

Gender Barriers in Corporate Marketing and their Impact on Building Inclusive, Sustainable Corporate Cultures

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ABSTRACT:

The paper aims to examine the issue of gender inequality in corporate marketing, focusing on the challenges, barriers and opportunities for women's career advancement in this professional field. The research methodology is based on a combination of quantitative and qualitative methods: a survey of marketers from Ukrainian enterprises, interviews and focus groups. The survey covered 237 respondents from different regions and industries, which allowed to identify both structural and behavioral factors that influence inequality of opportunities. The results indicate the existence of systemic gender challenges in the corporate environment, which vary depending on the type of enterprise, its organizational culture and HR management policies. The study proposes a typology of enterprises by level of inclusivity (4 clusters), each of which has specific characteristics: from conservative structures with persistent stereotypes to companies that implement gender equality policies and support female leadership.

Keywords: gender equality, career advancement, corporate marketing, inclusive culture, glass ceiling, mentoring, HR policy.

1. Introduction

In the modern corporate environment, marketing acts not only as a tool for promoting goods and services but also as a strategic function that shapes the image and competitiveness of the company. The growing role of marketing departments in the structure of organizations creates new opportunities for professional and career development of specialists, but access to these opportunities is uneven – in particular, by gender.

Despite the significant share of women in the marketing field, their representation in corporate management positions remains relatively low. This imbalance is due to a

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number of factors, including: socio-cultural stereotypes, limited access to informal networks (mentoring, networking), difficulties in combining professional and personal life, as well as the presence of hidden barriers, in particular the phenomenon of the "glass ceiling".

Along with this, modern transformations of corporate culture, global initiatives to support gender equality, as well as the development of personal branding and digital communications open up new opportunities for career advancement for both women and men.

The relevance of the research topic is due to the growing need to implement the principles of gender equality in modern corporate governance, in particular in the field of marketing, which demonstrates a high level of female participation and an insufficient level of representation of women in leadership positions.

Despite formal initiatives aimed at achieving equality, actual practices in the corporate sector often remain insensitive to gender aspects. This creates an imbalance in professional development opportunities, reduces the motivation of female employees and limits the potential of companies to effectively use human capital.

In the context of digital transformation, global competition and growing attention to the social responsibility of business, the formation of an inclusive and fair environment is becoming a key condition for the sustainable development of organizations. Gender equality directly affects the internal climate in the team, the level of innovation, the reputation of the employer brand, as well as the ability to retain and develop talented employees. In the field of marketing, these issues take on particular importance, since this industry combines creativity, analytics, communication and strategic planning – competencies in which women have high potential for leadership.

Therefore, it is relevant not only to identify gender barriers, but also to understand the structural, socio-cultural and behavioral factors that affect career advancement. The development of effective corporate policy instruments focused on ensuring equal opportunities regardless of gender is of particular importance. This will not only increase the efficiency of personnel management, but also ensure the long-term competitiveness of companies.

Thus, research into gender aspects of career development in the field of corporate marketing is timely and necessary both in scientific and practical terms. It contributes to a deeper understanding of social dynamics in organizations, improving the human resources management system and creating a fair, inclusive environment that takes into account the needs and potential of all employees.

The article aims to identify the gender challenges in corporate marketing.

To do this, it is necessary to perform the following tasks:

- to analyze theoretical approaches to understanding gender inequality in career advancement, in particular the concepts of the "glass ceiling", human capital, institutional approach and gender mainstreaming;

- to conduct a review of modern scientific literature on the issue of women's career development in the marketing field, involving both Ukrainian and international sources;

- to conduct an empirical study of career barriers based on a questionnaire among marketers of Ukrainian enterprises in various industries, to identify the main factors influencing women's career advancement;
- to identify key factors that hinder or facilitate women's professional growth in corporate marketing (work-family balance, mentoring, access to networking);
- to assess the level of gender inclusiveness in the enterprises that participated in the study, according to the criteria of promotion transparency, access to development, HR sensitivity and inclusive culture;
- to form a cluster typology of enterprises by the level of development of gender-sensitive corporate policy (4 clusters), which will allow for a comparative analysis of organizational approaches;
- to develop practical recommendations for each of the clusters on improving corporate policy in the direction of supporting equal career opportunities for women and men.

