

Justice at Work

On fairness and pay equality

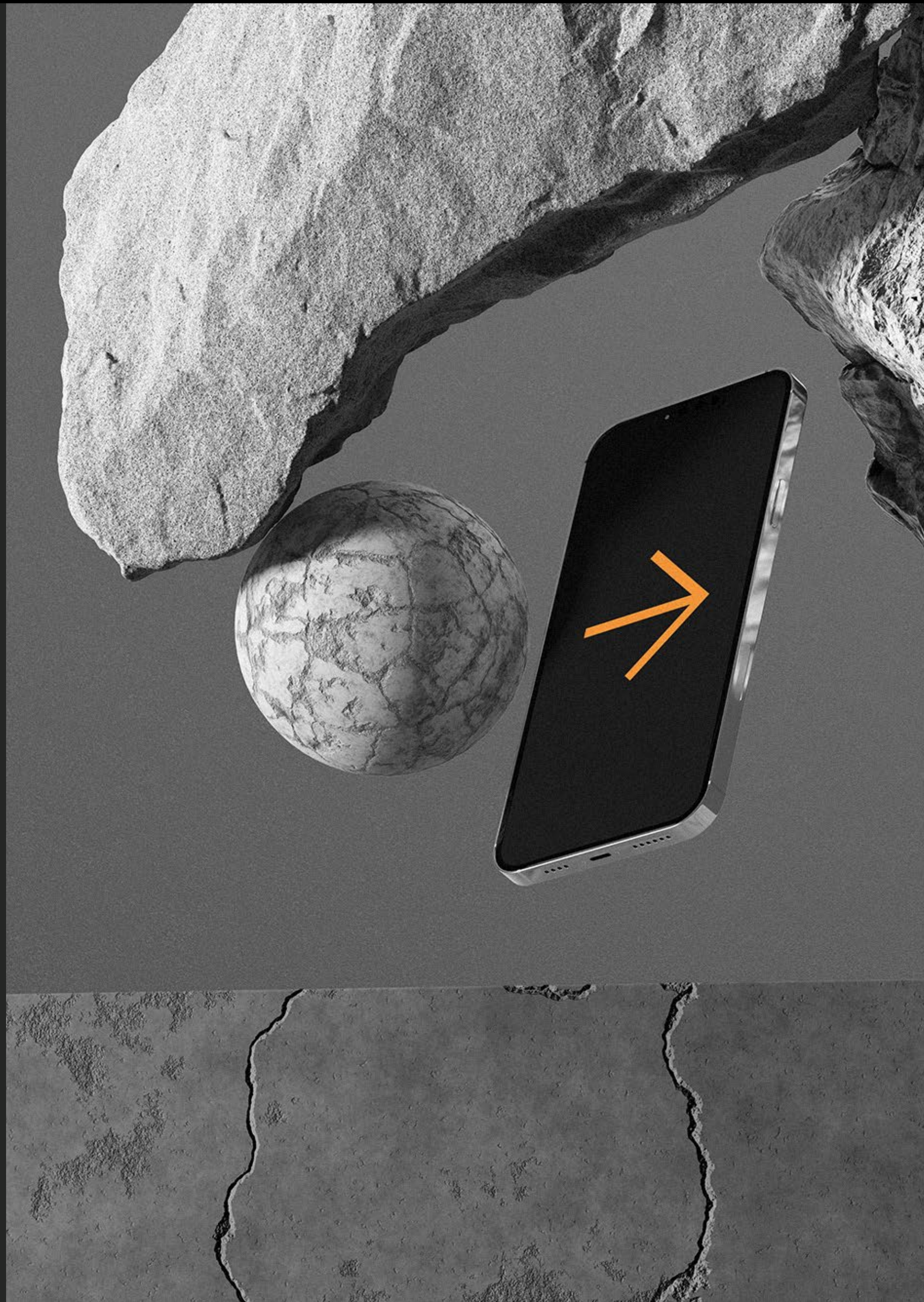


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Foreword

Dear Reader,

This report is different from the ones published by No Fluff Jobs so far. We’re stirring up a hornet’s nest by asking uncomfortable questions and seeking the truth. We decided to follow the heated online discussions, scour employer reviews, and find the most pressing issues in the job market. Then, we conducted a nationwide survey that showed us how Polish women and men view particular issues. After collecting and summarizing the results, we juxtaposed the whole thing with facts and experts’ analyses.

The survey included questions that left no one indifferent – we made sure of that. After all, there is no escape from difficult questions, and we have a feeling that the labor market needs these difficult questions (and clear answers).

It seems our approach has worked, because only one question asked received over 30% “undecided” responses. But that’s also saying something, right? But enough with the introductory notes – enjoy your reading!

Information on the methodology of the study:

The survey was conducted on February 24-27, 2025, on a group of economically active Polish men and women. The group was representative in terms of gender, age, place of residence and education according to the structure reported by the Central Statistical Office. The entire survey was conducted on the Omnisurv by IQS platform.

The results of the survey are juxtaposed with facts and expert analyses.



Report partner

You may know us as a supermarket or a tech company, Tesco Technology. The truth is that we are all that and more. Our team strives to make every day a little better for our customers, colleagues and communities around the world.

At Tesco, we promote well-being that allows you to thrive both on and off the job. No matter what stage of your career you are at, we are here to support you. We are always happy to talk about your needs.

If you are interested in joining our team, check these out.

What does Tesco Technology do?

[Company profile](#)

Work with us

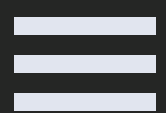
[Current vacancies](#)



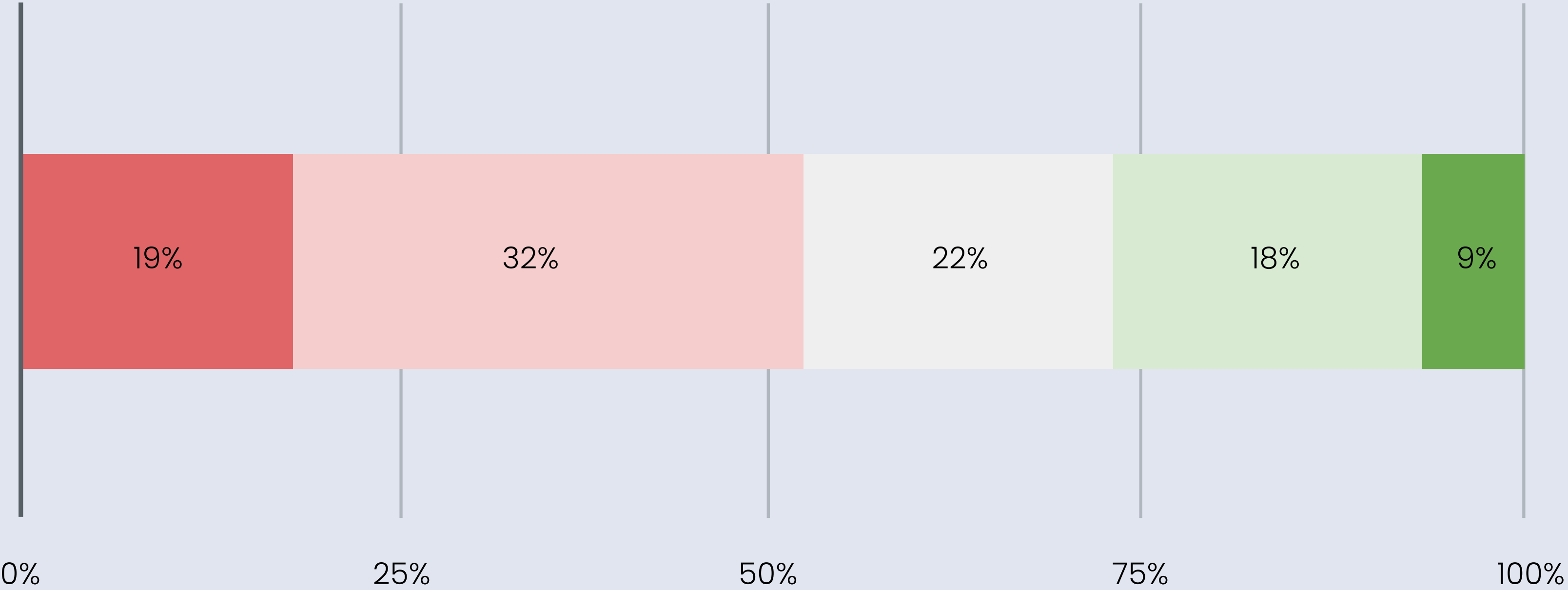
PAY

Is pay **equal** for people in the
same positions?

QUESTION 1



Women receive
the same pay as men in the same jobs.



- I strongly disagree
- I rather disagree
- I neither agree nor disagree
- I rather agree
- I strongly agree

n=1,200

51% of us believe that the pay of women and men in the same jobs **is not equal.**

27% think it is equal.

22% do not have a strong opinion.

Women receive the same pay as men in the same jobs.

