
- .NET Engineers
- Python Developers
- C/C++
- Embedded Software Engineers
- React and Angular specialists
- Technical Architects

The challenge is no longer identifying candidates; it is persuading highly sought-after professionals to consider changing employers.

Data

Demand continues to grow across:

- Data Engineering
- Data Science
- Data Architecture
- Business Intelligence
- Analytics Engineering

As organisations invest in AI and digital transformation, experienced data professionals have become one of the market's most valuable resources.

Cybersecurity

Cybersecurity skills remain among the most difficult to recruit.

High demand exists for:

- Security Engineers
- SOC Analysts
- Cloud Security Specialists
- Identity Management

- Governance, Risk & Compliance
- Penetration Testing
- Security Architecture

Increasing regulatory requirements combined with geopolitical developments continue to drive investment throughout the sector.

Salary Inflation

Although salary growth has moderated compared with the post-pandemic period, specialist technical professionals continue to command significant salary premiums.

Employers should recognise that compensation is influenced by multiple factors including:

- Technical expertise
- International project experience
- English language capability
- Hybrid working arrangements
- Career progression
- Employer reputation

THE CANDIDATE JOURNEY

WHY HIRING TAKES MONTHS, NOT WEEKS



Behind every successful hire is a multi-stage journey. Understanding the process helps set realistic timelines and improves candidate and client experience.



TOTAL TYPICAL HIRING TIME

2 - 5+ MONTHS

Longer for senior and niche specialist roles



High demand for talent



Limited available candidates



Complex stakeholder alignment



Compensation negotiations



Notice periods and handover planning



PLAN AHEAD. HIRE SMART.

A clear process, realistic timelines and the right partner make all the difference.



OMC INSIGHT

The best candidates are not always actively looking. Start conversations early and build relationships.

*Notice periods vary by seniority, role and country. Typical ranges in Central Europe.

Salary benchmarking remains important, but organisations focusing solely on financial packages frequently fail to attract the strongest candidates.

Counter-Offers

Counter-offers have become a routine feature of the Czech technology recruitment market.

When experienced professionals resign, employers increasingly respond with:

- Immediate salary increases
- Promotion opportunities
- Retention bonuses
- Flexible working arrangements
- Expanded responsibilities

Research consistently indicates that counter-offers remain common, particularly within specialist technical roles.

However, candidates accepting counter-offers frequently re-enter the employment market within the following 12 months because the underlying reasons for considering a move often remain unresolved.

Successful recruitment therefore requires understanding candidate motivation rather than assuming salary alone drives career decisions.

Notice Periods

Notice periods are often underestimated by organisations unfamiliar with Czech employment practices.

The standard statutory notice period is generally **two calendar months**, commencing from the first day of the following calendar month after notice is served.

This means that recruitment timelines frequently extend significantly beyond those experienced in markets such as the United Kingdom.

For specialist positions, organisations should plan for:

- Recruitment process
- Interview scheduling
- Notice period
- Pre-employment administration
- Onboarding

Overall hiring timelines of three to five months are not uncommon for senior technical appointments.

English vs Czech Language

One of the Czech Republic's strengths is the high standard of English within the technology sector.

Many multinational organisations operate entirely in English.

Nevertheless, language requirements should be carefully considered.

English is generally sufficient for:

- Software Engineering
- Cloud
- Cybersecurity
- Product Development
- International delivery teams

Czech language capability becomes increasingly valuable for:

- Customer-facing positions
- Local management
- Government projects
- Regulated industries
- Domestic sales

Requiring Czech language unnecessarily can significantly reduce the available talent pool.

Conversely, assuming English alone is sufficient for every position may limit effectiveness in locally focused organisations.

International Candidates

The Czech Republic has become increasingly attractive to international professionals from across Europe and beyond.

Technology organisations employ specialists from:

- Slovakia
- Poland
- Ukraine

- Romania
- Hungary
- India
- Western Europe
- South America

International recruitment provides organisations with access to wider talent pools but requires greater attention to relocation, onboarding and cultural integration.

Diverse teams have become commonplace within Prague and Brno's technology sectors.

Relocation

Relocation remains an important recruitment strategy for specialist technical positions.

However, successful relocation extends beyond simply offering financial assistance.

Candidates increasingly evaluate:

- Housing availability
- International schools
- Healthcare
- Family support
- Career opportunities for partners
- Integration assistance
- Long-term quality of life

Organisations investing in comprehensive relocation support generally experience higher offer acceptance rates.

Visa Challenges

Recruiting professionals from outside the European Union introduces additional planning considerations.

While the Czech Republic continues to attract highly skilled international talent, organisations should anticipate:

- Work permit processing
- Residence permits
- Documentation requirements
- Government processing times
- Changing immigration regulations

Visa planning should therefore begin early within the recruitment process, particularly for specialist positions where candidate availability is limited.

Candidate Expectations Have Changed

Perhaps the most significant change within the Czech technology market over the past decade has been the evolution of candidate expectations.

Modern technology professionals no longer evaluate opportunities solely on salary.

Increasingly, candidates assess the complete employment experience.

Research from Grafton, Hays and other industry studies consistently demonstrates that professionals now consider:

- Leadership quality
- Flexible working
- Interesting projects
- Career development
- Learning opportunities
- Organisational purpose
- Work-life balance
- Company stability
- Technology stack
- Team culture
- Candidate experience during recruitment

Interestingly, employers frequently overestimate the importance of salary while underestimating the impact of leadership, meaningful work and long-term development opportunities.

The strongest candidates are often selecting employers and projects rather than simply accepting the highest financial offer.

Recruitment Is No Longer About CVs

One of the recurring themes explored throughout the [Straight Outta Czechia \(SOC\)](#) series is that successful recruitment in today's technology market is no longer about collecting the largest number of CVs. It is about understanding people, potential and organisational fit.

Traditional recruitment processes often place disproportionate emphasis on keywords, technical checklists and years of experience. While these remain important, they rarely

explain whether a candidate will succeed within a specific team, adapt to organisational culture or contribute effectively to project delivery.

Increasingly, successful hiring decisions require organisations to evaluate:

- Communication capability alongside technical competence.
- Learning agility rather than narrow experience.
- Delivery mindset rather than theoretical knowledge.
- Collaboration within multicultural and distributed teams.
- Alignment between individual motivations and organisational objectives.

These themes have featured repeatedly within the SOC series because they reflect the reality of today's Czech technology market: exceptional candidates frequently differentiate themselves through problem-solving ability, adaptability and interpersonal effectiveness rather than by possessing the longest list of technologies on a CV.

Strategic Perspective

The Czech technology labour market remains one of Europe's strongest sources of engineering talent, but it is also one of its most competitive.

Organisations that continue to recruit using transactional processes designed for less competitive markets often experience lengthy hiring cycles, repeated offer rejections and high recruitment costs.

Successful employers increasingly recognise that recruitment is no longer a procurement exercise, it is a strategic capability. Those organisations that combine strong leadership, an engaging candidate experience, flexible working practices and informed local market knowledge consistently outperform competitors in attracting and retaining exceptional talent.

For international organisations entering the Czech market, understanding these hiring realities is not simply an advantage, it is a prerequisite for building sustainable, high-performing technology teams.

EMPLOYEE vs. CONTRACTOR

CHOOSING THE RIGHT WORKFORCE MODEL

Both employees and contractors play a critical role in building high-performing technology teams. The right choice depends on your business objectives, timeline, budget and the skills you need.