An additional factor influencing women's career mobility is the structure of informal corporate networks. Qualitative responses suggest that internal promotion is often shaped by informal channels of interaction: interpersonal alliances, non-public communication groups, and same-sex professional circles. Women report about a more limited access to such platforms, which reduces their visibility and likelihood of being shortlisted for strategic positions. The interaction of structural constraints (opaque promotion criteria) and behavioral expectations (e.g., constant availability) reproduces unequal access to career-relevant information and mentoring support.

Thus, the problem of gender inequality in career advancement remains one of the key ones in the field of personnel management and organizational development. Despite numerous initiatives aimed at ensuring equal opportunities, women are still significantly underrepresented at higher management levels, especially in the corporate sector.

2. Literature review

An analysis of modern scientific and analytical literature indicates the interdisciplinary nature of research on gender inequality in the professional environment. Particular attention is paid to barriers to women's career growth, socio-cultural attitudes, organizational policies and systems for supporting inclusion in business.

Belyaeva's study (2017) reveals the nature of gender stereotypes in modern Ukrainian society, which manifest themselves both in everyday life and in the workplace. The author emphasizes that women are still often perceived as less competent in leadership, strategic thinking and resource management, which forms cultural limitations on their career development.

Similar theses are developed by the analytical report of the Razumkov Center (2015), which states that gender inequality in Ukraine is systemic and is supported by both institutional shortcomings (lack of mechanisms for monitoring and implementing policies) and social expectations. Similar conclusions are contained in the analytical report of the F. Ebert Foundation (2014), which focuses on the insufficient level of implementation of state gender policy in the corporate and educational sectors.

The UNFPA brochure (2019) outlines key challenges to gender equality in Ukraine, including: low representation of women in management, the pay gap, discrimination in hiring, and limited access to professional development resources.

Pimonenko, Toptun and Us (2020) analyze gender aspects in the context of green marketing, indicating that women are more often involved in promoting socially responsible products. The authors note that women who occupy marketing positions are usually focused on sustainability and communication aspects, but are less likely to participate in strategic decision-making. This indicates vertical segregation, even in industries with high female representation.

The study by Galdiero *et al.* (2024) prove that gender diversity in HRM policies has a positive impact on organizational sustainability, employee engagement and company image. The authors recommend integrating social inclusion into corporate strategy as a long-term asset.

Das & Jha (2024) in a large-scale literature review emphasize that women are more likely to experience invisible organizational barriers that are not related to competence, but are determined by institutional culture. They call for the expansion of mentoring practices, transparent promotion systems and policies to support the balance between professional and family spheres.

Grow & Yang (2018) examine the expectations of Generation Z regarding a career in advertising through a gender lens. The study showed that young women more often feel pressure to meet external standards and are less confident in their abilities to achieve leadership positions. This creates risks of losing talented personnel in marketing teams.

Ellemers (2014) emphasizes that the characteristics of organizational culture directly affect women's career development. Hostility to flexible work arrangements, weak recognition of women's achievements, unavailability of informal resources (networks, sponsorship) – all this creates an asymmetry in promotion opportunities.

Onalaja & Otokiti (2022) investigate barriers for women in the media and marketing industries, emphasizing that women's career advancement is possible only if there are changes in management policies, including quotas, mandatory anti-discrimination training and mentoring programs.

A generalization of domestic and foreign sources shows that:

- the problem of gender inequality in career advancement is systemic and multidimensional;
- cultural stereotypes, institutional passivity and weak HR support remain the main barriers;
- effective corporate policy should be based on inclusive leadership, transparent procedures, digital HR analytics, and supporting work-life balance.

3. Methodology

To analyze the gender characteristics of career advancement in the field of corporate marketing and to substantiate approaches to the formation of inclusive corporate policy, theoretical methods (analysis, systematization and overview of scientific literature on gender equality, personnel management, organizational culture and HR strategies) were used.

To identify key barriers that hinder the professional growth of women in the marketing field, the method of comparative analysis of modern scientific approaches and empirical data was implemented.

The study was based on a combined empirical approach that combines qualitative and quantitative methods. Research period: January – April 2025. The object of the study was employees of marketing departments of Ukrainian enterprises of various forms of ownership and industries.

Sample: 237 respondents – marketing specialists (143 women – 60.3%, 94 men – 39.7%) participated in the study.

