

Faculty of Economics and Management

Department of Economics and Management



Diploma Thesis

**Gender diversity in the management board in the
Czech Republic**

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CZECH UNIVERSITY OF LIFE SCIENCES PRAGUE

Faculty of Economics and Management

DIPLOMA THESIS ASSIGNMENT

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Economics and Management

Thesis title

Gender diversity in the management board in the Czech Republic

Objectives of thesis

The aim of the thesis is to evaluate the barriers to female on management board such as social stereotypes, motherhood, conflict of roles when it comes to family and work or sexual harassment. The thesis also deals with wage gap between female and male managers and discrimination generally. The secondary objective is to introduce a gender quota in detail and answer if Czech female managers would agree with this EU directive.

Methodology

The thesis is divided into theoretical and practical part. The theoretical part is based on analysis of primary and secondary sources such as professional publications, websites, journals or other publicly available sources.

The practical part is focused on interviewing the women that are employed on management board. The interviews are conducted via questionnaires. The result is detecting the obstacles to carrier advancement they have to face in every-day life and their opinions about gender quota.

The proposed extent of the thesis

60 – 80 pages

Keywords

Discrimination, gender quota, glass ceiling, sexual harassment, social stereotypes, women on management board, barriers to carrier advancement

Recommended information sources

- Armstrong, J. and S. Walb (2012), Gender Quotas in Management Boards, DG for Internal Policies, Brussels, Link: [http://www.bgwomeninict.org/language/en/uploads/files/documents_0/documents_73084d2b69583d6b944452689505da00.pdf](http://www.bgwomeninict.org/language/en/uploads/files/documents/_0/documents_73084d2b69583d6b944452689505da00.pdf)
- Bertrand, M., S. E. Black, S. Jensen and A. Lleras-Muney (2014), Breaking the Glass Ceiling? The Effect of Board Quotas on Female Labor Market Outcomes in Norway, IZA Discussion Paper 8266, Bonn.
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- Rose, C. (2007), Does Female Board Representation Influence Firm Performance? The Danish Evidence, Corporate Governance: An International Review, 15 (2), 404-413.

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Declaration

I declare that I have worked on my diploma thesis titled "Gender diversity in the management board in the Czech Republic" by myself and I have used only the sources mentioned at the end of the thesis. As the author of the diploma thesis, I declare that the thesis does not break copyrights of any third person.

In Prague on _____

Nicolle Nováčková

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I would like to thank Ing. Tereza Balcarová Ph.D. for her advice and support during my work on this thesis. In addition, I thank all managers who have participated in my survey for their time and willingness to contribute their opinion.

Genderová diverzita v managementu v České Republice

Gender diversity in the management board in the Czech Republic

Summary

The main aim of the thesis is to find out the reasons why the proportion of women in the management board in the Czech Republic remains low and evaluate the barriers to career advancement of women as well as to pay attention to discrimination, gender pay gap and sexual harassment, thus, the unequal treatment in the workplace based on gender. The secondary objective is to introduce a gender quota in detail. The theoretical part is based on analysis of primary and secondary sources such as professional publications, websites, journals or other publicly available sources. The practical part is based on information obtained by questioning women and men employed in the management board. The data were gained through questionnaires and serve as a core for the evaluation of obstacles which female managers face in the workplace, gender inequity and opinions of respondents about gender quota. The information obtained from the survey is evaluated by using graphs, tables and schemes. After the evaluation of results, author proposes a few recommendations for improvements.

Souhrn

Hlavním cílem této práce je nalézt důvody proč je podíl žen v managementu v České republice stále nízký a vyhodnotit překážky kariérního postupu žen, stejně jako věnovat pozornost diskriminaci, odměňování žen a mužů a také sexuálnímu obtěžování, tedy nerovnému zacházení na pracovišti na základě pohlaví. Vedlejším cílem je detailní představení genderové kvóty. Teoretická část vychází z analýzy primárních a sekundárních zdrojů, tedy z odborných publikací, webových stránek, časopisů nebo jiných veřejně dostupných zdrojů. Praktická část je založena na informacích získaných dotazováním žen a mužů zaměstnaných na manažerských pozicích. Data byla získána pomocí dotazníků a slouží jako základ pro hodnocení překážek, které manažerky čelí na pracovišti, genderové nerovnosti a názorů respondentů o genderové kvótě. Získané informace z průzkumu jsou hodnoceny pomocí grafů, tabulek a schémat. Po vyhodnocení výsledků autor navrhuje několik doporučení.

Keywords: Discrimination, gender quota, glass ceiling, sexual harassment, social stereotypes, women on management board, barriers to carrier advancement.

Klíčová slova: Diskriminace, generová kvóta, skleněný strop, sexuální obtěžování, sociální stereotypy, ženy v managementu, překážky kariérního postupu.

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1. Introduction

Over the past century women have become an inseparable part of the labour market. Women began to gradually penetrate into areas which were usually held only by men. As a typical example may serve *Management*. Previously, management had been rather technically oriented and therefore it was not easy for women to enter this sphere. Currently the situation has changed and management has adapted a social approach in terms of managing people which creates a favourable environment for women. Now the number of women who successfully perform in the management board is increasing and they serve as an inspiration for other women. Career of successful managers have motivating effect for women in order to increase their qualifications and to try to achieve career in the top positions.

Despite the changes in the management, proportion of female managers is still significantly lower compare to proportion of male managers. Even though many women are qualified and work hard, they fail to reach the top-level positions. The reason is so-called glass ceiling which represents invisible barriers that prevent women to advance in their careers. Women themselves do not have a big chance to change this situation. The society is going through the major changes and it could be expected that the resolution will bring only time itself. But it is impossible to rely on it as the experience of Western countries shows that it requires also an active approach. The European Union is very active and put emphasis on the policy of equal opportunities for both sexes. Individual states deal with this issue in its policies and also gradually adopt a measure of the European Commission that proposed gender quotas in the boardrooms.

I have chosen this topic because gender equality and women's representation within the private and public sectors are currently widely debated topics. The problem of unequal status of women at work is discussed even at the global level. Especially the developed democratic countries are more and more aware of the fact that the exclusion of women from certain areas of life is disadvantageous for society. In addition, this issue is very close to me for the reason that after graduation I would

like to build my own successful career in managerial positions and I will most probably meet with some of the obstacles and I will have to manage to tackle them.

This work can provide an overview of barriers and examples of gender inequity in the workplace to me but also to other women aspiring to top-level positions. It is shown which problems they have to tackle and suggestions how to solve them are provided.

2. Aims and methodology

2.1 Aims

The intention of the thesis is to find out the possible reasons why the proportion of women in the management board in the Czech Republic remains significantly lower compare to the proportion of men managers as well as to ascertain if women managers encounter unequal treatment in the workplace based on their gender.

The main aim of the thesis is to evaluate the barriers to career advancement of women, such stereotypes, motherhood and resulting interruption of career and harmonization of work and family life as well as to pay attention to discrimination and highlight the gender pay gap and sexual harassment as different forms of discrimination. The secondary objective is to introduce a gender quota in detail and find out if managers in the Czech Republic perceive a directive of European Commission on 40% representation of women in company boardrooms positively or not. In order to attain the main and secondary objectives, several hypotheses were determined:

- H1: Women are more likely to face various forms of discrimination in the workplace than men.
- H2: Career advancement of women takes longer period of time than career advancement of men.
- H3: Majority of women perceive motherhood and related career interruption as a barrier to a successful career.
- H4: Household care and childrearing prevent the majority of women working full-time to fully carry out the managerial functions.
- H5: Women and men managers would agree with the introduction of gender quotas in the Czech Republic.

2.2 Methodology

The thesis is methodically divided into theoretical and practical part. The theoretical part is based on the analysis of primary and secondary sources such as professional publications, websites, journals or other publicly available sources. This part presents the important concepts and facts related to the issue of representation of women in management board.

The practical part is based on information from both the theoretical part and from information obtained by questioning women and men employed in the management board. The main aim is detecting the obstacles to carrier advancement which women face in the workplace, gaining the information about experience with harmonization of career and family life and finally to find out the opinions about gender quota.

2.2.1 Data collection

Due to the chosen topic of this thesis was carried out a quantitative research focusing on women and men in managerial positions. The quantitative research was conducted on a sample that represents the selected target group. Quantitative researches use the method of questioning and can be conducted through personal interview, mail survey, phone interview or questioning via the internet. [17] For the purpose of collecting data for this thesis was selected mail survey.

Mail survey is very frequently used research method. The benefits of mail survey include relatively low costs and the ability to reach exactly defined target of respondents. When answering the questionnaire, the respondents stay focused and concentrated. Unlike to personal interviews, it is possible to ask questions with more intimate character. Another advantage is that questioner can also get answers from respondents that are difficult to reach during working hours. Thanks to mail survey is ensured that respondents cannot be influenced by the questioner. However, mail survey has its advantage as the response rate of questionnaires is usually low. [17]

Before the questionnaires were officially sent, author carried out a preliminary research by using 5 respondents who tested the questionnaire. The aim of such

preliminary research was to test the logic and clarity of the questionnaire and potential ambiguity of individual questions. This small group of respondents was selected randomly with respect to the defined target of respondents. [15]

The final questionnaires were distributed to the respondents in two forms, separately to women and men. The questionnaires intended for women contained 28 questions and questionnaire intended for men included 17 questions. Both forms of questionnaires consist of two 3 blocks, identification, career and gender quota. The first part is made up of multiple-choice questions concerning age and level of education and open question about region. The second part is focused on career and linked obstacles and consists of multiple choice, close-ended and open-ended questions. The last part deals with gender quota and it is mainly consisted of open-ended questions in order to better understand the respondents' opinions. As this thesis focuses on the situation in the management in the Czech Republic, all respondents were Czechs and therefore the questionnaires were distributed in the Czech language. Afterwards, they were translated also into English language. Both versions of questionnaires are possible to find in the Appendix of thesis.

2.2.2 Description of research sample

The respondents of this research are women and men employed in the managerial positions within various companies. The research sample was obtained on the basis of occasional choice. Firstly were approached women and men managers that author of this thesis knows personally, thus among friends, acquaintances and employees in the companies where the author used to work personally. Other contacts were obtained through the recommendations of acquaintances and co-workers and in the end further contacts were gained from people that author personally does not know, through acquaintances of author's acquaintances. This type of selection is known as snowball system, as through known contacts it is possible to reach unknown contact, which resembles of snow balling into a larger snowballs.

In this study participated 122 people, including 84 women and 38 men, in the total turn of 75% women and total turn of 69.1% men. All respondents hold managerial positions for a certain number of years and they are mostly managers, executives,

directors or owners of companies. The age of the respondents was not limited. An important factor was that that respondents hold the managerial functions, they come from the Czech Republic and women as respondents played a key role. The number of questionnaires distributed to women more than twice exceeded the number of questionnaires sent to men as 112 questioners were sent to women and 55 questioners to men. The reason is simple, the main actors of this thesis are women since the aim is to detect obstacles they face in the workplace. Men were elected as part of the sample on the grounds that it might be interesting to compare their experiences about different forms of discrimination against women with experiences of women. Then both sexes were important for the fulfillment of my secondary objective, namely to obtain an opinion on the gender quota. The data were obtained from the time period of November 2015 to February 2016 in 10 regions. The questionnaires were anonymous and the participation of respondents in survey was voluntary.

2.2.3 Limitations in data collection

Author of this thesis did not meet with a number of limitations in data collection. As the questionnaires were distributed per email and were absolutely anonymous, the author reached a high percentage of returns. As limitation might be seen ignorance of special terms, e.g. glass ceiling, and subsequent evaluation of such a term which cause inaccurate results.

3. Theoretical part

3.1. Gender

Even though the terms sex and gender are used by majority of the people as semantically identical, they do not have the same meaning. The term sex refers to a classification that is patterned on human biology. *Gender*, contrary, applies to a classification that is formed by society to magnify the differences between males and females. [26] These differences are usually considered as something that is given, normal or even natural. Gender differences are therefore not predestined genetically but arise during the life and are conditioned culturally, historically and socially. They are created particularly on our own social experience. Gender then influences and forms certain characteristics of individuals and the abilities of men and women, as well as their attitude and behavior according to the established norm for each sex. [5] Distinction between male and women activities and underlining the dissimilarities between both sexes is overall referred as gender differentiation. [26]

3.1.1 Gender roles

Differences in the gender personality are shaped from childhood on the basis of experience that children face in the family. These differences result in adulthood when women and men choose their traditional roles in the social system. Men choose a role as the breadwinners and women choose a role as wives and mothers. This social order is transferred from generation to generation as children tend to behave like their parents. [12]

Thus, the term of *gender roles* symbolizes a set of unwritten rules, regulations and behavior expectations of men and separately of women. Therefore, it is expected from men and women that they will behave differently in certain situations. As an illustrative example of the division of gender roles may be a traditional situation of family when it is assumed that the woman remains on maternity leave with child and the man continues to work. If the opposite is true, such a situation then seems to society as unusual and often incorrect. [16]

American sociologist, Talcott Parsons was concerned in his work with theory on gender roles. In his approach the gender roles were also related to norms defining the masculine and feminine personality. In this theory he introduced concepts of masculine instrumentality that is connected to men as they should labor in the economy and feminine expressiveness that is linked to women as they should care of children and household. In his work he also mentioned that nowadays the traditional gender roles raise a conflict for women between the family and work responsibilities, thus, on women are placed two contradictory requirements. [16]

3.1.2 Gender segregation in the workplace

Gender segregation is one of the important elements determining the position of women in employment. Segregation in the workplace expresses the concentration of women and men in different occupations. It appears either when selecting the type of occupation by individual women, in their decision on the choice of "suitable employment", or in the way of treatment of women in employment, especially in the assigning of working tasks. [26]

A study released by the European Commission focused on occupational segregation in the EU. The study highlights that significant increase in female employment increases the segregation. In the study was claimed that in EU the highest differences between men and women exist in group of service workers, shop and sales workers which is highly predominated by women, while the group of craft and related trade workers is predominated by men. The fact is that the concentration of women is in relatively few occupations, unlike to men. [51]

3.2 Gender diversity in the management

Before focusing on gender diversity in the management, it is important to explain what the diversity actually is. The United States Department of Agriculture Strategic Planning Task Force on Diversity defines it as follows: „*Diversity is differences*

*among people with respect to age, class, ethnicity, gender, physical and mental ability, race, sexual orientation, spiritual practice, and other human attributes.”*¹

In the management board, though, the diversity is related to gender. Van der Walt and Ingley (2003) argued that *“the concept of diversity relates to board composition and the varied combination of attributes, characteristics and expertise contributed by individual board members in relation to board process and decision making.”*²

Management and men have been always inextricably linked. Especially the late 19th and early 20th centuries, thus a period of management modernization, management board was solely an area of men. Whitehead and Moodley give the main reasons why the proportion of women in the management is smaller than proportion of men: male managers have higher chance to be better paid than female managers, they face less stress and they are less likely to go through discrimination or experience prejudice. [28] Other explanation is a double standard when getting a high position. Women might be more qualified than men but they have to evince a higher standard of performance. In case of failure they are deselected more quickly than men. [2]

Nevertheless, in the recent years, employment of women in the management board has become an important topic within organizations and there is a number of studies examining the positive effects of gender diversity. In 2007, Catalyst, an organization with a role to improve opportunities for women, carried out a research study that investigates gender diversity and its impact on companies. As a result of the study, it was claimed that the companies with positive approaches to board diversity reached higher performance and profitability. The companies with more women representatives reached better results in the key financial indicators (return on equity, return on sales and return on invested capital) than companies with the minimum of women representatives. [44]

¹ DU PLESSIS, Jean, O’SULLIVAN, James and RENTSCHLER, Ruth. (2014). *Multiple layers of gender diversity on corporate boards: to force or not to force?* Deakin law review, vol. 19, no. 1, 3 pg.

² ROSE, Caspar. (2007). *Does Female Board Representation Influence Firm Performance? The Danish Evidence.* Corporate Governance: An International Review, 15(2), 404 pg.

The Conference Board of Canada in a study emphasizes the advantages of diversity among owners and stakeholders in the company. The result shows that such a company evinces better decision-making-process, as it reacts more flexibly to different views of managing risk. Other researches proposed that diversity in the groups helps with solving the problem. Besides, the efficacy is also improved as diversity brings discussions and helps to avoid a group-think. [44]

Gender diversity has been a central pillar of the feminist movement for almost two centuries. They have stated that diversity of their skills and different approaches are highly valued. Regarding the management styles, the results of the present-day theoretical trend claim that female and males leaders can learn from each other's skills and integrate the positive sides of those skills into a style suitable for both sexes. The most effective style of managing people is the one that consists of the best from both styles. [22]

3.2.1 Differences between men and women managers

The fact that women are increasingly entering the sphere of management goes hand by hand with the questions how women and men managers differ and if women have required skills for leading their subordinates. The differences will be illustrated therefore in different leadership styles.

