

Agnieszka Bilińska

PWnet – Polish Professional Women Network

Marta Rawłuszko

Gender equality coach

Women managers for success 2011 – opportunities and obstacles to women’s career path in Poland

Introduction

„We always emphasise that we are not advocating female domination in company’s management. We want both women and men to share the table where major decisions are made because both sides can complement each other perfectly well”.

Mary Daley Yerrick,
co-founder of Vital Voices Global Partnership

We hereby present you with the report from a survey conducted in the business environment – among women managers in Poland. How are female managers performing in the contemporary business world after more than 20 years of the free market? Certainly, we have all become more enterprising, able to expand our potential, and the EU legislation compelled us to implement regulations against any form of discrimination, including the gender related one. But is all of this enough to find the general status of women in the business world satisfactory? Two centuries of striving for the access to education and for the right to vote might have given a desired effect, yet there are many issues in the occupational career department still left unsolved.

The project „Women managers for success 2011. Opportunities and obstacles to women’s careers in Poland” is an initiative of several Polish companies and non-governmental organizations committed to the promotion of those management styles that embrace the equality policy. The project participants – Polish Professional Women Network PWNnet in partnership with Deininger Consulting, PwC (former PricewaterhouseCoopers), Publink and White & Case companies – are working toward the same goal of bringing to the employers’ attention the still-existing in Poland issue of less favourable promotion pros-

pects for female employees and the small number of women holding management positions that ensues from such policy.

The basic question we posed to our respondents was: what is success for them. We were also curious whether the business world is susceptible to the gender stereotypes that are directly responsible for unfair treatment of women in companies. Another important issue we wanted to address concerns solidarity between women and their mutual support. Do modern female managers see any value in providing support to each other when there is often no female role model for them to look up to in managerial ranks? Do they appreciate the possible advantages of business networking and mentorship?

The survey results indicate that nowadays female managers expect straightforward solutions from their employers, including the ones concerning reconciliation of work and family life.

About the survey

The survey was conducted in 2010 among female managers holding top executive positions. The aim of the survey was to learn about the opinions and experiences of Polish women holding senior management positions, regarding the prospects of promotion for female employees. The survey was carried out through the anonymous online questionnaire. 193 women managers with a several years’ experience in management agreed to take part in the survey after they received personal invitations. The assessment of the situation was carried out via purposive sampling. The criteria for the selection of the respondents were sex, occupation (management level) and workplace (the private sector). The

chosen method of sampling does not guarantee the representativeness of the results, however, it does exclude the participation of those women, who do not meet the criteria of the survey both in terms of their knowledge and professional experience. Thus, the results of the survey provide a reliable image of the nature of challenges that lie on the career paths of female managers in Poland.

What is success for the Polish female managers?

Gradually, more and more women are taking senior management positions. Although they are still in the minority amongst business elites, their status is slowly improving. One of the reasons behind this change is the increasing professional competence of female workers. According to the Central Statistics Office data, in 2010 more than 58% of Polish university graduates were women. This tendency has continued for a few years now and presently [LFS, 2011] 36% of employed Polish women, against 22% of employed Polish men, have tertiary education. In the light of such data, it is intriguing to investigate to what extent women want to pursue professional career and what sort of criteria for defining “success” prevail among female managers in Poland.

„Success lies in strong, positive relationships that interweave in both professional and private life”.

Agnieszka Moczuto
Pfizer Polska

The majority of the respondents (68%) consider themselves successful. Nearly all of the remaining ones (31%) declare they are on their way to achieve their goals. The respondents base their definitions of success on two factors:

- 1) the balance between professional career and family life (55%),
- 2) self-fulfilment at work (54%).

It should be noted that the parental status of the respondents did not influence significantly their definition of success. In both groups of respondents: childless ones and those who have children, more than a half stressed the importance of maintaining the balance between work and family. The results were similar in case of those respondents who associated success with the sense of self-fulfilment in the work front. The fact of having or not having children had no considerable influence on the choice of their answers

as well. Other variables, such as age, job seniority or the number of subordinates, were also of no consequence. The surveyed women unanimously stated that professional career and private life are both equally important factors for personal success. Occupation (77%) and family (60%) also are regarded as two main sources of contentment by the respondents.

Figure 1. Do you consider yourself successful? [%]

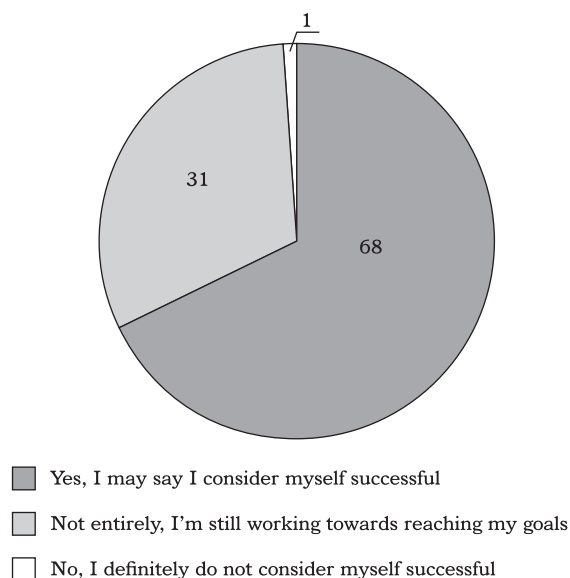
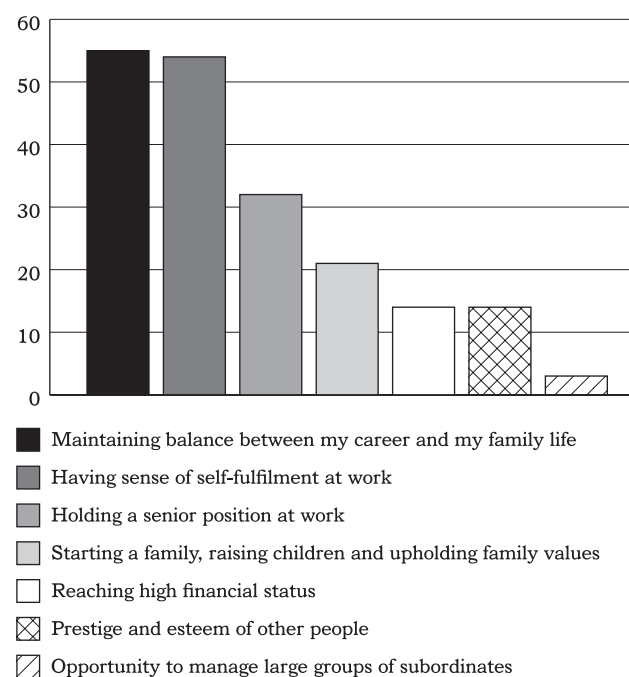


Figure 2. How do you define success? [%]



Note: The respondents could choose up to 2 options. The total percentage is higher than 100.

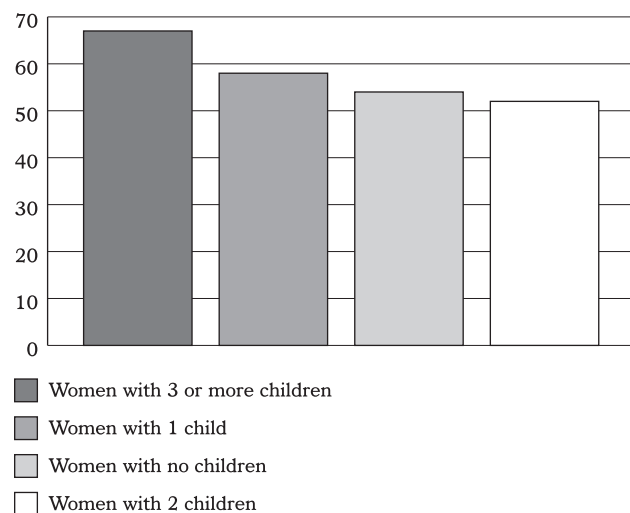
The presented results are similar to the ones obtained in the public opinion survey titled “Polish values: What is important, what is permitted and what must not be done” [CBOS 2010]. They indicate that “happy family life” is still on the top of the hierarchy of values for both men and women in Poland. Paid work as the source of happiness ranks five; nevertheless, its importance grows exponentially with the respondents’ level of education and is also inextricably linked with financial status and place of residence. In a way, the surveyed female managers are typical representatives of their social class of educated people, living in urban areas, with above average income.

„It’s so much more difficult to succeed without someone else’s support”.

Olga Grygier-Siddons
PwC

As success is defines through work and private life, the question of maintaining balance between these two domains becomes vital. Implementation of solutions targeted at reconciliation between work and family life is one of the most challenging tasks for contemporary business. Keeping work-life prevents conflict between professional requirements and equally important needs related to life „off-work“. It is all about finding the mean between work related

Figure 3. Surveyed women managers according to their family status and answer “I agree that success consists in maintaining the balance between career and family” [%]



Note: Designates the percentage of respondents who selected that option within a given group of women.