WOMEN'S PERSPECTIVE

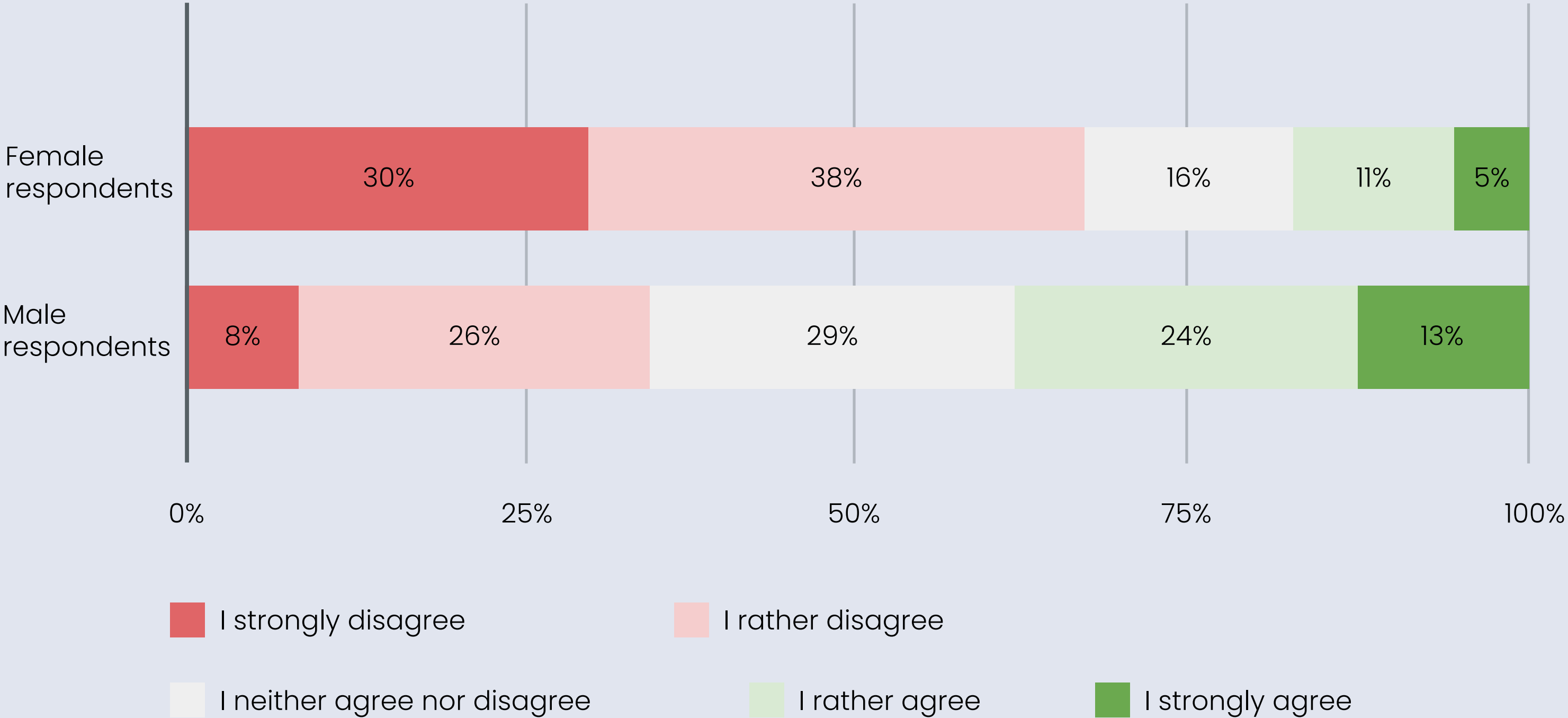
68% of women believe that the pay of men and women in the same jobs is not equal.

16% think it is equal.
16% do not have a strong opinion.

MEN'S PERSPECTIVE

37% of men believe that the pay of men and women in the same jobs is equal.

34% think it is not equal.
29% do not have a strong opinion.



THE FACTS

According to the annual [Global Gender Pay Gap report](#) by the World Economic Forum, the wage gap in Poland exceeds 10%. Polish women earn less than Polish men, but, contrary to popular notion, it is not always due to conscious discrimination.

When talking about the pay gap, we have to consider many more factors, such as **women taking lower-paid jobs more often**, taking **longer leave time** (as a parent or to care for other family members), and **more frequent part-time work** (26% in women against 16% in men).

What is more, there are fewer women on boards of directors (24%) and the percentage of companies with women as managers (27%) is significantly lower. Thus, men are much more likely to have „access“ to higher pay than women. To change this, it would be necessary to have a wider representation of women in professions where there are currently more men, and vice versa, as well as to level the playing field for promotion opportunities (which we write about later in the report).

This is a very broad subject, but there is one aspect that we should talk about more if we are considering justice at work: **equal pay for the same job**, with the same experience and skills. As we can see from the results of the survey, women’s and men’s perspectives on the current level of pay equality are extremely different. And, looking at the Labor Code (Article 18^{3c}), this equality should have been guaranteed for a long time.

The European Union is trying to give countries a viable tool to verify if companies are paying equally for „work of equal value.“ It introduced the Equal Pay Directive, which member countries must **adopt** in the form of local laws **by June 2026 at the latest**. Among other things, it determines a pay gap limit of 5%, obliges companies to inform about the criteria for remuneration, and gives employees the right to know the average pay level for their position.



EXPERT OPINION

Why should salaries of people in the same positions be equal?

Pay equality has been a widely discussed topic in recent years. According to November 2024 data, women in the EU earn 13% less than men on average. At Tesco, we believe that pay should be based on merit, skills and experience, and gender must not influence pay decisions. We strive to provide equal opportunities for our employees and candidates, removing obstacles that impede access to certain positions.

Although the EU directive on pay equality and transparency does not apply to the UK, Tesco applies the same principles across the whole organization. We are actively seeking effective ways to calculate and report the gender pay gap so that we can eliminate it in the coming years.

Since 2019, we have been voluntarily sharing data on the gender pay gap in Central Europe. Our analysis is based on salary data of more than 14,000 employees from the Czech Republic, Slovakia and Hungary.

Gender equality is at the heart of our DEI (diversity, equality and inclusion) strategy, and 74% of our staff are women. We are actively working to increase the representation of women in leadership positions. Among other things, we have created the Women’s Development Program that supports career development through mentoring, coaching and individual development plans.

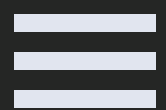
Our initiatives are paying off – we are seeing progress in increasing the number of women in management, and we are ahead of other large Central European companies in this regard.

Donata Kwiatek, CE Technology Talent Acquisition Manager, Tesco Technology



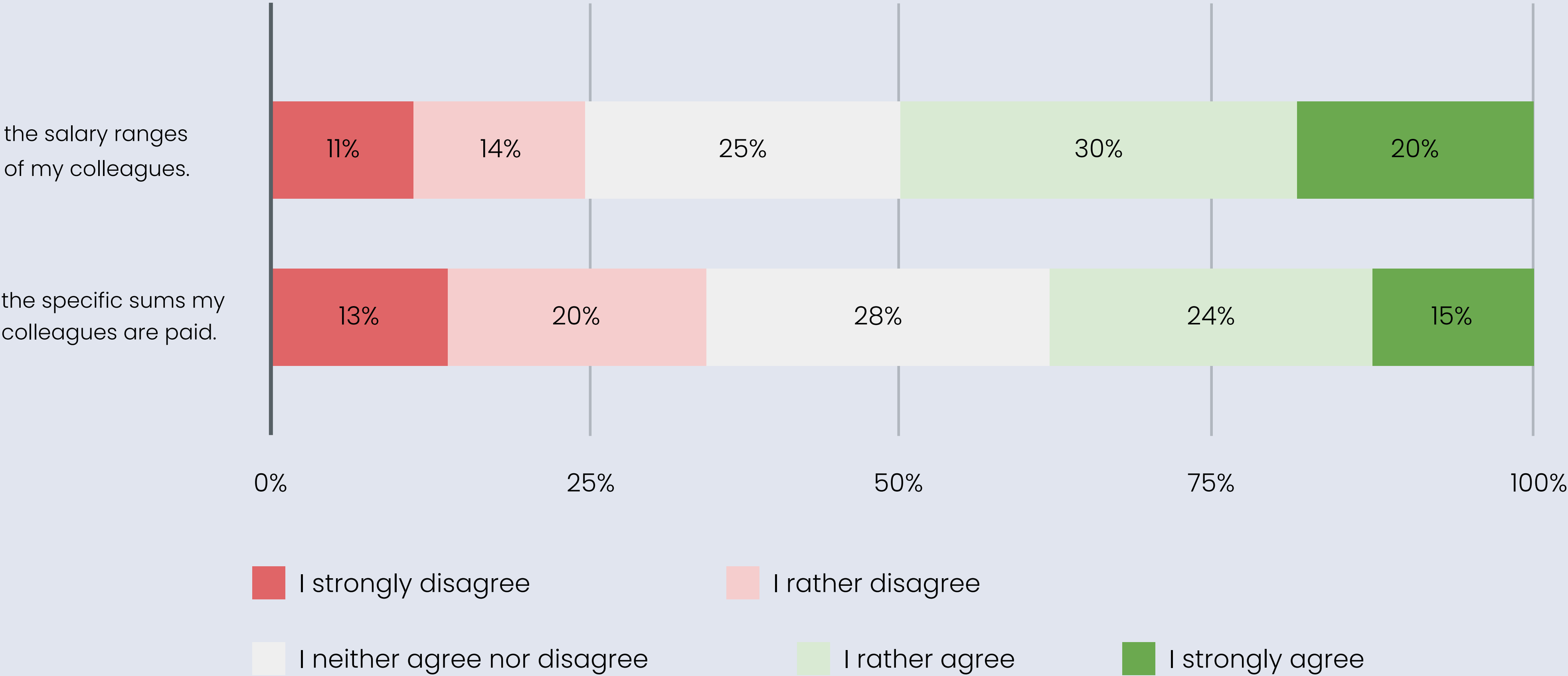
How much salary transparency do we want?

QUESTION 2





I would like to know...



50% of respondents would like to **know the salary ranges of** their colleagues.
25% are against it.

39% would like to know **the exact amounts of coworkers' salaries,** while **33%** are against it.



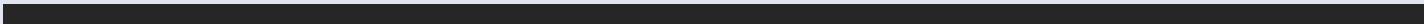
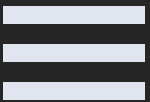
THE FACTS

This time, we have not asked if people want transparent salaries in job ads. For over 10 years of our operations as No Fluff Jobs, we have researched this many times. Each time, the percentage of people who are in favor of disclosing salary ranges in job ads exceeded 90%. This is simply **a huge public expectation**, without a doubt.