When focusing on the distinction of task-oriented and interpersonally oriented style of leadership, the task-oriented style represents the fulfillment of assigned tasks whereas interpersonally oriented style symbolizes an upkeep of interpersonal relationships. After linking the gender stereotypes, men managers tend to incline to a task oriented style whereas women managers lean towards interpersonally oriented style. Men's style of leadership is resulting in making subordinates to follow the rules, focusing on high performance whereas women's style of leadership is linked to helping to subordinates, being friendly, and caring for subordinates' welfare. [2]

Another focus will be on democratic and autocratic style. While democratic leader takes into considerations the subordinates' opinions when it comes to decision

making process, autocratic leader tends to decide on his own as he does not consider other opinions. It is not easy to state which leadership style is more effective as it depends on certain conditions. Even though the autocratic style usually leads to faster and effective decision making, it may be at cost of mood and morale of subordinates. When applying a gender, women acquire more often democratic style than men do. Women tend to adopt autocratic style less frequently, because in such a case they receive the negative reactions as they act too masculine. Contrary, when men acquire autocratic style, they are accepted. Women therefore often soften the style of leading and they do not make a decision on their own but with others. [2]

During the years 1980-1990, research focus much more on new different leadership styles. Those are rather oriented on future than present as well as they encourage the commitment among subordinates and accept positively their contributions. In other words, in modern organizations the leadership consists of a few leaders as well as many other persons within organization. James MacGregor Burns (1978) has designated this style as transformational. Transformational leaders determine themselves as role models, they set the plans for achieving future goals whereas they encourage the individuals to contribute more effectively to the organization. In contrast to this is transactional style. This leadership is more traditional as leaders clear the responsibilities up and make an appeal of employees' self-interest by setting the rules - everybody is awarded for reaching the goals and conversely everybody is punished for failing. In addition to these two styles of leadership, researchers distinguish also a laissez-faire style. In this case the leader evinces a lack of engagement especially when critical situations occur. To compare women and men, it was found out that female leaders are more connected to transformational style than male leaders. Women surpass men especially on supportive dealing towards other employees. On the other hand, men more likely evince the sides of laissez-faire as well as transactional leadership. [2]

Based on several studies, men are more likely to use a formal authority and power coming from their position. Women managers are likely to be more motivated to achieve, probably because of need to survive and need of advancement in the organization where climate is rather unfriendly. [28] According to other authors, the

women's style of managing subordinates is consistent with their gender role as female. In other words, some aspects overlap with the behavior that is imputed to their gender role. Those aspects are, for instance, caring for others, being considerate or supportive. [2]

There is no doubt that building supportive environment in the workplace is a substantial advantage and power of women on management board. Organizations are becoming aware of it as well as they realize that it is important to build effective teams and utilize women's skills to compete globally and move forward. [22]

3.3 Women in the management board

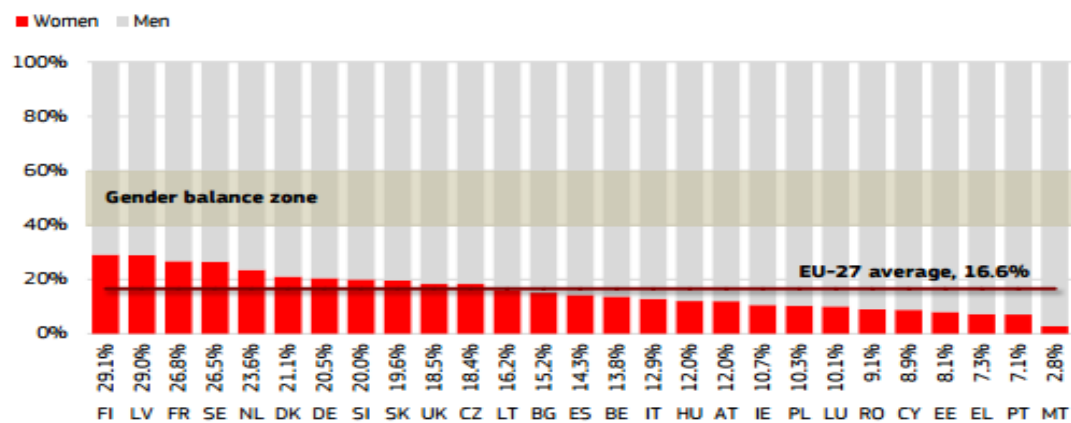
It is a fact that proportion of women in the management board is significantly lower compare to men in all around the world. It was found out that in 2013 the women' ratio in the corporate board was represented only by 16.9% among the 500 largest companies (by total revenue) in USA. In Europe, the number was even slightly lower and in other parts of the world the trend of female representatives is really insignificant. [34]

In Europe, gender equality between women and men is covered in the EU Treaties and the EU Charter of Fundamentals Rights and it belongs to one the main objectives of EU. Women in leadership positions are under-represented compare to men which brings attention to European Commission at EU level and also to Member States as under-utilisation of women with skills and experiences causes a loss of potential in economic growth. Women on average reach higher education, 34% of working women completed some form of tertiary level education, while men account for 28%. [37]

Regarding the gender balance in boardroom in EU, the statistics from April 2013 show that only 16.6% of women were represented in the boards of the largest publicly listed companies in the EU. Board covers all members in the highest decision-making body (non-executive directors, senior executives and employee representatives) and usually is termed as supervisory board or board of executives.

As it is shown in the graph 1, the highest proportion of women occurred in Finland (29.1%), Latvia (29%), France (26.8%) and Sweden (26.5%). Member states that have at least 20% women in corporate boards are Netherland, Denmark, Germany and Slovenia. On other side, less than 10% reach the countries such as Romania, Cyprus, Estonia, Greece, Portugal, and Malta. [37]

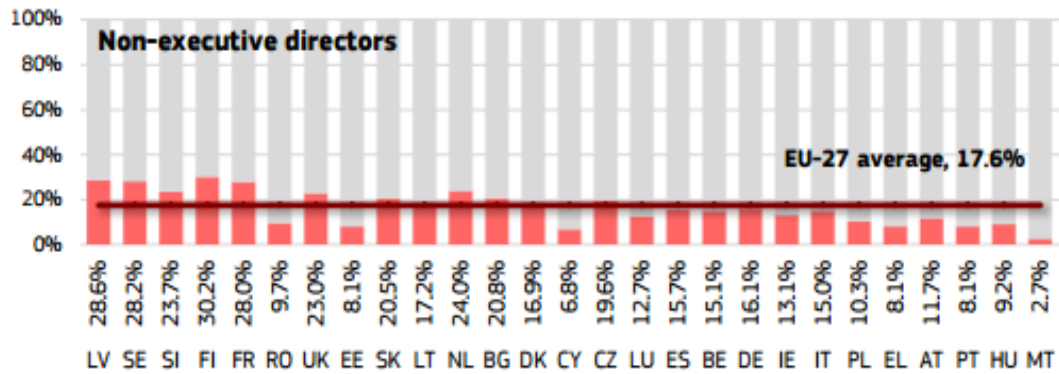
Graph 1: Representation of women and men on the boards of large listed companies (2013)



Source: European Commission (2013)

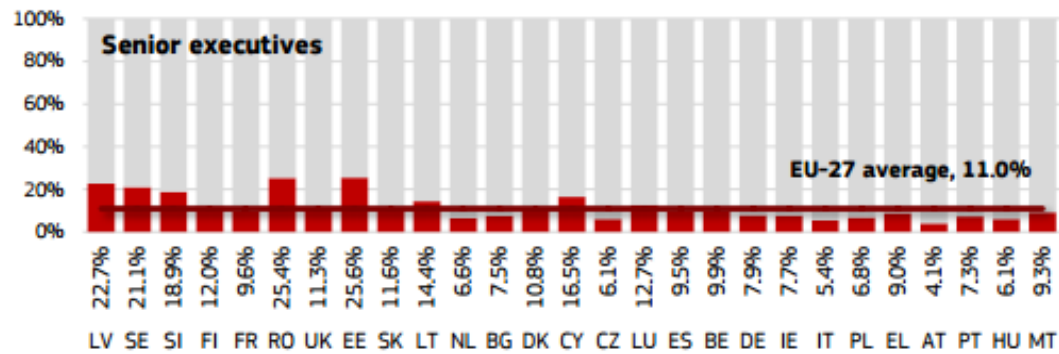
When distinguishing the different positions, in the top two decision-making bodies that are referred to supervisory board, management board and board of directors, the representation of women in non-executive positions is higher than in executive positions. As it is illustrated in the graph 2 and graph 3, women as non-executive directors in EU count for 17.6% in average whereas only 11% of women in average held the position of senior executives in EU. A higher proportion of females among non-executives applies in most of the member states apart from Romania, Estonia, Cyprus, Malta and in lesser extent Greece, where women hold higher percentage of senior executives positions. [37]

Graph 2: Share of women amongst non-executive directors of large listed companies (2013)



Source: European Commission (2013)

Graph 3: Share of women amongst senior executives of large listed companies (2013)



Source: European Commission (2013)

According to Matsa and Miller (2011), there is a correlation between the amount of women on the board and female top executives. If the company has a female board, it is a positive predictor of hiring a female top executive as females tend to hire females. The explanation might be a nature of work where the women’s skills are more valued and therefore the supply for female managers is higher. [45]

3.4 Gender quotas in the management boards

The gender gap in the management board is attracting the attention of many institutions as it is seen as injustice and also a fact that negatively influences the economic performance of the company. Therefore, the EU has suggested to European countries a several recommendations and actions towards lowering this gap, for instance gender quotas. [31]

The first country that took the recommendations and accepted a law to enforce gender quotas was Norway in 2006. It was required to increase a ratio of women in the management board of all publicly listed firms into 40%. The law was approved as Amendment to the Companies Act. In case the companies did not comply till January 2008, the sanction would be deregistration of the company and hence its abolition. Nevertheless, the companies did not manage to comply in 2008 and they accepted warning letters. Only 3 years after passing the law, Norway succeeded to increase the female share in the management board from 18% to 40%, thus over 22%. [45]

After Norway also other Europeans countries (such as Belgium, Denmark, Finland, France and others) introduced national legislative initiatives. They did not copy the Norwegian law in its entirety. Each country introduced its own legislation that differed in several aspects, such as targeted companies, proportion of minority gender to be represented, timetable for implementation and sanctions for non-compliance, as it is seen in the table 1. [32]

Table 1: Legal instruments (quotas) in corporate management boards in EU

Country (Year introduced)	Companies targeted	Proportion of minority gender to be represented	Timetable for implementation	Sanctions for non-compliance
Austria (2011)	Companies owned 50%+ by state.	2 phases: 25% 35%	2 phases: 2013 2018	No sanctions.
Belgium (2011)	Phased timing by company legal status: State-owned companies Listed companies Small and medium sized listed companies; companies with less than 50% shares listed.	1/3	Phased timing by company legal status: 2012 2016 2018	Temporary loss of financial and non-financial benefits by board members.

Denmark (2000)	State-owned companies.	30%	Immediate	
Finland (2004)	State-owned companies.	40%	2005	
France (2011)	Listed companies; companies with 500+ employees or turnover/asset of €50m+.	2 phases: 20% 40%	2 phases: 2013 2016	Annulment of board appointments.
Ireland (2004)	State-owned companies.	40%	No deadline	
Italy (2011)	Listed companies; companies with public participation and state-ownership.	2 phases: 20% 33%	2 phases: 2012 2015	Admonishment by regulatory body (Consob); fine; annulment of board.
Netherlands (2010)	All companies (regardless of listing, ownership, private/public) with 250+ employees (or turnover criteria).	30% in boards and senior management	2016	No sanctions in law. Comply or explain in annual report and publish action plan to address.
Spain (2007)	Public limited companies with 250+ employees.	40%	2015	No penalties; incentive: potential priority status for government contracts.

Source: Armstrong, Walby (2013)

It should be noted that differences in legislation at national levels or even absence of the legislation caused that in each member states the number of women among the members of management and supervisory bodies varied and the tempo of improvements was very different and distinction further deepens. This different development of national legislation has led to fragmentation of legal frameworks across EU, which has the consequence that inconsistent legal obligations are imposed and the situation is even more confusing. [43]

After several European countries introduced gender quotas, many authors started focusing on evaluating the advantages and disadvantages that gender quota brings. Already in 2011, Rohini Pande and Deanna Ford mentioned the following pros:

- *Improves descriptive representation:* The main goal of the gender quota is to increase female representatives in leadership positions. They can circumvent the discrimination because the certain positions are forced to be reserved for women.
- *Reduces taste discrimination:* Gender quotas may contribute to getting over taste discrimination in a shorter time and to change attitudes towards female leadership in a longer time.
- *Positive Externalities:* Mandated female managers can inspire other women. Only female on top positions can exactly demonstrate how is it to be a female director and aspire then another businesswomen.
- *Improves investments by women:* When women believe that top positions are unavailable for them, they may not invest in educations or career potential. Quotas provide them a higher change to career advancement and therefore it can encourage them to invest in their own human capital. [48]

3.4.1 European Commission's directive

Not only member States but also EU institutions have developed significant effort to help gender balance in the companies. In 2011, EU Justice Commissioner Viviane Reding throw down a challenge to all publicly-listed companies in Europe to sign a "Women on the Board Pledge for Europe". In case the countries signed the pledge, they voluntarily agreed to increase female representation in the management board. They committed to increase proportion of women to 30% by 2015 and 40% by 2020. Unfortunately, only 24 European companies responded. [39]

One year later, in March 2012, the European Commission published a report in which stated that improvement in the gender balance in the boardrooms increased by 1.9% in a period of October 2010 to January 2012. When comparing the previous years, the average rise was only 0.6%. The better results were explained by calls from the Commission and European Parliament and already mentioned national legislative initiatives. [40]

Despite improvement, proportion of women in the management and supervisory bodies of listed companies remained still very low. Most of the countries did not manage to comply their goals regarding the proportion of women in the boardrooms.

If the skills of qualified women remain underutilized, it means for EU a loss of potential for economic growth. If the EU had to compete the competition and had a comparative advantage in relation to third countries, it is important to use all available human resources. Gender imbalance means that companies are wasting their opportunity when it comes to the performance and corporate governance. The problem lies in the fact that obstacles that highly qualified women must overcome in their way to the top positions still remain. Reason for the reluctance to recruit female candidates to positions in management and supervisory bodies is often a lack of transparency in procedures for nomination of candidates to the management positions, entrepreneurial culture that is controlled mostly by men or gender stereotypes. These obstacles are collectively designated as "glass ceiling" and they disrupt the functioning of the labour market in terms of leadership positions across the EU. [43]

Therefore in November 2012, the European Commission decided to take a significant action by proposing a directive that would overcome the glass ceiling that blocks the career advancement. The proposal of directive sets that publicly listed companies have to reach a target of 40% women in non-executive boardrooms. The new duty will apply to all large and publicly listed companies, with the exception of small and medium-sized enterprises. If the companies fail to meet the conditions, they should demonstrate that each male candidate was better than the female candidates. In case they fail to demonstrate it, there will be penalties. They can either be financial penalties, but also withdrawal of man candidate. [41]

Viviane Reading stated in her speech that this directive was very important step for the balance between men and women in the history of gender. She mentioned that after years of broken promises and unfruitful attempts at self-regulation, there were still 85 percent of men in the company management. It was experienced that the progress would not come other way and the countries that already introduced gender quota were successful. [41]

3.5 Barriers to career advancement

Although many of women have the required skills and education for management positions, the proportion of female managers remains low. The reason why women still do not reach high positions at the same ratio as men despite the positivity of gender diversity is clear. Women face certain barriers to career advancement. Those barriers obstruct not only the individual persons but it also negatively affects the whole economy. If the companies want to remain competitive, they need to use all available sources of labour.

Urgent requests, unscheduled business trips or meetings are a part of the managerial life. These can be barriers for women in the race to the top positions. Performance in the firm is often assessed on the basis if person is available when needed or how many hours the person spends in the work. These schedules might have serious consequences for female managers with family responsibilities. [24]

There is a wider range of barriers that prevent those women to reach higher positions in the organizations. As was already mentioned, the term that represents those invisible barriers is called “glass ceiling”. These barriers include prejudice, social stereotypes, unsupportive working environment or conflict between family and work. [1]

3.5.1 Prejudice and stereotypes

Prejudice is one of the barriers that women face when entering the managerial positions. Prejudice is perceived as a negative attitude towards specific group of people and is defined as “*the tendency to view people who are different from some reference group in terms of sex, ethnic background, or racial characteristic as being deficient.*”³ Defining stereotyping is a little bit more difficult because in the literature exists a number of definitions. One of the definitions is that “*stereotype symbolizes an oversimplified perception of group of people in which all members are labelled*

³ ADAIR, Carole. (1999). *Cracking the glass ceiling: factors influencing women's attainment of senior executive positions*. USA: published by Dissertation.com. 16 pg. ISBN 1-58112-064-8

with certain characteristics”⁴ Another definitions may differ but most of them agree that stereotypes are certain characteristics of group of people, especially those that distinguish groups from each other and that stereotypes are mainly negative. [21]

When it comes to the workplace, some employers still held wrong stereotypes against women. To name the typical perceptions of working women, it is mainly that women either do not want to work or they are less committed to their career, they are too emotional and not tough enough to succeed, they are not able to work long or extra hours, they are unwilling to relocate geographically or they are not aggressive enough. [13] As another example of stereotype, women are expected to be more submissive than men. Therefore many men have problems to take orders from women. It was found out that subordinates respond to female managers only partly on the basis on her individuality, partly they tend to respond according to social stereotypes of women. [1] If these stereotypes will not be eliminated, discrimination against women in the workplace will not disappear.