Figure 4. Surveyed women managers according to their family status and answer „I agree that success means self-fulfilment at work” [%]

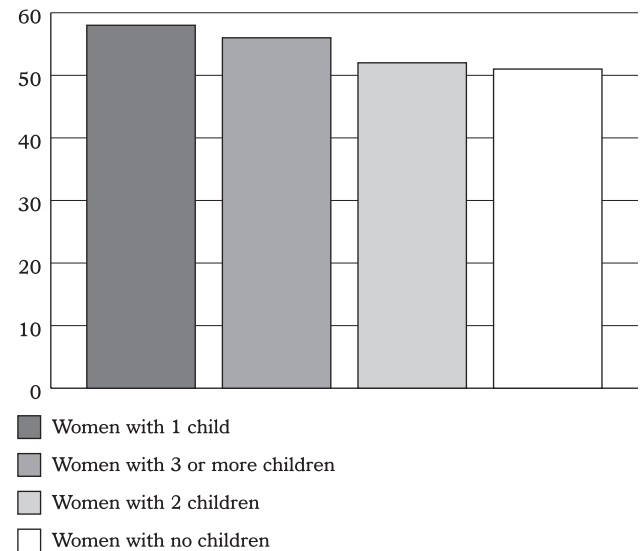
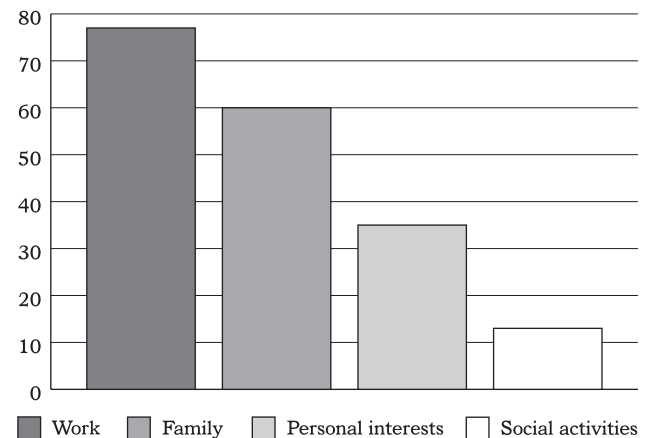


Figure 5. Surveyed women managers according to question: which of the following is the most gratifying for you? [%]



Note: The respondents could choose up to 2 options. The total percentage is higher than 100.

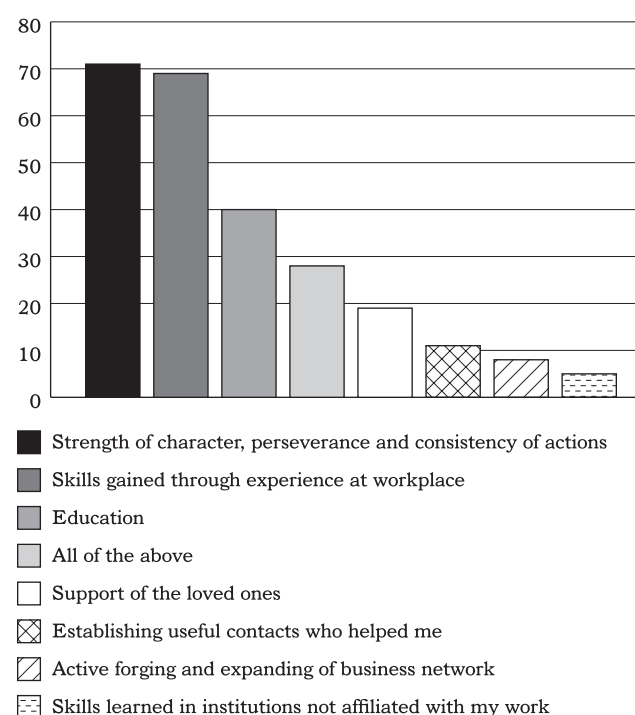
responsibilities and other matters, such as bonding with one’s family and friends, pursuing personal passions and hobbies, maintaining mental and physical health, participating in social events. Each employee balances their own limited resources of time and energy as they see fit. This task, however, is much harder on women due to maternal duties and greater share of domestic chores placed upon them. Therefore, women’s definition of success stems not only from their personal values but also from realistic problems they experience in their everyday lives.

The main factors that contribute to professional success

Considering the disproportionately small number of women in the executive managerial positions, it is a matter of great importance to establish whether there are any factors which are significant to women in particular and thus influence their success. We may start to work toward the elimination of this disparity by learning how women themselves perceive their career and its key elements.

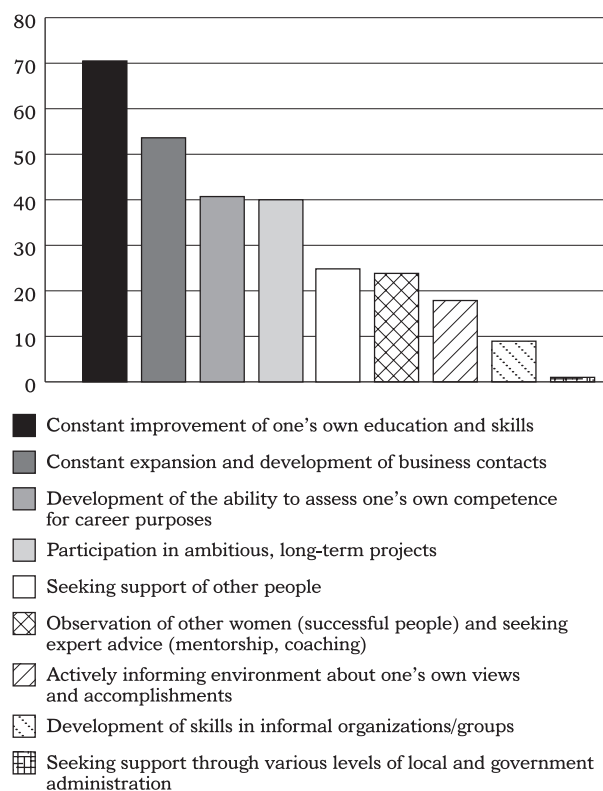
There are three types of assets enumerated among the factors which the surveyed women managers indicated as the most contributive to the achievement of their current professional status. The first one is the strength of character (71%), the second one is experience gained at the workplace (69%), and the third one is education (40%). It should be underlined here that none of the characteristics diversifying the respondents (experience in management, number of subordinates, age, family situation) was determinant to the choice of their answers. Regarding the factors that reinforce women's professional development, the respondents indicated 4 elements in particular:

Figure 6. Factors that are the most contributive to the achievement of professional position [%]



Note: The respondents could choose up to 3 options. The total percentage is higher than 100.

Figure 7. Surveyed women managers according to the question: how can a female manager reinforce her professional development [%]



Note: The respondents could choose up to 3 options. The total percentage is higher than 100.

- 1) developing qualifications (71%),
- 2) establishing a network of contacts (54%),
- 3) analysing one's own competence (41%),
- 4) participating in challenging projects (40%).

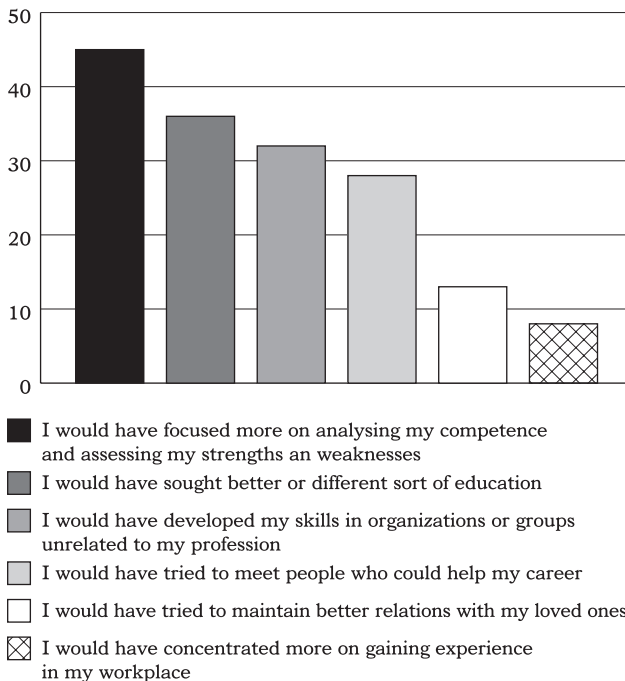
Similarly, when asked which element of their past they would have liked to change to support their professional development, the respondents indicated the following: analysis of their strengths and weaknesses (45%), obtaining better education (36%), development of new skills in organizations not related to their profession (32%), meeting people who are likely to help (28%).

„Divide your long-term objective into several smaller, easily-achievable goals – it will help you to succeed”.