	EMPLOYEE	CONTRACTOR
 ENGAGEMENT MODEL	Permanent, ongoing relationship as part of the organisation.	Project or time-bound engagement with defined scope and deliverables.
 FLEXIBILITY	Lower flexibility. Changes to role or headcount require notice and process.	High flexibility. Scale up or down quickly to meet business needs.
 NOTICE PERIODS	Typically 1 – 3 months notice from either party.	Typically 0 – 10 days clause or end of contract.
 BENEFITS	Entitled to benefits (healthcare, pension, insurance, paid leave, bonuses, etc.).	No employee benefits. Contractor manages their own insurance and entitlements.
 KNOWLEDGE RETENTION	Stronger long-term retention of company knowledge and IP.	Knowledge is retained only for the duration of the engagement.
 SPECIALIST EXPERTISE	Generalist capability with depth in core areas.	Access to niche skills and deep specialist expertise on demand.
 RECRUITMENT SPEED	Slower hiring process – sourcing, interviews, onboarding.	Rapid mobilisation – available talent can start quickly.
 SCALABILITY	More complex and costly to scale up or down.	Easily scalable to match project or business demand.
 LONG-TERM COMMITMENT	High commitment and investment in career development.	Lower commitment – engagement driven by contract terms.
 TOTAL EMPLOYMENT COST (TEC) See below for definition	Higher long-term cost when all employer costs are included.	Higher daily rate but lower total cost for short-term or specific needs.
 DAILY RATE / SALARY	Company salary bands (sometimes may appear cheaper).	Variable daily rate.
 BEST SUITED FOR	• Core, strategic and BAU roles • Long-term projects and operations • Building and retaining capability • Roles with high cultural alignment	• Specialist and niche skills • Short-term projects or transformations • Peak workloads and interim needs • Rapid response to change



EXECUTIVE INSIGHT

Compare **Total Employment Cost (TEC)**, not just gross salary. TEC provides a like-for-like comparison between employees and contractors by including all direct and indirect employment costs.

TOTAL EMPLOYMENT COST (TEC) For Employees



VS.

TOTAL CONTRACTOR COST (TCC) For Contractors



Make decisions based on total true cost, value delivered and strategic impact.



OMC OBSERVATION

Many international organisations compare contractor day rates with employee salaries.

This is misleading and leads to poor decisions.



They ignore employer costs (30–40%). Salaries are not comparable to day rates.



They overlook the value of flexibility, speed and specialist expertise.



Smart organisations compare Total Employment Cost (TEC), not salary.

KEY TAKEAWAY



Use employees for stability, culture and long-term capability.



Use contractors for flexibility, speed and specialist skills.



Always compare Total Employment Cost (TEC), not headline cost.



The right blend of both delivers agility, innovation and competitive advantage.



Align workforce model to strategy, not preference.



Choosing the Right Engagement Model

One of the first strategic decisions organisations face when entering the Czech technology market is whether to recruit permanent employees, engage independent contractors, or adopt a blended workforce model.

There is no universally correct approach. The most effective organisations align their workforce strategy with business objectives, project complexity, delivery timelines and long-term operational plans.

Permanent employees provide continuity, organisational knowledge and long-term capability. Contractors offer flexibility, rapid access to specialist expertise and the ability to scale delivery without making permanent headcount commitments.

Increasingly, successful technology organisations utilise a combination of both.

Rather than asking "**Which model is better?**", organisations should ask:

"Which model best supports the outcome we are trying to achieve?"

Permanent Employees

Permanent employment remains the foundation of most successful technology organisations.

Employees provide continuity, preserve organisational knowledge and contribute to long-term cultural development.

Where organisations are building permanent capability, investing in intellectual property or establishing leadership functions, permanent employment can often be the preferred approach.

Advantages

Permanent employees typically provide:

- Long-term organisational commitment
- Strong alignment with company culture
- Continuous knowledge retention
- Career progression within the organisation
- Stable team structures
- Greater investment in organisational success

Permanent employment also supports succession planning and leadership development.

Disadvantages

Permanent employment also introduces greater organisational commitment.

Challenges include:

- Longer recruitment cycles
- Extended onboarding periods
- Fixed employment costs
- Reduced workforce flexibility
- More complex workforce planning
- Greater long-term financial commitment

Replacing specialist employees can also require several months due to recruitment timelines and statutory notice periods.

Employer Obligations

Employers must consider a range of statutory responsibilities beyond base salary.

These typically include:

- Social security contributions
- Health insurance contributions
- Paid annual leave
- Public holiday entitlement
- Sick leave obligations
- Training and development
- Workplace compliance
- Occupational health requirements

These obligations form part of the overall employment cost rather than optional benefits.

TOTAL EMPLOYMENT COST (TEC)

THE COMPLETE PICTURE OF WHAT AN EMPLOYEE REALLY COSTS

Salary is only the beginning. The true cost of an employee includes many direct and indirect costs that impact your bottom line.

Make decisions on Total Employment Cost, not just salary.

BEYOND THE SALARY

These hidden costs significantly impact your budget and hiring decisions.

-  Budget accurately
-  Compare roles and locations
-  Make smarter build vs. buy decisions
-  Improve workforce planning
-  Increase transparency and control



KEY TAKEAWAY

For every 1 CZK of salary, the real cost to the company is typically **1.55 – 2.20 CZK** depending on role, benefits and location.

EXAMPLE

ROLE: SENIOR SOFTWARE ENGINEER – CZECH REPUBLIC

Salary	1,000,000 Kč
Statutory Costs	300,000 Kč
Benefits	150,000 Kč
Equipment	80,000 Kč
Training & Development	60,000 Kč
Recruitment	60,000 Kč
Office & Infrastructure	70,000 Kč
Management & Overhead	130,000 Kč

TOTAL EMPLOYMENT COST
1,850,000 Kč

 TEC provides the true cost of employment and enables better business decisions.

TEC VARIES BY FACTORS



LOCATION

Country, city and cost of living.



ROLE & SENIORITY

Higher seniority = higher total cost.



INDUSTRY

Different benefit norms and regulations.



EMPLOYER BRAND

Premium benefits increase total cost.



BUSINESS NEEDS

Specialist skills may carry higher premiums.



Manage what you measure.

Total Employment Cost is the foundation of effective workforce strategy and sustainable growth.



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Total Employment Cost

International organisations frequently underestimate the true cost of employing permanent staff by comparing only gross salary against contractor day rates.

In practice, the employer's financial commitment extends significantly beyond salary alone.

Statutory Employment Costs

Before any additional benefits or operational costs are considered, employers are required to pay statutory social and health insurance contributions equivalent to **33.8% of an employee's gross salary**. These comprise:

- **24.8% Social Insurance**
- **9.0% Health Insurance**

This means that an employee earning a gross annual salary of **CZK 1,000,000** immediately costs the employer **CZK 1,338,000** before considering recruitment, equipment or any other employment-related expenditure. ([OECD](#))

Strategic Perspective

This should not be interpreted as an argument against permanent employment. Long-term employees provide continuity, preserve organisational knowledge and form the foundation of successful technology organisations.

However, understanding the **true cost of employment** enables organisations to make more informed workforce decisions.

For specialist projects, fixed-term initiatives or programmes requiring niche expertise, contractor engagement may offer a more commercially efficient solution by providing immediate access to experienced professionals without many of the long-term financial commitments associated with permanent employment.

The most successful organisations evaluate workforce models using **Total Employment Cost**, delivery requirements and long-term business objectives—not salary alone.

Executive Insight

*A contractor's day rate should never be compared directly with an employee's gross salary. The correct comparison is the contractor's total engagement cost against the employee's **Total Employment Cost (TEC)**, including statutory contributions, recruitment, onboarding, benefits, equipment, management overhead and long-term employment obligations. When assessed on this basis, contractors often represent excellent value for specialist skills, transformation programmes and fixed-term project delivery, particularly where speed, flexibility and immediate expertise are critical.*

International organisations often underestimate the true cost of permanent employment.

When evaluating workforce strategy, organisations should compare total employment cost rather than salary alone.

Probation Periods

Permanent employees are commonly engaged with probationary periods, allowing both employer and employee to assess suitability during the initial months of employment.

While probation provides flexibility during onboarding, organisations should avoid viewing it as a substitute for robust recruitment and assessment processes.

Successful hiring decisions begin long before employment contracts are signed.

Notice Periods

The Czech Republic generally operates longer notice periods than many international organisations expect.

The statutory notice period is commonly two calendar months, beginning on the first day of the month following formal notice.

This creates stability for both employers and employees but also reduces workforce flexibility.

Strategic workforce planning therefore becomes particularly important for organisations managing changing project requirements.

Employee Benefits

Today's technology professionals increasingly evaluate the complete employment proposition rather than salary alone.

