

## Leading Through Change: Why Human Potential Is Slovakia's Strongest Advantage

### WHAT ACHIEVEMENT FROM 2025 ARE YOU MOST PROUD OF, AND WHY?

What I am most proud of in 2025 is how we strengthened our role as a **trusted partner in navigating workforce transformation**, both for our clients and for the broader Slovak labor market. We moved beyond transactional talent solutions and significantly deepened our advisory approach—helping organizations build more resilient workforce strategies. At the same time, we invested heavily in developing our own people, expanding AI literacy, leadership capability, and a culture anchored in our ManpowerGroup values: **Care, Trust, Innovation, and Sustainability**.

Perhaps most importantly, we demonstrated that strong business performance and human centered leadership are not opposing goals. By placing people at the center of transformation, we helped clients achieve better outcomes while creating meaningful, future ready work. That balance - performance with purpose - is something I am deeply proud of.

### DEMOGRAPHIC CHANGE, AGING POPULATIONS, AND GROWING TALENT SHORTAGES ARE RESHAPING LABOR MARKETS ACROSS EUROPE. FROM YOUR PERSPECTIVE, HOW SHOULD SLOVAKIA RESPOND TO THESE CHALLENGES?

Slovakia is standing at a critical inflection point. The demographic reality is no longer theoretical—we are experiencing it in real time. Our workforce is aging faster than it is being replenished, while demand for new skills, particularly digital, technical, and deeply human capabilities, continues to accelerate. This is not a temporary fluctuation; it is a long-term structural shift.

The first step is to fundamentally rethink how we define and manage talent. We can no longer treat talent solely as something to “hire.” Talent must be built, developed, retained, and continuously renewed. Our global ManpowerGroup data shows that nearly **nine out of ten Slovak employers struggle to find skilled talent**, placing Slovakia among the most talent constrained labor markets worldwide. Traditional recruitment alone is simply no longer sufficient.

Second, lifelong learning must become a national priority. As more than half of today's job skills are expected to change by the end of this decade, upskilling and reskilling are not optional—they are essential. This requires much closer collaboration between employers, the

education system, and policymakers, with a stronger emphasis on practical skills, work based learning, adaptability, and AI literacy rather than rigid degree requirements.

### INNOVATION OFTEN SOUNDS ABSTRACT, BUT SUCCESSFUL COMPANIES LIVE IT EVERY DAY. HOW DO YOU FOSTER INNOVATION WITHIN YOUR ORGANIZATION—THROUGH PEOPLE, TECHNOLOGY, OR BUSINESS MODELS?

At ManpowerGroup, innovation starts with mindset, not technology. We intentionally cultivate a culture where curiosity, experimentation, and continuous learning are encouraged. Responsible risk taking and learning from failure are seen as drivers of progress, not obstacles.

From a people perspective, we invest deeply in building adaptability, critical thinking, collaboration, and leadership capability. While AI related skills are among the hardest to find globally, our research consistently shows that the most durable competitive advantages remain human: communication, judgment, professionalism, and learning agility. Innovation happens at the intersection of technical capability and human insight—what we call the **Human Edge**.

From a business model standpoint, innovation means embracing flexibility. Today's workforce is increasingly hybrid, composed of permanent employees, contingent workers, freelancers, and digital tools working together toward shared outcomes.

### WHAT IS THE BIGGEST STRATEGIC CHALLENGE YOUR COMPANY IS CURRENTLY NAVIGATING?

Our biggest strategic challenge is helping organizations move from short term talent fixes to long term workforce sustainability at a time of unprecedented change.

Many companies feel intense pressure to - adopt AI quickly, control costs, and respond to ongoing uncertainty. The risk is focusing on technology or efficiency in isolation. Our role is to help leaders see the full picture: how work, skills, culture, and technology must evolve together.

Navigating this complexity requires clarity, trust, and a strong human compass. At ManpowerGroup, our strategic priority is to ensure that digital transformation strengthens - not erodes - the Human Edge. When technology supports people, when skills are continuously renewed, and when leaders invest in confidence and capability, the future of work becomes not a threat - but a shared opportunity.



ManpowerGroup®

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Zuzana Rumiz is a dynamic business leader with ten years of experience at ManpowerGroup Slovakia, where she advanced from Operations Manager to General Manager within one year, reflecting her strong strategic acumen and people focused leadership. In her role, she leads business growth, workforce transformation, and the promotion of responsible employment practices. Beyond her executive responsibilities, Zuzana is a respected voice in Slovakia's HR and labor market policy landscape. She serves as the re-elected President of APAS and as Vice President of AZZZ, contributing to national dialogue on employment legislation and labor market sustainability. She holds a degree from Comenius University in Bratislava and completed executive education at SDA Bocconi in Milan.

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