Joanna Malinowska-Parzydło
TVN Group

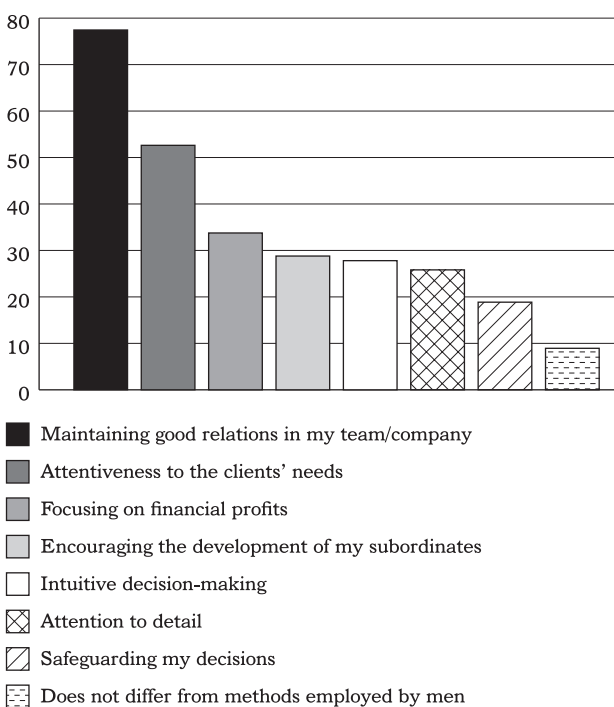
The results discussed above show that women base their success on 3 strong foundations. Firstly, the one's own strength of character is of a great importance. Secondly, very important is a high level of competence, which should be improved in accordance

Figure 8. Surveyed women managers according to the question: what would you do differently if you had had another opportunity to plan your professional career [%]



Note: The respondents could choose up to 2 options. The total percentage is higher than 100.

Figure 9. Surveyed women managers according to the characteristics of their management style [%]



Note: The respondents could choose up to 3 options. The total percentage is higher than 100.

with self assessment of one's own strengths and weaknesses and developed by means of obtaining further education and taking up new professional challenges. The third crucial element is social capital – building and expanding a social network through active search of useful new contacts outside of one's own workplace. It is easy to notice that the “factors of success” discussed above provide the necessary foundation for any individual with business ambitions, regardless of their sex. Thus, the survey leads us to the conclusion that the current situation of female employees results from the limitations placed on women rather than from their strategic choices.

„Women would often give up their ambition and withdraw from the competition with men because it's the men who set the rules of the game”.

Agnieszka Chrzanowska
Singer

„The discrepancy in wages between males and females is increasing along with age, education and job seniority”.

European Commission's Roadmap on Equality between
Men and Women 2006–2010

The obstacles women meet on their career paths

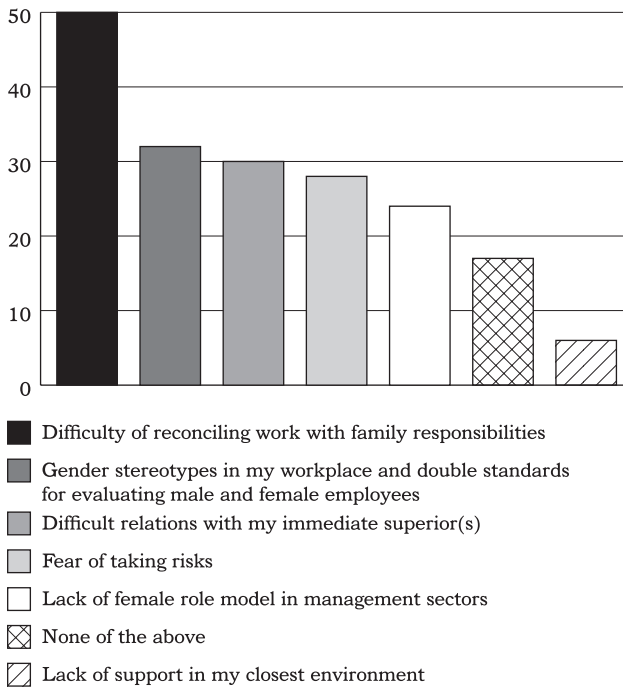
Many studies on women's professional careers in business [e.g. Lisowska 2010, p. 163] discuss the phenomenon called the “glass ceiling”, a term which implies two things. Firstly, women holding senior management positions comprise the minority at top executive positions – they are separated from the top-ranking posts by a “ceiling”. Secondly, on their career paths women are hindered by obstacles, many of which are officially non-existent – in other words they are “invisible”. The term “glass ceiling” indicates that career advancement in the business world is possible and “within sight” for women, yet it is also obstructed and often simply unreachable.

Based on their own experience, the surveyed female managers pointed out the following kinds of obstacles to their career advancement:

- 1) the difficulty in reconciling work and family responsibilities (50%),
- 2) the presence of gender stereotypes in their workplace (32%),
- 3) strained relations with their immediate superiors (30%).

There is a clear correlation between the most frequently selected answer – i.e. the difficulty in reconciling work and family life – and the parental status

Figure 10. Surveyed women managers according to question what kinds of obstacles they had to overcome in their professional career [%]



Note: The respondents could choose up to 3 options. The total percentage is higher than 100.

Figure 11. Surveyed women managers according to answer “I agree that reconciling work and family was the greatest obstacle for me” [%]

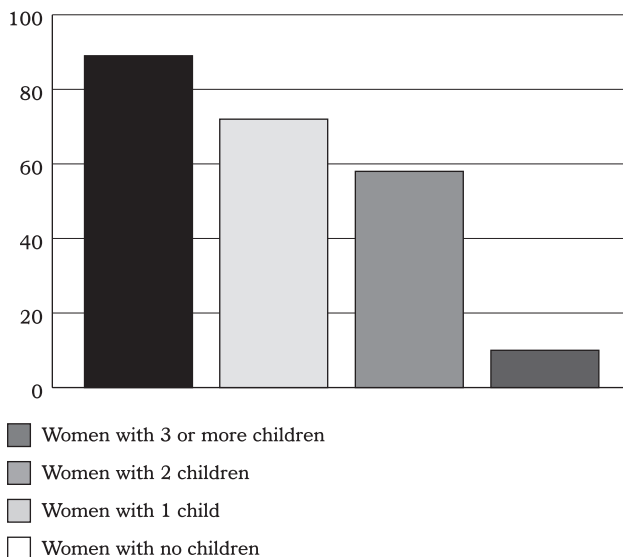


Figure 12. Surveyed childless women managers according to the declared obstacles to overcome in their professional career [%]

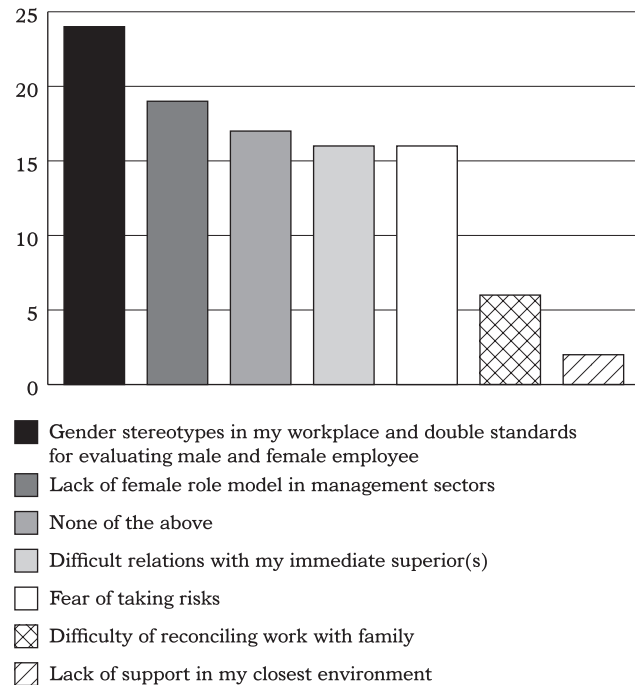
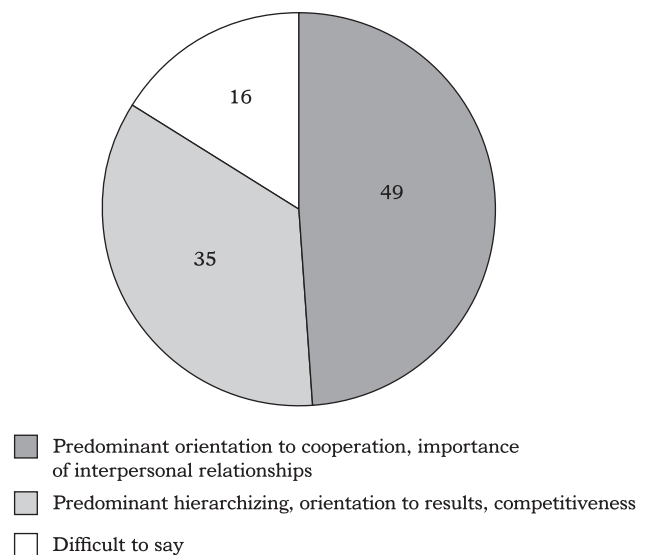


Figure 13. Surveyed women managers according to the question of the organizational culture in their company [%]



of the respondents. Among those of the women managers, who were reported as having children, the difficulty of maintaining balance between work and family life was most frequently indicated as the obstacle to their career advancement. Their childless colleagues, on the other hand, found this particular

issue least limiting. For this group of respondents, the most inhibiting factors were the gender stereotypes and the lack of female role models in the management positions.

„We can only get what we ask for”.