Inclusion criteria: experience in marketing for at least 1 year, participation in corporate projects, consent to participate in the survey.

Exclusion criteria: lack of experience in marketing activities, inconsistency with the research profile, non-participation.

Demographic characteristics of the sample: the age of respondents ranged from 22 to 52 years, average age – 31.4 years, average experience in marketing – 6.8 years. Employees of companies in the retail, food industry, logistics, metallurgy, mechanical engineering, e-commerce, energy, etc. industries were represented.

Methods of data collection:

– quantitative methods: questionnaire forms using structured electronic and paper questionnaires, Likert scale (1–5);

– qualitative methods: free-response questions, expert interviews, focus group discussions with marketers.

Methodological limitation of this study is its reliance on self-reported responses from respondents. To minimize potential bias, future studies should employ methodological triangulation, including integrating internal HR data (promotion rates, gender-disaggregated pay data) and longitudinal career trajectories. This approach will allow for the assessment of attitudes and actual outcomes, which will allow for a better understanding of the practical implementation of gender-sensitive corporate policies.

To increase the reliability of the results, the cluster analysis method was used, which allowed to group enterprises by the level of inclusiveness and sensitivity to gender issues into four main clusters. This made it possible to identify typical models of corporate culture and assess their impact on women's career advancement.

Thus, the applied methodology provided a comprehensive study of the topic, allowed to combine theoretical approaches with practical research results, and made it possible to formulate substantiated recommendations for the implementation of gender-sensitive policies in the corporate sector.

4. Results

In today's business environment, effective management of a company's reputation and image is becoming one of the key factors in its success. That is why organizations are paying more and more attention not only to promoting individual products or services, but also to forming a holistic brand image that reflects their core values and corporate culture.

Corporate marketing is a comprehensive system of management decisions and actions aimed at forming, maintaining and developing a positive image of the company as a whole in the eyes of external and internal stakeholders. Unlike traditional product marketing, which focuses on promoting individual products or services, corporate marketing encompasses the organization's brand, its mission, values, culture and social responsibility (Gurman, 2020).

For a better understanding of the main areas and tasks of corporate marketing, it is advisable to provide a generalized list and description of them (Table 1).

Table 1. Main tasks of corporate marketing (developed by authors)

Corporate Marketing Tasks	Characteristics of corporate marketing tasks
Forming a Corporate Brand and Maintaining Its Reputation	This task involves creating a holistic image of the company that reflects its values, mission, communication style and visual identity. It is also important to constantly maintain a positive brand image, controlling the information space, responding to crises and ensuring consistency in all manifestations of the brand
Building Trust Among Customers, Partners, Investors, and Employees	Corporate marketing is aimed at forming stable relationships with various groups of stakeholders. This is achieved through open communication, fulfilling obligations, demonstrating transparency in the company's activities, as well as consistent adherence to ethical standards in business
Communicating the Company's Strategic Vision Through External and Internal Channels	One of the important tasks is to convey the mission, vision and long-term goals of the company to a wide audience: both to external audiences (consumers, media, investors) and to internal audiences (employees). For this, PR tools, internal marketing, corporate media, social networks, etc. are used
Supporting Corporate Identity Through Visual, Communication, and Behavioral Elements	The task of corporate marketing is to ensure the consistency of all elements that form the company's image. This includes the logo, corporate identity, corporate culture, customer communication style, employee behavior, office design, media coverage, etc. All of this should be harmonious and consistent with the company's values.

Thus, corporate marketing is a strategic function that closely interacts with HR, PR, financial management, as well as with the company's top management. Its effectiveness affects competitiveness, customer loyalty, employer attractiveness, as well as the ability to attract and retain talented employees.

In the context of career development, corporate marketing is not only a professional field, but also a specific space in which leaders are formed, a personal brand of a specialist develops, and internal organizational mechanisms for promotion are manifested. It is in this context that it is important to investigate how equal opportunities are for women and men in building a career within this area (Litynska *et al.*, 2023).

The issue of gender equality in the context of professional development is the subject of interdisciplinary study, covering sociology, psychology, economics, and personnel management. The scientific literature identifies a number of theoretical approaches that allow for a deeper understanding of the mechanisms of gender differences in career growth (Fig. 1).