3.5.2 Working environment

The differences in career advancement are caused also by working environment in the organizations. It was found out that women have less organizational opportunities than men. For instance, networking opportunities are very important for career advancement. Women face an inability to get through so-called “old boys network” which refers to the business relationships among men and prevent women to be successful. In the organization where men overwhelmed women cause that women do not have enough female role models who could aspire them and they often face the sense of isolation. [1]

3.5.3 Work versus family life

How to balance a work and family is a very actual topic for every woman on management board. It is important to realize that work-family balance is not only

⁴ ADAIR, Carole. (1999). *Cracking the glass ceiling: factors influencing women's attainment of senior executive positions*. USA: published by Dissertation.com. 16 pg. ISBN 1-58112-064-8

about weighing the time for family and money needed to pay all the bills. For many women it is a question of social and personal identity. [3]

Mr. Dubeck and Forman indicate in their book that about 66% of women plan in detail how to combine work and raising their children already during their studies, thus, before they start working. The majority of remaining part of women has only general plans about their career but they do not have any special plans how to achieve their goals. The minority of these women has only a few plans and they prefer living spontaneously. [8]

Employment of woman affects her family, career and psychological well-being. If women work, it brings advantages such as better financial status, personal fulfillment or simply a good feeling about contributing to society. But on the other hand, the disadvantage is that they spend less time with children and partners have to take over more housework responsibilities. [18] Nevertheless, a number of studies expose that even though men participate more in the housework as a result of women's employment, this growth does not balance equally the amount of housework performed by both sexes. In other words, even though women's participation in the labor market significantly increased, the increase in the amount of domestic work performed by men is not equal. Thus, women have to manage a work as well as so called "second shift" at home - household. [6]

There is still a belief that women must choose between career and family. Women more likely than men have to adapt their work in order to devote to family responsibilities. Nevertheless, nowadays it is a trend that both partners are career oriented, which rises a conflict of who will take care of sick child and who will give up the career. Therefore it is very important that such couples clarified the distribution of responsibilities within families and identify their priorities. [20]

3.5.3.1 Motherhood and parental leave

One of the most significant barriers to carrier advancement for women is unquestionably her motherhood. Despite the modern ideas about sharing the

parenting, most of the responsibilities still rely on women. Motherhood is not perceived positively by employers and women continue to face discrimination due to maternity and child care. Especially in management positions, employers automatically assume that women as mothers cannot handle large amounts of overtime, they are more focused on family than work and they are unwilling to relocate for career purposes. Therefore women can be often degraded or released from work. [19]

Nowadays women are postponing the time of giving the birth of the first child. This trend is increasing with women's educations, participation in labor and earnings. The timing of motherhood influences female earnings, amount of working hours and wages. It is shown that especially women in professional or managerial positions tend to delay the motherhood as it improves their career outcomes. [47]

When it comes to parental leave, even today it is still a small percentage of men who stay with the children on parental leave. Significant contribution to the care of the child is still a woman, and that's because of the traditional concept of the role of women. There are a few common reasons why the man remains on maternity leave. It may be a very high position of women, lower income men or women health status. [11] But these are mostly exceptions. It was found out that even in countries where gender-neutral leave policies are integrated (for instance, Sweden), the number of females who takes a parental leave is still predominant. [23]

3.5.3.2 Career break

As was already mentioned, women have to interrupt their career due to the birth of child for some period of time. The length of such a career break depends on type of career that women prefer. There were defined three types of women's career: conventional, interrupted and two-track career.

In the late fifties of the 20th century, it occurred among women so-called conventional career. It was significantly associated with the concept of the role of women that came from patriarchal model of ordering of family roles and

relationships. Conventional career means that a woman undergoes a short career path that ends at a time when she marries. Subsequently she starts a family and does not continue to build a career. Instead she continues to take care of family, household, children and their upbringing.

The second type is called an interrupted career. The women start building a career after graduation. A majority of those women get married soon and stay at home and takes care of the child. By the time a child is independent, approximately at age of free, the woman goes back to work to her original work position. However, the question and challenge for women is whether they can maintain their expertise during the time when they stay home with the child.

Finally, the third type is so-called two track career. It started to take off significantly in the last decade of the 20th century. It defines that woman builds a career until the birth of her child and after she stays at home only in the postpartum period. Consequently, she returns back to work and takes care of child at the same time. This is classic model of career-based women. They can usually perform tasks from home or they secure a child care either from family members or hire a qualified person for payment. Recently, the number of women who return to work very soon after giving birth is increasing. [11]

3.5.3.3 Harmonization of work and family life

Recently, the companies began to realize how much money and time takes to train new employees to replace the women when being on parental leave. Already longer time ago the Nordic countries have adapted programs that support families and women that cannot go to work because of taking care of child. Some multinational companies in the Czech Republic are nowadays also implementing so-called *family - friends programs*.

These programs help women to reconcile better the family life with work. For instance, such programs allow women to attend various courses where they became

acquainted with innovations in her work. Apart from that, the companies gradually introduce day nurseries where women can leave their child. [11]

The increase of women in the labor market goes hand by hand also with growing need of workplace flexibility. This is often related to atypical size of the workforce, such as part-time work. Companies give the opportunity for women to engage in work running only a few hours a day or they might offer a possibility to work from home. No wonder that because of harmonization of family life and work, part-time jobs are held more by women. [30]

As it is seen in the table 2, in the Czech Republic in 2000 already 186.8 thousands of women worked as part-time. Thanks to family-friends programs that companies are gradually complementing, in 2014 it was already 224.8 thousands, thus, more than twice as much as men. [35]

Table 2: The employed in the national economy in part-time job (thousand of persons)

Year	2000	2005	2010	2011	2012	2013	2014
Women	186.8	176.0	206.4	196.0	201.3	235.4	224.8
Men	58.7	57.2	82.2	69.6	81.2	90.8	91.6

Source: Czech Statistical office (2015). Own adjustment

To harmonize the work with family life, it would also help if women had a minimum of overtime. Also the programs outside workplace should be organized the way they do not disrupt the daily regimen of workers with children, otherwise it could lead to preferential treatment of certain employees when developing informal networks. [9]

3.6 Discrimination

It is important to introduce the term discrimination as it is also connected to barriers that women face in the workplace. Discrimination means any act manifested in different treatment of people based on membership in a social group. Like prejudice and stereotypes, discrimination is mainly perceived as something negative,

even though it sometimes means that someone is treated more positively. Nevertheless, majority researches point the negative aspects. The main reasons of discrimination are gender, age, race, language, disability status, sexual orientation and other factors. As a result, those individuals who are victims of discrimination face the loss of opportunities and options. [29]

Justified discrimination

Justified discrimination allows treat certain individuals differently in order to eliminate inequalities between them. It is an attempt to equalize the position of certain individuals with others. This may include, for instance, a ban on certain work for women. Such discrimination takes the form of positive measures by providing benefits.

Unjustified discrimination

Unjustified discrimination is also based on treating individuals differently, although the reason is discriminatory. It is characterized by the absence of a legitimate reason for such treatment. It is a restriction of the rights of certain groups in order to disadvantage them to others. [7]

Direct discrimination

Direct discrimination is explained as different treatment of a person seeking employment. The person is treated in the same situation unfavourably and in other way than other person. For instance, overt discrimination occurs when the gender is a criterion for employment-related decisions. It includes the behaviour when women are refused to certain position, especially when they are tend to be hire only to “women’s jobs”. [33]

Indirect discrimination

Indirect discrimination is considered as subordinate to direct discrimination. Discriminatory conduct is indirect and not obvious in the first sight, but can occur after some period of time. Such a treatment is difficult to prove and many legislative provisions make easier to justify the indirect discrimination. [36]

3.6.1 Defence against discrimination

It is important for women to know that they can defend themselves when they face a discrimination. In the Czech Republic, women who feel discriminated have several options how to defend themselves. Which means of the defence will be used depend on the person and on the specific situation.

Non-judicial dispute resolution

This solution comes into consideration if both parties are willing to communicate and resolve the dispute together. This solution is best solution for discrimination at work where relationships are long-term. Litigation usually leads to escalation of the conflict and therefore it is better for both sides to solve the dispute this way. The employee can complain to his employer. The employer is legally obliged to ensure equal treatment and has to deal with such a situation to prevent other discriminatory behaviour. If it a direct superior of the victim who is committing discrimination, then the victim must contact directly a senior superior. [52] Another option is so-called mediation which usually leads to an amicable end. Again, both sides have to agree with mediation and no one can force such conduct. The mediator is a trained person who helps both parties to reach agreement. [53] Some legislations permit to a person who is discriminated to demand the protection of the control authorities. An employee can complain to the Labour Inspectorate and the job seeker who was rejected on the basis of discrimination may notify the employment office. [52]

Judicial protection against discrimination

A victim of discrimination who considers the non-judicial solutions to be insufficient may go to court. The rights of the victim are embodied in labour legislation. Discriminated person may request the court to force the person who discriminates to end such behaviour, remove its consequences and provide adequate satisfaction to the victim or financial compensation. Since it is difficult for the discriminated person to gather evidence to support her claims and also usually does not as good facilities as defendant, it happened to transfer the burden of proof on defendant. In practice this means that the discriminated person must prove that she was disadvantaged and

the defendant has to prove that the disadvantaged treatment was caused by other than cited discriminatory reason. [52]

Police of the Czech Republic

If there is a discrimination, discriminated person may also contact the police of the Czech Republic, because according to the law about misdemeanours, the discrimination is considered also as misdemeanour and could be fined. The reasons of discrimination might be on grounds of sex, sexual orientation, language, skin colour or religion. [52]

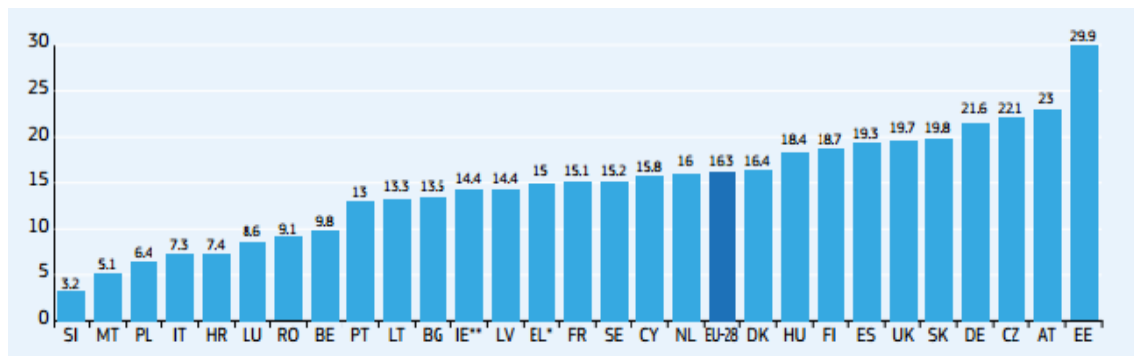
3.6.2 Gender pay gap

Women and men's earnings differ within the EU and such a difference is called the pay gap. It is perceived as discrimination that affects women in the labor market. European Commission defines the gender pay gap as following: "*The gender pay gap is the difference in average gross hourly wage between men and women across the economy.*"⁵ As it is illustrated in the graph 4, gender pay gap in the Czech Republic stands for 22,1%, thus it is higher than EU average which stands for 16,3%. European Commission distinguishes also the gender overall earnings gap which is defined as: „... *the difference between the average annual earnings between women and men.*”⁶ It takes into consideration the following disadvantages of women: lower hourly earnings, working less hours and lower employment rates (for example because of taking care of children). In the Czech Republic, the gender overall earnings gap is 41.0%, thus approximately the same as the average gender overall earnings gap in the EU is 41.1%. [42] According to Eurostat, there are significant differences in the gender pay gap between the member states. The best position hold the states with less than 10%, such as Slovenia, Malta, Poland, Italy, Luxembourg and Romania. Around 20% holds countries as Hungary, Slovakia, the Czech Republic, Germany or Austria and almost 30% hold Estonia. (see graph 4)

⁵ EUROPEAN COMMISSION. (2015). *The gender pay gap in the Czech Republic* [cit. 2016-22-01]. Retrieved from: http://ec.europa.eu/justice/gender-equality/files/gender_pay_gap/gpg_country_factsheet_cz_2015_en.pdf

⁶ EUROPEAN COMMISSION. (2015). *The gender pay gap in the Czech Republic* [cit. 2016-22-01]. Retrieved from: http://ec.europa.eu/justice/gender-equality/files/gender_pay_gap/gpg_country_factsheet_cz_2015_en.pdf

Graph 4: Gender pay gap in the EU and member states (%)



Source: Eurostat (2013)

. The pay gap is usually lower than average in countries with low rate of female employment, for instance in Italy. Contrary, a high pay gap is usually linked to highly segregated labor market, for example in the Czech Republic, Estonia or Finland. The same case is in the countries where are a higher proportion of women working part-time, such as Germany or Austria. [38]

3.6.2.1 Factors contributing to gender pay gap

Sex discrimination

One of the explanations why the pay gap exists is sex discrimination. Employers tend to pay women less even though they do either the same or different but equally valuable work. Among the reasons belong sex stereotypes, tendency to devalue women's work or to encourage women to stay home. Men's higher wage automatically predestines whose career comes first or who will stay home with children. [26]

Pay discrimination

Pay discrimination means that workers are unequally paid for the equal work. Workers from the same group are paid less than members of another group, even though they do exactly the same job. [26]

Sex segregation

The pay gap resulting from pay discrimination is insignificant compared to pay gap that comes from devaluing female's job. Those employers who want to pay men more than women simply assign women to different jobs. There are two reasons for that. Firstly, a lot of women are crowding into small number of different occupations.

According to Bergmann, the oversupply of female workers into those occupations allows to lower the pay. Secondly, sex segregation reduces female's pay because they are assigned to jobs which have a set pay scale and employers tend to assign men to best-paying jobs. [26]

Men dominated in management

Within management and supervisory positions the men are dominated. Men are more often promoted and this is resulting in higher wage. This trends is even stronger at the very top as CEO's positions are held by less than 4% female workers. [42]

Career interruptions

Women interrupt their career more often than men. It does not impact only hourly pay, but it also influences the earnings and pensions in the future. [42]

3.6.3 Sexual harassment

The term sexual harassment was firstly introduced in the 1970. Since then, the problem of sexual harassment has been a recognized phenomenon in the world within work. It is a form of gender discrimination based on sex. This issue is mainly linked to gender roles and perceptions about sexuality of women. The explanation of why such behavior towards women exists is that sexual harassment is a demonstration of unequal power. In other words, men often hold higher and better paid positions than women and women are therefore more likely to be victims as they usually do not have such a power as men, they are in more insecure positions or they suffer from less self-confidence. [14]

There are recognized two factors that contribute to sexual harassment of women in high positions. Firstly, it is a *sexual stereotyping*. In the workplace with traditional attitudes towards women, a female manager is seen as somebody who takes a place of men, somebody who is better paid than women should be and finally as somebody who simply does not belong to the certain job. Secondly, sexual harassment occurs more in *male-dominated workplaces*. Women working on positions that are traditionally linked to men are more likely to become victims. When women enter such a position and are successful, men might feel threatened. [4]

Although in most societies, men are mostly those who start sexual harassment towards women, it is only minority of them. Majority of men who live in a male-dominated society and have power in the organization do not evince such a behavior. [25]

3.6.3.1 Sexual harassment in the Czech Republic

When it comes to sexual harassment in the Czech Republic, a sociologist at the Gender Studies Center in Prague stated that sexual harassment is widespread in the Czech Republic and it is seen as a “Western plague” as during the Communism attention was not focused on this problem. [50]

The situation improved in 2009 with the adoption of the Anti-Discrimination Act (the law number 189/2009 on equal treatment and legal remedies against discrimination). The Czech Republic was the last country in EU that adopted this special antidiscrimination norm, which makes it easier to recognize the position of discriminated person. According to the mentioned law, as discrimination is considered a direct and indirect discrimination including sexual harassment. In the Czech Republic the sexual harassment is a serious social problem, nevertheless it still remains outside the interest of the relevant government institutions. The research provided by Institute of Sociology of the Czech Republic shows (2006) that 27.7% of women already met with sexual harassment directly or indirectly. The problem is not only a high percentage, but also the absence of fully functional tools limiting the sexual harassment in the workplace which would serve also as prevention. [27]

4. Practical part

Author of the thesis has not decided to dedicate the practical part to the gender diversity within selected company, but to random Czech companies. The reason is based on the intention of author to evaluate and generalize the situation in the Czech Republic. Author believes that the situation in any selected company would not correspond with the general situation in the country as each company has different attitudes towards gender diversity, various measures intended to prevent the obstacles to career advancement of women and different opinions about gender quota.