Competitive employers typically offer combinations of:

THE BENEFITS

COMPETITIVE EMPLOYERS INVEST IN PEOPLE

Competitive employers typically offer combinations of:

01  HYBRID WORKING Balance between office collaboration and remote flexibility.	02  FLEXIBLE HOURS Empowering people to work when they are most productive.	03  PROFESSIONAL DEVELOPMENT Training, certifications and continuous learning opportunities.	04  ADDITIONAL ANNUAL LEAVE More time to rest, recharge and enjoy life outside of work.	05  PENSION CONTRIBUTIONS Investing in a secure financial future together.
06  PRIVATE HEALTHCARE Access to quality healthcare for you and your family.	07  WELLNESS PROGRAMMES Supporting physical, mental and emotional wellbeing.	08  LANGUAGE TRAINING Building skills, confidence and global opportunities.	09  HOME OFFICE SUPPORT Equipment and support for a productive home workspace.	10  PERFORMANCE BONUSES Recognising contribution and rewarding outstanding results.
 KEY TAKEAWAY Great employers know that when people feel valued, supported and inspired, everyone wins. 				



Attract the best. Retain the best. Build what's next.



ATTRACT
Stand out in the talent market.



RETAIN
Create loyalty and engagement.



GROW
Unlock potential. Drive results.



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CONSULTING

Independent Contractors

Independent contractors have become an increasingly important component of the Czech technology market.

Highly experienced specialists frequently choose independent consulting because it offers greater professional autonomy, project diversity and financial flexibility.

For employers, contractors provide access to expertise that may not be required permanently but can deliver significant value during critical phases of delivery.

Contrary to common perception, contractor engagement should not be viewed simply as a mechanism for reducing employment costs. It is primarily a strategy for accessing specialist capability when it is needed most.

Advantages

Contractors provide organisations with significant operational flexibility.

Typical benefits include:

- Rapid access to specialist expertise
- Faster mobilisation
- Flexible engagement periods
- Scalable project teams
- Reduced long-term employment commitment
- Knowledge transfer
- Immediate delivery capability
- Support for transformation programmes

This makes contractors particularly valuable for:

- Cloud migrations
- ERP implementations
- Cybersecurity programmes
- Software modernisation
- Digital transformation
- Architecture
- Programme recovery
- Interim leadership

Rather than spending months recruiting permanent staff for variable term initiatives, organisations can secure proven expertise aligned with defined project outcomes.

Risks

Like any workforce model, contractor engagement also presents considerations.

Potential risks include:

- Knowledge leaving at project completion
- Variable contractor availability
- Greater dependency on effective project management
- Incorrect worker classification
- Reduced organisational integration if poorly managed

These risks are typically mitigated through clearly defined scopes of work, effective governance and structured knowledge transfer.

Understanding Czech OSVČ

The majority of independent technology contractors in the Czech Republic operate as **OSVČ** (**Osoba samostatně výdělečně činná**), the Czech legal status for self-employed individuals.

Unlike employees, OSVČ professionals:

- Operate their own business.
- Invoice clients or agencies for agreed services.
- Manage their own taxation and statutory obligations.
- Supply their own professional expertise.

Many highly experienced software engineers, architects, DevOps specialists and consultants deliberately choose OSVČ because it provides greater independence and the opportunity to work across multiple organisations over the course of their careers.

For international organisations, this model often differs significantly from employment structures in their home markets and should be understood within the context of Czech legislation and business practice.

Agency Contractors

Many international organisations engage contractors through specialist recruitment or consulting agencies.

Agency engagement can provide:

- Faster sourcing
- Compliance support
- Contract administration
- Invoice management
- Replacement capability
- Market intelligence

This model is particularly attractive for organisations establishing operations in the Czech Republic for the first time.

However, organisations should clearly understand agency margins, contractual responsibilities and ownership of the contractor relationship.

Independent Consultants

An alternative approach involves engaging experienced consultants directly.

Independent consultants often provide:

- Greater continuity
- Direct commercial relationships
- Specialist advisory expertise
- Executive-level experience
- Lower administrative complexity

For strategic consulting assignments, architecture reviews or executive advisory services, independent consultants can often provide highly focused expertise without the additional management layers associated with larger consulting organisations.

Hybrid Workforce Models

Increasingly, leading technology organisations no longer choose between employees and contractors.

Instead, they combine both.

A typical delivery model may include:

Permanent employees responsible for:

- Leadership
- Product ownership
- Customer relationships
- Core intellectual property
- Long-term capability development

Alongside contractors providing:

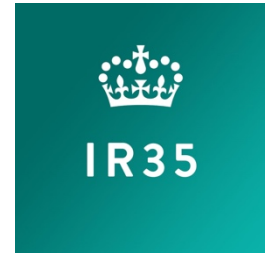
- Specialist technical expertise
- Transformation programmes
- Project acceleration
- Temporary capacity
- Independent advisory support

This blended approach enables organisations to retain strategic knowledge while remaining sufficiently agile to respond to changing business priorities.

UK IR35 Compared with Czech Contracting

International organisations, particularly those headquartered in the United Kingdom, often assume that contractor engagement in the Czech Republic operates under the same principles as the UK's IR35 legislation.

It does not.



The UK's IR35 framework was introduced to determine whether contractors working through intermediaries should, for tax purposes, be treated as employees. It places significant emphasis on factors such as supervision, direction, control, substitution and mutuality of obligation.

The Czech Republic does **not** operate an equivalent IR35 regime.

Instead, organisations engaging OSVČ professionals should ensure that commercial relationships genuinely reflect independent business-to-business engagements rather than disguised employment. This includes considering factors such as the contractor's independence, the nature of the services provided and the overall contractual relationship.



Because employment, tax and contractor regulations differ significantly between jurisdictions, organisations should obtain local consultancy, legal and tax advice before establishing contractor engagement models.

This guide provides strategic guidance only and should not be interpreted as legal or tax advice.

Making the Right Choice

Neither permanent employment nor contractor engagement should be viewed as inherently superior.

Each supports different business objectives.

Organisations building long-term internal capability, developing intellectual property or establishing permanent leadership teams will often benefit from investing in employees.

Conversely, organisations requiring specialist expertise, accelerated project delivery, interim leadership or rapid scalability frequently benefit from engaging, experienced contractors.

The most successful organisations recognise that workforce strategy is not an HR decision alone, it is a commercial decision directly affecting delivery speed, innovation, operational resilience and long-term competitiveness.

Strategic Perspective

The strongest technology organisations no longer ask whether they should employ permanent staff **or** contractors.

They ask how to combine both in a way that maximises organisational capability while retaining flexibility.

Permanent employees provide continuity, cultural stability and institutional knowledge.

Independent contractors contribute specialist expertise, delivery acceleration and the ability to respond rapidly to changing business demands.

In an environment where digital transformation programmes continue to evolve, technologies change rapidly and specialist skills remain in short supply, a well-designed hybrid workforce is increasingly becoming a strategic advantage rather than simply an operational necessity.

For organisations entering the Czech technology market, understanding these engagement models, and selecting the right blend for each business objective, can significantly improve delivery outcomes while reducing both recruitment risk and time to value.

5

Delivery Considerations

From Recruitment to Successful Delivery

Recruiting talented professionals is only one component of building a successful technology organisation. Long-term success depends upon creating delivery environments where technical expertise, communication, governance and organisational culture work together effectively.

Many organisations entering the Czech technology market focus significant effort on recruitment while underestimating the operational considerations that determine whether projects ultimately succeed.

Building high-performing technology teams requires balancing technical capability with effective collaboration, clear governance and practical delivery management.

The most successful organisations recognise that delivery is not simply about assembling skilled individuals, it is about enabling those individuals to perform consistently within a shared operational framework.

Building the Right Team

Technology teams should be built around business outcomes rather than job titles.

Too often organisations begin recruitment by defining a list of technical skills rather than identifying the capability required to deliver the programme.

Successful teams typically combine complementary strengths across:

- Technical expertise
- Solution architecture
- Delivery management
- Business analysis
- Quality assurance
- Security
- Infrastructure
- Product ownership

Equally important are communication skills, adaptability and the ability to collaborate across multidisciplinary and international teams.

Technical excellence alone rarely guarantees successful project delivery.

Remote Working

Remote working has become a permanent feature of the technology sector.