Anna Sieńko
IBM Poland

The second and third most frequently indicated barriers may both be the aspects of the same issue. It seems very likely that the unfair treatment of women, which stems from gender stereotypes, is responsible for the difficult relations of women with their superiors. The stereotypes with regards to gender are generalised assumptions as to what sort of characteristics are attributed to men and what sort of traits are ascribed to women. The stereotypes are very firmly rooted and thus difficult to get rid of, which makes them very easy to be used inadvertently in situations that expose differences between two groups (such as gender differences) or in situations involving competition (such as work environment). Stereotypes make us approach a person differently, depending on their sex. That is why the same sort of behaviour (e.g. stating one's expectations regarding one's wage) can be interpreted as “aggressive” when seen in women or “assertive” when encountered in men [Mandal 2003].

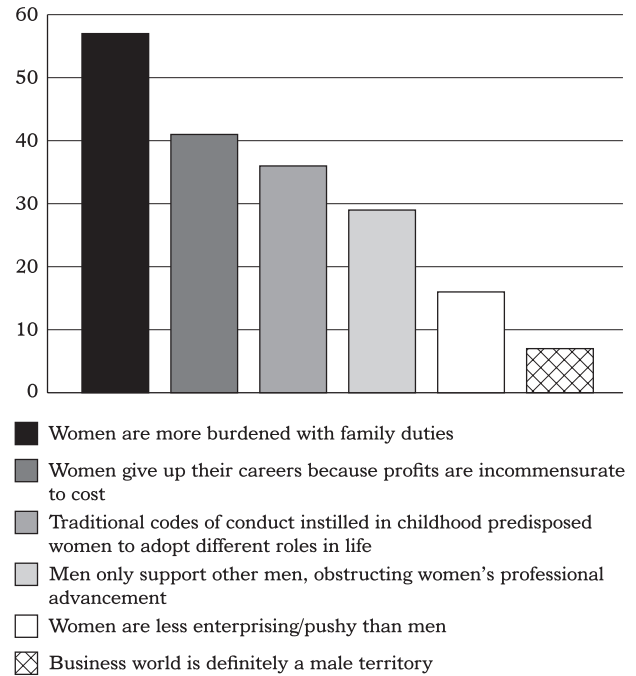
„The business world in Poland is a male territory. Therefore, convincing men that women are up to the challenge is very important”.

Beata Pawłowska
Łomża Regional Brewery

The results of the survey show that the obstacles to the female managers' professional advancement are the consequence of gender based discrimination. Their difficulties stem from two main issues: different circumstances of female employees (due to domestic duties), and unfair treatment of women in their workplace (due to gender stereotypes).

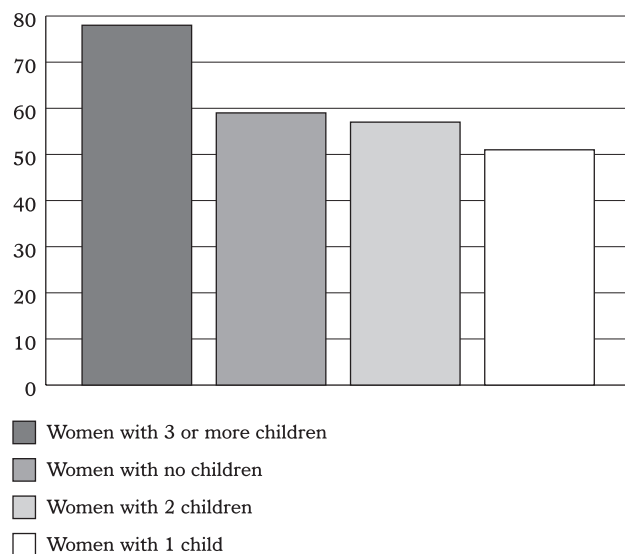
This conclusion is supported with the respondents opinions that were not related to their personal experience. They attributed the scarcity of women in senior management sectors to the following three reasons: burdening women with domestic duties (57%), women giving up their career out of their own choice due to “profits being incommensurate to costs” (41%), traditional upbringing that prepares girls to performing different roles instead of pursuing career (36%).

Figure 14. Surveyed women managers according to the declared reasons for the low number of women in senior management sectors [%]



Note: The respondents could choose up to 2 options. The total percentage is higher than 100.

Figure 15. Surveyed women managers according to their family status and answer that there are so few women in senior management sectors because they are more burdened with family duties [%]



Note: Designates the percentage of respondents who selected that option within a given group of women.

It should be pointed out that the parental status did not influence the selected answers, i.e. the distribution of answers is identical in both, the group of child-

less respondents and the group with children. The respondents answers were not determined by any of the other characteristics of the surveyed women managers (experience in management, number of subordinates, age, family circumstances).

The respondents with and without children are therefore very concordant in their analysis of the “glass ceiling” effect. They most frequently indicate the workload at home as the greatest obstacle hindering the professional advancement of women. According to the respondents, women often decide to give up their career at a certain stage because “the profits are incommensurate to the costs.” In the light of the overall results of the survey, one may be confident to assume that the “cost” means the difficulty of maintaining the balance between career and family life. It is worth noting that a significant number of the respondents perceived this phenomenon against the broader social context, pinpointing the practice of bringing up girls with observance of “traditional values and customs”. This might mean that women are aware that some of the limitations are hidden in their own psyche and stem from social standards, which expect women to be modest, polite, focused on family affairs, etc. Those standards are also the source of women’s less prominent readiness to advertise their skills, take risks and compete with others openly. That is also why women are less likely, or even unlikely, to attempt negotiating a more equal distribution of domestic chores, the chores which in Poland are virtually placed solely on women.

„It’s important not to set up barriers for yourself. If we persuade ourselves that it’s hard for a woman to make it, then we are unwittingly creating a barrier”.

Aleksandra Leśniańska
Shell Poland

Gender stereotypes

The qualitative surveys conducted in 2007 by Polish Agency for Enterprise Development [Niemczewska, Mrowiec, Pater, 2007] indicated that employers are susceptible to judging their employees on the basis of gender stereotypes, such as the following:

- Women are perceived as less competent workers than men, even if they have equivalent qualifications.
- Women are believed to concentrate on family and home, therefore they are not interested in pursuing careers and they do not expect promotion.

- According to a popular belief, female employees are conscientious, thorough, persistent, and disciplined; men are available, dynamic, and creative.
- Women prioritise family, while men put career and success at the top of their priorities.

52% of Polish people think that women’s potential for professional career is hindered mostly by maternity.

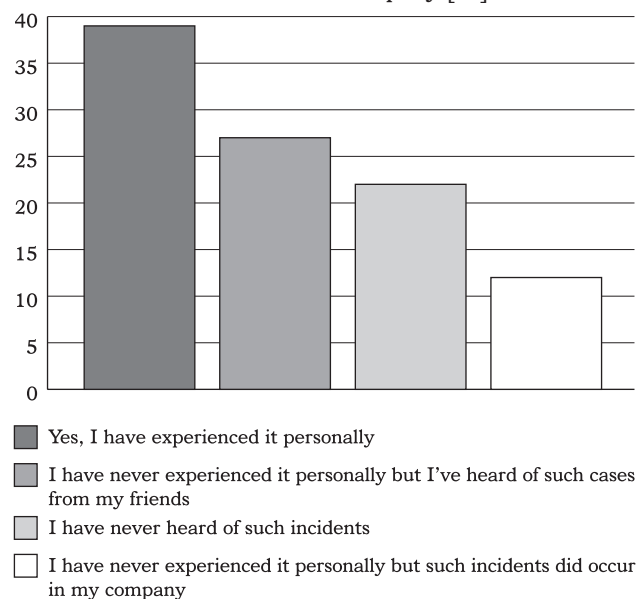
Women in Management Survey, Manpower 2009

Unequal treatment of women in companies

The subject of promotion prospects for female employees in the business world is inextricably linked with the issue of unfair and unequal treatment of women, which according to the surveys is observed on the Polish labour market [Gender Index, 2007; Kupczyk 2009]. The most fundamental question for the employer is to what extent this kind of discrimination – which violates the labour code – is limiting the professional career of female employees.