4.1 Research

Since the major actors of this thesis are women, naturally, the percentage of sent and answered questionnaires by women exceeded the percentage of answered questionnaires by men. The author has sent 167 questionnaires and has received 122 questionnaires which represent 73% returning. This high return of questionnaires is explained by the fact that the author contacted her own friends, acquaintances and colleagues and they then contacted their acquaintances, thereby the respondents apparently felt a moral obligation to respond. The research sample concretely consists of 68.9% women (which means 84) and 31.1% men (which means 38) and author perceives such a sample as sufficient.

Questionnaire is divided into 3 blocks: identification of respondents, career and barriers to career advancement and gender quota. The information obtained from the survey is evaluated by using graphs, tables and schemes. They serve for clearer depiction of results and subsequently for verbal evaluation of the entire research.

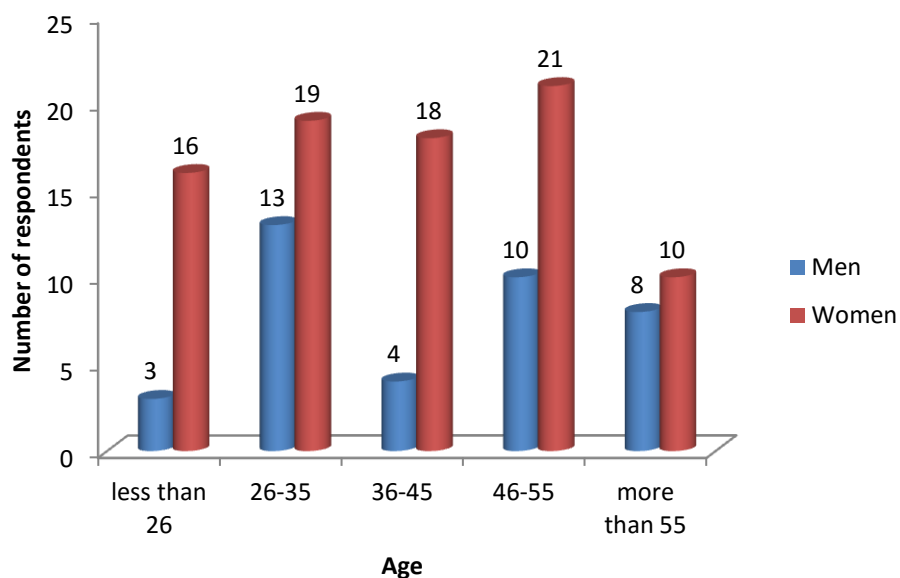
4.1.1 Block 1: Identification of respondents

The first part of survey was dedicated to identification of respondents which was accomplished by asking the respondents about their age, region they come from and highest level of education they have achieved. The graphical depiction of answers is shown below.

Age

In order to assess the age of the respondents, it was determined 5 age categories. The effort of author was to obtain respondents in each age category, which was accomplished. The largest group of people represents the age category of 26-35 years where belonged 32 people and the age category of 46-55 years where belonged 31 people. The smallest group of people in terms of age represents the age category of more than 55 years (18 people) and less than 26 years (19 people). Finally, 22 respondents of age 36-45 years participated in the survey. (see graph 5)

Graph 5: Gender and age of respondents



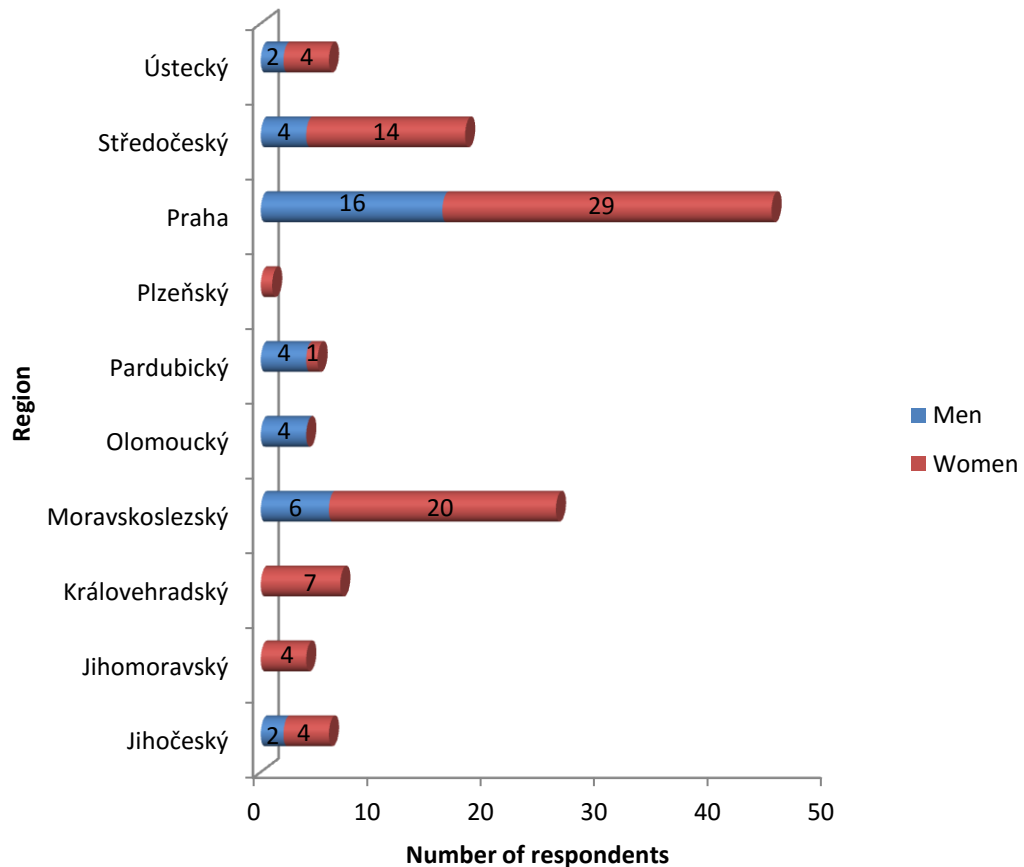
Source: Author's processing, 2016

Region

In order to determinate the place of which the respondents come from, it was used a common division of the Czech Republic into 13 regions and the capital city Prague. Questionnaires were firstly distributed in the regions where the author had close contacts, thus in Prague, region moravskoslezský and střeočeský. The capital city Prague represented the highest number of respondents (45), which counted for 37%.

Together with region moravskoslezský and středočeský, those 3 regions in total represented 73% of respondents. (see graph 6)

Graph 6: Regional affiliation of respondents

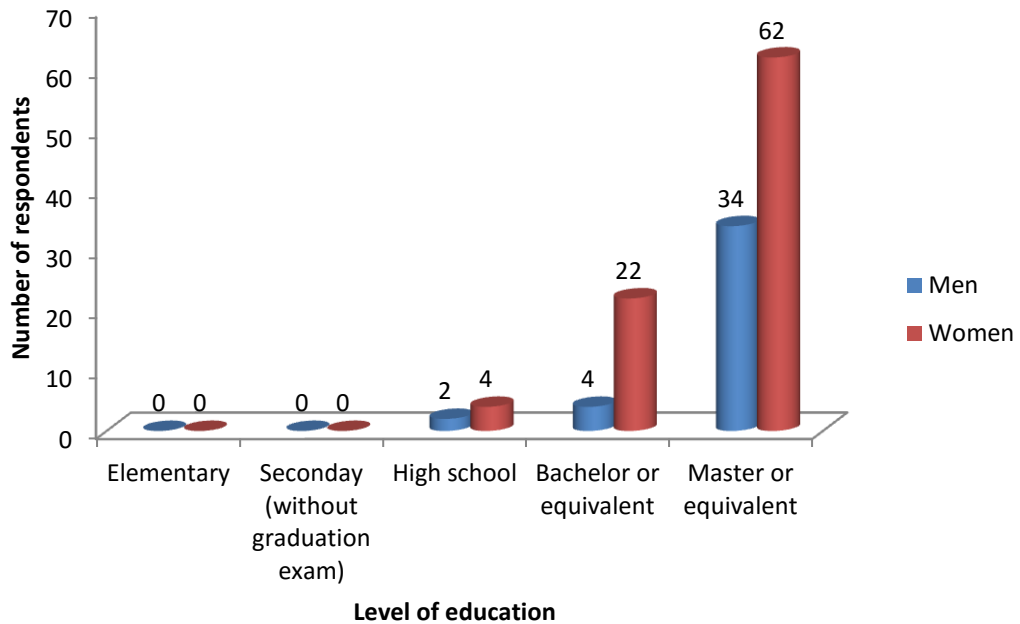


Source: Author's processing, 2016

Education

Other question was pointed at level of education needed for managerial functions. As it is possible to see in the graph 7, the significant majority of respondents achieved university education. To go more into detail, 96 respondents achieved higher level of university degree (master) which represents 78.5% of total number and 26 respondents achieved lower level of university degree (bachelor) which counted for 21%. It was surprising to find out that 5% of respondents graduated in high school, yet they carry out managerial functions. It is obvious that personal contacts, long-time experiences and ability to assert yourself play an important role too.

Graph 7: Highest level of achieved education



Source: Author's processing, 2016

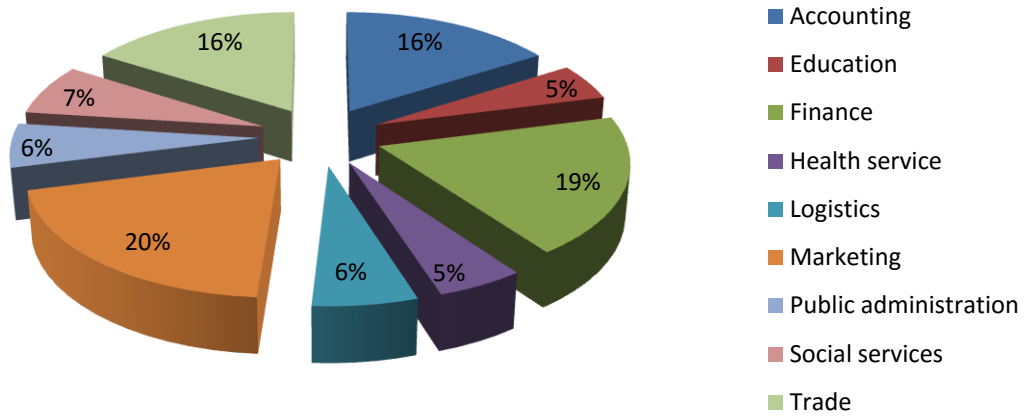
4.1.2 Block 2: Career and barriers to career advancement

The second part of survey was dedicated to career of respondents. The questions were related to the core of the thesis, thus, the respondents were asked about the obstacles to career advancement, such a glass ceiling, discrimination, experiences with harmonization of family life and work, gender pay gap or sexual harassment. The graphical depiction of answers is shown below.

Field of management

The first question was focused on the field of management in which the respondents are employed. It was found out that a dominated field of management slightly vary between women and men managers. The graph 8 deals with the representation of women in certain branches. From this graph it is clear that the biggest part of female respondents (20%) work in marketing. The second biggest part (19%) works in finances and third biggest part (16%) in trade as well as in accounting (16%). In total, 71% of female respondents work in those 4 areas. An insignificant percentage of women (5-7% in each area) worked in social services, education, health service, logistics and public administration.

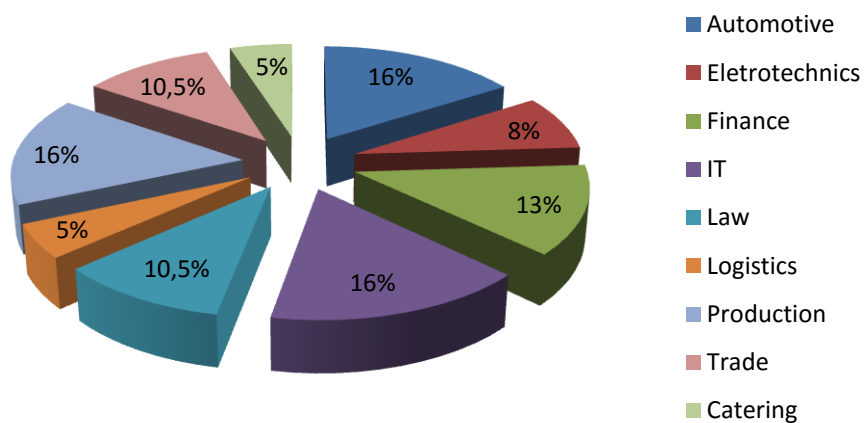
Graph 8: Field of management - women



Source: Author's processing, 2016

When it comes to men managers, according to the results illustrated in the graph 9, the highest ratio of men (16% in each area) performed in automotive, IT and production. It is obvious that men dominated in different areas than women which support a theory of gender segregation in the workplace. Gender segregation expresses the concentration of female and male workers in different occupations.

Graph 9: Field of management – men

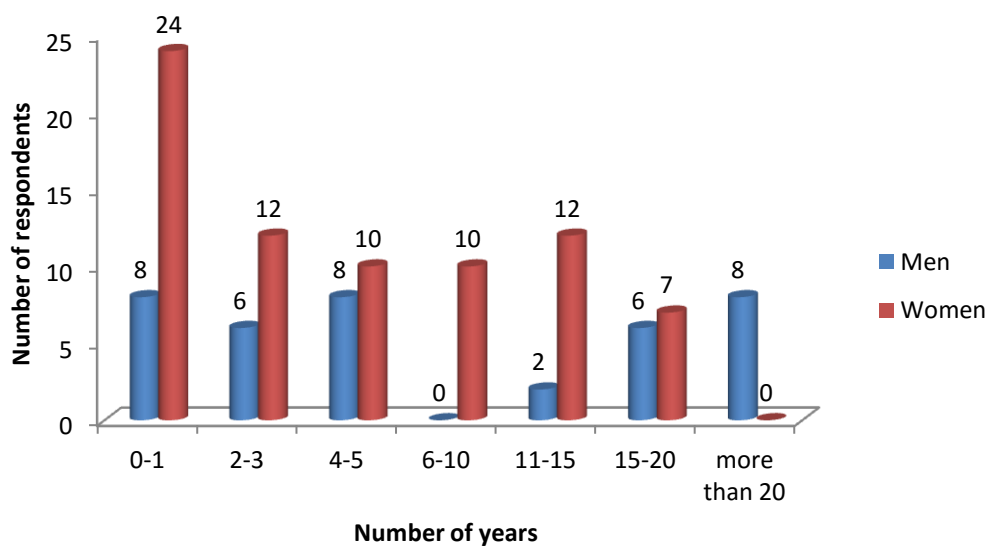


Source: Author's processing, 2016

Length of performance in the managerial position

The respondents were asked how long they have been working in the management. The results from survey show that more than half of women (55%) have been performing in the managerial position for a shorter period of time, between a few months to 5 years. This percentage rate is mostly related to the younger women. On the other hand, there is only a smaller percentage rate of women who hold the managerial positions for long period of time. Only 2.3% of female respondents had 11-15years of experiences, 8% claimed they had 15-20years of experiences and any women asserted to work more than 20 years in the management. It can be explained by the fact that before it was more difficult for women to enter the managerial position as management was seen as a “men world, which actually confirms the results from the graph that 21% of men claimed to have more than 20 years experiences in the management. (see graph 10)

Graph 10: Number of years in a managerial position



Source: Author’s processing, 2016

Career advancement

Another question was focused on career advancement of women and men. The respondents were asked how many years were needed for the promotion to the managerial positions. The largest proportion of women (21%) advanced to a

managerial position only in 1 year. The second biggest part (17%) is represented by women who were admitted directly to a management position when they started working for a company. Lower numbers of years needed for advancement are mostly related to young women who graduated at University only recently. The same goes for men, those who recently graduated and started working immediately in managerial positions account for 32%, and only 1 year for promotion needed 11% of men. On the other hand, more than 10 years of experiences were required for promotion to managerial positions by 14.5% women and 10% men. More detailed results are illustrated in the table 3 below.