Many organisations have successfully demonstrated that distributed engineering teams can deliver complex international programmes without requiring daily office attendance.

Remote working offers several advantages:

- Access to wider talent pools
- Greater recruitment flexibility
- Improved work-life balance
- Reduced commuting time

- Increased geographical diversity

However, remote delivery also introduces challenges.

Without deliberate management, organisations may experience:

- Reduced informal communication
- Lower team cohesion
- Delayed decision making
- Knowledge silos
- Increased onboarding complexity

Remote work is therefore most effective when supported by structured communication, clearly defined responsibilities and regular team interaction.

Hybrid Working

Hybrid working has become the preferred model across much of the Czech technology sector.

It combines the flexibility of remote work with the collaboration benefits of regular face-to-face interaction.

Successful hybrid organisations establish clear expectations regarding:

- Office attendance
- Team collaboration
- Technical meetings
- Knowledge sharing
- Project planning
- Social interaction

The objective is not simply determining where people work but ensuring that location supports productivity and team effectiveness.

Research consistently indicates that flexibility remains one of the most important factors influencing candidate attraction and retention within the technology sector.

Onsite Delivery

Despite the growth of remote working, onsite delivery continues to play an important role.

Certain situations benefit significantly from physical collaboration, including:

- Programme initiation
- Discovery workshops
- Architecture design
- Executive planning
- Team integration
- Major project milestones

Rather than viewing onsite work as outdated, successful organisations increasingly use it selectively where collaboration provides the greatest value.

Nearshore Delivery

One of Central Europe's greatest advantages is its suitability for nearshore delivery.

Unlike offshore locations requiring significant time-zone overlap management, Czech delivery teams can collaborate naturally with customers throughout Europe.

Nearshore delivery offers organisations:

- Real-time communication
- Easier travel
- Similar business hours
- Cultural familiarity
- Faster decision making
- Reduced coordination overhead

For organisations headquartered in the U.S and Western Europe, the Czech Republic provides many of the cost and scalability benefits traditionally associated with offshore delivery while avoiding many of the communication challenges.

Language

The Czech technology sector demonstrates a high level of English proficiency, particularly within multinational organisations.

Most software engineering, cloud, cybersecurity and product development teams operate comfortably in English.

However, organisations should avoid assuming language alone guarantees effective communication.

Clear communication depends upon:

- Shared terminology
- Organisational context
- Documentation standards
- Meeting discipline
- Active listening
- Cultural awareness

Projects frequently succeed or fail because of communication quality rather than technical capability.

Culture

International technology projects increasingly involve multicultural teams working across multiple countries.

The Czech Republic generally demonstrates a pragmatic and technically focused business culture characterised by professionalism, analytical thinking and direct communication.

Nevertheless, organisations should recognise that working practices may differ from those in the United Kingdom, United States or other international markets. Successful organisations invest time in understanding:

- Decision-making styles
- Communication preferences
- Feedback culture
- Team dynamics and Leadership behaviour
- Expectations around autonomy

CZECH CULTURE FIT

BRIDGING EAST & WEST

Czech professionals combine European values, technical excellence and global mindset.



Czech professionals offer the perfect blend of European values, technical excellence and global mindset.



RELIABLE. ADAPTABLE. AMBITIOUS.
READY TO DELIVER.

Cultural awareness should not be viewed as diversity training but as an essential component of effective international collaboration.

Management Style

Managing highly skilled technology professionals requires a different leadership approach from traditional command-and-control management.

Experienced engineers typically respond best to leaders who provide:

- Clear objectives
- Technical credibility
- Trust
- Autonomy
- Transparency
- Timely decision making

Micromanagement frequently reduces motivation and innovation.

Equally, complete absence of leadership creates uncertainty.

Successful managers establish clear direction while empowering experienced professionals to determine how best to achieve agreed outcomes.

Leadership quality consistently ranks among the most important factors influencing employee engagement and retention.

Cross-Border Delivery

Modern technology programmes rarely operate within a single country.

Projects increasingly involve distributed teams spanning multiple locations, suppliers and customer organisations.

Cross-border delivery introduces additional considerations including:

- Communication standards
- Documentation
- Governance
- Regulatory compliance
- Cultural differences
- Travel planning
- Customer expectations

Organisations that standardise delivery methodologies and documentation typically achieve greater consistency across international teams.

Time Zones

One of the Czech Republic's greatest operational advantages is its location within the Central European Time Zone.

For organisations headquartered in the U.S, United Kingdom and Western Europe, this enables almost complete working-day overlap.

Compared with offshore delivery models, this supports:

- Faster issue resolution
- Easier customer engagement
- More effective agile ceremonies
- Real-time collaboration
- Reduced communication delays

Time-zone alignment becomes increasingly valuable as project complexity increases.

Knowledge Transfer

Knowledge transfer remains one of the most overlooked aspects of technology delivery.

Projects frequently become dependent upon individual specialists rather than organisational capability.

Effective knowledge transfer should be planned from project inception rather than during project closure.

Successful organisations establish structured approaches including:

- Technical documentation
- Pair programming
- Shadowing
- Internal workshops
- Architecture reviews
- Operational runbooks
- Communities of practice

Knowledge should become an organisational asset rather than remaining with individuals.

Retention

Retaining experienced professionals is often more valuable than recruiting replacements.

The cost of losing experienced team members extends far beyond recruitment expenditure.

Organisations also lose:

- Domain knowledge
- Customer relationships
- Technical expertise
- Team stability
- Delivery momentum

Research consistently demonstrates that retention is influenced by:

- Leadership
- Career development
- Recognition
- Flexibility
- Interesting work

- Organisational culture

Salary remains important, but it is rarely the sole reason professionals remain with, or leave, an organisation.

Retention should therefore be viewed as an ongoing leadership responsibility rather than an annual HR initiative.

Scaling Delivery Teams

Technology organisations frequently experience periods of rapid growth.

While expanding delivery capability may appear straightforward, rapid scaling introduces significant operational risk.

Common challenges include:

- Reduced recruitment quality
- Inconsistent onboarding
- Communication breakdown
- Leadership capacity
- Loss of organisational culture
- Increased technical debt

Successful scaling requires repeatable recruitment processes, consistent technical standards, structured onboarding and effective leadership development.

Growth should be managed sustainably rather than simply increasing headcount.

Governance

Strong governance provides the foundation for successful technology delivery.

Governance should enable delivery, not constrain it.

Effective governance establishes:

- Clear decision-making authority
- Defined project ownership
- Risk management
- Technical standards
- Security controls
- Change management

- Performance measurement
- Stakeholder reporting

Excessive bureaucracy can reduce agility, while insufficient governance often leads to inconsistency and unmanaged risk.

The objective is to provide sufficient structure to support successful delivery while allowing experienced teams the flexibility to innovate.

Strategic Perspective

Successful technology delivery depends on far more than recruiting talented individuals or selecting the latest technology stack. It is the result of building an environment where people, processes and governance reinforce one another.

Across Central Europe, organisations that consistently deliver complex programmes share several common characteristics: they build balanced teams rather than collections of individual experts, invest in communication and knowledge sharing, provide leadership based on trust and accountability, and adapt their delivery model to the needs of the business rather than following rigid organisational preferences.

For international organisations entering the Czech technology market, the strongest competitive advantage is not simply access to excellent technical talent. It is the ability to create a delivery environment in which that talent can perform at its full potential.

In the end, successful delivery is measured not by how many people were recruited, but by the value the team delivers together.

COMMON PITFALLS

9 WARNING SIGNS THAT DERAIL PROJECTS

Avoid expensive mistakes. Recognise the red flags early and make better hiring and delivery decisions.

1. ENGLISH ≠ WESTERN CULTURE



Strong English skills do not guarantee understanding of Western business culture, communication or expectations.

2. CV ≠ CAPABILITY



A good CV does not equal real-world ability. Past titles and buzzwords can be misleading.

3. IMMEDIATE AVAILABILITY



Candidates who are immediately available may be leaving for a reason. Probe carefully.

4. LOWEST COST MINDSET



Choosing purely on cost leads to rework, underperformance and higher total cost in the long run.