When it comes to disclosing our current pay, though, the data is not as conclusive. **Half of us would like to know the salary ranges of our** colleagues. One in four is opposed to this. **As far as disclosing specific salaries is concerned, even more people are against – 33%.** Opinions are divided here, and we are not yet ready to accept that employees’ salaries (including ours) will soon be available to everyone.

Salary data access varies greatly from country to country. Poland probably will not be as open about earning as Sweden and Norway, where it is possible to check other people’s income, but the fact is we will have to adapt to greater transparency. Upcoming legislation (whether from the EU or local) will introduce, among other things, the ability to access information about pay levels in an organization.

Why should employers view pay transparency as a good thing? For one thing, it can positively impact employee retention. It still depends on whether they earn market standard pay or less, because according to [one study](#), employees are 50% more likely to leave their jobs if they think they are underpaid.



EXPERT OPINION

Why are we in favor of pay transparency, but only up to a certain level?

A few years ago at No Fluff Jobs, we wondered if transparency had limits. We came to the conclusion that it might, and it would be defined by different values than we hold. I think a similar principle applies to our society's approach to pay transparency. As humans in general, we like to know what's going on; we tend to be curious, intrigued by news and curiosities. Besides, more data = better decisions.

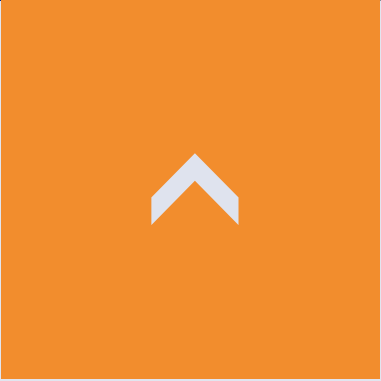
In the context of pay, we want to make sure that we are treated and paid fairly compared to other employees. But, as the research confirms, we want limited transparency: a third of respondents are against disclosing exact salaries.

One of the values that can put a limit on pay disclosure is privacy, for example. Polish culture, especially in formal relations and towards strangers is characterized by greater distance and secretiveness. For the most part, we don't want people to know too much about us, especially if it's sensitive information. And conversations about money still remain uncomfortable for many.

While older generations may be afraid of categorization or judgement that don't do any good, younger generations are a bit more willing to address such topics. Our culture will also change with the implementation of the EU directive on pay equality and transparency, as the topic of fair pay will naturally come up more often in our discussions.

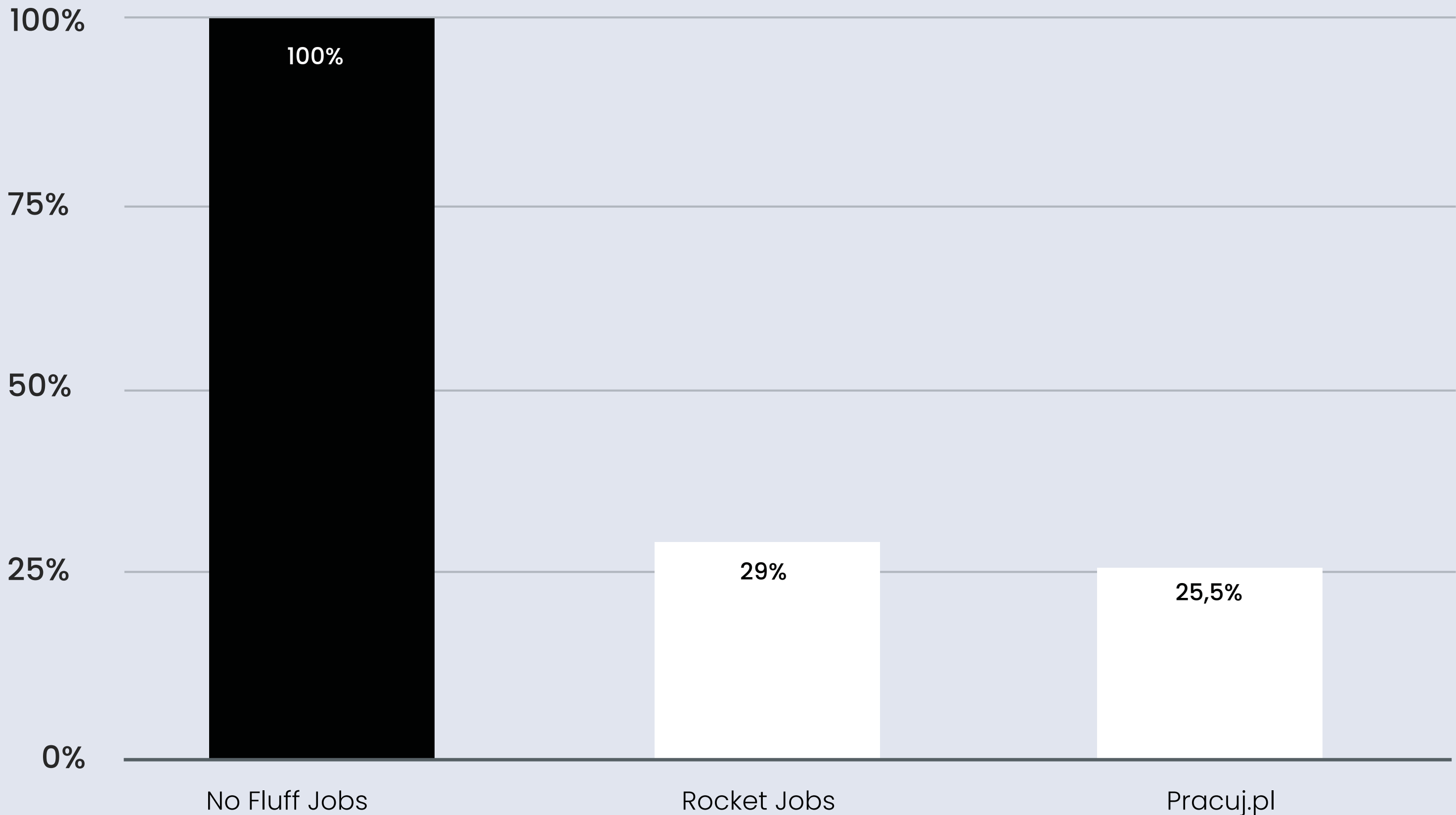
Is full disclosure a goal we should strive for? Personally, I am not convinced. On the other hand, it is certainly important to continue the fight for salary grids with pay ranges in each company, which will be an important tool in the quest for fair wages.

Paulina Król, Chief People and Operations Officer, No Fluff Jobs

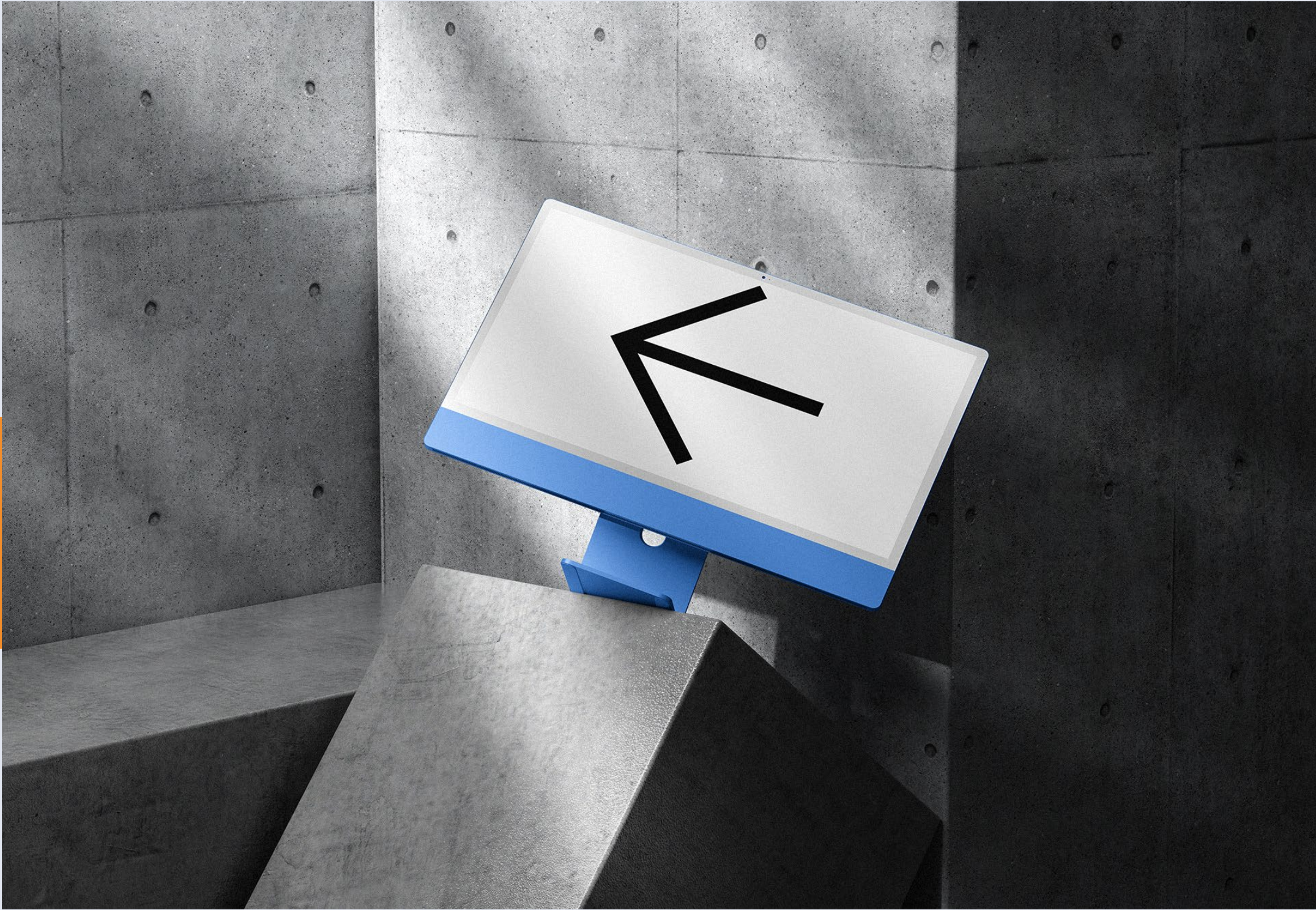
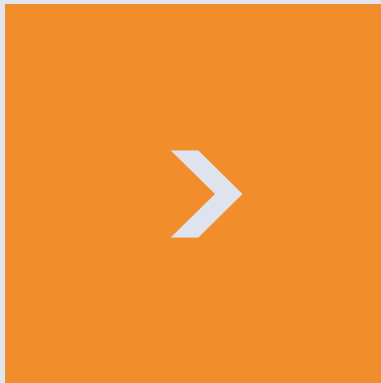


Pay transparency within companies is one thing.
Salary ranges in job ads is another.