Table 3: Number of years required for the advancement to managerial positions

Number of years	Frequency	Percent	Number of years	Frequency	Percent
0	14	17	0	12	32
1	18	21	1	4	11
2	6	7	2	3	8
3	2	2,5	3	3	8
4	10	12	4	2	5
5	8	9,5	5	4	11
7	2	2,5	7	2	5
8	6	7	8	2	5
10	6	7	10	2	5
13	1	1	12	2	5
14	3	3,5	14	2	5
17	4	5	Total	38	100
18	2	2,5			
20	2	2,5			
Total	84	100			

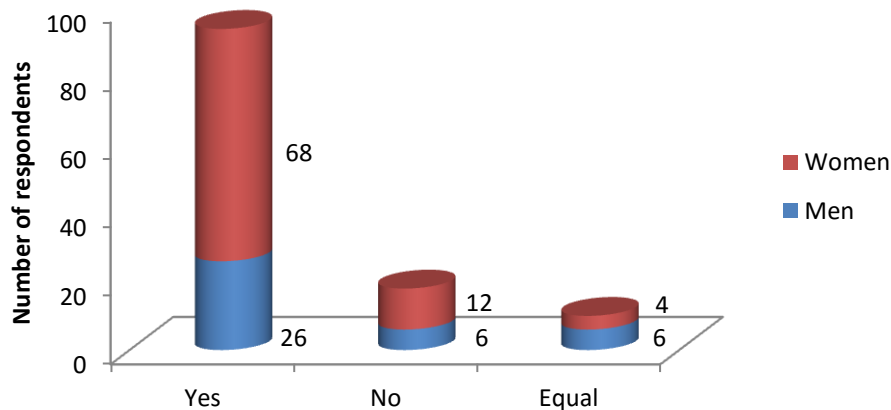
Source: Author's processing, 2016

Proportion of men and women in the management

As was already mentioned in the theoretical part, the proportion of men managers in the Czech Republic is higher compare to proportion of women managers. Therefore the author's intention was to find out if such a statement is valid also in the concrete research sample. Majority of the respondents (77 %) confirmed that in their companies, men manager exceed the women managers. Only minority (8%) of

respondents stated that the number of men and women managers is equal and 15% of respondents negated the statement as women managers dominated in the companies. (see graph 11)

Graph 11: Higher proportion of men in the management

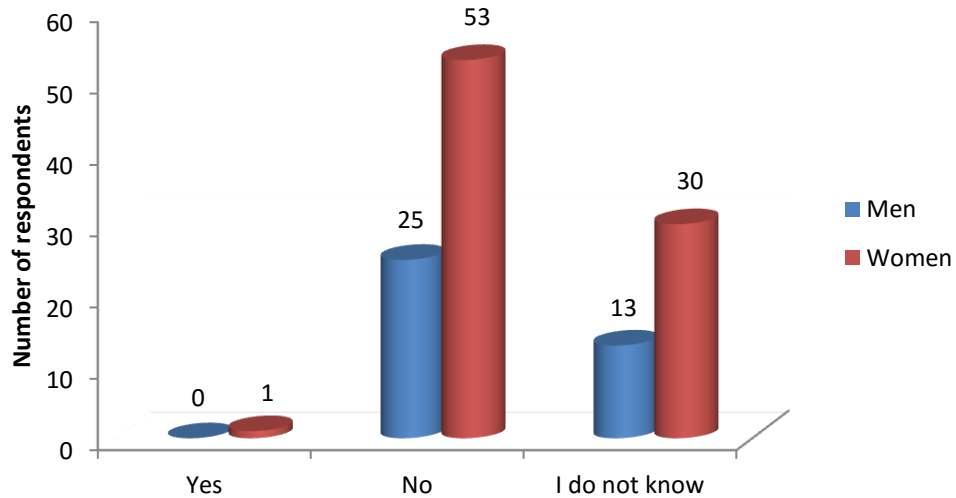


Source: Author's processing, 2016

Plans to establish a special program to promote diversity in the company

The respondents were asked if their companies are planning to create some special program promoting the gender diversity in the management board and if yes, which one. The results are clear, only 1 respondent out of 122 answered positively. The only respondent stated that they already have a special rule about hiring new employees. In case that the female and male candidates have the same level of required experiences and education, the female candidate has a priority and will be chosen. Other respondents do not know about any program or they are sure that there is no planned program promoting the gender diversity. (see graph 12)

Graph 12: Special diversity program



Source: Author's processing, 2016

Personal experience with discrimination and its defence

Other question was focused on discrimination in the workplace, thus the negative distinction of employees based on gender and the possibility of defence against the discrimination. When it comes to women, 18 of them (21%) claimed that they have personal experience with discrimination. It is quiet surprising number as it was expected that number will be higher. It depends on what women consider as discrimination and what not. The biggest part of women were positive regarding the defence against discrimination as 57% stated that it is possible to take certain steps and defence. Negative view about defence hold 30% and the rest of women (13%) were not sure if yes or not. The experience with discrimination is positive by men because none of the men confirmed the personal experience with the discrimination. As well as women, men were positive about the defence against discrimination as 76% claimed the defence against discrimination is possible. Only 16% of men did not see any possibility of defence and 8% were not sure if there is a way or not how to defence themselves. (see table 4)

Table 4: Discrimination in the workplace and defence against discrimination

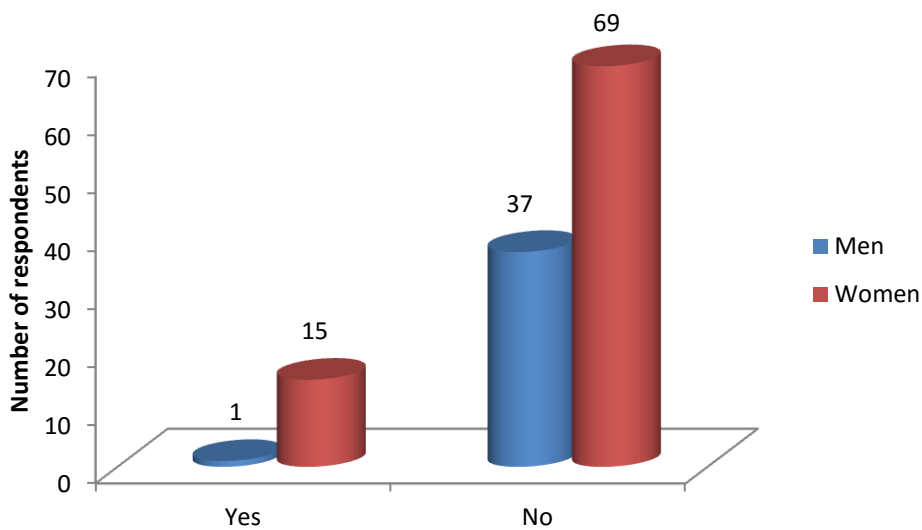
			Is defense against discrimination possible?			Total
			NO	YES	I DO NOT KNOW	
Do you have personal experience with discrimination?	Women	NO	9	48	9	76
		YES	16	0	2	8
	Men	NO	6	29	3	38
		YES	0	0	0	0
Total			24	81	17	122

Source: Author’s processing, 2016

Gender pay gap

Women and men managers were asked if they perceive that women are discriminated in terms of lower salary compare to men. It is very positive that according to the results in the graph 13, most of the respondents (87%) do not perceive that women’s salary is lower that men’s. Only 13% of respondents stated that according to them women are less paid than men in the companies they work in. The question is if it really corresponds with reality as most of the companies do not allow to their employees to talk about their salary with other employees and that is why they might not be aware of differences between them.

Graph 13: Gender pay gap

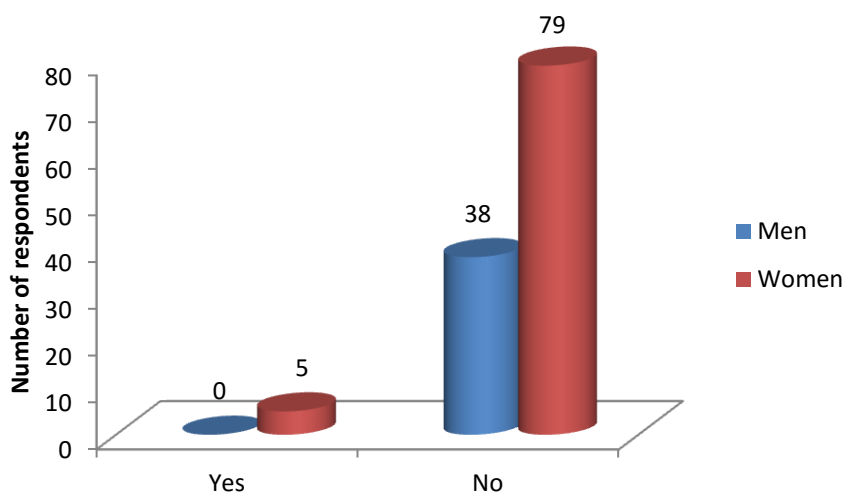


Source: Author’s processing, 2016

Sexual harassment

The respondents were asked about intimate topic and thus about experience with sexual harassment in the workplace. As it is possible to see in the graph 14, 5 respondents (4%) confessed that they already experienced a sexual harassment that was bothering them. Among those respondents were only women. It is a positive that 96% of respondents did not experience a sexual harassment that would bother them. On the other hand, most of them also claimed that they experienced flirting, compliments and even touches but only in terms of fun and it was not bothering them and they do not perceive it as a sexual harassment.

Graph 14: Experience with sexual harassment



Source: Author's processing, 2016

The authority of women managers depending on % proportion of women and men in the management

The intention of author was to find if certain group of managers perceive lower authority from subordinates based on gender compare to the managers of opposite sex. The results in the table 5 clearly show that there is a correlation between lower authority and proportion of women in the management. In the group of 0-5% in terms of the proportion of women in the management, 100% of them claimed they perceive lower authority from the subordinates compare to their college men. In the group of 6-10% women's proportion, 28.5% women confessed they experienced

lower authority from the side of subordinates and finally in the group of 11-20, 17% female managers stated they have an experience with lower authority from subordinates compare to men managers. In the groups with higher proportion of women than 20%, any woman experienced a lower authority from subordinates. The correlation is therefore following: the higher proportion of women in the management, the lower differences between women and men in terms of authority are perceived. When it comes to men, any men of each group did not experience lower authority from subordinates compare to women managers.

Table 5: Perception of lower authority from the side of subordinates based on gender proportion in the management

Proportion of women in the management	Perception of lower authority	Proportion of men in the management	Perception of lower authority
0-5%	100%	0-5%	0
6-10%	28.5%	6-10%	0
11-20%	17%	11-20%	0
21-40%	0	21-40%	0
41-60%	0	41-60%	0
61-80%	0	61-80%	0
81-100%	0	81-100%	0

Source: Author's processing, 2016

Glass ceiling

As the term *glass ceiling* expresses the invisible barriers that prevent women to be promoted in the leading positions, the following questions were focused only on women managers. The women were asked if such a term is familiar to them and if they have ever experienced glass ceiling in their workplace. As it is obvious from the table 6, 48 women (57%) confessed that they do not know what such a term means. After briefly explaining this term, all of them stated that they have any such an experience. The situation were different in case of women who already knew such a term, that means 36 of them (43%). 23 stated that they do not have an experience with invisible barriers, on the other hand, 13 confessed they had to face glass ceiling in the workplace.

Table 6: Awareness about glass ceiling and women’s experience with it

			Have you ever experienced glass ceiling in your workplace?			Total
			NO	YES	I DO NOT KNOW	
Do you know the term "glass ceiling"?	Women	NO	48	0	0	48
		YES	23	13	0	36
Total			71	13		84

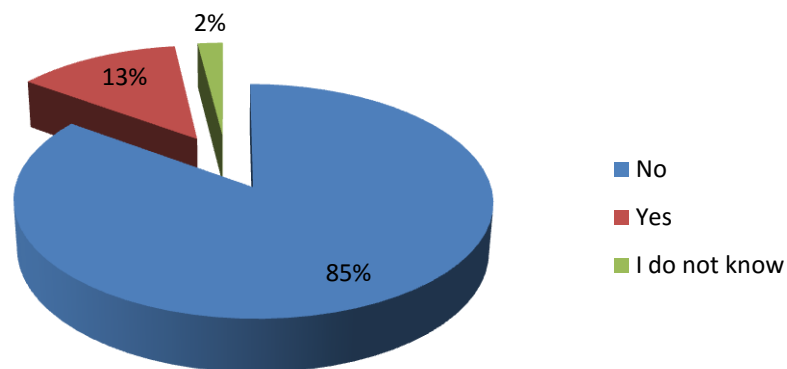
Source: Author’s processing, 2016

The author is aware of the fact, that the results might be distorted as not all women probably understood what exactly glass ceiling is and that is why they stated they have no experience with it. The following questions went more into details and women were able to fully imagine what glass ceiling includes.

Have you ever encountered certain prejudices or stereotypes because you are a woman? Provide some specific examples.

The women were asked if they already met with prejudice and stereotypes in the workplace. 71 female managers (85%) claimed that they did not perceive any prejudice and stereotyping in the workplace. On the other hand, 11 women (13%) claimed that they have a personal experience with such a behavior. Those women perceived that it was more difficult for them to get promoted as they were seen as less committed to career than man because of their role in the family as mothers and they cannot stay at work overtime and they are seen as too “soft” for managerial positions. Only 2 (2%) women were not sure as their answer was I do not know. (see graph 15)

Graph 15: Experience with prejudice and stereotypes

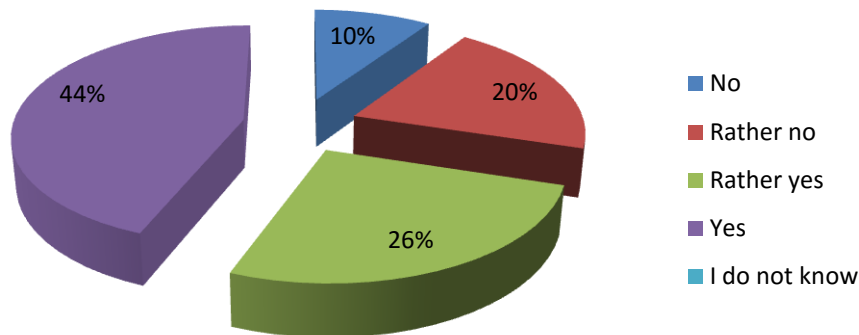


Source: Author's processing, 2016

Do you consider a motherhood and parental leave as a barrier to career advancement? Why?

When it comes to the question about perception of motherhood and parental leave as one of the barriers that women managers face in the workplace, the biggest part, 37 women (which is 44%) do perceive motherhood and parental leave negatively in terms of career. The second biggest part – 22 women (which is 26%) stated they rather do consider a motherhood and parental leave as a barrier. Contrarily, 17 women (20%) stated that motherhood and parental leave is rather not a barrier and 8 women (10%) do not consider them as a barrier. (see graph 16) The explanations from the respondents are illustrated in the scheme 1.

Graph 16: Motherhood and parental leave as a barrier



Source: Author's processing, 2016

Scheme 1: Motherhood as a barrier to career advancement

AGREE

Motherhood is a barrier to career advancement in case when women stay at home with child more than half a year. In that case they lose contacts with clients and with colleagues. They do not have opportunities for further development and growth in this period of time. After returning to work, they often have to learn again.

During the time spent on maternity several changes occur in many fields and woman with a small child is usually not able to absorb them and thus she loses qualification.

It depends on the circumstances, how long woman stay on maternity leave, if she is at least partially engaged in the work or if she educates herself in terms of new trends. If she does not, then it is a big problem.

There are a lot of cases when women lost their job because of maternity leave.

The maternity leave is very long in the Czech Republic and therefore very disadvantageous for women who build the career.

Career is affected by the absence in the field, the woman has to try to work, e. g. Home office, or to return to work as soon as possible.

The woman should decide, whether she wants to reach a high position in the company, to be well-known and successful in business, or a woman with a functioning family. To have both working on 100% is not possible.

I was present when my superior was thinking about selecting the best candidates into the team, those women who were in the right age for motherhood or those with small children were not considered as suitable candidates.

Maternity leave is a career interruption and during this time the women can be replaced.

It is not easy to reintegrate in the work after maternity leave and start building the career.

It is disadvantage because it hinders the career growth. Women are out of the work for several years and then she has to take care of small children. There is not much energy left for building a career.

DISSAGREE

Now it is possible to work even during the maternity leave, home office or flexible working hours minimize this limitation.

If the family can help women with their children and take care of them, then it is manageable and not a barrier.

If a woman has ambition to build a career and currently has good backgrounds, especially understanding and help from her partner, it is not a barrier.

It is not disadvantage, to stay with children at home is much more important than career.

It only depends on motivation and abilities of women. Even those women who spent several years on maternity leave and later were promoted into managerial position.

It's a difficult time, both physically and mentally, but it is a challenge rather than barrier.

