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We go **beyond** the brief



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NIEWIDZIALNA REWOLUCJA

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Talent Trends 2023

Focus on Leadership

How to unlock the 'Invisible Revolution' for effective leadership

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Major recruitment trends as identified in our Global Talent Trends 2023 survey

Loyalty



of all employees are open to new opportunities.

Companies can only confidently rely on 1 in 10 people in their current workforce to be retained this year.

Economy



of the global workforce are more likely to look for a new job when the economy is performing poorly.

Instead of settling for any job, people are proactively looking for new opportunities despite economic instability.

Flexibility



of global respondents are prioritising flexible working hours.

When it comes to workplace requirements, respondents say flexible working hours are the most important factor in their work-life balance.

REKOMENDACJE DLA LIDERÓW_EK

- **EVP jest kluczowe**
- **Kultura feedbacku i jasnych celów**
- **DE&I – szersza reprezentacja**
- **Fokus na ESG**
- **Kompetencje miękkie liderów**

STANOWISKA PRZYSZŁOŚCI

- **Programista AI**
- **Specjalista ds. Etyki AI**
- **Bioinformatyka & Biotechnologia**
- **Specjaliści ds. Zmian Klimatycznych**
- **Cyberbezpieczeństwo & Data science**
- **Reskilling & Upskilling**

CZY POTRZEBNE NAM TARGETY?

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WOMEN ON BOARDS

FEMALE REPRESENTATION
ACROSS SOME OF EUROPE'S
LARGEST AND LISTED COMPANIES

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LEADINGWOMEN

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LEGISLATION SUPPORTING GENDER PARITY AT TOP MANAGEMENT ACROSS EUROPE

- Countries with quotas (and year introduced)
- Countries with non-binding quotas
- Countries with no quotas



COUNTRY OVERVIEW: FRANCE



HOW ARE WOMEN REPRESENTED
IN THE SBF 120 COMPANIES?¹

14

companies
have a
female CEO

46.1%

% of women
on boards of
directors

25.5%

have women on executive
or management
committees

90.2%

have set targets to increase
the number of women in
key leadership positions



COUNTRY OVERVIEW: POLAND



HOW ARE WOMEN REPRESENTED IN THE
COMPANIES OF THE WIG140? ⁽¹⁾

3

female
CEOs

12.2%

representation
of women on
management boards

20.4%

representation
of women on
supervisory boards
(NEDs)

9%⁽²⁾

of companies with
targets for women in
management bodies
or key positions

65%

of companies
with no women
on management
boards



Tak! Wprowadzenie targetów
pomaga realnie zwiększyć liczbę
kobiet na pozycjach zarządczych.

„What gets measured gets done”

TRENDY: PEOPLE & CULTURE

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2024 PRZEGŁĄD WYNAGRODZEŃ I TRENDÓW

Wynagrodzenia na stanowiskach zarządczych i dyrektorskich w Polsce



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Methodology

Our salary and trends analysis benchmarks profiles on Start-ups, SME & Blue-Chip organisations with salary data until end of 2023 and bonus figures released in 2023 across the entire territory of Poland. The survey information comes from our database, various search engine assignments and personal interviews from our recruiting Partners with years of experience within the Polish market. We did not take into account the outlaying top and bottom 15% of reported salaries.

12
members of
Page Executive Team
can support you
in Poland.

Market Trends

- ESG / Sustainability
- Diversity & Inclusion
- Wellbeing
- Embrace teamwork in a new environment
- Succession and talent planning
- Emphasis on the human relationship
- Higher fundings of Healthcare & Fintech startups

Most Wanted Skills

- Self-reflection and upskilling
- Conscious leadership
- Empathy, relationship management skills
- Change management mindset & adaptability
- Communication skills facing uncertainty and ambiguity
- Mental agility and flexibility

Most Wanted Benefits to Attract Talent

- Flexibility at work
- Stimulating performance bonus and long-term incentive plan
- Benefits around the new office life

CHIEF PEOPLE OFFICER / CHIEF HUMAN RESOURCES OFFICER

Sektor	Minimalne	Najczęściej oferowane	Maksymalne	Roczny bonus	LTI*	Trend
FMCG	37 000	52.000	77 000	20%-40%	Tak	
Retail	36 000	52.000	75 000	20%-40%	Opcjonalnie	
E-commerce / Marketplaces	37 000	52 000	79 000	20%-40%	Tak	
Life Sciences	38 000	54 000	83 000	25%-50%	Tak	
Industry	36 000	46 000	75 000	20%-35%	Opcjonalnie	
TSL	36 000	46 000	72 000	18%-25%	Opcjonalnie	
Business Services	34 000	40 000	70 000	20%-40%	Opcjonalnie	
Financial Services	36 000	48 000	80 000	20%-40%	Opcjonalnie	



Wzrostowy



Bez zmian



Spadkowy



Nowe stanowisko

Wynagrodzenie miesięczne brutto na podstawie umowy o pracę [PLN].

*LTI z ang. Long Term Incentive - akcje, opcje na akcje, nagrody pieniężne, dodatkowe systemy motywacyjne, najczęściej możliwe do zrealizowania czy zbycia po zdefiniowanym okresie kilku lat.

6 TRENDÓW WAŻNYCH W 2023-2024

- **Wzrost pensji i systemów motywacyjnych**
- **Strategic Advisor**
- **HR Director w Zarządach**
- **Ambasador ESG**
- **AI w HR - adaptacja przez Reskilling**
- **Optymalizacja pracy hybrydowej**

TRENDY: RYNEK POLSKI

- **216 ról zarządowych i dyrektorskich w ostatnich 3 latach w Polsce (Page Executive)**
- **2021 – rok CHRO (15)**
- **2022 – rok CFO (17)**
- **2023 – rok CEO (14)**
- **Role regionalne i globalne (44 i 23)**
- **Polskie firmy**



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