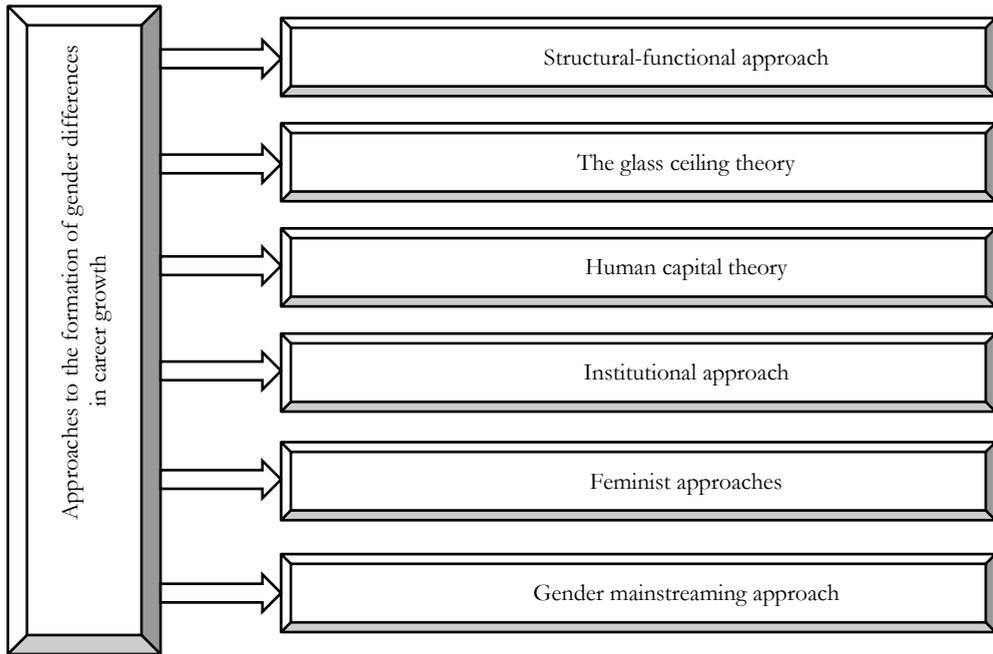


Figure 1. Conceptual approaches to gender analysis of career development
Source: own research

The structural-functional approach explains gender inequality through established roles in society and organizations. According to it, women are more likely to occupy secondary, auxiliary positions, which supposedly corresponds to their “natural” social role. This approach is negatively criticized, but it has historically influenced the formation of organizational structures.

The theory of the “glass ceiling” describes the invisible but real barriers that prevent women from advancing to management positions. These barriers are not always related to qualifications or experience, and are therefore often due to cultural stereotypes, lack of mentoring or access to resources.

The human capital theory argues that gender differences in career development are due to different levels of investment in education, experience and professional skills. Critics of this approach point out that even under the same conditions, women face discrimination.

The institutional approach views the organization as a system of rules, norms, and procedures that can implicitly reproduce gender inequality (Matsa & Miller, 2011). In particular, corporate culture often fails to take into account women’s needs, especially regarding flexible working hours or family responsibilities.

Feminist approaches focus on power, dominance, and the struggle for resources. They emphasize that women’s careers are often shaped by systemic inequality, in which their experience, ambitions, and achievements are devalued.

The gender mainstreaming approach emphasizes the need to integrate gender analysis into all organizational processes, including career planning, personnel policies, and motivation and evaluation systems.

The application of these theoretical approaches allows for a comprehensive analysis of the situation in corporate marketing, identifying the causes of gender barriers, and developing effective tools to create equal conditions for professional realization.

To study the barriers that hinder women's career growth in the field of marketing, a questionnaire survey was conducted among marketers working at Ukrainian enterprises of various forms of ownership and industry affiliation. The survey was carried out during January–April 2025, ensuring the anonymity of respondents.

237 respondents participated in the study, including 143 women (60.3%) and 94 men (39.7%), which provided a comparative analysis.

The average age of the participants was 31.4 years, and the average experience in marketing was 6.8 years.