5. UNCLEAR ROLE DEFINITION



Vague requirements lead to misaligned hiring, scope creep and unhappy stakeholders.

6. NO CULTURAL FIT ASSESSMENT



Technical skills alone are not enough. Poor cultural fit damages team performance and morale.

7. OVERLOOKING REFERENCES



Skipping reference checks is like hiring blind. Always verify past performance.

8. EXPECTING QUICK RESULTS



Top talent needs time to understand, align and deliver. Unrealistic timelines create pressure and disappointment.

9. NO LONG-TERM WORKFORCE PLAN



Short-term thinking leads to constant hiring, knowledge loss and missed strategic opportunities.



AVOID THE PITFALLS. DELIVER THE RESULTS.

Great hiring and delivery is not luck.
It's a process.



FOCUS ON WHAT MATTERS

- ✓ Define the need clearly
- ✓ Assess beyond the CV
- ✓ Align on culture and expectations
- ✓ Build for long-term success

Learning from Experience

International organisations entering the Czech technology market often arrive with proven delivery models, established recruitment processes and successful experience from other countries.

Many of these approaches transfer well.

Some, however, require adjustment.

The Czech Republic is a mature technology market with its own employment practices, business culture, workforce expectations and delivery dynamics. Organisations that assume every European market operates identically frequently experience unnecessary recruitment delays, increased project costs and avoidable operational challenges.

The following observations are not intended as criticism. They reflect some of the most common assumptions made by organisations entering the Czech market and provide practical guidance on how those assumptions can be addressed.

Assuming English Means Western Business Culture

English is widely spoken throughout the Czech technology sector, particularly within multinational organisations.

However, language proficiency should not be confused with identical business expectations.

Communication styles, approaches to feedback, meeting dynamics, decision-making and organisational hierarchy can differ considerably between companies and cultures.

An engineer who communicates fluently in English may still approach problem-solving, escalation or stakeholder management differently from colleagues in London, Amsterdam or New York.

Successful international organisations recognise that effective collaboration requires cultural understanding as well as language capability.

Recruiting Solely on CV Keywords

One of the most common recruitment mistakes is placing excessive emphasis on keyword matching.

Modern Applicant Tracking Systems (ATS) and automated recruitment tools can identify technical skills efficiently, but they cannot evaluate judgement, adaptability, communication or delivery capability.

Exceptional candidates are often overlooked because their experience does not perfectly align with predefined keyword lists.

Conversely, technically impressive CVs do not always translate into successful project delivery.

Recruitment should therefore assess:

- Technical capability
- Learning agility
- Communication
- Problem-solving
- Collaboration
- Motivation
- Delivery experience

The objective is not simply finding candidates who have used specific technologies but identifying professionals capable of solving business problems.

Ignoring Notice Periods

International organisations frequently underestimate Czech notice periods.

Unlike some markets where employees may change roles within a few weeks, Czech employment legislation generally provides for longer notice arrangements for permanent employees.

Failure to incorporate realistic notice periods into workforce planning often creates unnecessary pressure on delivery schedules.

Rather than viewing notice periods as an obstacle, organisations should incorporate them into realistic project planning and recruitment strategies.

Underestimating Competition

Many organisations entering the Czech market assume recruitment will be easier than in larger Western European markets.

The opposite is often true.

Experienced software engineers, cloud specialists, cybersecurity professionals and architects are actively pursued by multinational corporations, technology consultancies, scale-ups and international remote employers.

Competition is no longer limited to organisations located within the Czech Republic.

Increasingly, Czech professionals receive opportunities from employers throughout Europe and beyond.

Recruitment strategies must therefore compete within an international market rather than a local one.

Treating Czechia as a Low-Cost Outsourcing Destination

Perhaps the most outdated assumption is that organisations invest in the Czech Republic primarily because labour costs are low.

This perception no longer reflects reality.

The Czech Republic has evolved into a knowledge-based technology economy where organisations compete for highly skilled professionals capable of delivering complex engineering, architecture, cloud transformation, artificial intelligence and cybersecurity programmes.

While operating costs remain competitive relative to some Western European markets, the country's greatest strength lies in capability rather than cost.

Organisations focused solely on reducing expenditure frequently underestimate both the quality of available talent and the expectations of experienced professionals.

The most successful investors view the Czech Republic as a strategic engineering location rather than simply a lower-cost delivery centre.

Applying Recruitment Processes Without Adaptation

International organisations often replicate recruitment processes that have proved successful in their home market.

While consistency has advantages, processes designed for one country do not always transfer directly to another.

Examples include:

- Excessive interview stages
- Delayed decision making
- Unrealistic salary expectations
- Inflexible working arrangements
- Generic assessment methods

Lengthy recruitment processes may result in candidates accepting alternative offers before decisions are reached.

Successful employers adapt their recruitment processes to local market conditions while maintaining appropriate governance and quality standards.

Failing to Assess Communication Skills

Technology projects rarely fail because an individual lacks technical knowledge alone.

Delivery challenges more commonly arise through misunderstanding, unclear expectations or ineffective collaboration.

Communication should therefore be assessed alongside technical capability.

This includes:

- Explaining technical concepts clearly
- Working with international stakeholders
- Participating in architecture discussions
- Managing customer expectations
- Collaborating across multidisciplinary teams

Strong communication enhances technical expertise rather than replacing it.

Expecting Immediate Availability

Many international organisations assume experienced professionals can join projects immediately.

In practice, this is increasingly uncommon.

Highly skilled candidates are often:

- Completing existing projects
- Serving notice periods
- Managing contractual commitments

- Considering multiple opportunities simultaneously

Successful workforce planning therefore anticipates realistic mobilisation timelines rather than relying upon immediate availability.

Where rapid deployment is essential, contractor engagement may provide greater flexibility than permanent recruitment.

Misunderstanding Contractor Status

Independent contracting operates differently across European jurisdictions.

International organisations, particularly those familiar with UK contracting models, sometimes assume that Czech contractor engagement follows identical legal and commercial principles.

In practice, Czech independent professionals frequently operate as **OSVČ**, providing services through business-to-business relationships rather than traditional employment arrangements.

Organisations should ensure they understand the local legal, tax and commercial framework before establishing contractor engagement models.

Obtaining appropriate legal and tax advice early in the planning process or partnering with a specialist consultancy, helps reduce compliance risk while supporting effective workforce flexibility.

Overlooking Candidate Experience

Recruitment is often the first meaningful interaction a prospective employee has with an organisation.

An inefficient or impersonal recruitment process can influence perceptions long before an employment decision is made.

Common issues include:

- Long periods without communication.
- Excessive interview stages.
- Inconsistent feedback.
- Delayed hiring decisions.
- Poor coordination between recruiters and hiring managers.

Highly sought-after professionals frequently evaluate organisations by how they are treated during recruitment.

Candidate experience has therefore become an important element of employer reputation and long-term talent attraction.

Assuming Remote Working Solves Every Problem

Remote working has significantly expanded access to talent, but it is not a substitute for effective leadership or well-designed delivery processes.

Distributed teams still require:

- Clear governance.
- Structured communication.
- Defined responsibilities.
- Effective onboarding.
- Deliberate knowledge sharing.

Successful organisations focus on building strong teams rather than simply enabling people to work from different locations.

Viewing Recruitment as an HR Activity Rather Than a Business Capability

One of the most significant observations across successful technology organisations is that recruitment is rarely treated as an isolated HR function.

The strongest employers involve technical leaders, delivery managers and senior stakeholders throughout the recruitment process.

Hiring decisions are evaluated not simply against technical requirements but against:

- Business objectives.
- Team capability.
- Customer expectations.
- Delivery risk.
- Long-term organisational growth.

This integrated approach consistently produces stronger hiring outcomes than recruitment processes operating independently from delivery teams.

Strategic Perspective

Most recruitment challenges experienced by international organisations entering the Czech Republic are not caused by a shortage of talent, they are caused by incorrect assumptions about how the market operates.

The Czech technology sector is mature, competitive and internationally connected. Success depends less on applying standardised global processes and more on understanding local market dynamics while retaining international best practice.

This is where independent market insight becomes valuable.

