With a score of 0.42, the Gender Diversity Index ranks Poland third lowest of the 19 European countries covered by this analysis. This score is 0.19 points below the European average and 0.30 points below the top country42.

Poland has the second lowest percentage of women on boards and below-average percentages of women at the executive level, on the board and control committees and in layers two and three.

Despite these results, Poland is the top country looking at the percentage of women acting as the chair of the board of directors / supervisory board. These results should be considered indicative only due to the low number of companies that are part of this analysis (12). It also scores below the average for female CFOs.

Eight Polish companies are included in both the 2020 and 2021 datasets. Of these:
- 4 improved their score over the past year;
- 2 have seen their score decrease since 2020;
- the biggest improvement was recorded by the company Orange Polska SA.

42 Norway has the top score in the GDI 2021: 0.72.
Women representation in leadership positions

**BOARD OF DIRECTORS / SUPERVISORY BOARD**
- 26% women representation
- 9pp. lower than the average
- 19pp. lower than the top country

**EXECUTIVE LEVEL**
- 16% women representation
- 3pp. lower than the average
- 16pp. lower than the top country

**CHAIR OF BOARD OF DIRECTORS / SUPERVISORY BOARD**
- 36% women representation
- 27pp. higher than the average
- Top country

**CFO**
- 5% women representation
- 11pp. lower than the average
- 16pp. lower than the top country

**BOARD AND CONTROL COMMITTEES**
- 28% women representation
- 8pp. lower than the average
- 19pp. lower than the top country

**CEO**
- 14% women representation
- 7pp. higher than the average
- 12pp. lower than the top country

25% of companies saw a decrease in GDI since 2020
50% of companies that are in both 2020 and 2021 datasets saw an increase in GDI since 2020
Only 15% of Polish companies have a higher GDI than the average. 35% of entities have a GDI score lower than 0.30.

One of the five top-ranked companies in Poland has a lower GDI score than the average GDI: Santander Bank Polska (0.56). Six of the 20 companies (30%) have no women at the executive level, and three companies have no women on their boards⁴³.

![Table showing GDI scores and gender representation in leadership positions for selected companies in Poland.](image)

⁴³ For easier visualisation, the GDI scores are displayed with two digits (from 0.00 to 2.00). Companies that may appear to have the same GDI score may actually show differences when all digits are taken into account.
List of companies in Poland which could not be included in the analysis since information on certain levels of governance was not publicly available, but which are part of the wider database:

<table>
<thead>
<tr>
<th>COMPANY</th>
<th>% women in leadership - absolute count</th>
<th>% women on the board</th>
<th>% women in executive level</th>
<th>% women in committees</th>
<th>Female chair of Board</th>
<th>Female CEO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allegro.eu</td>
<td>6</td>
<td>25</td>
<td>33</td>
<td>66</td>
<td>✓</td>
<td>✗</td>
</tr>
</tbody>
</table>