The sample included marketers working in the following companies:

- Obolon PJSC (food industry, Kyiv);
- ATB-Market LLC (retail, Dnipro);
- Internet-solutions LLC (Rozetka.ua) (e-commerce, Kyiv);
- Biosphere LLC (home goods production, Dnipro);
- Metinvest Holding LLC (metallurgy, Zaporizhia);
- Dairy Alliance LLC (food industry, Cherkasy);
- Ukrposhta PJSC (logistics, Kyiv);
- Kyivenergo PJSC (energy, Kyiv);
- Foxtrot LLC (retail, consumer electronics, Kyiv);
- LLC “AvtoKrAZ” (mechanical engineering, Kremenchuk);
- LLC “Technotorg” (agricultural machinery, Mykolaiv);
- LLC “Epicenter K” (retail trade, Kyiv).

The questionnaire consisted of 22 questions, which included both closed (quantitative) and open (qualitative) questions. Below is a fragment of the questionnaire (Table 2).

Table 2. A questionnaire segment designed to identify criteria and methods for assessing employees within the context of career development (developed by authors)

1. Your gender:
<input type="checkbox"/> Male
<input type="checkbox"/> Female
2. Your age:
<input type="checkbox"/> Under 25
<input type="checkbox"/> 26–35
<input type="checkbox"/> 36–45
<input type="checkbox"/> Over 45
3. Experience in marketing:
<input type="checkbox"/> Less than 1 year

<input type="checkbox"/> 1–3 years
<input type="checkbox"/> 4–7 years
<input type="checkbox"/> More than 7 years
4. Do you hold a management position in the company?
<input type="checkbox"/> Yes
<input type="checkbox"/> No
5. Have you faced obstacles in your career advancement due to your gender?
<input type="checkbox"/> Yes, always
<input type="checkbox"/> Sometimes
<input type="checkbox"/> Never
<input type="checkbox"/> Difficult to answer
6. Which of the following barriers do you consider to be the most influential in your professional activities?
<input type="checkbox"/> Limited access to strategic projects
<input type="checkbox"/> Stereotypes about female/male roles
<input type="checkbox"/> Work-family imbalance
<input type="checkbox"/> Lack of mentorship
<input type="checkbox"/> Low starting salary
<input type="checkbox"/> Lack of self-confidence
<input type="checkbox"/> Other (specify) _____
7. Does your company have programs to support women in developing leadership qualities and careers?
<input type="checkbox"/> Yes
<input type="checkbox"/> No
<input type="checkbox"/> Don't know
8. How, in your opinion, can the conditions for women's career growth in the marketing field be improved? _____

The responses were analyzed using descriptive statistics, and a qualitative analysis of open-ended responses was conducted to identify hidden trends and socio-cultural factors.

Career advancement of professionals in the field of corporate marketing depends not only on the level of professional training, performance or experience, but also on a number of personal and social factors that often have a differentiated impact on women and men. Modern digital tools are significantly transforming traditional barriers related to work-life balance, mentoring support, and participation in professional networks. Digital mentoring platforms expand access to cross-organizational mentoring, and hybrid work formats reduce time pressures that disproportionately affect women. AI-based HR analytics can detect hidden discriminatory patterns, predict gender-imbalanced promotion trajectories, and support evidence-based decision-making. Such technologies have the potential to expand women's access to leadership trajectories and reduce the subjectivity

of evaluation. Based on the results of a survey of marketers from domestic enterprises, three key factors were identified that significantly affect the pace and direction of career development of female marketing professionals (Fig. 2).