Oliver May Consulting works with organisations to bridge the gap between global standards and local realities. Rather than replacing existing recruitment or delivery teams, OMC helps organisations challenge assumptions, identify risks early and adapt their approach to the Czech market with confidence.

The objective is not simply to avoid mistakes, it is to enable organisations to make informed decisions that improve recruitment outcomes, strengthen project delivery and support sustainable long-term growth.

The most expensive recruitment mistakes are rarely technical they are strategic.

Organisations that understand the Czech market before they recruit typically hire faster, retain talent longer and deliver projects more successfully than those that rely solely on assumptions formed in other markets.

Pino Nicholson. Oliver May Consulting

Oliver May Consulting's Advisory Approach

DELIVERY MODEL

A PROVEN PATH FROM STRATEGY TO SUCCESS



Our delivery model ensures the right people, in the right structure, delivering measurable results with transparency and control.



WHAT THIS DELIVERS



The right model. The right people. The right results.
Delivering successful outcomes across Central Europe.



Experience Before Assumption

Technology organisations rarely fail because they lack access to talented people. More often, projects are delayed or underperform because decisions are made without sufficient understanding of the local market, delivery environment or long-term business objectives.

Oliver May Consulting (OMC) was established to address this challenge.

Rather than providing transactional recruitment services or generic management consulting, OMC works alongside organisations as an independent advisor, helping executives make informed decisions when entering, expanding or operating within the Czech and Central European technology market.

Our philosophy is straightforward: **Better decisions lead to better hiring. Better hiring leads to better delivery. Better delivery creates long-term business success.** This advisory-led approach influences every engagement.

Independent Advice

Independence is one of OMC's defining principles.

Unlike traditional recruitment firms, OMC is not driven by placement targets, headcount quotas or preferred supplier agreements. We have no incentive to recommend a particular recruitment model, staffing provider or delivery approach unless it genuinely supports the client's objectives.

Our recommendations are based on three fundamental questions:

- What is the organisation trying to achieve?
- What capability is genuinely required?
- Which approach presents the lowest long-term delivery risk?

Sometimes the right answer is to recruit permanent employees.

Sometimes it is to engage specialist contractors.

Sometimes it is to delay recruitment entirely until business priorities become clearer.

Our responsibility is to provide objective advice that supports informed decision-making, even when that advice is not the most commercially attractive option in the short term.

Strategic Consulting

Entering a new market involves far more than hiring people.

International organisations must make decisions regarding organisational structure, workforce strategy, delivery capability, contractor engagement, leadership, governance and long-term scalability.

OMC provides executive-level strategic guidance to technology organisations entering or expanding within the Czech and Central European markets.

Areas of support include:

- Market entry planning.
- Workforce strategy.
- Technology organisation design.
- Commercial decision support.
- Delivery capability planning.
- Risk identification.

- Independent executive advice.

The objective is to reduce uncertainty before significant investment decisions are made.

ICT Recruitment Advisory

Recruitment is often viewed as a sourcing activity.

OMC approaches recruitment differently. Our focus is on improving hiring decisions rather than increasing recruitment activity.

We support organisations by advising on:

- Recruitment strategy.
- Role definition.
- Candidate evaluation.
- Interview structure.
- Technical assessment.
- Hiring decisions.
- Recruitment process optimisation.

Rather than measuring success by the number of CVs submitted, we measure success by the quality and long-term effectiveness of hiring decisions.

Technical Assessment Technical capability cannot be evaluated effectively through CVs alone. Experience has shown that successful technology professionals combine technical expertise with communication, adaptability, delivery awareness and the ability to work effectively within diverse teams.

To support more informed hiring decisions, OMC developed the **CTR Fit Pack™ (Candidate Technical Review Fit Pack)** methodology.

CTR Fit Pack™ provides a structured framework for evaluating candidates across multiple dimensions before interview and offer stages, including:

- Technical alignment with the role.
- Delivery readiness.
- Communication effectiveness.
- Problem-solving capability.
- Commercial awareness.
- Team compatibility.
- Overall organisational fit.

The objective is not to replace interviews, but to ensure interviews focus on the candidates most likely to contribute to successful project delivery.

Market Insight

Making informed decisions requires more than access to salary surveys or labour market statistics.

It requires understanding how the market behaves in practice.

Having operated in the Czech Republic for nearly two decades, OMC combines international business experience with practical local market knowledge.

This includes insight into:

- Recruitment trends.
- Contractor availability.
- Workforce expectations.
- Salary positioning.
- Employment practices.
- Cultural considerations.
- Regional differences.
- Technology sector developments.

While every organisation is unique, understanding the local operating environment enables clients to make more confident strategic decisions.

Project & Delivery Consulting

Successful recruitment should never be considered in isolation. Every hiring decision influences project delivery, team dynamics, customer satisfaction and organisational capability.

OMC therefore evaluates recruitment within the broader context of delivery.

Key considerations include:

- Team composition.
- Technical balance.
- Communication capability.
- Leadership structure.
- Stakeholder engagement.

- Knowledge transfer.
- Delivery risk.
- Programme objectives.

This broader perspective helps organisations build teams capable of delivering successful business outcomes rather than simply filling technical vacancies.

A Commercial Perspective

Technology decisions are ultimately business decisions. Every recruitment campaign, contractor engagement or organisational restructure carries commercial implications.

OMC approaches each engagement by considering not only technical requirements but also:

- Return on investment.
- Time to value.
- Operational resilience.
- Long-term scalability.
- Risk management.
- Customer impact.
- Business continuity.

This commercial perspective helps ensure that technology decisions support broader organisational strategy rather than existing independently from it.

Knowledge Transfer and Capability Building

OMC believe the greatest measure of successful consulting is not long-term dependency; it is increased client capability. Every engagement aims to leave the organisation stronger than before.

Where appropriate, this includes:

- Sharing market knowledge.
 - Improving recruitment processes.
 - Enhancing interview capability.
 - Developing internal assessment standards.
 - Supporting leadership teams.
-

Strengthening delivery practices.

The objective is to help clients build sustainable internal capability rather than creating reliance on external advisors.

A Long-Term Partnership

Technology markets evolve continuously.

Organisations entering Central Europe today will face different challenges as they grow, recruit, scale and mature.

OMC is designed to support clients throughout that journey.

Rather than engaging only during recruitment campaigns or individual projects, we aim to build long-term advisory relationships based on trust, transparency and practical experience.

As business priorities evolve, so too should the advice organisations receive.

Our Principles

Although every client engagement is unique, OMC's work is guided by several consistent principles:

- Independence before commercial interest.
- Capability before headcount.
- Quality before speed.
- Long-term delivery before short-term recruitment.
- Honest advice over convenient answers.
- Practical experience supported by market insight.
- Partnership built on trust rather than transactions.

These principles underpin every recommendation we make.

OMC SERVICES WHEEL

ONE PARTNER. END-TO-END VALUE.

Oliver May Consulting delivers specialist expertise across the complete talent and delivery lifecycle – helping organisations build the right teams, in the right way, for the right outcomes.

OUR VALUES



FOCUS
We focus on what matters most.



INTEGRITY
We do the right thing, always.



PARTNERSHIP
We succeed when you do.



EXCELLENCE
We are committed to high standards.



IMPACT
We deliver measurable, lasting results.



OUR DIFFERENTIATORS



DEEP EXPERTISE
Specialists with real world experience.



MARKET KNOWLEDGE
Local insight. Regional reach.



PROVEN APPROACH
Structured, repeatable and outcome-focused.



AGILE & FLEXIBLE
Adapting to your needs, fast.



TRUSTED PARTNER
Confidential, reliable and accountable.



OUR PROMISE

We combine strategic insight, market knowledge and delivery excellence to provide the people, solutions and oversight you need to succeed.



RIGHT PEOPLE. RIGHT ROLE. RIGHT RESULTS.



The right expertise. The right approach.
The right outcomes.
– Oliver May Consulting



CENTRAL EUROPE FOCUS
Local presence. Regional insight.



GLOBAL STANDARDS LOCAL UNDERSTANDING
Bringing world-class practices to local markets.



VALUE BEYOND HIRING
From strategy to delivery and continuous improvement.

Strategic Perspective

Technology projects succeed because organisations consistently make good decisions, not because they simply recruit more people or invest in more technology.