The majority of our respondents (39%) have personal experiences of a gender-related unfair treatment in their company. What is also important, the significant number of the respondents (12%) have never been discriminated against but have heard of such incidents in their professional environment. Another

Figure 16. Surveyed women managers according to the declaration whether they have ever encountered any incidents of unfair treatment of women in their company [%]

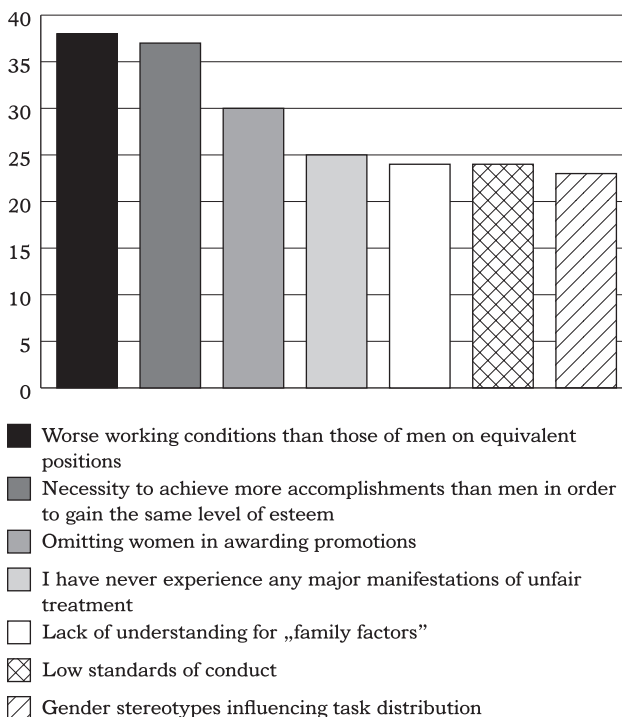


group of women (27%) have heard of the cases of the gender discrimination from their friends. It means that 78% of the surveyed women managers in total are aware of the issue of the unfair treatment of women in the business world. The share of women declaring the existence of gender-related discrimination increased with the growth of the job seniority. The women who fell victim to unfair treatment, as well as those who only heard of such incidents, pointed out various manifestations of the gender discrimination:

- worse working conditions than those of the male employees on the equivalent posts, e.g. lower pay,
- necessity to achieve more accomplishments than men in order to gain the same level of esteem,
- omitting women in awarding promotions,
- little flexibility on employers' part regarding the "family factors" (little flexibility on the part of my employer),
- low standards of conduct concerning the treatment of women,
- the influence of the gender stereotypes on task distribution.

The survey reveals with no ambiguity that female managers experience discrimination in their compa-

Figure 17. Surveyed women managers according to the forms manifesting of unfair treatment of themselves or other women [%]



Note: The respondents could choose up to 3 options. The total percentage is higher than 100.

panies and that they are aware of the issue – 78% declared the occurrence of discrimination. Different studies also show that the level of awareness is very high. The general survey of the public opinion [CBOS, 2006] indicates that 48% of Polish women and 35% of Polish men believe that women in Poland are discriminated against. Additionally, 16% of the respondents personally experienced discrimination, which involved lower wages, worse treatment, and lower prospects for employment or promotion. 54% of Polish population (59% of males and 48% of females) believe that a man has better prospects for career advancement than a woman on equivalent position and with equivalent education. The high level of gender discrimination awareness among the surveyed women managers may be the result of the greater exposure to the risk of being treated unfairly in their current line of work than in, for example, the public sector. Moreover, the female managers certainly have the more-than-average competency, which allows them to recognise and properly name any instances of unfair treatment.

Reasons behind unequal pay for men and women:

- *direct discrimination,*
- *labelling occupations as typically “male” or “female” ones,*
- *underestimating the female employees’ contribution,*
- *tradition and stereotypes*

The Internet Salary Survey 2010,
Sedlak & Sedlak

Female solidarity and non-occupational activities

One of the key areas of reinforcing women’s career advancement is business networking [ILO, 2001]. The unquestionable assets of this type of business activity include accumulation of social capital through establishing numerous and diversified contacts, better access to information, enhanced opportunities to gain support and to be more noticeable and recognised on the market. In this context, the question about female solidarity arises inevitably.

„Women are still learning to form natural alliances and to support one another in the business world“.

Alina Szarlak,
White & Case

Nearly half of our respondents (44%) believe that the existing level of support among women in business is not sufficient, and 36% of the surveyed women

Figure 18. Surveyed women managers according to the opinion on women providing support to other women in career development [%]

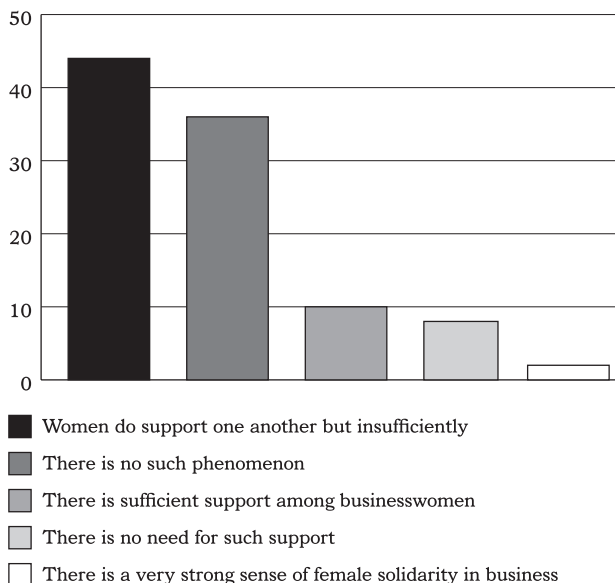


Figure 19. Surveyed women managers according to the declaration of active membership of any informal group or organization [%]

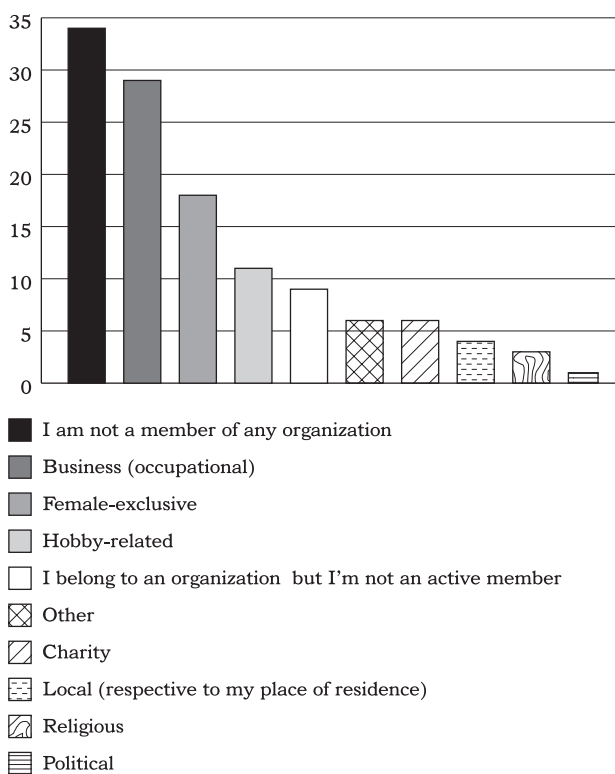


Figure 20. Surveyed women managers – members of any informal group or organization according to the opinion on women supporting other women in career advancement [%]

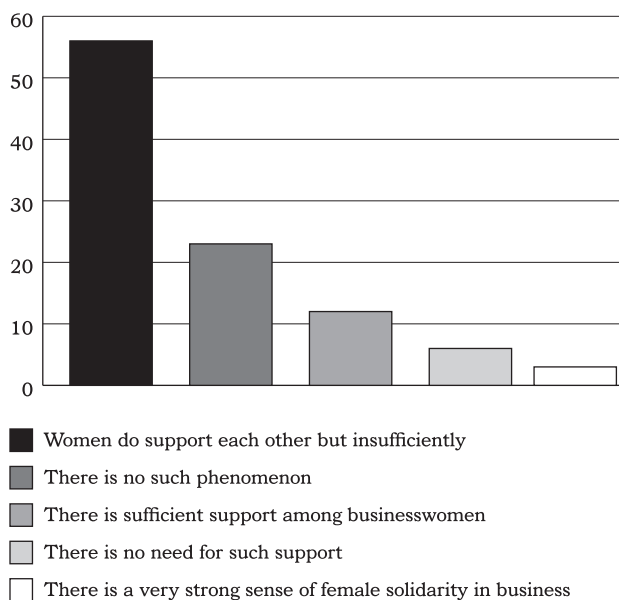


Figure 21. Surveyed women managers according to the opinion concerning the impact of the membership in informal organizations on their life [%]



Note: The respondents could choose up to 3 options. The total percentage is higher than 100.

managers claim that there is no female solidarity in business to speak of. Similar percentage shares can be observed for the respondents who answered that the existing level of female solidarity in business is sufficient and strong (10% in total) and those who indicated that there is no need for female solidarity (8%). 71% of the respondents belong to some kind of informal organization or group and 54% of these women are active members. Business organizations (29%) and all-women initiatives (18%) proved to be most popular among the surveyed women managers. It is worth noting that although the membership in women-exclusive organizations does not correlate with the respondents' view on the female solidarity, only two (6%) of the surveyed women managers, affiliated with such initiatives, claim that there is no need for women to support one another professionally. The most frequently indicated benefits of a membership in an informal organization are:

- 1) development of professional and communication skills (42%),
- 2) receiving support and a sense of inner strength (36%),
- 3) opportunity to do something valuable for other people (33%).

„We should invest in business networking. These relationships will eventually turn a profit in the form of personal growth or greater prospects for future professional success”.

Sonia Wędrychowicz-Horbatowska,
Citi Handlowy

The results of the survey may suggest that, in spite of the differences in their opinion as to whether the *status quo* is caused by insufficient level of support among women or by the total lack thereof, the considerable number of 80% of the respondents feel that it is essential that women assist one another. The intuitive belief of women managers in the importance of female solidarity in the career advancement is congruent with the results of the research conducted by Catalyst (2008) – the world's most prominent organization which promotes women's professional advancement in business and has over 400 companies from the USA, Canada and Europe as its members. In order to find out if there is any correlation between the number of women in the management boards and the number of women in the corporate decision-making structures, Catalyst compared the data on the corporations listed in Fortune 500 report in the years 2001–2006. The re-

sults revealed that the women sitting in the management boards express their intention of increasing the numbers of female managers in their companies within the following several years. This is a very straightforward message for the female managers themselves – providing support to other women in their attempt to take the most prominent positions in management boards can also give a boost to their own career advancement. Catalyst explained this correlation with the following facts:

- Companies with greater numbers of female members in their management boards usually employ inclusive organizational culture and implement programmes of career advancement for women.
- Female members of the management boards serve as role models of the accomplished businesswomen to other female employees.
- Female members of management boards are powerful symbols in the battle against those gender stereotypes that undermine women's business competence.