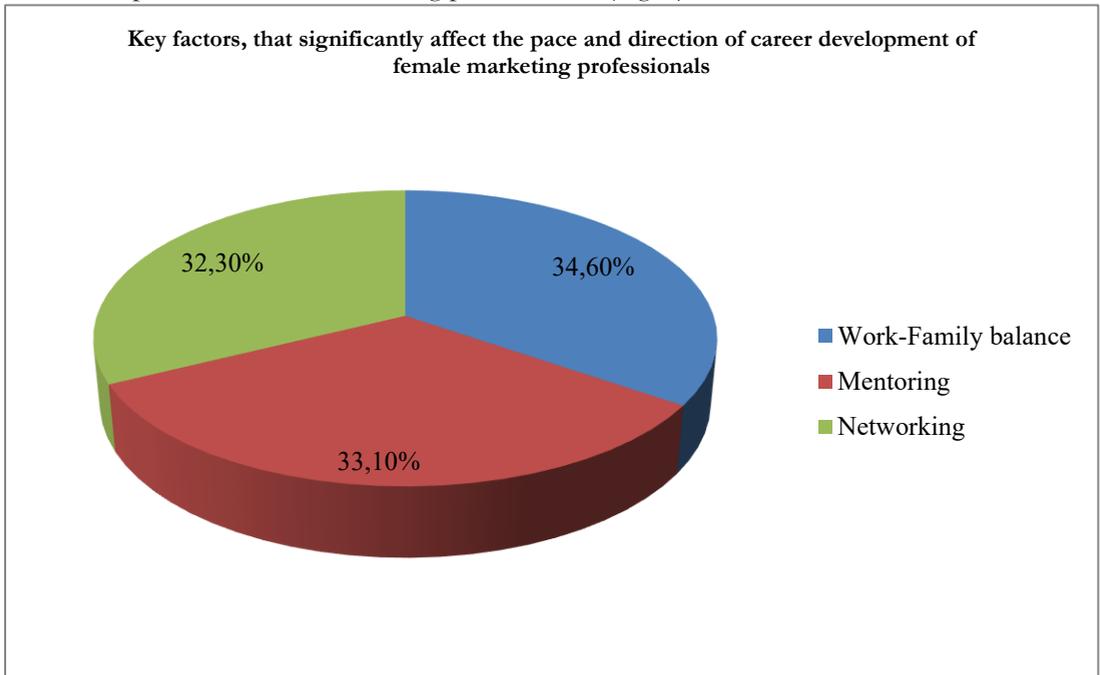


Figure 2. Key factors influencing the pace and direction of career development of female marketing professionals

1. Work-life balance. For many women working in corporate marketing, maintaining a balance between professional fulfillment and family responsibilities remains one of the biggest challenges. Respondents noted that they are the ones who bear the main responsibility for childcare and household management, which, in turn, reduces their flexibility and mobility in the labor market.

The consequences of this factor are:

- less willingness to work overtime, participate in business trips, and intensive projects;
- postponing or refusing career growth due to the need to devote more time to the family;
- an increasing need for flexible forms of employment (such as part-time employment, remote work, or adaptive schedules).

This aspect highlights the need to develop work-life balance policies at enterprises that will help preserve women's professional potential.

2. Mentoring. Mentoring is an important tool for supporting professional development. Participation in mentoring programs not only provides a transfer of experience, but also helps to form career guidelines, develop confidence and find ways to overcome barriers.

Features for women are:

- for female marketers, mentoring from female leaders is especially valuable, as it allows them to learn real strategies for overcoming gender barriers;
- at the same time, the lack of women in leadership positions limits access to such mentoring relationships, which reduces the chances of effective adaptation in vertical promotion.

This aspect emphasizes the need to create female leadership programs and formalized mentoring at the corporate level.

3. **Networking.** Professional connections play a significant role in career development, as they allow to join new opportunities, receive information about projects and vacancies, and participate in informal decision-making. However, informal networks in the field of corporate marketing often remain inaccessible to women.

Reasons for limited access are:

- men are more likely to participate in informal business events, sports or club communities, which serve as channels for promotion and resource sharing;
- women, especially with family obligations, have less time to develop such connections, which affects their professional visibility and competitiveness.

In view of this, it is necessary to encourage women's participation in professional associations, industry forums, and create open platforms for networking that are accessible to both sexes.

Thus, personal and social factors have a significant impact on the career trajectory of women in corporate marketing. The availability of gender-neutral professional development opportunities, support for mentoring, ensuring a balance between work and personal life, as well as the development of open professional networking networks are necessary conditions for the formation of an inclusive environment and achieving gender balance at all levels of corporate governance.

In addition, within the framework of a study conducted among marketers of domestic enterprises, it was found that corporate policy is one of the key factors influencing the career growth opportunities of women in the field of marketing. The results of the survey indicate that even with professional competence and ambition, female employees often face hidden barriers that can be overcome only if the internal policies of companies are systematically transformed.

The effectiveness of corporate gender policies depends largely on managerial accountability. Introducing measurable KPIs for inclusive leadership, linking a portion of managers' bonuses to progress in achieving gender equality goals, and including gender-sensitive indicators in annual performance assessments are tools that contribute to the institutionalization of accountability. Clear corporate governance mechanisms – equality committees, internal audits, transparent promotion panels – strengthen the effectiveness of policies and reduce subjective influence on personnel decisions.