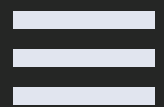
On No Fluff Jobs,
**you can always
check** if the offered
salary suits you.



*Percentages indicate the share of ads for which employers provided salary ranges on each of the indicated job portals. The comparison refers to the job ad categories that can be found on each of the analyzed portals. Data as of March 10, 2025.

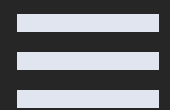


WORKING TERMS

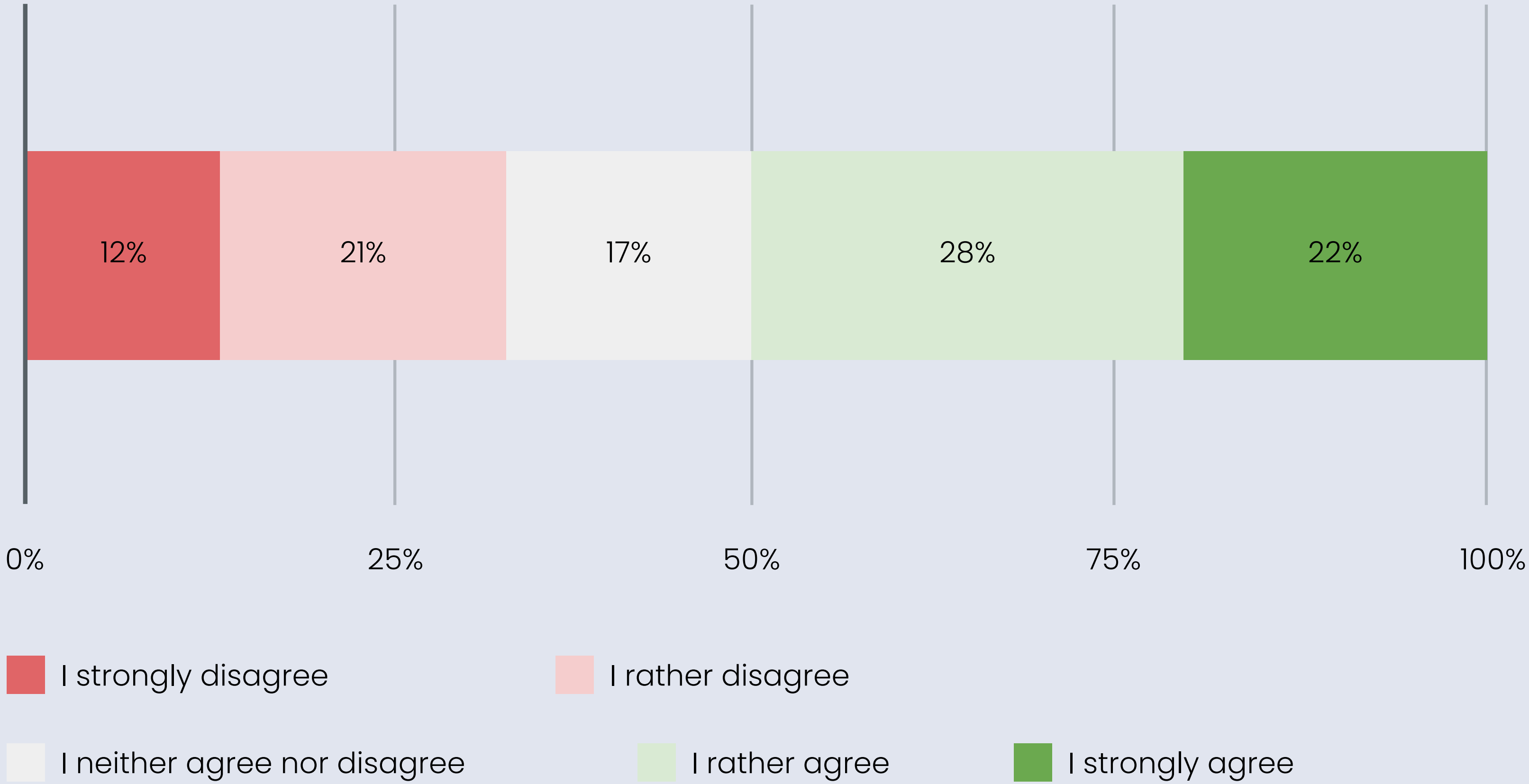


How do we view promotion opportunities for women and men?

QUESTION 3



Women and men
have equal promotion opportunities at work.



n=1,200

50% believe that women and men have the same chances for promotion.

33% believe that these chances are not equal. **17%** do not give a definitive answer.

Women and men have equal promotion opportunities at work.

WOMEN'S PERSPECTIVE

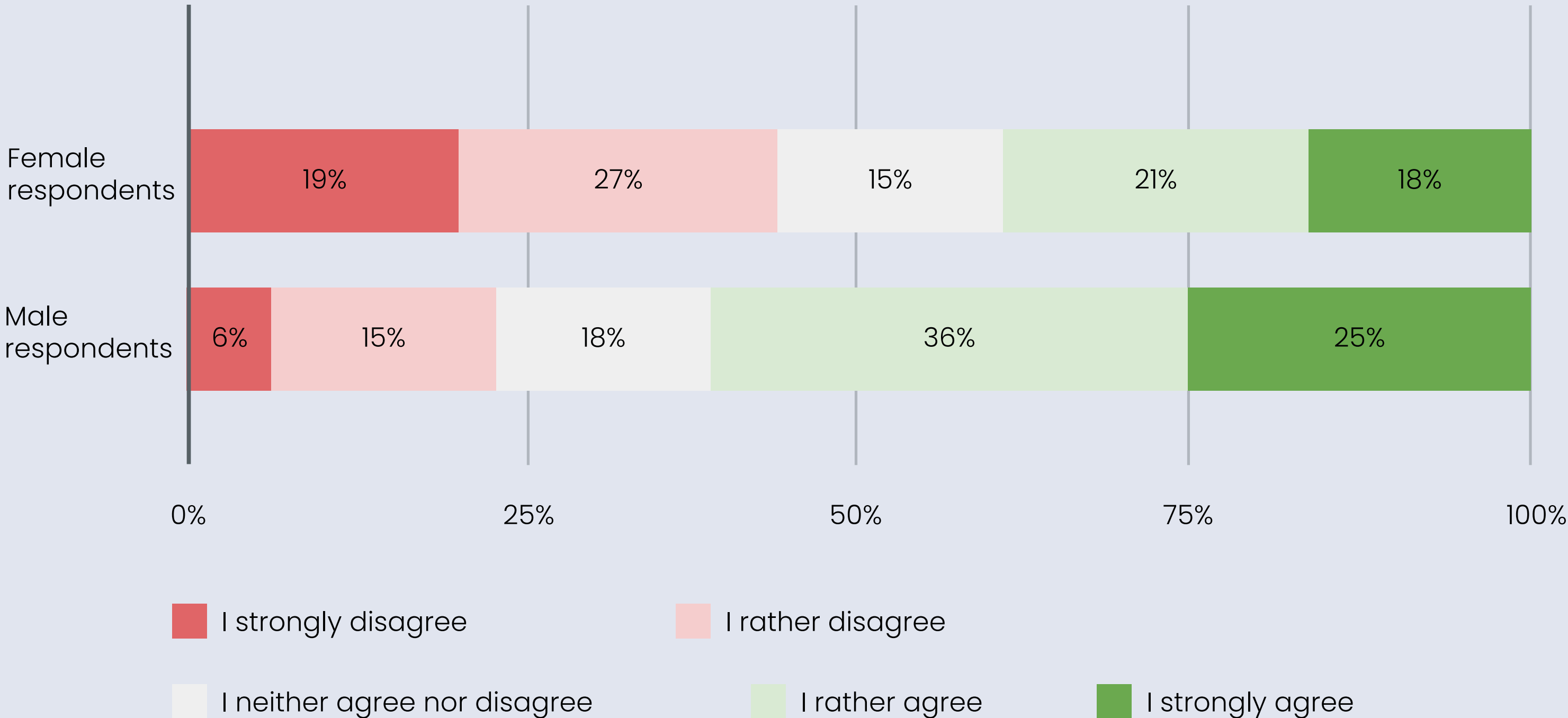
46% of women believe that promotion opportunities for women and men **are not equal**.

39% think they are equal.
15% do not have a definitive answer.

MEN'S PERSPECTIVE

61% of men believe that women's and men's opportunities for advancement **are equal**.

21% think they are not equal.
18% do not have a definitive answer.