„I was lucky enough to have met good mentors, male and female, who provided me with the examples to follow. I have learned a lot from them. I believe that I was able to make progress in my career because I was capable of turning my past into valuable learning experience”.

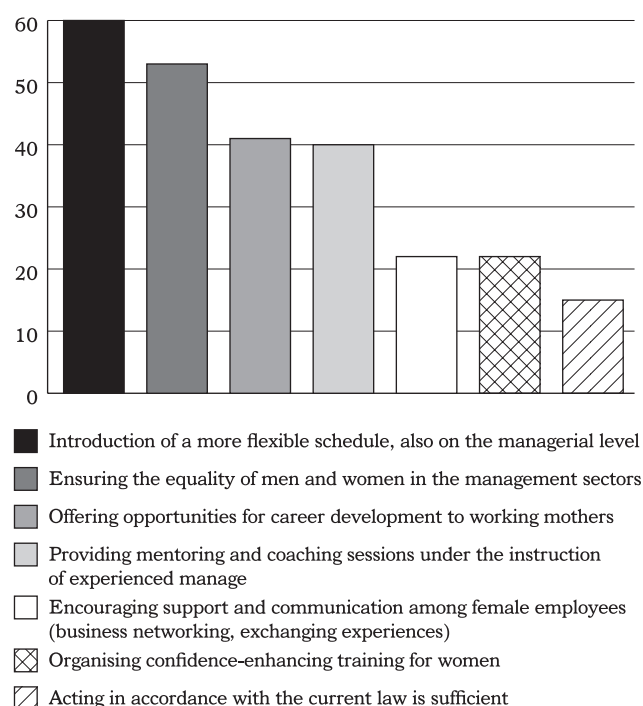
Mary Daley Yerrick
co-founder of Vital Voices Global Partnership

Means of supporting equal development opportunities for women

Having established that the difficulties women face in regard to their career advancement are indeed an issue, one should think of the means of reinforcing the female employees' professional development. The surveyed women managers indicated 4 basic solutions which companies should implement to exploit the potential of their female employees: flexible forms of employment (60%), equal treatment of men and women at all levels of career ladder (53%), prospects for professional development of working mothers (41%), mentorship and coaching (40%). It should be emphasised that acting in accordance with the current laws as the method of supporting women's career development was considered sufficient by a mere 15% of the respondents.

In case of the equality-promoting instruments expected from the government, the respondents indicated 3 most desirable directions of improvement: flexible forms of work (68%), introduction of long-term plans for the change towards more egalitarian distribution of parental roles between men and women (61%), access to nursery schools and crèches (57%).

Figure 22. Surveyed women managers according to the opinion concerning the methods that the companies should employ to make women's prospects for career development more equal to men's ones [%]



Note: The respondents could choose up to 2 options. The total percentage is higher than 100.

In case of both political or business-related instruments for the improvement of women's career prospects the respondents' characteristics (experience in management, number of subordinates, age, family circumstances) did not determine their choice of answers.

All of the expectations formulated by the respondents result from their identification of the source of the problem. The women managers act on their diagnosis to suggest the necessary means of remedying the current situation. The survey revealed that the most frequently encountered obstacles to career advancement were: burdening women with domestic duties and discriminatory treatment in workplace.

That is why the most desired means of improvement that women want introduced in their companies are: flexible forms of employment, and solutions that guarantee equal treatment of men and women. The government, on the other hand, should facilitate the development of more flexible terms and conditions of employment organize educational and awareness-raising initiatives to prevent unfair treatment of women and arrange for the improvement of the childcare facilities.

The most popular method of helping employees reconcile family and career, which can be easily introduced in a company, is offering flexible employment forms [Gender Index 2007 and 2008]. There are several simple solutions to make an employee's work schedule more flexible:

- temporary transference to a part-time schedule,
- flexible working hours,
- shortened working week (10 hours a day, 4 days a week),
- task-based system,
- teleworking.

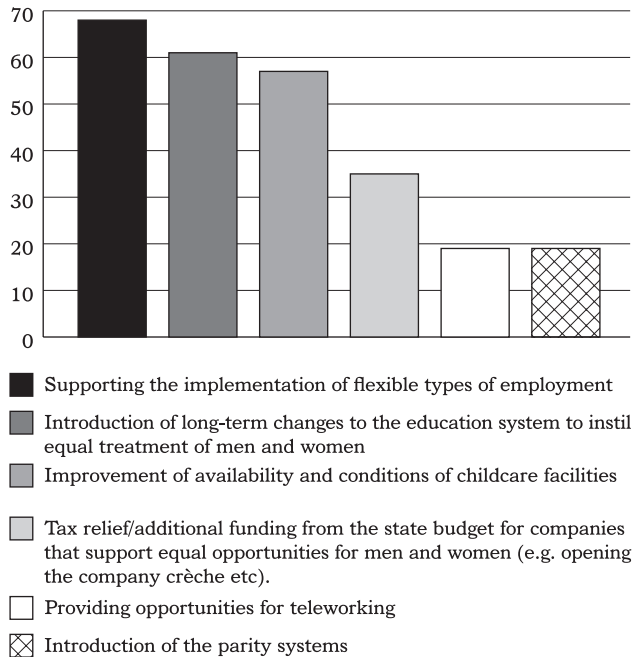
More flexible forms of employment mean better adjustment to the employees' needs and granting them greater autonomy in managing their time. This is a really valuable asset to those women who strive to maintain balance between their career and family life.

There are also methods of preventing discrimination against women in the working environment. Important management solutions addressing this issue include:

- awareness-raising training for the management boards, which address the issues of gender stereotypes and discrimination in general,
- method of monitoring salary levels to ensure equal payments for men and women,
- clear system of promotion and recruitment,
- leadership training for women – coaching sessions, mentorship programmes, training on business networking,
- special programmes for pregnant employees and working mothers,
- internal prevention procedures against sexual harassment,
- “equality audits” carried out on a regular basis to ensure fair treatment of male and female employees.

Apart from ensuring suitable working environment, the key factor in institutional childcare, i.e. easily available facilities such as state crèches and nursery schools, which still poses a great challenge in

Figure 23. Surveyed women managers according to the opinion concerning the support that the government can provide to promote equal career development prospects for women [%]



Note: The respondents could choose up to 3 options. The total percentage is higher than 100.

Poland. According to the data provided by the Central Statistics Office, only 67.3% of children aged 3–6 could be admitted to one of the state nursery schools. The ratios of nursery education accessibility for children aged 3–4 in Poland are almost by a half lower than those of other EU countries. In 2009, Poland had 380 operational state crèches which could provide placement for merely 30 614 children.

„We need to invest in the development of childcare facilities, including company crèches. Otherwise, professional advancement will be much more difficult to achieve”.

Agnieszka Anielska
MURATOR SA, Time Sp. z o.o

The myth of partnership

The results of the research conducted by Institute of Philosophy and Sociology Polish Academy of Science in 2004 [Titkow, Duch-Krzysztozek, Budrowska, 2004] revealed the following patterns of distribution of:

parental duties:

- according to women:
 - nurturing – 96% female, 4% male,
 - helping with homework – 85% female, 12% male,
 - contacts with schoolteachers – 89% female, 9% male,
 - walking a child to school – 73% female, 25% male,
 - nursing a child in illness – 96% female, 3% male,
 - organising parties – 96% female, 3% male,
 - providing entertainment – 64% female, 31% male:
- according to men:
 - nurturing – 92% female, 7% male,
 - helping with homework – 73% female, 23% male,
 - contacts with schoolteachers – 78% female, 19% male,
 - walking a child to school – 56% female, 42% male,
 - nursing a child in illness – 94% female, 4% male,
 - organising parties – 94% female, 5% male,
 - providing entertainment – 52% female, 44% male;

distribution of domestic tasks:

- according to women:
 - cooking dinner – 94% female, 3% male,
 - washing the dishes – 86% female, 7% male,
 - laundry – 96% female, 1% male,
 - ironing – 88% female, 4% male,
 - dusting furniture – 87% female, 5% male,
 - grocery shopping – 81% female, 16% male,
- according to men:
 - cooking dinner – 85% female, 12% male,
 - washing the dishes – 70% female, 21% male,
 - laundry – 89% female, 8% male,
 - ironing – 86% female, 8% male,
 - dusting furniture – 77% female, 16% male,
 - grocery shopping – 63% female, 34% male,

Recapitulation

„We should remember that it is us, not our employers, who are responsible for our own development”.