Respondents paid particular attention to such aspects of corporate governance as transparency of promotion procedures, access to development programs, sensitivity of HR approaches to gender needs, as well as the presence of an inclusive culture in the company. The survey data showed that companies that have implemented gender-sensitive policies demonstrate higher levels of employee satisfaction and more effective mechanisms for realizing leadership potential among women.

According to the survey results, respondents assessed key aspects of corporate governance differently – in particular, transparency of promotion procedures, access to development programs, sensitivity of HR approaches to gender needs and the presence of an inclusive culture. Such heterogeneity of responses indicates a heterogeneous structure of assessments and perceptions of corporate policy in different enterprises. In this regard, the use of cluster analysis is appropriate, as it allows:

- to identify groups (clusters) of enterprises or respondents that have similar characteristics of perception and assessment of gender-sensitive elements of corporate governance;

- to identify typical models of corporate culture – for example, those based on traditional stereotypes, or, conversely, focused on inclusion and equality;

- to deepen the analysis of the relationships between enterprise policies and the level of employee satisfaction, in particular among women with leadership potential.

Accordingly, the cluster method will enable not only to analyze the obtained data in a structured way, but also to form more targeted recommendations for the development of gender-sensitive corporate policy in different types of enterprises.

For the purposes of applied analysis, development of recommendations or formation of policies in the field of corporate governance, the classification into 4 clusters allows:

- to develop separate approaches to each type of enterprise;
- to identify leaders and outsiders, to determine where the most active interventions are needed;
- to form a phased change strategy, focusing on cluster characteristics.

Cluster 1. Corporate culture and stereotypes.

Key features of enterprises are:

- weak or absent inclusive culture;
- formal or opaque approach to career advancement;
- lack of gender-sensitive HR practices;
- women have limited access to management positions or development programs.

Table 3. Gender characteristics in the cluster “Corporate culture and stereotypes”

Company name	Gender features
PJSC "Obolon" (food industry, Kyiv)	– traditional organizational culture;
LTD "ATB-Market" (retail, Dnipro)	– no gender policy;
LTD "Rozetka.ua" (e-commerce, Kyiv)	– women occupy administrative and line positions
LTD "Biosphere" (household goods, Dnipro)	– women are widely involved in operational activities, but limited in career growth;
LTD "Metinvest Holding" (metallurgy, Zaporizhia)	– personnel decisions are made centrally, without transparent mechanisms

LTD "Milk Alliance" (food industry, Cherkasy)	– HR function is focused on productivity, not inclusion;
PJSC "Ukrposhta" (logistics, Kyiv)	– no internal equality policies
PJSC "Kyivenergo" (energy, Kyiv)	– high proportion of women among employees, but low level of representation in management;
LTD "Foxtrot" (retail, consumer electronics, Kyiv)	– no special programs for developing female leadership
LTD "AvtoKrAZ" (mechanical engineering, Kremenchuk)	– gender structure is highly unbalanced;
LTD "Technotorg" (agricultural machinery, Mykolaiv)	– leadership positions are almost entirely occupied by men
LTD "Epicenter K" (retail, Kyiv)	– culture of preserving “traditional roles”;

Thus, enterprises included in cluster 1 have high production or market potential, but lag significantly behind in implementing inclusive, fair and gender-sensitive approaches to human resources management. This reduces the overall level of employee satisfaction, affects the reputation of companies and inhibits the realization of leadership potential, in particular among women.

The assessments of enterprises according to cluster 1 on the four key criteria of gender-sensitive corporate policy (scores: 1 - low, 2 - medium, 3 - high) are presented in Table 4.

Table 4. Enterprise ratings in the “Corporate culture and stereotypes” cluster

№	Enterprise	Promotion transparency	Access to development	HR sensitivity	Inclusive culture	Average score
1	PJSC "Obolon"	2	2	1	1	1.50
2	LTD "ATB-Market"	2	2	1	2	1.75
3	LTD "Rozetka.ua"	1	1	1	1	1.00
4	LTD "Biosphere"	2	2	1	1	1.50
5	LTD "Metinvest Holding"	2	1	1	1	1.25
6	LTD "Milk Alliance"	2	2	1	1	1.50
7	PJSC "Ukrposhta"	2	2	1	1	1.50
8	PJSC "Kyivenergo"	1	1	1	1	1.00
9	LTD "Foxtrot"	2	2	1	1	1.50