It is not an obstacle but it is necessary to go back into the workforce as soon as possible.

Most of the women do not have ambitions to build career during the maternity leave but rather after.

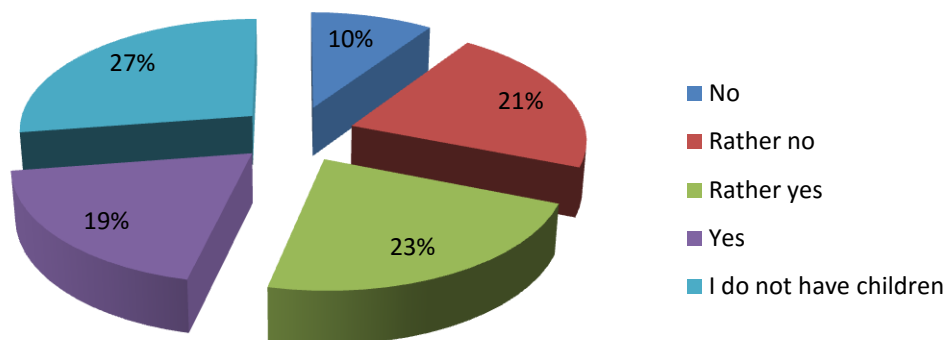
Source: Author's processing, 2016

Did you have problems to integrate in your work after motherhood and parental leave?

In the Czech Republic the parental leave lasts longer than in other European countries which cause problems to women to integrate again in the work after a few years of absence. Therefore women managers were asked about their own experience, if they face such problems. 23 women (27%) were not able to answer objectively as they do not have children so far. 35 women (42%) confirmed that they have or rather do have met with reintegration problems in the work. The rest of the

women, 26 of them (31%), stated they did not have or rather did not have problems with reintegration in the work. (see graph 17)

Graph 17: Problems to integrate in the work after motherhood and parental leave

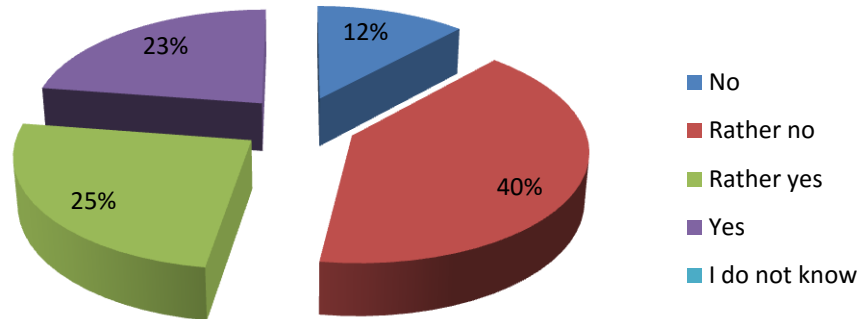


Source: Author's processing, 2016

Do you think that household care and childcare hinder to fully perform the managerial work? Please try to be more concrete.

Women were asked about their opinion and experience with childcare and household as a barrier to fully perform in the work as managers. Only 10 (12%) of them stated that they do not perceive a household care and childcare as a barrier. The biggest part of women – 34 (which is 40%) designated “rather no” as an answer. On the other hand, 21 women (25%) have chosen “rather yes” as an answer and 19 (23%) confirmed that the household care and childcare is a barrier which hinder them to fully perform in the managerial work. (see graph 18) The concrete answers of respondents are illustrated in the scheme 2.

Graph 18: Household care and childcare as barriers



Source: Author's processing, 2016

Scheme 2: Childcare and household as barriers

IS CHILDCARE AND HOUSEHOLD CONSIDERED AS OBSTACLE?

If a woman is a single mother it is definitely a barrier. But if someone in the family helps then it is manageable.

Nowadays, there are possibilities that the woman may work at home or hire someone to look after her children.

Yes if women do not have the support of a partner.

Yes, it is rather limiting, if a woman does not have a background in partner and work.

It depends on the priorities and values of women. It is possible to handle both but only one side perfectly.

It is not a barrier because it is not the only woman who can take care of children and household.

There are a lot of women who are able to manage both but it is really difficult.

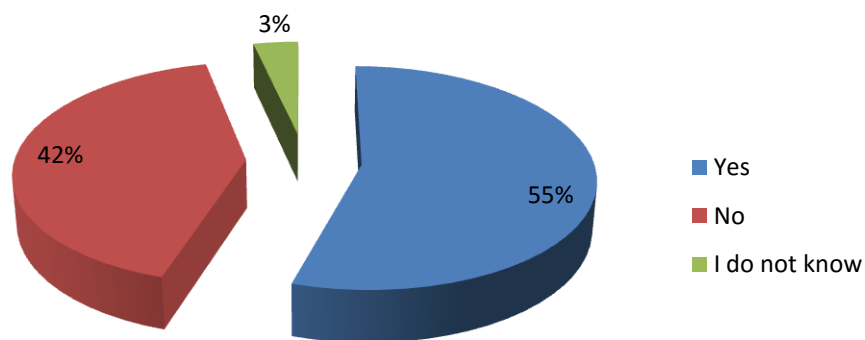
Source: Author's processing, 2016

Has your employer asked you during the job interview whether you have children or was he interested in your family planning? Please, say briefly your experience.

Even though such questions are considered as discriminatory, the results from the questionnaires show that a number of employers keep asking women about family planning or if they have children during the job interview. The biggest part of the women (55%) stated that they were asked those questions and they felt obligated to answer. The second biggest part of the women (42%) did not meet with such discrimination. Only a few women (3%) answered that they do not know as they do not remember anymore. (see graph 19)

Some women answered more deeply and introduced their own experiences. The situation was sometimes even so serious that one of the respondents was even asked for not getting pregnant in the following minimum 12 months. Other respondents stated that their superiors were asking them several times if they plan to get pregnant especially during the time when they were about to lengthen the current contract.

Graph 19: Experience with discriminatory questions



Source: Author's processing, 2016

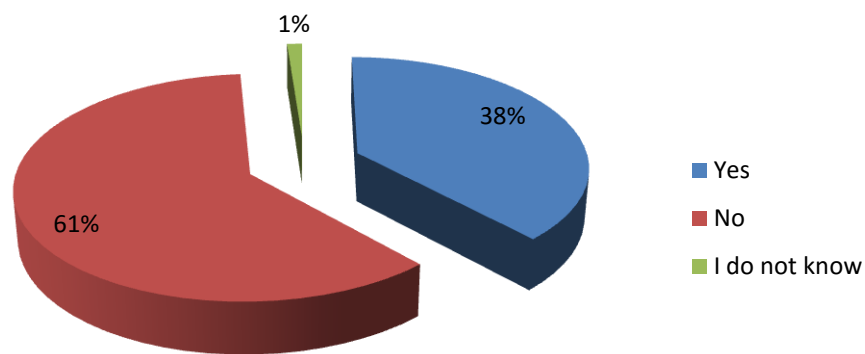
Has it ever happened that your superior was dissatisfied with the fact that you have to stay home with the children when they are ill? Give some examples.

From the graph 20 it is obvious that a bigger part of employers show the understanding in terms of necessity to stay home with ill children. 61% of women did not meet with dissatisfaction of boss when they had to take care of their children. On the other hand, 38% women confirmed that they faced a certain barriers from the

side of their superiors when they needed to take care of ill children and very often they end up feeling uncomfortable to ask for days off when needed. Only 1 female respondent stated that she does not know anymore as her children are already adults and it has been a long time since she had to stay home with ill children.

A few women took a time to give an example of why their superiors were dissatisfied with the absence at work due to ill children. The reasons were more or less understandable as superiors were mostly dissatisfied during the deadlines, thus during the stressful situations and also due to the fact that certain positions in the companies are not replaceable.

Graph 20: Staying home with ill children as a barrier and dissatisfaction of superior



Source: Author's processing, 2016

Does your company offer some of the family-friendly policies in order to help you with combing the work and family? (more answers possible)

The companies do realize the importance of offering some of the family-friendly policies and many of them offer even several of them. Women were asked which of the policies their company offers and they could designated more of them. According to the results in the table 7, flexible hours take the first place in the ladder

of family friendly-policies, as 35% of women stated that their working hours are flexible. Part-time takes the second place, as 19% of women have the possibility to choose a part-time work. For 13% of women is possible to work from home, 4% of women are offered by leaving their children in the company's kindergarten and 8% women are supported by other types of family friendly policies (extra sick days, extra days off). On the other hand, 56% of women claimed that they have no opportunity to use some of the family-friendly policies as their companies do not offer any.

Table 7: Family-friendly policies in the companies

Family-friendly policies	Frequency	Percent
Flexible hours	29	35
Home office	11	13
Part-time	16	19
Company's kindergarten	3	4
Child care financial support	0	0
Other	7	8
None	47	56

Source: Author's processing, 2016

Which of the family-friendly policy do you/would you appreciate the most in your company?

The results in the table 8 demonstrate that the biggest group of the women would appreciate the most if their companies offered them flexible working hours, as this answer was designated by 37% of women. The second biggest group of women (30%) would appreciate if they could work from home and 19% of women would like to have an opportunity to work only part-time. Only 14% of women would appreciate to have available kindergarten in the company. On the other hand, none of the female respondents would appreciate child care financial support or other type of family-friendly policies.

Table 8: Family-friendly policies required by women

Family-friendly policies	Frequency	Percent
Flexible hours	31	37
Home office	25	30
Part-time	16	19
Company's kindergarten	12	14
Child care financial support	0	0
Other	0	0

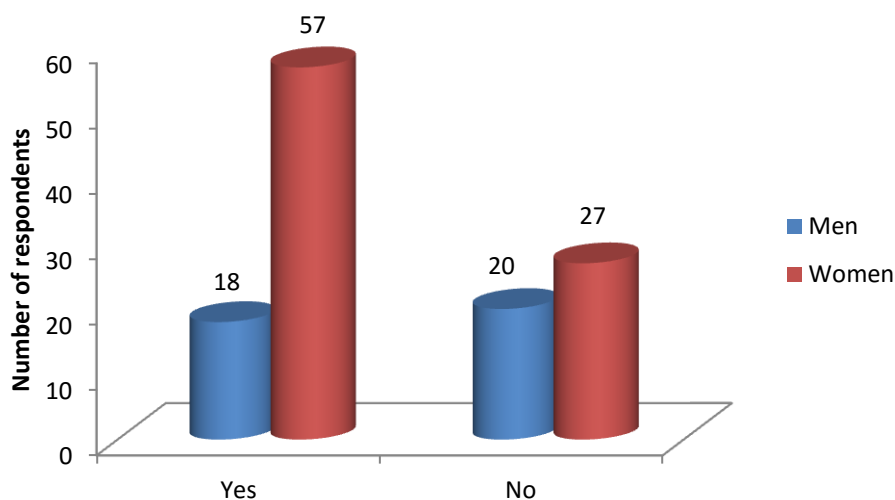
Source: Author's processing, 2016

4.1.3 Block 3: Gender quota

Have you ever heard of EU directive about implementation of gender quotas for women's representation in managerial positions?

All of the respondents were asked if they already heard about gender quota as it is a discussed and current topic in the European Union. According to the gender, women's awareness about it was higher as 57 women out of 88 (which is 65%) confirmed they have already heard about it. Regarding the men, 18 out of 38 (which is 47%) are aware of such a directive. Overall it can be stated that the awareness about gender quotas pretty high as 75 out of 122 (which is 61%) of all respondents answered positively. (see graph 21)

Graph 21: Awareness about gender quota



Source: Author's processing, 2016

What do you know about this directive?

The respondents were given an open question where they had a possibility to express their knowledge about gender quota. The most repeated answers are mentioned in the scheme 3 and 4.

Scheme 3: Knowledge about gender quota - women

WOMEN: KNOWLEDGE ABOUT GENDER QUOTA

Large companies have to employ a certain percentage of women in managerial positions.

A certain proportion of women must be represented in the company.

This directive is intended to prevent discrimination against women in managerial positions and thus to push through their abilities.

I know that this regulation is discussed. It should ensure that a certain percentage of women would be employed in managerial positions.

The quota should secure the representation of women and men in a certain proportion.

The intention is to balance the difference in the working positions where women make up a very small proportion. By 2020, 40% of management positions should be filled by women.

In some countries, e.g. in Germany the large firms have to employ a certain percentage of women in managerial positions.

Scheme 4: Knowledge about gender quota - men

MEN: KNOWLEDGE ABOUT GENDER QUOTA

It lays down the percentage of women in the management board.

It determines 40% representation of women in leadership positions.

It has not been introduced in the Czech Republic yet.

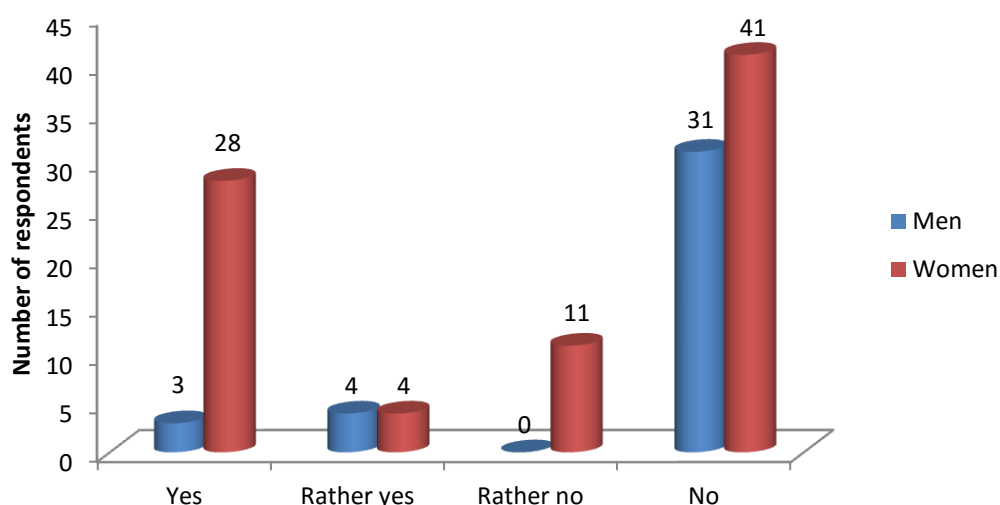
Source: Author's processing, 2016, translated

Would you agree with the implementation of gender quotas in the Czech Republic? Why?

The respondents had an opportunity to express their diss/agreement with the theoretical introduction of gender quota in our country. Agreement with the gender quota confirmed 32 women out of 84 (which is 38%), concretely 28 women (33%) do agreed and 4 women (5%) rather agreed with that. Contrarily, 52 women out of 84

(which is 62%) did not agree as 41 women (49%) did not agree and 11 women (13%) rather not agree. The tendency of disagreement was higher regarding the men as 31 out of 38 (which is 81.5%) stated that they do not agree. The rest of them, thus, 7 out of 38 (which is 18.5%) do or rather agree. (see graph 22) More detailed answers are stated in the scheme 5 and 6.

Graph 22: Implementation of gender quota in the Czech Republic



Source: Author's processing, 2016

Scheme 5: The reasons for diss/agreements for gender quota - women

WOMEN: WHY YES

In the Czech Republic the situation without quotas will never change.

In some companies, especially those that are producing, there is a need of such an enforcement tool really high in order to take it seriously and hire capable and qualified women and not just men.

Women have the right to work in the same positions as men.

Women in the management board could provide a different perspective on the solution of the problems and different leadership style.

It depends on the abilities and women are more empathetic and practical and these abilities can be advantageous in many companies.

As we have the same rights, education and personality.

Women can be as good manager as men, gender does not matter.

Women can be just as effective as men.

It is needed in some companies but not in every field or industry.

The question is whether women really want to perform in the management.

Every person should have the same rights and obligations regardless the gender.

WOMEN: WHY NOT

Managerial positions should be occupied by people according to their ability and not gender.

Representation in the management board should be based on qualifications and experiences and not on the basis of quotas.

Even though the discrimination against women exists in some companies, the quota itself will not solve it.

It is not an optimal solution to force the certain % of women to perform in the management board. Those women may not have sufficient education and experiences.

Only work commitment, professional skills and results should be decisive.

A lot of women are just as capable as men or some of them are even better. On the other hand, the places left for women could be filled by less experienced or educated employees and such a situation would be ineffective.

It is natural that male managers are dominating in the management board.

Capable women who want to be managers are able to manage it without quotas. There are some fields in which women enter more often, some they do not enter less. It is natural. It is pointless to fill certain places by women who are not even interested.

The implementation of such a directive would rather weaken the position of women. The quota says that women need to help but it is not like that.

It is not beneficial for companies to hire women managers who have no interest to work as managers. The quality of results might decrease.

The fact is that even if more women would hold the leadership positions, it does not mean that others will accept them.

Yes for the higher proportion of women in managerial positions but based on the quality of work.