Iwona Smith
PwC

The results of this survey, carried out on the basis of the purposive sampling on a group of 193 female managers, revealed a number of substantial issues regarding the situation of Polish women in the business world and the question of their career development. What is important, the conclusions are not only coherent, but also consistent with the results of more extensive studies on the matter.

Firstly, success is associated with the ability to realise oneself professionally and to have a satisfying private life at the same time. In terms of their priorities and values, the surveyed female managers are typical representatives of their own social class of educated persons, living in urban areas, who have higher than average level of income.

Secondly, the respondents' definition of being successful seems to be the result of the realistic challenges that they face. As the majority of our respondents are working mothers, the biggest obstacle to their career advancement is the difficulty of reconciling professional and family responsibilities. The fact that the respondents, consciously and regardless of their parental status, unanimously indicate the burdening of women with domestic chores as the prime reason for the scarcity of females in the management positions, is also of a great importance. It should be emphasised that the respondents see the bigger picture and recognise the situations when women themselves decide not to pursue career for reasons of their own, such as the costs of trying to balance work and family life, because of their traditional upbringing or due to double social standards.

Thirdly, another conclusion drawn from the results of this survey is the fact that the female managers are aware of, and even experience, gender-related discriminatory treatment in their working environment. The respondents have either fallen victim to, or witnessed incidents of unfair treatment, application of double standards, unequal pay or omitting women in awarding promotions. The surveyed women have also encountered the phenomenon known as the "glass ceiling" and pointed out the absence of female role models in the top management positions.

„One of the greatest obstacles women face on their paths to success is the small number of other women in management sectors. We don't have sufficient role models“.

Nina Kowalewska-Motlik
New Communications

Fourthly, the survey also proved that the respondents build their path towards success by means of constant improvement and through making the factors that depend solely on them – such as strength of character, perseverance, consistency, level of qualifications and accumulated professional experience – work to their advantage. Moreover, the surveyed women managers appreciate the importance of moni-

toring their own levels of competence, as well as establishing a network of useful professional contacts. Nevertheless, although it might seem that the respondents do everything they can to boost the development of their career, the truly determining factors are outside of their area of influence. Being aware of this fact, the surveyed women identify the solutions for improvement of this situation in a very accurate manner. They want their employers to implement more flexible forms of employment and to guarantee the fair treatment of the female employees. In short, women want a working environment free of any instances of gender discrimination. The government, on the other hand, should support the implementation of flexible forms of employment, ensure better childcare facilities and incorporate awareness-raising initiatives into their long-term policy, such as school curricula that promote equality of men and women. It should be pointed out that our respondents are highly aware of the insufficiency of the current legal anti-discrimination regulations in ensuring women equal prospects of professional advancement.

Furthermore, the survey revealed that the respondents appreciate the need for women to support one another in the career development. Even if there is some sort of a female solidarity in the business world, it is not nearly enough. Fortunately, the membership in business organizations and female-exclusive initiatives not only provide better prospects for women to develop their qualifications but also empowers them to pursue their goals with confidence.

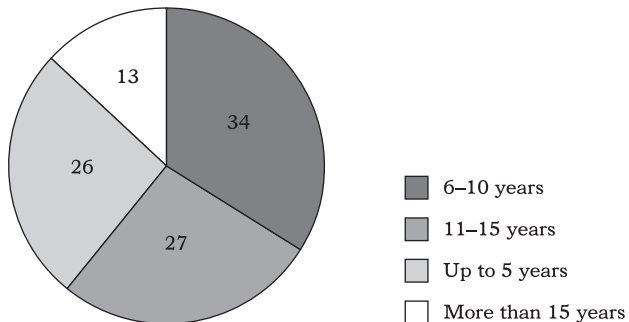
„All citizens of the Republic of Poland, be it men or women, have equal domestic, political, social and economic rights“.

art. 33 of the Constitution of the Republic of Poland

Appendix– characteristics of the respondents

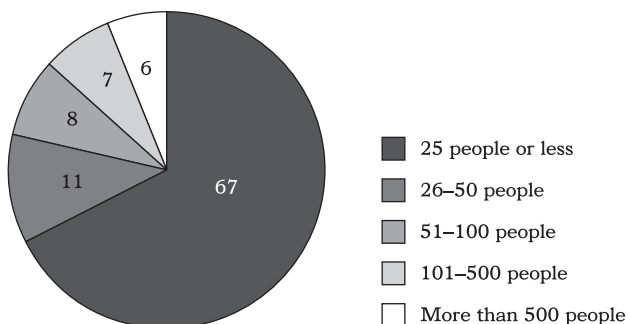
34% of the women, who participated in the survey, have a considerable amount of 6–10 years of experience in the management. Similar shares of the respondents – 26% and 27% respectively – comprise women who just started their career in the management and those who have been working as managers for the last 11–15 years. The female managers who have more than 15 years of experience constitute 13% of the respondents and are the smallest group among the surveyed women.

Figure 24. Surveyed women managers according to the number of years of experience in the management [%]



The majority of the respondents (67%) are in charge of teams of 25 people or less. The number of the female managers is inversely proportional to the number of the subordinates, i.e. the larger the team of the subordinates, the smaller the percentage of the female managers. Only 11% of the respondents manages a team of 26–50 people, and 8% is responsible for 51–100 subordinates. The smallest number of women – 7% and 6% – is in charge of more than 100 people.

Figure 25. Surveyed women managers according to the number of their (immediate and non-immediate) subordinates [%]



The largest group of the respondents are women of 35–44 years old (57%). The group of the respondents between 26 and 34 years of age is almost identical in number as the group of women between 45 and 54 years of age. The respondents aged 26 years or younger, as well as the women aged 54 years and older, are the smallest groups – 3% and 4%, respectively.

A large group of respondents are mothers (71%), who have one (34%) or two children (32%). A significantly smaller number of the respondents have more than three children. Many of the surveyed women do not have children at all (29%).

Figure 26. Surveyed women managers by age [%]

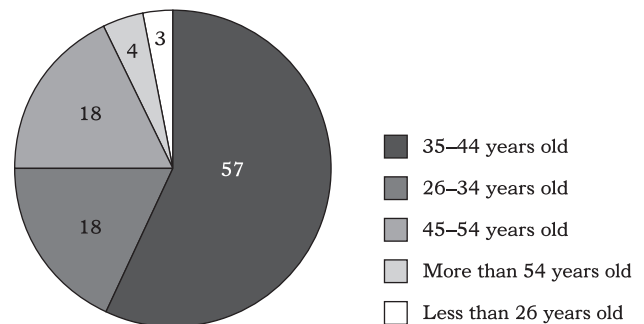
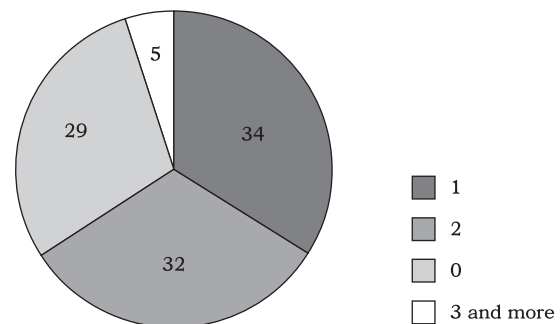


Figure 27. Surveyed women managers by the number of children [%]



Ambassadors of the project

AGNIESZKA ANIELSKA

Chairwoman of the Management Board
of the MURATOR S.A., Time S.A.
and of the Promotor United Entertainment company

A graduate of the Warsaw School of Economics, has a degree in the foreign trade. She perfected her knowledge at the Norwegian school of marketing, as well as at the universities of Duisburg and Bochum. After graduation, she gained her first professional experience by working for Ernst and Young consulting company and also through holding a position in Novartis pharmaceutical concern, where she participated in one of the greatest company mergers on the market (Ciba Geigy + Sandoz = Novartis). In 1999, she decided to conquer the world of the mass media. She started working for Gruner + Jahr company, a branch of the Bertlesmann concern. Her first position in the company was that of the managing director, but in time she took the post of the executive manager of the entire publishing house. Since 2004, she has been the leader of ZPR* media group. She is also a graduate of Vital Voices Fortune/USA State Department Global Mentoring Program.

AGNIESZKA CHRZANOWSKA

Singer, composer, actress

A graduate of the Academy for the Dramatic Arts in Cracow. She is the founder and the art director of the Cracow-based Radiowy Teatr Piosenki (Radio Song Theatre). She released the following records: *Słowa* (Words), *Nie bój się nic nie robić* (Don't be afraid to do nothing), *Cały świat płonie* (The whole world is burning), *Ogień olimpijski* (Olympic fire), *Tylko dla kobiet* (For women only), *Bez udziału gwiazd* (No celebrity contribution). She was granted three prestigious awards at the 21st Review of Stage Songs festival in Wrocław. The Polish Olympic Committee awarded her with "Wawrzyn Olimpijski" (Olympic Laurel Wreath) for her *Ogień Olimpijski* (Olympic fire) record. She was a Nominee for the Fryderyk award in 2000 and 2006. She supports animal welfare organizations, oversees auctions, participates in charity concerts and interventions. Awarded by the Polish Society for Animal Welfare.