THE FACTS

Do men and women have equal promotion opportunities? The answer to this question depends on who you ask. **39% of women agree** with that statement, **but it is a lot more among men – 61%**. In contrast, more than 46% of women believe that they are at a disadvantage when it comes to climbing the professional ladder, and one in five men agree.

Similar differences in perceptions of professional equality are evident in global research. The already mentioned World Economic Forum report indicates that **women worldwide hold only 21.5% of C-suite positions**. To quote a [report](#) by Deloitte, „among chairman and CEO positions, the glass ceiling seems unbreakable.“

This is confirmed by yet another [report](#) by McKinsey & Company, which strongly emphasizes that women hold almost half of entry-level positions, but **the higher up in the organization, the smaller their representation**, dropping to less than 30% in C-suites. Things look slightly better if we consider research by the European Institute for Gender Equality, according to which 43% of managerial positions in Poland are held by women (second place in the EU, while the average is 35%).

This is the current state of affairs, but after all, we wonder if we can ensure equal opportunities today and in the future. Especially when we take into account that „gender does not differentiate how a company is managed“ ([research by](#) the Polish Economic Institute, Polish language only). Women and men are equally adept at recognizing the factors of business competitiveness, identify the same business barriers and make similar decisions.

Again, the European Union is trying to make things better with the Gender Balance on Corporate Boards Directive, which aims to **bridge the gap in women’s representation on boards of directors**. The legislation stipulates that by 2026, women are to hold at least 40% of non-executive director positions in listed companies and 33% of all directors.



EXPERT OPINION

What can employers do to ensure equal promotion opportunities?

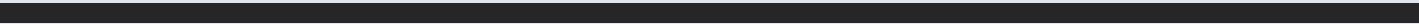
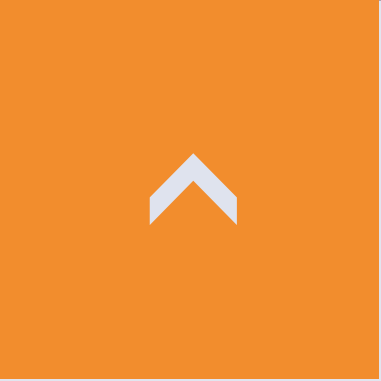
strategic approach to DEI is the answer. The promotion opportunities for men and women are not equal, which is clear: in the European Union, women hold only 35% of management positions, while in the IT industry in Poland – 19% (Eurostat, 2024).

Let’s consider the promotion process in the context of organizational culture. What competencies do we expect from employees, and why? What behaviors and attitudes do we reward? And most importantly, are these competencies and behaviors exhibited equally by people of different genders, as well as those representing different cultures and minority groups?

Competencies considered typical for leaders are often stereotypically masculine, stemming from societal and cultural expectations. They do not really reflect how an effective manager should behave. In the era of hybrid work (at Lingaro we have an Office as an Option policy and full freedom of choice), let’s remember that women still bear the brunt of caregiving duties, and the number of hours spent in the office should not affect how their commitment is perceived, and their chances of promotion. Defining actually relevant competencies and introducing a variety of flexible solutions is the basis for designing inclusive HR processes.

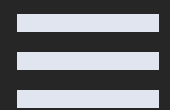
Criteria for promotions should be precisely defined and communicated in a transparent way. Let’s make sure to educate managers so they can best support their teams. Establishing a diverse group, by gender as well, to monitor promotion decisions will facilitate fairness.

Agata Szacka, DEI & Employer Brand Manager, Lingaro

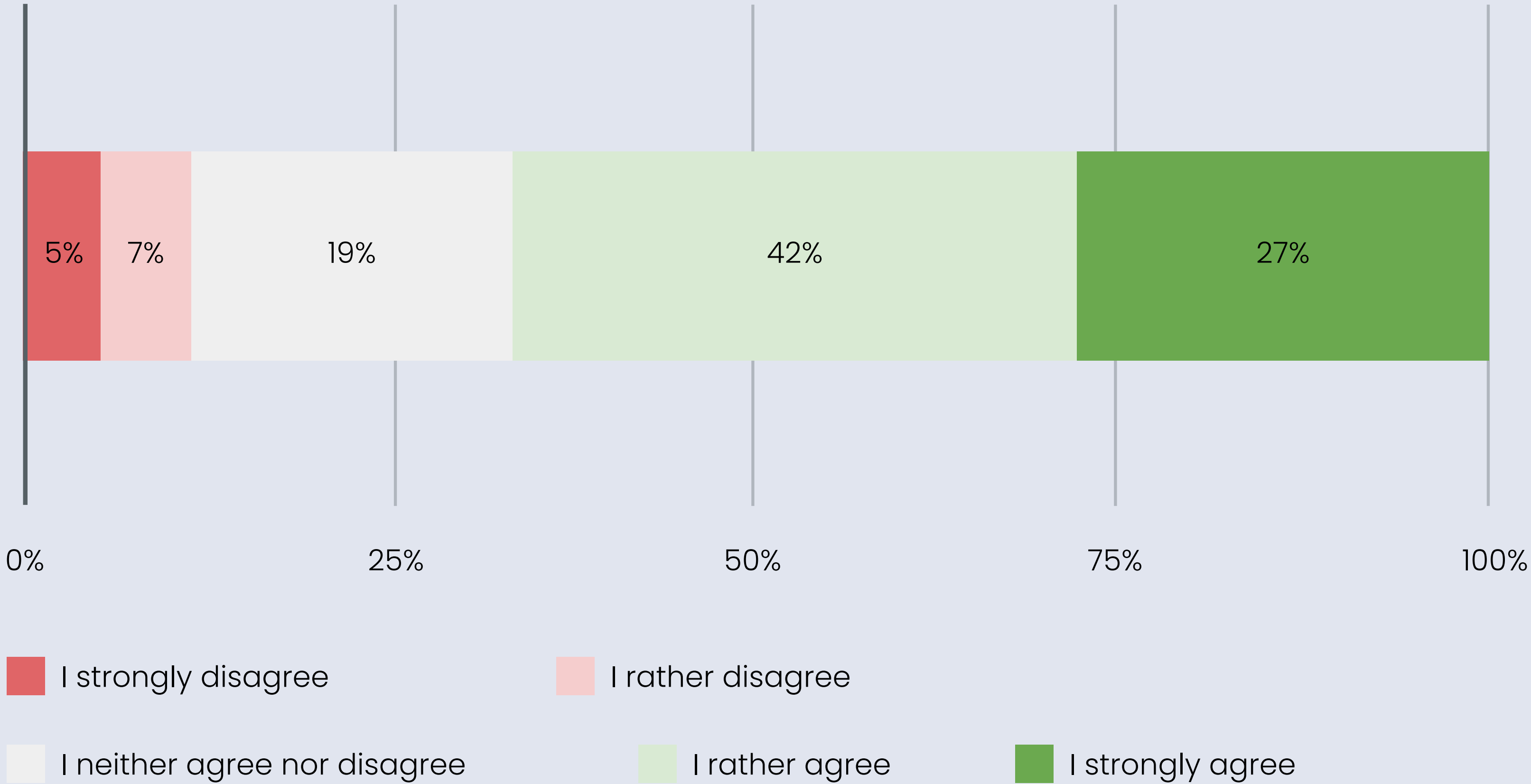


Should remote work be the employee's choice?

QUESTION 4



If remote work can be objectively applied,
it should be the employee’s choice.



n=1,200

69% of respondents would like to be able to **decide on remote work** in positions where it can be objectively implemented.

12% are against it.

19% have no opinion.

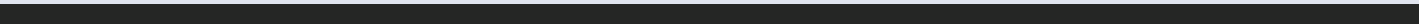
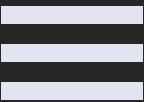
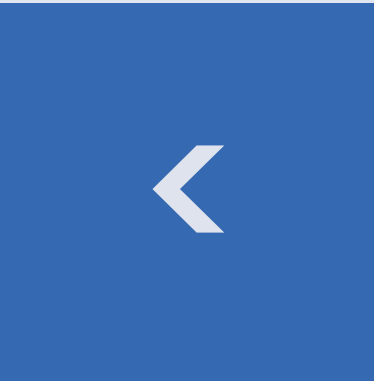
THE FACTS

The Covid-19 pandemic turned work organization upside down. Organizations „discovered“ remote work, and soon after employees realized they actually needed it. Some time later, the government introduced laws regulating it, and stories and experiences of remote workers started to spread. Still, employers and employees are in conflict over remote work.

According to our survey, **the vast majority (69%)** of professionally active Polish people **would like to have the freedom to decide whether to show up at the office today (or at all)**. Remote workers highlight improved productivity, better work-life balance and a sense of happiness with their work. However, it is saving time and money on commuting that they appreciate the most (for example: in the IT industry, as many as [40% indicate this answer](#) as the most important advantage of remote work).

However, year after year, the percentage of jobs allowing remote work is declining. Of all the jobs published on No Fluff Jobs in January 2025, the largest share mentioned in-office work (46.8%). The share of remote job listings was 29.5%, **5 percentage points lower** than a year earlier. The strong trend of returning to offices is reinforced by the increased supply of job seekers, but also by business leaders’ favorable view of in-office work. They emphasize [improved relationships among teams](#) and increased knowledge exchange.

Can employees still keep some of remote’s work benefits? The so-called occasional remote work exists in Polish regulations, which can be granted on request for up to 24 days per calendar year. Unfortunately, the employer may refuse to grant it. Besides, due to the special nature of such work, some provisions on remote work (such as the employer’s obligation to provide materials and tools for work) do not apply. All we can do is count on employers’ goodwill and more openness.



EXPERT OPINION

How do we reconcile the employers’ interests, who would rather see employees in the office, with the employees’ need to work remotely?