Oliver May Consulting helps organisations make those decisions with greater confidence.

By combining strategic advisory, recruitment insight, technical assessment and practical experience of the Czech and Central European technology market, OMC helps organisations reduce uncertainty, strengthen delivery capability and build sustainable technology teams.

Our role is not to replace internal leadership, recruitment teams or delivery managers. It is to provide independent perspective, challenge assumptions where necessary and support decisions that contribute to long-term commercial success.

Ultimately, OMC's value is measured not by the number of roles filled or reports produced, but by the success of the organisations we advise.

8 About Oliver May Consulting

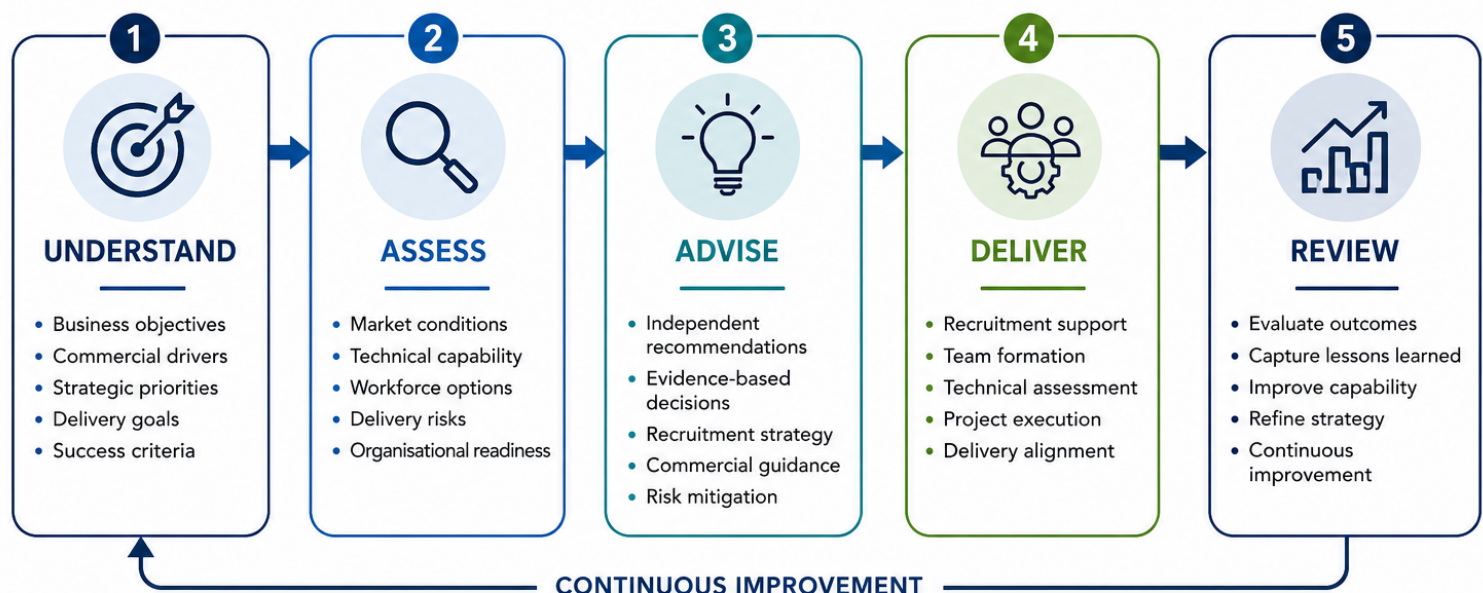
Helping Technology Organisations Make Better Decisions

Oliver May Consulting (OMC) is an independent strategic advisory consultancy specialising in the Czech and Central European technology market.

Founded on the belief that successful technology projects begin with informed decision-making, OMC provides executive-level advisory services that help organisations

The OMC Advisory Framework

A structured methodology for reducing risk, improving decision quality and strengthening technology delivery throughout the project lifecycle.



BETTER DECISIONS



BETTER HIRING



BETTER DELIVERY



BETTER BUSINESS
OUTCOMES

reduce uncertainty, strengthen delivery capability and make better commercial and technical decisions.

Rather than operating as a traditional recruitment agency or management consultancy, OMC occupies the space between strategic advisory, workforce planning and technology delivery.

Its role is not simply to help organisations recruit people, but to help them build sustainable capability.

Whether supporting a market entry strategy, advising on workforce models or evaluating technical candidates, every engagement is guided by the same principle:

Independent advice focused on long-term business success.

Company Overview

Oliver May Consulting supports international technology organisations operating within the Czech Republic and the wider Central European region.

The consultancy focuses on helping clients understand the realities of the local technology market before significant commercial decisions are made.

Areas of expertise include:

- Strategic advisory.
- Central European market insight.
- ICT recruitment advisory.
- Technical candidate assessment.
- Workforce strategy.
- Contractor engagement models.
- Project and delivery consulting.
- Executive decision support.

OMC works with organisations ranging from growing technology companies entering the region for the first time to established multinational enterprises seeking independent perspective on recruitment, delivery and workforce strategy.

Because OMC is independent, recommendations are driven by business objectives rather than recruitment targets or placement activity.

CEO Profile

Oliver May Consulting is led by **Pino Nicholson**, a British technology executive and consultant with almost two decades of professional experience living and working in the Czech Republic.

His career spans technology consulting, engineering services, recruitment advisory, commercial leadership and international business development across the United Kingdom, Central Europe and the Middle East.

Having worked directly with multinational organisations, engineering companies and technology consultancies, Pino has developed a practical understanding of the challenges international organisations encounter when entering unfamiliar markets.

Rather than viewing technology solely from a recruitment or technical perspective, he approaches projects through the broader lens of business strategy, commercial outcomes and successful delivery.

This combination of UK business experience and long-term immersion in the Czech market enables him to bridge the gap between international expectations and local realities.

OMC DECISION MODEL

THE FOUNDATION FOR SUSTAINABLE SUCCESS

Success is not accidental.
It is built on making the right
decisions in the right order.
From strategy to people,
from technology to delivery –
every layer matters.

Build it right.
Deliver it right.
Succeed.

KEY TO SUCCESS



BUSINESS

Direction without
execution is just
a plan.



PEOPLE

The right people
multiply success.
The wrong people
multiply risk.



TECHNOLOGY

Important to
get right – but
only effective
in the right hands.