OLGA GRYGIER-SIDDONS

Chairwoman of PwC

The Chairwoman of the Polish branch of PwC since July, 2009. Born in Poland, she spent over 20 years in the United Kingdom. She has been affiliated with PwC (former PricewaterhouseCoopers) since 1991. One of her latest professional assignments was to function as a partner in a financial counselling team for the power sector in the company's London branch. She is very experienced in providing professional counselling to governments, as well as to the top international corporations from the power and infrastructure sectors. She has been an advocate of the cause of women's career development for many years, attended many conferences and seminars that dealt with the issue of women in business. A wife and a mother of two children, likes to spend her free time with her family. Her favourite sports are skiing and yoga.

NINA KOWALEWSKA-MOTLIK

Chairwoman of New Communications

She has been affiliated with advertising since 1989. The managing director and the chairwoman of Young and Rubicam Poland agency from 1995 until 2000. Currently the chairwoman of New Communications, which provides counseling services in strategic planning, marketing, and PR. The sole representative of the Financial Times, the Economist,

G+J, CNN television network and a partner of the Superbrand organization. Expert in branding and international marketing.

ALEKSANDRA LEŚNIAŃSKA

HR Director of Shell Poland and EEC countries

Former HR director of DHL Poland and Servisco. She has a many years' experience in the management in the international corporations. She has implemented many projects in the domains of employee development, organizational culture, intra-company communication, competency systems, talent management, and computerized HR management systems. She has professional experience in the merger procedures, as well as in the establishment of new companies. The winner of the 2004 "HR Director of the Year Award". A graduate of Warsaw School of Economics. Her interests are interior design and redecoration, as well as photographic art and back-packing – lately Southern America in particular.

JOANNA MALINOWSKA-PARZYDŁO

HR Director of TVN S.A.

Highly social character – that is why she enjoys her every day at work. An advocate of traditional values and of eco-relations in business. Expert in communication, leadership strategies, personal brand management and corporate intellectual property management. Experienced in combining soft HR with hard HR methods. Her career began at hosting a show in the Polish Radio Program III and conducting surveys, but over the course of time she discovered the field of marketing and corporate communication. She's been affiliated with the mass media for more than ten years. She is the HR Director of TVN S.A. since 2007.

A certified ICC coach for the management boards (business coach, personal brand coach, media coaching). Provided mentorship services for the Polish edition of Hillary Clinton's "Vital Voices." Business coach. Academic teacher. Graduate of Social Sciences Faculty in Warsaw University. A happy wife and proud mother of two sons, Jasiak and Oleś.

AGNIESZKA MOCZUŁO

Legislative Director of Pfizer Poland Sp. z o.o.

Graduate of the Faculty of Law at the University of Gdańsk, a legal counsellor since 1996. Between 1998–2003, she worked as Senior Counsel in

Warsaw branch of White & Case law office, where she was responsible for Corporate Law Department and specialized in labour law. Since March 2004, has held the position of Legislative Director and has been a member of the management board of Pfizer Poland Sp. z. o. o.; she is also in charge of all legal aspects of the company's business activity in Poland. She is a passionate art lover and actively pursues her interests by attending postgraduate studies in the field of history of art and its socio-political projections at the Collegium Civitas University in Warsaw. She loves to travel, not only to admire monuments and wonders of nature, but also to experience exotic cultures (particularly other countries' local cuisines).

BEATA PAWŁOWSKA

Managing Director, Member of the Management Board of Royal Unibrew Poland Sp. z. o. o.,
Vice President of the Union
of the Brewing Industry Employers in Poland

She has 20 years' experience in management. Her professional career began in the international Procter & Gamble corporation. She had worked as the Managing Director of a number of companies, such as International Paper Klucze, The Coca Cola Company Poland, MTV Polska and Hoop S. A. She created such brands as Velvet, Kropla Beskidu or Hoop Cola. She is also responsible for the success of Łomża beer on the Polish market. In 2000, she won the title of the "First Lady in Business", awarded jointly by Business Centre Club and "Zwierciadło" magazine. She is a graduate of the Warsaw School of Economics, with a degree in economics. She is married and has a fourteen-year old son. She loves to travel, participate in tracking escapades, she grows roses, collects silverware and old-fashioned china.

ANNA SIEŃKO

Managing Director of IBM Poland

First female General Director of IBM Poland. She has more than twenty years of experience in management of the East-Central Europe regions. In 1999, she joined the IBM Poland Company as Strategic Outsourcing Manager; she was responsible for the establishment and development of the outsourcing division of IBM Poland. Throughout her career, she also handled a number of responsibilities in trading and management outside of IBM. In 2003, she returned to the service sector of IBM Poland and was soon promoted to the Director of Integrated

Technology Services IBM GTS for East-Central Europe division. She is a graduate of Electrical Engineering, Automation and Electronics Faculty of AGH University of Science and Technology. She is married and has three children.

IWONA SMITH

Managing Partner in the PwC legal
and tax counselling division

Affiliated with PwC since 1995. Her specialty is tax counselling for the power sector, real estate and leasing companies. In the course of her career, she has been involved in a variety of privatization proceedings, e.g. in the oil and gas industry. Furthermore, she is the local business representative of the Baltic region countries – Latvia, Lithuania and Estonia – her duties consist in coordinating and assisting the activities of the tax counselling divisions in those countries. She is in charge of the Diversity Management of PwC. She is also deeply committed to the cause of corporate responsibility – she holds the position of the PwC "Podaruj Siebie" Foundation Chairwoman.

ALINA SZARLAK

White & Case Partner

A German lawyer with a broad experience obtained in law offices, both in Poland and Germany. Manages the law office's German practice. Specializes in the estate rights, project funding, mergers and take-overs as well as the rights of the competition. Her experience encompasses also legal counselling pertaining to transactions in the renewable power production sector and in the field of the environmental law. Has been occupied with European Law at the International Court of Justice in Hague. Had undergone internships at the German American Chamber of Commerce in Los Angeles and Kitec Industrial Trading Corporation in Santa Ana, USA. A Faculty of Law graduate at the Ludwig Maximilian University of Munich. The prestigious „PLC Which Lawyer? 2005–2006” periodical has nominated her, for the second, consecutive year, in the “Life Science: Corporate & Commercial” category.

SONIA WĘDRYCHOWICZ-HORBATOWSKA

Vice President of Citi Handlowy

Acceded to the post of Citi Handlowy bank's vice-president in 2006. Simultaneously, she performed the duties of the head of the retail banking sector. Began

work in 1994 in the Cash Management Department in the transactional banking division of Citibank Poland. In 2002 she became the head of the management of the financial assets department and in 2003 also the supervisor of the Securities' Trust Department. Since the end of 2003 she has been performing the duties of the manager of the transactional banking division. A graduate in the international commerce at the Warsaw School of Economics and European Business Studies at the Brunel University in London. Married, a mother of Witek and Zosia. Active in charity for children. A devotee to sports and her garden.

PW_{net}

PolishProfessionalWomenNetwork

WHITE & CASE



pwc

DEININGER
CONSULTING

PUBLINK
PUBLIC RELATIONS AGENCY

Literature

- Catalyst: L. Joy, Advancing Women Leaders: The Connection Between Women, Board Directors and Women Corporate Officers*, Catalyst, Nowy York 2008.
- CBOS: Co jest ważne, co można, a czego nie wolno – normy i wartości w życiu Polaków [Polish values: What is important, what is permitted and what must not be done]*, survey bulletin, Warsaw, July 2010.
- CBOS: Kobiety w społeczeństwie – równouprawnienie czy dyskryminacja [Women in the society – equal rights or discrimination]*, survey bulletin, Warsaw, December 2006.
- Gender Index: Firma równych szans 2007 [Gender Index: Equal chances company 2007]*. II edition of the contest. Report of the survey, ed. E. Lisowska, EQUAL, PKPP Lewiatan, Warsaw 2008.
- Gender Index: monitorowanie równości kobiet i mężczyzn w miejscu pracy [Gender Index: monitoring of equality of men and women in the workplace]*, ed. E. Lisowska, EQUAL, UNDP, Warsaw 2007.
- ILO: Reducing the decent work deficit: A global challenge, Report of the Director General*, International Labour Conference, 89th Session, ILO, Geneva 2001.
- Kupczyk T., *Kobiety w zarządzaniu i czynniki ich sukcesów [Women in management and determinants of their success]*, Wyższa Szkoła Handlowa, Wrocław 2009.
- LFS: Labour force survey in Poland*, I quarter, 2011, CSO, Warsaw 2011.
- Lisowska E., *Równouprawnienie kobiet i mężczyzn w społeczeństwie [Equality of women and men in society]*, II ed., Oficyna Wydawnicza SGH, Warsaw 2010.
- Mandal E., *Kobiecość i męskość. Popularne opinie a badania naukowe [Femininity and masculinity. Popular opinions versus scientific research]*, Wyd. Akademickie Żak, Warsaw 2003.
- Niemczewska M., Mrowiec K., Paterek K., *Rola kobiet w innowacyjnej przedsiębiorczości nowych technologii [The role of women in innovative entrepreneurship of new technologies]*, PARP, Warsaw 2007.
- Titkow A., Duch-Krzysztożek D., Budrowska B., *Nieodpłatna praca kobiet – mity, realia, perspektywy*, IFiS PAN, Warsaw 2004.