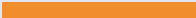
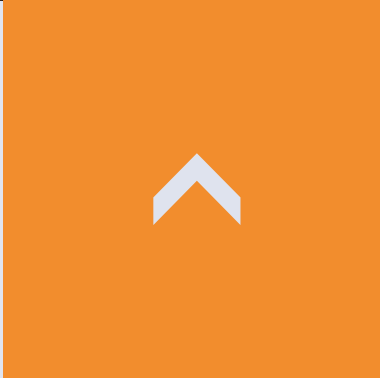
Remote work has been a hot topic in the IT industry in recent years. Until 2020, many companies had not even considered it. It was only during the COVID-19 pandemic that it became a global „standard by necessity.“

In 2024, large companies started to move away from fully remote work, and the return-to-offices policies sparked widespread discussion about the rationale behind this approach. On the one hand, remote work offers incredible flexibility – it saves commuting time and gives more freedom in daily task scheduling. On the other hand, it can impair work atmosphere and blur the boundary between private and professional life. There are also studies indicating a link between working fully from home and deteriorating mental health.

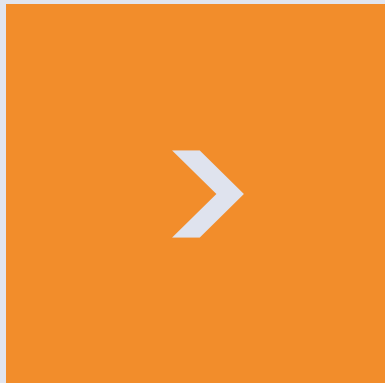
A natural solution to get the best of both approaches is the so-called hybrid work mode. In our company, we follow the 3:2 rule: three days working in the office, two days working remotely. We want to spend time together more often than apart. We believe this approach allows employees to stay connected, while giving them the opportunity to work from home when they need more independence or focus.

To succeed in this work mode, team leaders and office managers need to be truly involved. They create an environment where time spent together really counts. Organizing shared activities, such as team lunches, encourages team-building, but also allows to understand common goals and participate in creating company plans.

Damian Okoński, Lead People Partner, Tesco Technology

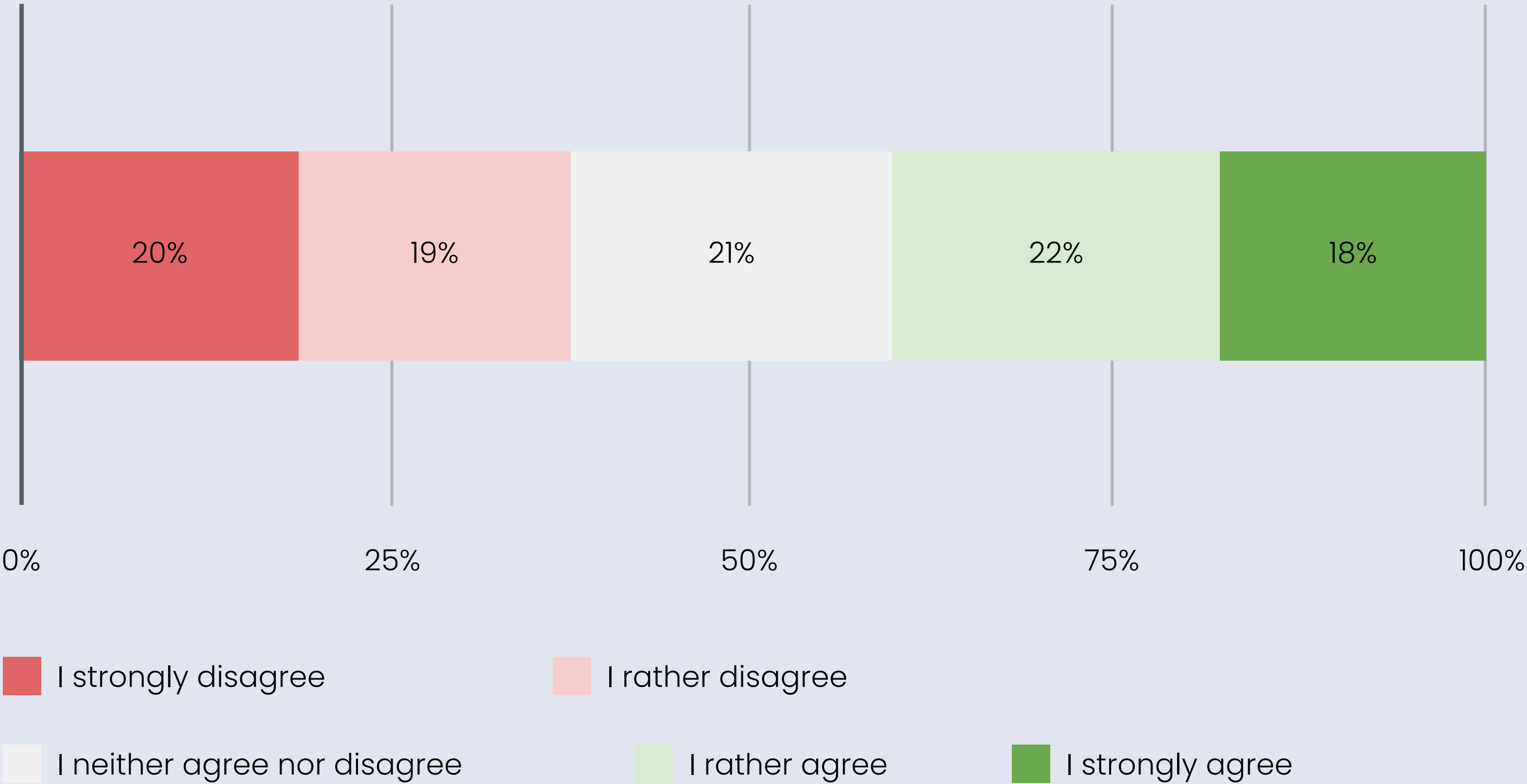


RETIREMENT



Do we care about equalizing the retirement age?

Men’s and women’s retirement age should be equal.



n=1,200

40% believe that the retirement age for men and women **should be the same.**

39% think it should not.

21% have no strong opinion.

Men’s and women’s retirement age should be equal.

WOMEN’S PERSPECTIVE

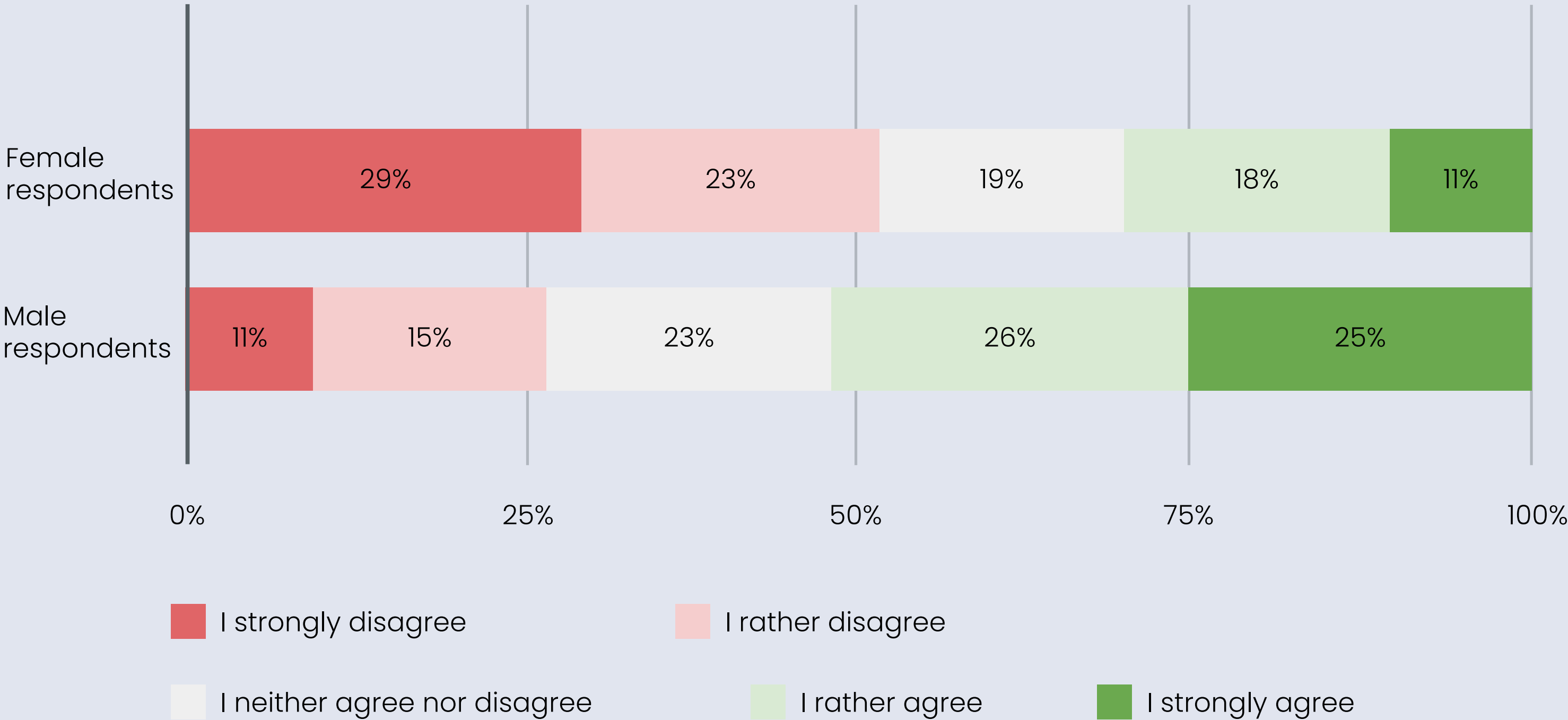
52% of women believe that the retirement age for men and women **should not be equalized.**

29% think it should be.
19% have no strong opinion.