It always depends on the personality and expertise of the individual and the ability to succeed.

The introduction of quotas in any field is only an artificial element, it should come naturally.

It always depends on the personality and expertise of the individual and the ability to succeed.

If a woman is capable, she has the ambition and sufficient qualifications, she does not need any quotas and she will succeed on her own.

Scheme 6: The reasons for diss/agreements for gender quota - men

MEN: WHY YES

There is a high percentage of female university graduates so why women should not be equally represented in all positions.

Because of gender equality.

MEN: WHY NOT

Employees should be promoted to managerial positions according to their ability and not gender.

Any position should be filled by merit and not by gender.

Decisive aspects should be the quality, knowledge and experience of the employee.

It's distrust in the ability of women to succeed at work.

This rule can be even humiliating for women.

It's not healthy for the economy to artificially adjust the proportion of women in managerial positions. After all, a man with a lower-paying job, with the lack of quality and so on can stay with a child on parental leave and eligible women have a chance to build career without obstacles.

Person with managerial skills has to be able to break through despite the non-favourable situations.

If a woman is able and willing to compromise between family and work she can build her position same as her male colleagues.

It does not solve discrimination anyway.

Quotas are just another regulation, it will not bring anything. The higher representation of women we come with time.

It's only a classic form of "positive" discrimination.

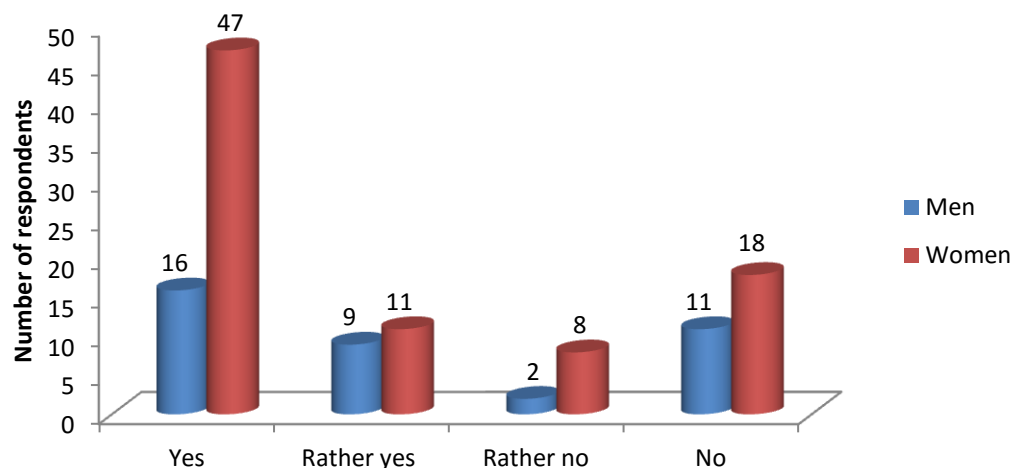
The artificial regulation of quotas will have no effect, the companies will try to comply this direction in order not get penalties and but the effect will be rather negative.

Source: Author's processing, 2016, translated

Do you think that this quota would change the situation in the Czech Republic where the representation of women in management board is still low? How?

The author’s intention was also to find out the opinion of respondents if the gender quota could influence the current situation in the Czech Republic and respectively how. 83 out of 122 (which is 68%) believe that gender quota would change or rather change the situation, even though it would not be always in a positive way. Contrarily, 39 (32%) of respondents stated that the situation would not or rather not change even after introducing the gender quota in the Czech Republic as a discrimination in the workplace would remain (see graph 23). More detailed answers are illustrated in the scheme 7 and 8.

Graph 23: Gender quota as a reason of change in the Czech Republic



Source: Author’s processing, 2016

Scheme 7: Gender quota as a cause of change in the Czech Republic - women

WOMEN

The situation would change in terms of the number of women represented in the management board. But it would not change the issue of respect for women in the management.

But only the number of women in management will increase, it will not solve any other problems.

I do not think the situation would change. If a woman has wants to be a manager, she must fight like men.

It would help some women. But good women can reach leading positions without quotas.

Representation of women would increase but the question is whether it would be beneficial. Capable women working in managerial positions today.

Due to the Czech mentality I fear that women managers would not be accepted by men anyway.

I'm not sure if it would solve the situation as it is expected.

The proportion of women in the management would increase but then there is the issue of quality of employees.

Apart from the increased number of women in the management, it would not change any obstacles that women face in the workplace.

Scheme 8: Gender quota as a cause of change in the Czech Republic - women

MEN

The situation would change and the proportion of women would increase. The company would have to adhere this quota.

Probably the situation would be changed but it would be rather counterproductive, change must occur naturally and not by the Regulation of the EU.

If the quota was associated with the punishment then the situation would positively change. If they would not apply the sanctions for not complying, nothing would change.

It could lead to a reduction in terms of quality of the results achieved because of the necessity of adherence to the quotas and selection of employees by gender and not according to ability.

From the perspective of increasing the proportion of women in management structures the situation would certainly positively change. It would be determined by the directive. The question is whether this is the optimal way to achieve the objective.

It could be counterproductive. Czechs are extremely capable people when it comes to circumvention of regulations.

Source: Author's processing, 2016, translated

4.1.4 Comparison of results with hypotheses

This part of the thesis demonstrates the comparison of given hypotheses with the results obtained from the survey. 5 hypotheses were stated. 3 of them have been set correctly, nevertheless, 2 of them have been rejected.

H1: Women are more likely to face various forms of discrimination in the workplace than men.

The first hypothesis was approved on the basis of table 4 and graphs 12 and 13. According to the table 4, the experience with discrimination generally confirmed 7% of women and none of the men. The respondents were also asked about wage discrimination and 13% of all respondents stated they perceive that women are less paid for the same work than men. Respondents were also asked about experiences with sexual harassment as it is considered as one of the forms of discrimination. 6% of female respondents claimed that they have already experienced such a undesirable behavior, in contrary none of the men have such a experience. To sum it up, women generally incline more to be discriminated but it was assumed that percentage of affected women would be even higher.

H2: Career advancement of women is more difficult and takes longer period of time than career advancement of men.

The second hypothesis was approved as well on the basis of table 3 and the formula for weighted arithmetic mean.⁷ It was counted that it took 5.2 years on the average for women to advance into managerial positions. Regarding the men, on the average it took 3.9 years to be promoted into managerial positions. It is one of the proofs that it is more difficult for women to reach the position in the management board. The obvious reason for promotion after longer time is motherhood and parental leave which is still a dominant feature of women. Women put the career aside and later it is difficult for them to climb the career ladder again.

H3: Majority of women perceive motherhood and related career interruption as a barrier to successful career advancement.

The third hypothesis was approved due to the graph 15. It is clearly shown that 59 women out of 84 (which is 70%) perceive motherhood and parental leave as one of the barrier to successful career advancement. Contrarily, 25 women (30%) stated that they rather not or do not count a motherhood and parental leave among barriers to career advancement. Even though it is a minority of women, it was expected that

$$^7 \bar{x} = \frac{\sum_{i=1}^n w_i x_i}{\sum_{i=1}^n w_i}$$

percentage will be even smaller. Those women explained why they do not consider them as obstacle. The reasons are that women are offered to work from home (home office) so they stay in touch with work and subsequently they do not have to learn certain knowledge again. They are aware of changes in the company as they stay in touch with colleagues, clients and superiors. The reasons why 70% of female respondents consider that as barrier to career advancement is that in the Czech Republic the maternity leave takes even 2, 3, or 4 years which is very long absence in the work and women lose their professional knowledge and they have no personal growth during that time. Often happens that women are replaced after maternity leave and they lose the job. Also for employees the women who are in the age about to plan the family are not perspective and suitable candidates for promotion.

H4: Household care and childrearing prevent the majority of women to fully carry out the managerial functions.

The fourth hypothesis was not approved due to the graph 17 as it is obvious that 44 women out of 88 (which is 52%) do not or rather do not agree that household and childcare prevent them to fully perform in the work. It was assumed that even nowadays majority of women struggle to reconcile the work and family responsibilities. It might be connected to the trend of family-friendly policies which are offered by companies. According to the graph, it was found out that 44% of women are offered to use some of the family friendly policies, which the most frequently offered is the possibility of flexible hours, the second place takes the possibility of home office and the third place represents the opportunity to work part-time. Also support from the family and partners play its role. If family members and partner are supporting, the situation for women managers are much easier. Not less important aspect is an attitude of superior when women need to stay home with ill children. It is positive that according to the graph, 58% of superiors are understanding and they have never been dissatisfied when the female workers took a care of sick children. The rest of the superiors were mostly dissatisfied only during the stressed situation in terms of deadlines, which can be considered as easy to understand.

H5: Majority of women and men managers would agree with the introduction of gender quotas in the Czech Republic.

The last hypothesis has not been approved as it is clear from the graph 21 that only 38% of women would agree with introduction of such a direction in the Czech Republic. The situation is not different regarding the men as the majority of them (81.5%) disagreed. It was assumed that women and men will evince much higher percentage of agreement.

Female and male managers stated several explanations why they would not agree with introduction of gender quota in our country. Respondents of both sexes stated that the representation in the management board should be based on qualifications, abilities, experiences, personal skills and not based on gender. The capable women who have ambition to reach the high positions can manage it without quotas. The places left for women might be filled by less experienced candidates or by women who are not even much interested. The quota itself does not solve the discrimination as a whole and women might not be accepted well by men. The quota might be even perceived as humiliating.

5. Results and discussion

As gender segregation in the workplace demonstrates the concentration of women and men in different occupations, according to the answers gained from the respondents it is obvious that gender segregation occurs even in the level of management. Women managers dominated in the areas such as marketing, finances and accounting, contrary men prevailed in the automotive industry, information technology and production. According to the questionnaires was confirmed that in the Czech Republic male managers exceed the proportion of female managers in the management board as 77% of respondents confirmed such a statement. Only in 8% of cases the female managers were dominated and 15% of respondents claimed that the proportion of both sexes is equal.

The career advancement of women meet with certain obstacles and barriers as it was confirmed by the length of the career advancement. The time difference between both sexes to be promoted into managerial position was counted for 1.3 years. The survey was also exploring also the discrimination in the workplace. It was found out that women are much more vulnerable to be discriminated than men, as 21% of female managers confirmed the personal experience, but none of the men did. The number is surprisingly low, the reason is that every women might not consider certain situations as discriminatory even though they are. As example might be the questions about children or planning the family during the job interview. Survey was dealing also with the most typical forms of discrimination in the workplace, which is gender pay gap and sexual harassment. It is a known fact that gender pay gap exists in the Czech Republic. Surprisingly, only 13% of all respondents claimed that they perceive women are less paid compare to men. The question is, how much this result is affected by the fact that most of the companies do not allow to talk about employee's salary with others and therefore number of employees might not be aware of mentioned gender pay gap. Regarding the sexual harassment, none of the male respondents had such a negative experience. Female respondents often stated that they experienced flirting in the workplace, but they did not consider it as harassment but only fun. Only 4% of women confirmed they were sexually harassed. The trend in the Czech Republic is higher, the question is if the women answered

honestly or if they felt ashamed and they did not want to confess it as this question belongs to the intimate ones. All respondents were also asked about the authority from the side of subordinates. None of the male managers experienced the lower authority from subordinates because of gender. On the other hand, women have different experience. The results from the survey show that most vulnerable group of women are those who work in the fields where generally the proportion of female managers is very low (0-5%), which could be explained by the gender segregation, e.g. women working in the automotive industry deals with lower authority from the side of subordinates.

Regarding the glass ceiling (invisible barriers that prevent women to be promoted into high positions), the questions were focused naturally only on women. Firstly, the intention of the author was to find out if women already knew such a term. Unfortunately, 57% of women did not know the meaning of such a term and this fact most probably affected the results of question dealing with the personal experience with glass ceiling in the work. Even after explaining the term, only 15% of women confirmed they faced certain barriers regarding the career advancement. To get more realistic results, author asked several more detailed questions concerning barriers to career advancement.

Due to the survey was found out that the biggest barrier for women is motherhood and parental leave which is a significant career interruption, as 59 out of 84 (70%) confirmed that. Compare to other countries in Europe, women spend a long time on parental leave. The consequence is that after the years spent at home, women lose the opportunities for further development and growth, lose contacts and professional knowledge and they even lose the job. The company might go through a lot of changes during that time and to reintegrate is very difficult. Actually, 41% of women confirmed they faced the problems with reintegration at work after maternity leave. Other significant barrier preventing women to fully perform in the managerial position is the harmonisation of the work and family responsibilities. 48% of women consider the responsibility for household and taking care of children as obstacle. Those women confirmed that it is not possible to perform at work and in the family on 100%, women often have to set the priorities. This fact is connected to the

unsupportive working environment, where no family-friendly policies are offered. Even though the situation in the Czech Republic is improving regarding the family-friendly policies in the companies as they try to help women to reconcile the work and family, the situation is not satisfactory. The survey results showed that 56% of female respondents had no possibility to use some of family-friendly policies. Without support of partner and family members, women face very disadvantageous position. Unfavourable is also the situation when the children are ill, as 38% of female respondents stated that their superior were not satisfied when they had to stay home with sick children. Women even confessed that they do not feel comfortable to ask for days off when their children are ill but they do not have any other option to solve it. As the least bothering barrier to carrier advancement was the existence of prejudices and stereotypes. Only 13% of women stated that they have a personal experience with those barriers. Fortunately, the stereotyping and seeing the women only as mothers decreased compare to the previous centuries and thanks to gender equality women have better positions. On the other hand, it does not mean that prejudice and stereotyping fully disappeared. Employees tend to look at women as less committed to work (due to family responsibilities), less flexible in terms of time and generally “softer” and that is why they are offered to be promoted into high positions less often than men.

When it comes to gender quota, the awareness about EU directive was among all male and female respondents pretty high as 61% answered they already heard about it. This fact was beneficial for author as the respondents were able to answer the questions regarding the gender quota more deeply. The results from the survey showed that only 38% of women would agree with the implementation of gender quota in the Czech Republic, which is quite unexpected. 62% of women did not agree due to the several reasons, they consider such a directive as counterproductive, because in that case the certain positions could be filled by women without sufficient education, skills and experiences. The same opinion shared men, 81.5% of them did not agree with implementation of gender quota either. Respondents tend to see that implementation of gender quota would change the proportion of women in the management itself, but not the discrimination and barriers which women face in the workplace.

6. Recommendations

The following part deals with recommendations to companies which should lead to supporting the gender diversity in the management board. Thanks to gender diversity, companies reach higher performance and profitability. Women manage different leadership style, they bring different point of view, solutions, discussions and help to avoid a group-think. Women are being considerate or supportive. Building supportive environment in the workplace is a dominant power of women in the management board. If those skills of qualified women are not used, it means a loss of potential for economic growth and competitive advantageous for companies.

That is why it is important that companies will realize the importance of fair and transparent procedures for nomination of candidates in the management positions which are not controlled only by men. A number of managers tend to hire socially similar candidates, it means that men (thus, the majority of managers) tend to hire men. The author recommends to recruit the best candidates based on skills, qualities, education and not based on gender. There are still a big amount of companies where women are asked about motherhood planning and children which is considered as discriminatory and companies should avoid it. To motivate the best workers no matter gender, companies should set the system of salary scale which is equal for both sexes.

It is positive that Czech companies are implementing the family-friendly policies. Nevertheless, 56% of women do not have a possibility to better reconcile the work and family responsibilities as their company do not offer any. Author recommend them to implement step by step some of them, it was found out that the most appreciated are the possibilities of flexible hours, home office or part-time which are associated with only lower costs. Unfortunately not for every employees is possible to work on flexible hours or from home, that is why the companies should consider also companies' kindergarten or childcare subsidies. Even though those policies are associated with extra costs, companies should realize how much money and time it takes to train a new employee to replace the women on parental leave.

Companies should consider creating some special diversity programs supporting the gender diversity. For example, apart from creating supporting environment for mothers, women on maternity leave could have access to various courses where they get to know about changes and innovations in their work. The companies can also provide special trainings for women managers to ensure their self-esteem, communication and leadership skills. To provide them, for instance, mentoring and coaching in order to help them with their personal growth.

Companies should take the differences among female and male managers, the different skills, qualities and approaches as advantage and benefit and be able to secure that the women and men are given the equal opportunities.

7. Conclusion

Management has been always strongly linked with men. Nevertheless, recently, the participation of women in the management board has been continuously increasing and it goes hand in hand with the number of studies examining the gender diversity and its impact. Definitively, women bring to the management different style of managing subordinates, different point of views, create supportive and motivational working environment and according to the study provided by Catalyst, companies with positive approaches to gender diversity reached higher performance and profitability. Despite this fact, the representation of women in the management board remains still low not only in the Czech Republic but in a whole European Union.