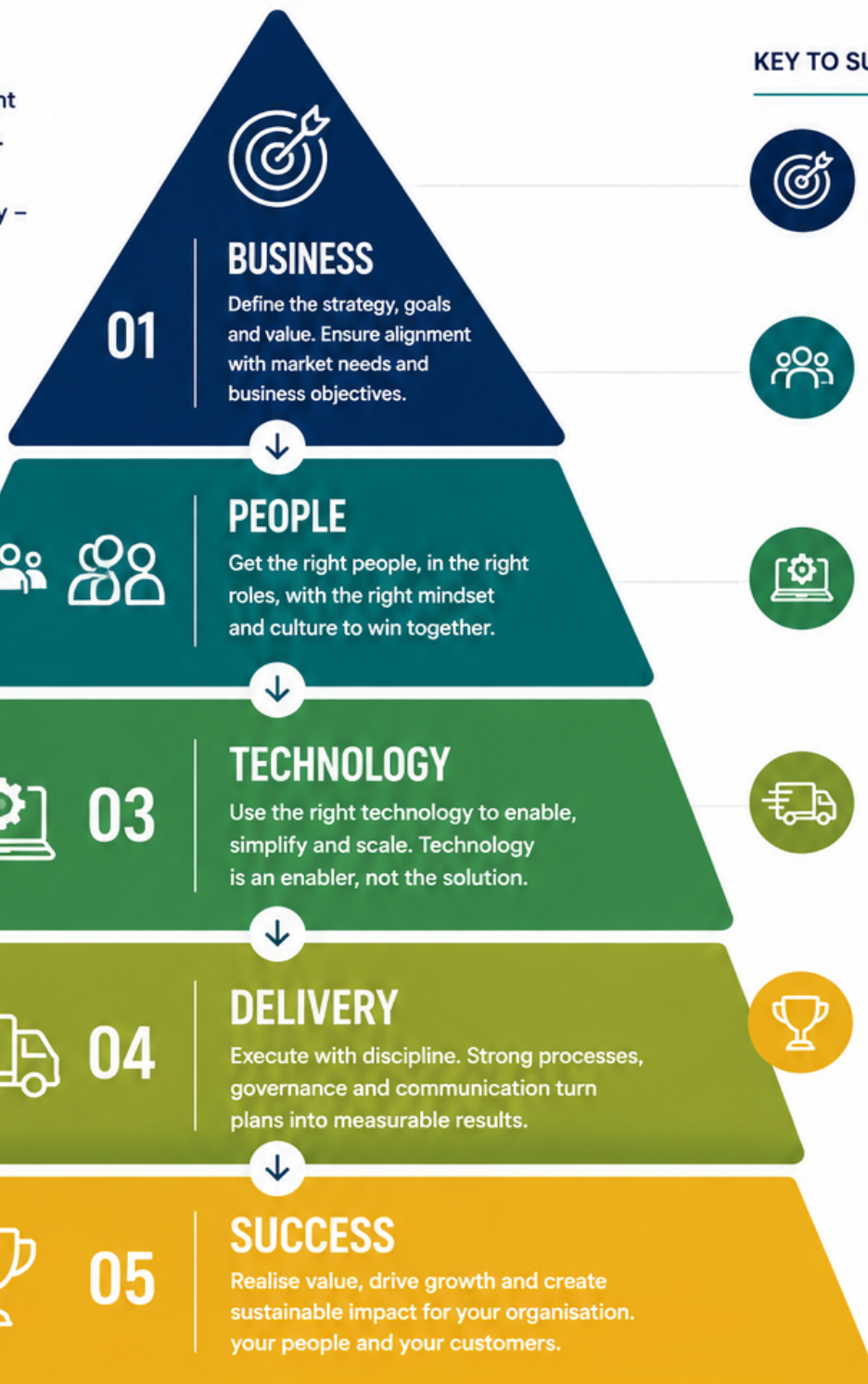
DELIVERY

Good delivery
builds credibility.
Great delivery
builds reputation.



SUCCESS

Sustainable
success comes
from getting every
layer right.



ALIGN

Align strategy,
people and
technology.



EXECUTE

Execute with
focus, clarity
and discipline.



MEASURE

Measure what
matters. Learn
and adapt.



IMPROVE

Continuously
improve for
lasting impact.



DELIVER VALUE

Deliver value
that creates
competitive
advantage.



Get the foundation right.
Everything else builds on it.



CLEAR
DIRECTION



RIGHT
PEOPLE



SMART
TECHNOLOGY



EXCELLENT
DELIVERY



SUSTAINABLE
SUCCESS



Central Europe. Exceptional talent. Real impact.

olivermayconsulting.com

Nearly twenty years of experience within the Czech Republic have provided OMC with a practical understanding of how the market operates beyond published reports and salary surveys.

This experience includes advising organisations on:

- Workforce planning.
- Technology recruitment.
- Contractor engagement.
- Delivery capability.
- Executive decision making.
- Market entry considerations.
- Commercial risk.
- Programme support.
- Complete outsourced delivery of technology and business transformation projects, combining strategic oversight, technical leadership, project governance and execution management.

Throughout this time, one consistent observation has emerged:

Successful organisations rarely outperform because they recruit faster or spend more.

They outperform because they make better decisions earlier.

This insight has shaped the advisory philosophy that underpins OMC today.

Philosophy

Technology continues to evolve rapidly.

Business priorities change.

Markets fluctuate.

New technologies emerge.

Despite this constant change, one principle remains remarkably consistent:

Good decisions create successful organisations.

OMC therefore approaches every engagement through the lens of informed decision-making. This means asking questions before proposing solutions.

Understanding business objectives before discussing recruitment.

Evaluating delivery requirements before recommending organisational structures.

Considering long-term operational impact rather than focusing solely on immediate vacancies.

Technology should always support business strategy, not the other way around. This philosophy encourages organisations to view recruitment, workforce planning and delivery as interconnected components of a broader commercial strategy.

Values

Although every client engagement is unique, Oliver May Consulting is guided by a consistent set of professional values.

Independence

Advice should remain objective.

Recommendations should never be influenced by recruitment targets, supplier relationships or commercial incentives that conflict with the client's best interests.

Integrity

Clients deserve honest advice, even when it challenges existing assumptions.

Providing realistic expectations is ultimately more valuable than offering convenient answers.

Practical Experience

Market reports provide useful context.

Experience provides perspective.

OMC combines research, commercial awareness and practical knowledge gained through years of working within the Czech technology sector.

Partnership

Successful consulting is collaborative.

OMC works alongside leadership teams rather than independently from them, supporting informed decision-making while respecting each organisation's unique objectives and culture.

Capability

Technology organisations should be measured by the capability they build rather than the number of vacancies they fill.

Every recommendation aims to strengthen long-term organisational capability rather than simply address short-term resource requirements.

Continuous Improvement

Markets evolve continuously.

Successful organisations learn continuously.

OMC encourages regular review, knowledge sharing and ongoing refinement of recruitment, workforce and delivery strategies to ensure organisations remain competitive within a changing technology landscape.

Looking Forward

Central Europe has become one of Europe's most important technology regions.

Its future will be shaped not simply by access to engineering talent, but by organisations capable of combining technical excellence with sound commercial judgement, effective leadership and sustainable delivery practices.

Oliver May Consulting exists to support that journey.

By combining independent advice, practical market knowledge and a commitment to evidence-based decision-making, OMC helps organisations navigate complexity with confidence and build technology capability that delivers lasting business value.

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Why This Guide Exists

When I first arrived in the Czech Republic nearly two decades ago, I expected to encounter a market that was simply a different version of the one I had known in the United Kingdom.

I was wrong.

Over the years, I have had the privilege of working with international organisations, technology leaders, recruiters, engineers, consultants and business owners from across Europe and beyond. I have seen ambitious companies establish successful operations, build exceptional teams and deliver world-class technology programmes.

I have also seen organisations make costly mistakes.

Interestingly, those mistakes were rarely the result of poor technology, inadequate funding or a lack of talented people.

More often, they stemmed from assumptions.

Assumptions that recruitment would work the same way it did elsewhere.

Assumptions that technical capability could be measured from a CV.

Assumptions that lower operating costs automatically translated into better value.

Assumptions that speaking English meant working in exactly the same way.

Assumptions that hiring people was the difficult part, when in reality building successful delivery capability required much more.

The Czech Republic, and Central Europe more broadly, is an exceptional place to build technology organisations. It is home to outstanding engineers, internationally respected universities, innovative companies and a business culture that continues to evolve and mature.

But like every market, it has its own characteristics.

Understanding those characteristics is often the difference between a successful investment and an expensive lesson.

That is why I decided to write this guide.

Not to promote a particular recruitment model.

Not to recommend one workforce strategy over another.

Not to suggest there is only one correct way to build technology teams.

Instead, my objective has been to bring together practical observations, independent research and nearly twenty years of personal experience to create a resource that helps business leaders ask better questions before making important decisions.

Throughout these pages, I have deliberately avoided presenting simple answers to complex problems.

Every organisation is different.

Every project has different objectives.

Every market continues to evolve.

What remains constant is the value of informed decision-making.

If this guide encourages an executive to reconsider a recruitment strategy, helps a programme manager better understand delivery risk, or enables an organisation to approach the Czech market with greater confidence, then it has achieved exactly what I hoped it would.

Oliver May Consulting was founded on a simple belief:

The quality of our decisions determines the quality of our outcomes.

Technology projects succeed because people make informed choices at the right time.

The role of trusted advisors is not to make those decisions for their clients.

It is to provide the insight, perspective and experience that enables clients to make those decisions with confidence.

That has always been the purpose of Oliver May Consulting.

And it is the reason this guide exists.

Thank you for taking the time to read it.

I sincerely hope it proves useful as your organisation explores the opportunities that exist within the Czech Republic and the wider Central European technology market.

Pino Nicholson
Oliver May Consulting



Helping organisations
make better decisions
before they recruit,
invest and deliver.



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