MEN’S PERSPECTIVE

51% of men believe that the retirement age for men and women **should be equalized.**

26% think it should not be equalized.
23% have no strong opinion.



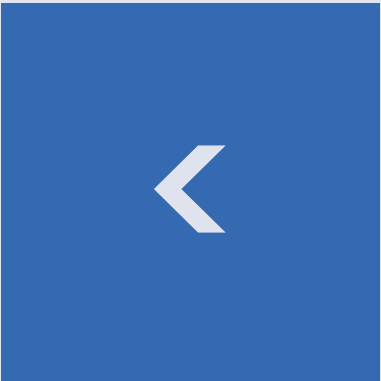
THE FACTS

More than half of women (52%) believe that current differences in the minimal retirement age should be maintained. In contrast, almost as many men believe that women and men should work until the same age.

Retirement age is not only a matter of individual beliefs, but also of economics, the social security system and... math. Experts have stressed for years that the system in Poland **is not ready for the coming demographic revolution**. Already today, there are 71 people of non-working age for every 100 people of working age. The former group will still get bigger, considering the negative natural increase and migration flows. By 2035, employment in Poland could fall by more than 12% (Polish Economic Institute). This means more retirees, fewer people to contribute to their pensions and even **more pressure on the state budget**.

On top of that, there is another issue: the pensions. Data from the [„Voluntary Poverty” report](#) (Polish only) shows that women already are at **a financial disadvantage in retirement**. Among the self-employed, their incomes are on average 40% lower than those of men. Full-time female employees also earn less on average, holding low-paying positions more often. Add to this the fact that they retire five years earlier, and their benefits can be as much as several dozen percent lower.

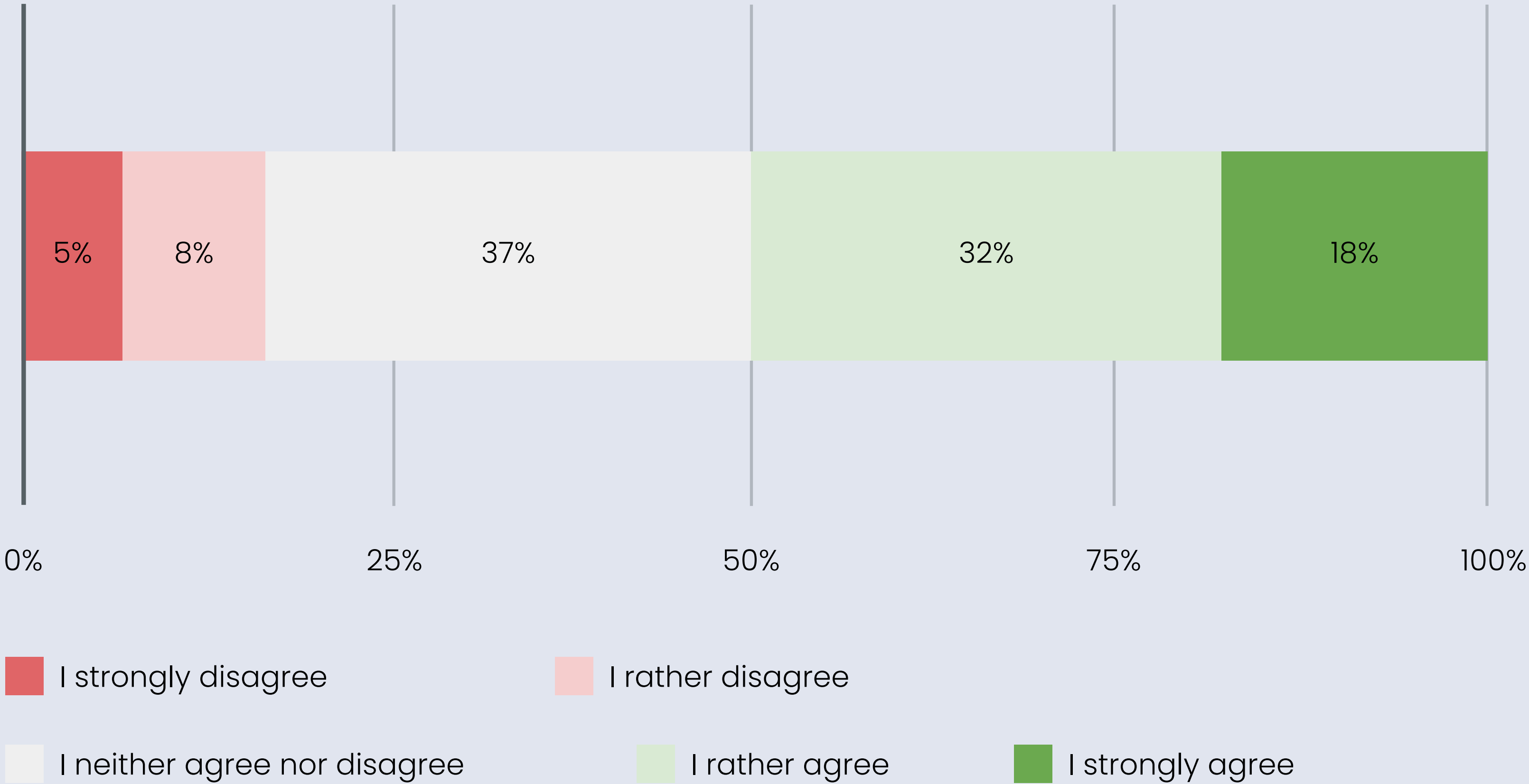
There are claims that in order to keep pension systems in check and provide better pensions for women, a politically unpopular decision would have to be made to **raise the retirement age** and equalize it in the process. But even this would not solve all future problems unless additional workers appear e.g., immigrants or people who are not currently gainfully employed for various reasons.



Should people working on **B2B** contracts for one company pay „full-time“ social security contributions?



People working for one company on the basis of B2B contracts should pay the same social insurance contributions as people who work on the basis of employment contracts.



n=1,200

50% of respondents believe that “single-invoice workers” on B2B contracts **should pay** the same social insurance contributions as employed people.

13% are opposed.

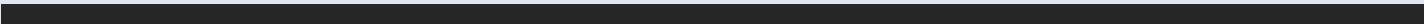
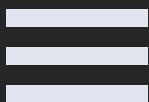
THE FACTS

Half of the respondents to our survey believe that people who are self-employed **but actually work for a single company** should pay social insurance contributions on the same terms as people working on the basis of an employment contract. But this question also had the biggest share of undecideds in the entire survey (37%).

Proponents of change point out that the current situation leads to inequality. B2B contractors can pay much lower contributions than full-time employees. As a result, they contribute less to the pension and insurance system, despite the fact that their work, if they issue only one invoice to one company, is in practice identical to that of employees. This means that **employed people incur higher costs to maintain the system**, while at the same time they are not entitled to choose flexible tax solutions that B2B contracts offer.

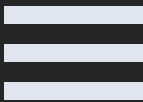
Opponents argue that B2B contractors don't get paid vacation, have no protection against dismissal, can't enjoy employee benefits and often have to arrange their own workspace or equipment. And since the system gives them the opportunity to pay lower contributions, they treat it as **a form of compensation for the lack of the above-mentioned**. Especially since their contract can be terminated any time, without severance pay or notice period.

Equalizing or increasing contributions would likely make **flexible forms of employment** less attractive, which are preferred by the self-employed in some industries, e.g., programmers, doctors, delivery drivers. But it's hard to think about retirement security for B2B workers when their contribution base averages 46.7% of the employee base. This means that in most cases it will be difficult to calculate even a minimum pension (the [„Voluntary Poverty” report](#), Polish only), and this alone could already be a reason to discuss fair contributions respecting flexible models of cooperation.