The main aim of this diploma thesis was to evaluate the barriers that prevent women to advance in high positions. Due to the research was confirmed the theory of glass ceiling, thus, women in the workplace face certain barriers that do not allow them to reach high positions even though they have sufficient skills and experiences. Theoretical framework was dealing with the issues of gender roles, stereotypes, prejudice, motherhood and reconcile of the work and family responsibilities. Equally important issues such as discrimination, sexual harassment and gender pay gap were also introduced.

The gender gap in the management board is attracting the attention of European Union as it is obvious that such a trend negatively influences the economic performance of the company and skills of qualified female workers remain unutilized and wasted. Therefore, the EU has suggested to European countries a several recommendations and actions towards lowering this gap and proposed the directive which sets that publicly listed companies have to reach a target of 40% proportion of women in non-executive boardrooms. Therefore, the secondary objective was to introduce a gender quota in detail and find out if manager in the Czech Republic would agree or disagree with the implementation of such directive.

On the basis of survey results, 3 hypotheses stated in the methodology were approved. Concretely, H1, H2 and H3, contrarily, H4 and H5 were rejected. The results support the fact that for women it is more difficult and takes longer to advance into high positions (H2). It was found out that the number of years needed to advance into managerial positions for women was higher than the number of years that men needed to be promoted. It is probably connected to the fact, that women interrupt their carrier due to the motherhood and parental leave. It was confirmed (H3) that majority of women perceive motherhood and parental leave as significant barrier to carrier advancement. The problem is that maternity leave in the Czech Republic is significantly longer than in other European countries and for women it means a loss of professional knowledge, any personal growth, loss of contacts with clients and colleagues and changes occurring during that time. After such a time, the reintegration in the work after maternity leave causes a significant problem. On the other hand, a bit positive is a view of Czech women about child raising and household care. The hypothesis (H4) that household care and childrearing prevent the majority of women to fully carry out the managerial functions was rejected. More than half of female respondents confirmed that due to the family-friendly policies (offered by companies) and due to the help of their family, they are able to perform in the work as well as home. On the other hand, there are still a number of women who would appreciate if their company would offer them some of those policies (flexible hours, home office, part-time), because they consider reconciling the both spheres as difficult.

It was also confirmed that women in the management board are more vulnerable to face discrimination in the workplace than men (H1). Women tend to be discriminated in terms of wage, the gender pay gap provably occurs in the Czech Republic. The issue of sexual harassment was proved to be true, even though the percentage of victims was not as high as expected. Women are discriminated based on gender and gender roles, the women are seen primarily as mothers and employees look at possible motherhood and parental leave negatively. Even though it is considered as discriminatory, most of the employees tend to ask female candidates about motherhood planning and children.

Unexpected conclusion was brought in terms of the last hypotheses (H5), where was expected that women and men managers would agree with the implementation of gender quota in the Czech Republic. It might be understandable that men did not agree as they might feel threatened in terms of this positive discrimination. But majority of women did not agree either. The reasons were mainly that the representation in the management board should be based on qualifications, abilities, experiences, personal skills and not based on gender and quota itself does not solve the discrimination as a whole and women might not be accepted well by men.

From the results is clear that the conditions for women to build the carrier are less favourable compare to men. It is a prejudice, stereotyping, discrimination, motherhood and childcare and lack of family-friendly policies which prevents women to reach higher positions. Gender quota could not solve every of these barriers. Only time, attitude of employees and men managers and the right defence against discrimination can help in improving the working conditions of women.

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10. Appendices

Appendix 1a: original version of the questionnaire for women (Czech version)

Dobrý den,

jmenuji se Nicolle Nováčková a jsem studentkou 2. ročníku magisterského studia na Zemědělské Univerzitě v Praze, kde studuji obor Ekonomie a management. Momentálně pracuji na své diplomové práci na téma: genderová diverzita v managementu v České Republice. Ráda bych Vás požádala o vyplnění tohoto dotazníku, který je zcela anonymní. Zpracováním tohoto dotazníku byste velkou měrou přispěly k mé praktické části v této práci. Moc děkuji za Váš a ochotu přispět svými názory a zkušenostmi.

1. část: identifikace respondenta

1) Do jaké věkové kategorie spadáte?

- Do 25 let
- 26 – 35 let
- 36 – 45 let
- 46 – 55 let
- 56 – 65 let
- Více než 65 let

2) V jakém kraji bydlíte?

3) Jaké je Vaše nejvyšší dosažené vzdělání?

- Základní
- Středoškolské bez maturity
- Středoškolské s maturitou
- Vyšší odborné
- Nižší stupeň vysokoškolského vzdělání (Bc,..)
- Vyšší stupeň vysokoškolského vzdělání (Ing., Mgr. a vyšší)

2. část: kariéra a překážky v kariéře

4) V jakém oboru momentálně pracujete?

5) Jak dlouho vykonáváte vedoucí pozici?

6) Jak dlouho trvalo, než jste postoupila na pozici manažerky?

7) Je u vás ve firmě zastoupeno na manažerské pozici více mužů než žen?

- ano ne

8) Jaké procento žen je zastoupeno na manažerské pozici?

- 0-5%
- 6-10%
- 11-20%
- 21-30%
- 31-40%
- 41-49%
- 50%
- 51-60%
- 61-70%
- 71-80%
- 81-90%
- 91-100%

9) Setkala jste se ve vaší práci s určitou formou diskriminace, protože jste žena?

- ano ne

(Pozn.: Negativní rozlišování zaměstnanců na základě pohlaví, kdy Vám byla upírána Vaše práva a snižovány šance na Vaše uplatnění.)

10) Myslíte si, že je pro ženu možné se nějak ubránit diskriminaci?

- ano ne nevím

11) Máte pocit, že ženy ve vaší firmě jsou ohodnoceny finančně hůře než muži?

- ano ne

12) Setkala jste se někdy se sexuálním obtěžováním na pracovišti?

- ano ne

(Pozn.: lichotky, flirt, doteky, atd.)

13) Máte pocit, že máte u vašich podřízených menší autoritu, než kdyby vaši práci prováděl muž?

- ano ne

14) Je Vám znám pojem „skleněný strop“?

- ano ne

(Pozn.: Neviditelná bariéra, která brání ženám v postupu na řídicí funkce, přestože mají dostatečné vzdělání a zkušenosti.)

15) Setkala jste se s jevem „skleněným stropem“ při vaší práci? Uveďte konkrétní příklad.

- ano ne nevím
-

16) Setkala jste se v práci s určitými předsudky či stereotypy, protože jste žena? Uveďte konkrétní příklad.

- ano ne nevím
-

17) Myslíte si, že je pro ženu mateřská a rodičovská dovolená nevýhoda vzhledem k budování kariéry? Proč?

- ano spíše ano spíše ne ne nevím
-

18) Bylo pro vás obtížné znovu se začlenit v práci po rodičovské dovolené?

- ano spíše ano spíše ne ne nemám děti

19) Myslíte si, že starost o domácnost a o děti brání ženám vykonávat plně manažerskou práci? Prosím, buďte konkrétnější

- ano spíše ano spíše ne ne nevím
-

20) Ptal se váš zaměstnavatel při vstupním pohovoru na otázky, zda jste vdaná, zda máte děti či se zajímal o vaše plánování rodičovství? Uveďte Váš konkrétní příklad.

- ano ne nevím
-

21) Stalo se vám nebo vašim kolegyním, že byl váš nadřízený nespokojený s tím, že musí nebo musíte zůstat s dětmi doma, když jsou nemocné? Uveďte Váš konkrétní příklad.

- ano ne nevím
-

22) Podporuje Vás vaše firma nějakým způsobem, abyste vy nebo vaše kolegyně lépe časově zvládaly skloubit práci a rodinu? (možnost více odpovědí)

- ne
- zkrácený úvazek
- home office
- flexibilní pracovní doba
- finanční podpora na hlídání dětí
- firemní školka
- jiné

23) Kterou z podpor pro rodinu s dětmi oceňujete nejvíce, případně kterou byste nejvíce oceňovaly, kdyby Vaše firma nabízela?

- zkrácený úvazek
- home office
- flexibilní pracovní doba
- finanční podpora na hlídání dětí
- firemní školka
- jiné

24) Chystá se vaše firma zavést nějaký speciální program na podporu diverzity ve svých řadách? Jaký?

- ano ne nevím
-

(Pozn.: Snaha o rovnoměrnější zastoupení žen a mužů ve firmě.)

3. část: genderová kvóta

25) Slyšela jste o nařízení EU o zavedení kvót pro zastoupení žen v manažerských pozicích?

- ano ne

26) Co o tomto nařízení EU víte?

(Pozn.: Kvóta - jedna z forem pozitivních opatření s cílem napravit nerovnost, v tomto případě nerovnost zastoupení mužů a žen na vysokých pozicích, vyjádřena procentuálně. Směrnice EU navrhuje, aby 40% míst v dozorčích a správních radách velkých firem bylo obsazeno ženami.)

27) Souhlasíte se zavedením kvót pro zastoupení žen v manažerských pozicích? Proč ano/ne?

- ano spíše ano spíše ne ne nevím

28) Myslíte, že by tato kvóta změnila situaci v České Republice, kde je zastoupení žen v managementu stále nízké? Jak?

- ano spíše ano spíše ne ne nevím

Appendix 1b: translated version of the questionnaire for women (English)

Good morning,

My name is Nicolle Nováčková and I am a student of master program at Czech University of Life Sciences Prague where I study Economics and management. I am currently working on my diploma thesis on the topic: gender diversity in management board in the Czech Republic. I would like to ask you to fill out this questionnaire which is completely anonymous. By filling out this questionnaire you would contribute greatly to my practical part of this thesis. I thank you for your willingness to contribute with your ideas and experiences.

Part 1: identification of the respondent

1) What age group do you belong to?

- Up to 25
- 26 – 35
- 36 – 45
- 46 – 55
- 56 – 65
- More than 65

2) In which region do you live?

3) What is the highest level of education you have achieved?

- Elementary school
- Secondary school without graduation exam
- High school
- Higher professional school
- Lower level of university education (BA..)
- Higher level of university education (MA, MSc, higher)

Part 2: career and obstacles in career

4) What field are you currently working in?

5) How long have you been performing in the managerial position?

6) How long did it take to advance into the managerial position?

7) Is there in your company represented more men than women in the managerial positions?

- Yes No

8) What percentage of women is represented in the managerial positions?

- 0-5%
- 6-10%
- 11-20%
- 21-30%
- 31-40%
- 41-49%
- 50%
- 51-60%
- 61-70%
- 71-80%
- 81-90%
- 91-100%

9) Have you ever met with the certain forms of discrimination because you are a woman?

- Yes No

(Note: The negative distinction of employees on the basis of gender, when your rights were denied and the chances of your application were reduced.)

10) Do you think it is possible for a woman to somehow defend against discrimination?

- Yes No I do not know

11) Do you have feeling that women in your company are worse financially valued than men?

- Yes No

12) Have you ever met with sexual harassment in the workplace?

- Yes No

(Note .: flattery, flirt, touch, etc.)

13) Do you perceive less authority from the subordinates towards you than men would normally perceive when performing at your position?

- Yes No

14) Do you know the term „glass ceiling“?

- Yes No

(Note: The invisible barrier that prevents women advance to managerial positions, although they have sufficient education and experience.)

15) Have you ever met with glass ceiling in the workplace?.

- Yes No I do not know

16) Have you ever encountered certain prejudices or stereotypes because you are a woman? Provide some specific examples.

- Yes No I do not know
-

17) Do you consider a motherhood and parental leave as a barrier to career advancement? Why?

- Yes Rather yes Rather no No I do not know
-

18) Did you have problems to integrate in your work after motherhood and parental leave?

- Yes Rather yes Rather no No I do not have children
-

19) Do you think that household care and childcare hinder to fully perform the managerial work? Please try to be more concrete.

- Yes Rather yes Rather no No I do not know
-

20) Has your employer asked you during the job interview whether you have children or was he interested in your family planning? Please, write your experience.

- Yes No I do not know
-

21) Has it ever happened that your superior was dissatisfied with the fact that you have to stay home with the children when they are ill? Give some examples.

- Yes No I do not know
-

22) Does your company offer some of the family-friendly policies in order to help you with combining the work and family? (more answers are possible)

- No
- Part time
- Home office
- Flexible working hours
- Child care financial support
- Company's kindergarten
- Other

23) Which of the family-friendly policy do you/would you appreciate the most in your company?

- Part time
- Home office
- Flexible working hours
- Child care financial support
- Company's kindergarten
- Other

24) Is your company planning to establish a special program to promote diversity in the company? Which one?

- Yes No I do not know
-

(Note: Endeavour for equal representation of women and men in the company.)

Part 3: gender quota

25) Have you ever heard of EU directive about implementation of gender quotas for women's representation in managerial positions?

- Yes No

26) What do you know about this directive?

(Note: Quota - one of the forms of positive discrimination with the goal to remedy inequality, in this case the inequality of proportion of men and women in high positions, expressed as a percentage. The EU directive proposes that 40% of the seats on the supervisory and management boards of large companies should be occupied by women.)

27) Would you agree with the implementation of gender quotas in the Czech Republic? Why?

- Yes Rather yes Rather no No I do not know

28) Do you think that this quota would change the situation in the Czech Republic where the proportion of women in the management board is still low? How?

- Yes Rather yes Rather no No I do not know

Appendix 2a: original version of the questionnaire for men (Czech version)

Dobrý den,

jmenuji se Nicolle Nováčková a jsem studentkou 2. ročníku magisterského studia na Zemědělské Univerzitě v Praze, kde studuji obor Ekonomie a management. Momentálně pracuji na své diplomové práci na téma: Genderová diverzita v managementu v České Republice. Ráda bych Vás požádala o vyplnění tohoto dotazníku, který je zcela anonymní. Zpracováním tohoto dotazníku byste velkou měrou přispěli k mé praktické části v této práci. Moc děkuji za Váš a ochotu přispět svými názory a zkušenostmi.

1. část: identifikace respondenta

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2) V jakém kraji bydlíte?

3) Jaké je Vaše nejvyšší dosažené vzdělání?

- Základní
- Středoškolské bez maturity
- Středoškolské s maturitou
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2. část: kariéra a překážky v kariéře

4) V jakém oboru momentálně pracujete?

5) Jak dlouho vykonáváte vedoucí pozici?

6) Jak dlouho trvalo, než jste postoupil na pozici manažera?

7) Je u vás ve firmě zastoupeno na manažerské pozici více mužů než žen?

- Ano Ne

8) Jaké procento žen je zastoupeno na manažerské pozici?

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9) Setkal jste se ve vaší práci s určitou formou diskriminace?

- Ano Ne

(Pozn.: Negativní rozlišování zaměstnanců na základě pohlaví, kdy Vám byla upírána Vaše práva a snižovány šance na Vaše uplatnění.)

10) Myslíte si, že je možné se nějak ubránit diskriminaci?

- Ano Ne Nevím

11) Máte pocit, že ženy ve vaší firmě jsou ohodnoceny finančně hůře než muži?

- Ano Ne

12) Setkal jste u vás na pracovišti se sexuálním obtěžováním?

- Ano Ne

(Pozn.: lichotky, flirt, doteky, atd.)

13) Máte pocit, že máte u vašich podřízených menší autoritu, než kdyby vaši práci prováděla žena?

- Ano Ne

3. část: genderová kvóta

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- Ano Ne

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16) Souhlasíte se zavedením kvót pro zastoupení žen v manažerských pozicích? Proč ano/ne?

- Ano Spíše ano Spíše ne Ne Nevím

17) Myslíte, že by tato kvóta změnila situaci v České Republice, kde je zastoupení žen v managementu stále nízké? Jak?

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 91-100%

9) Have you ever met with the certain forms of discrimination because you are a woman?

- Yes No

(Note: The negative distinction of employees on the basis of gender, when your rights were denied and the chances of your application were reduced.)

10) Do you think it is possible to somehow defend against discrimination?

- Yes No I do not know

11) Do you have feeling that women in your company are worse financially valued than men?

- Yes No

12) Have you ever met with sexual harassment in the workplace?

- Yes No

(Note .: flattery, flirt, touch, etc.)

13) Do you perceive less authority from the subordinates towards you than women would normally perceive when performing at your position?

- Yes No

Part 3: gender quota

14) Have you ever heard of EU directive about implementation of gender quotas for women's representation in managerial positions?

- Yes No

15) What do you know about this directive?

(Note: Quota - one of the forms of positive discrimination with the goal to remedy inequality, in this case the inequality of proportion of men and women in high positions, expressed as a percentage. The EU directive proposes that 40% of the seats on the supervisory and management boards of large companies should be occupied by women.)

16) Would you agree with the implementation of gender quotas in the Czech Republic? Why?

- Yes Rather yes Rather no No I do not know

17) Do you think that this quota would change the situation in the Czech Republic where the proportion of women in the management board is still low? How?

- Yes Rather yes Rather no No I do not know