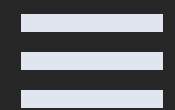


SEARCHING FOR JOBS

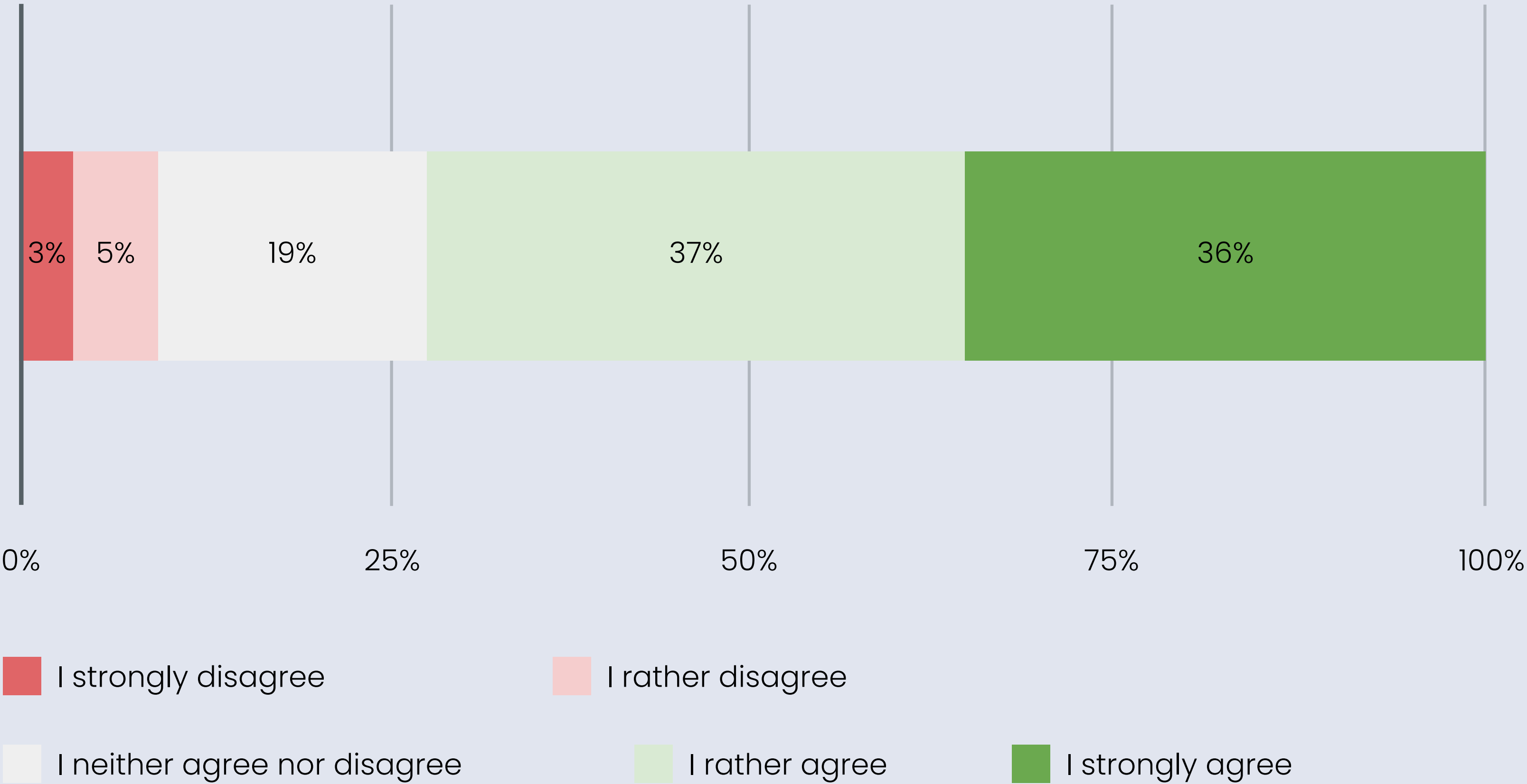


Should it be mandatory for recruiters to give feedback?

QUESTION 7



Companies should be obliged to inform job candidates about the status of their applications (application reviewed, passed to next stage, rejected, etc.).



n=1,200

73% of respondents would like to **receive mandatory updates** on application status in the recruitment process.

8% are against it.

19% have no opinion on the issue.

THE FACTS

„Only selected candidates will be contacted“ – this phrase from job ads, although quite common and clearly understood by HR teams, clashes with job seekers’ huge expectation to be kept informed about their status in the recruitment process. Recent months have shown that **the complaints about the no feedback** have increased.

Recruiters defend themselves claiming that they are not able to give feedback to every person when receiving dozens or hundreds of applications. Especially since, after all, the feedback should be substantive and precise. They often conclude that not everyone should receive such information, especially when a person has been rejected at an early stage of the recruitment.

Our research question was therefore reduced to the simplest acceptable form of feedback: information about the status of the application. We can clearly see that job candidates expect a certain minimum of information: **73% of** respondents **would like mandatory status information** (e.g., that a resume has been opened, that they have been chosen to move on to the next stage, etc.).

In a world where candidates spend hours preparing resumes, going to job interviews and doing recruitment assignments, giving them a clue of „what went well and what could be improved“ would make their lives infinitely easier. Especially when [it takes an average of more than eight months to](#) find a job today.

Lack of feedback is one of the main **reasons for job seekers’ frustration** and one of the factors that can affect a company’s reputation. About half of job candidates [have turned down](#) an offer because of a negative experience during the hiring process. And, clearly, this can also be followed by further consequences, such as sharing... feedback, but by candidates, about the company.




Guess where you can receive
feedback?
That's right, on No Fluff Jobs.

We have created a tool that
helps recruiters let you know
about the status of your
application.


Create an account and apply
on nofluffjobs.com to always
know where you stand!




Application status updates

 Your CV opened

 Applied via external form

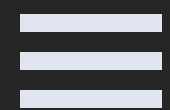
 Application rejected

 Applied

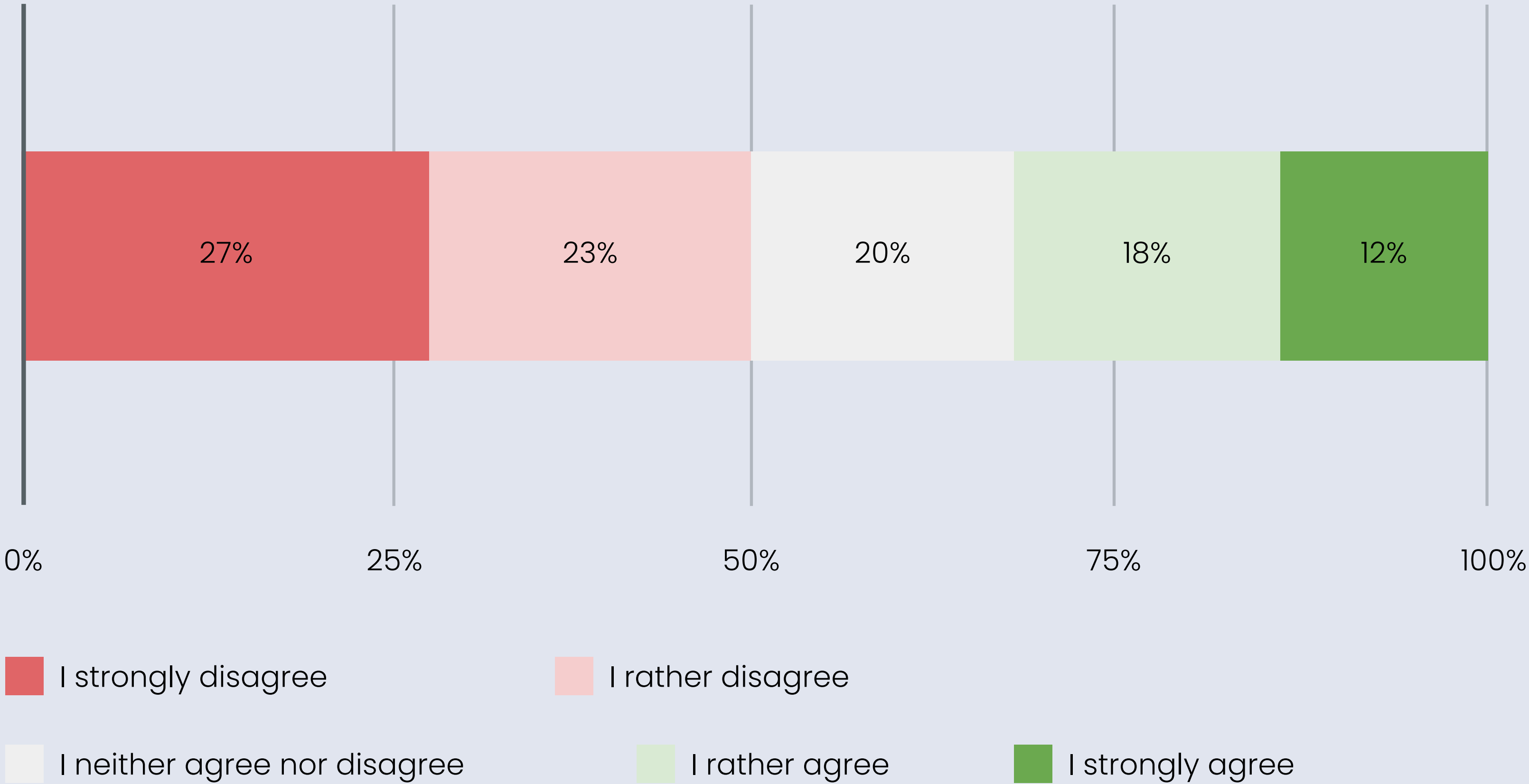
 CV collection completed

Are the unemployed entitled to permanent compensation?

QUESTION 8



All unemployed people should receive unemployment compensation for the whole time they remain without a job.



n=1,200

50% of Polish people **do not want** the state to pay unemployment compensation on a permanent basis.

8% are in favor of such a solution.

20% have no opinion.

THE FACTS

Unemployment does not always result from a lack of desire to work. **Oftentimes, it is caused by factors beyond a person’s** control, such as changes in the labor market, automation, economic crises or simply a competence mismatch. Long-term lack of income leads to a „freeze“ effect – people without a livelihood fall into financial and psychological problems, which makes it even more difficult for them to return to the labor market. Addressing these issues should be in the interest of every country.

In countries such as Denmark and [Sweden](#) the unemployed can count on relatively high and long-lasting benefits. The condition? **They need to search for jobs actively** and participate in training to develop their skills. On the other hand, continuous unemployment benefits could demotivate people from actively looking for a new job. Some people might choose to „live on the dole“ rather than take up employment, especially if the salaries offered are low while the cost of living is high.

Our research shows that half of Polish people **do not want** the state to pay unemployment compensation on a permanent basis. We are in favor of maintaining financial aid of a temporary nature. The Polish system of support for the unemployed is limited – the standard benefit ranges from PLN 1,304 to PLN 1,617 gross per month and is paid up to one year.

The Social Insurance Institution and the state budget are already facing the enormous challenge of an aging population and a declining number of people of working age. Introducing a permanent benefit, for example, in the form of the so-called unconditional basic income, would require **gigantic expenses**. Experiments of this kind in other countries (e.g., Finland) show that while it can improve the quality of life, it does not always translate into increased employment.



Publisher

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TESCO Technology

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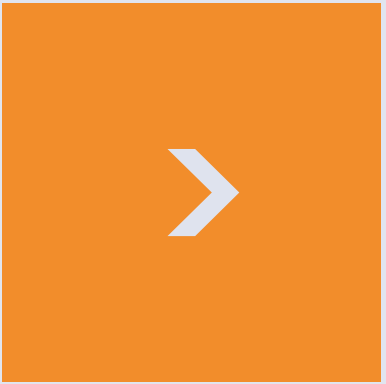
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