10	LTD "AvtoKrAZ"	1	1	1	1	1.00
11	LTD "Technotorg"	1	1	1	1	1.00
12	LTD "Epicenter K"	2	2	1	1	1.50

Analyzing the data obtained in Table 4, we can conclude:

- the highest average score (1.75) – in LTD “ATB-Market”, which indicates the partial implementation of inclusive initiatives;
- the lowest (1.00) – in Rozetka.ua, Kyivenergo, AvtoKrAZ, Technotorg – here all indicators are assessed as low;
- the average level in the cluster: ~1.38, which confirms the general unreadiness of enterprises for the systematic implementation of gender-sensitive policies.

Cluster 2. Inclusive corporate culture and gender equality.

Key features of enterprises are:

- an active policy of supporting equal opportunities for women and men;
- transparent and open career advancement procedures;
- developed mentoring programs, development of female leadership;
- a high level of gender balance in management and among personnel.

Table 5. Gender characteristics in the cluster “Inclusive corporate culture and gender equality”

<i>Company name</i>	<i>Gender features</i>
PJSC "Obolon" (food industry, Kyiv)	No clear gender policy, women are represented in administrative and line positions
LTD "ATB-Market" (retail, Dnipro)	Women are actively involved in operational activities, but are limited in career growth due to opaque HR policies
LTD "Rozetka.ua" (e-commerce, Kyiv)	HR focus on productivity without emphasis on inclusion, no gender equality policies
LTD "Biosphere" (household goods, Dnipro)	High proportion of women among staff, but they are almost not represented in management positions; no leadership development programs
LTD "Metinvest Holding" (metallurgy, Zaporizhia)	Strong gender imbalance, management positions are occupied almost exclusively by men
LTD "Milk Alliance" (food industry, Cherkasy)	Preservation of traditional gender roles, career growth of women is limited to the service sector
PJSC "Ukrposhta" (logistics, Kyiv)	Although the majority of staff are women, management positions are predominantly male; no leadership programs
PJSC "Kyivenergo" (energy, Kyiv)	Traditional management structure, low proportion of women in strategic management, gender policy not declared
LTD "Foxtrot" (retail, consumer electronics, Kyiv)	Focus on efficiency without taking into account gender inclusion; lack of elements of gender equality in the strategy.

LTD "AvtoKraZ" (mechanical engineering, Kremenchuk)	Predominantly male composition; lack of equal opportunities policies
LTD "Technotorg" (agricultural machinery, Mykolaiv)	Gender management is absent; stereotypical approaches are used: women – office, men – technology
LTD "Epicenter K" (retail, Kyiv)	Internal policies are focused on cost-effectiveness, not inclusion; gender equality initiatives are absent.

Thus, the enterprises that entered the second cluster demonstrate a certain openness to inclusion and involvement of women in the labor process, however, these initiatives are of an exclusively fragmented and formal nature. The lack of a clear strategy for the development of an inclusive environment, insufficient HR sensitivity and a low level of transparency in personnel decisions indicate an underdeveloped human capital management system from the point of view of gender equality. This, in turn, limits the opportunities for self-realization of employees, reduces the motivation and competitiveness of companies in the long term.

The assessments of the enterprises of Cluster 2 according to the four key criteria of gender-sensitive corporate policy (scores: 1 - low level, 2 - medium, 3 - high) are given in Table 6.

Table 6. Enterprise ratings in the cluster “Inclusive corporate culture and gender equality”

№	Enterprise	Promotion transparency	Access to development	HR sensitivity	Inclusive culture	Average score
1	PJSC "Obolon"	2	2	1	1	1.50
2	LTD "ATB-Market"	2	2	1	1	1.50
3	LTD "Rozetka.ua"	1	1	1	1	1.00
4	LTD "Biosphere"	2	2	1	2	1.75
5	LTD "Metinvest Holding"	2	1	1	1	1.25
6	LTD "Milk Alliance"	2	2	1	1	1.50
7	PJSC "Ukrposhta"	2	2	1	1	1.50
8	PJSC "Kyivenergo"	1	1	1	1	1.00
9	LTD "Foxtrot"	2	2	1	1	1.50
0	LTD "AvtoKraZ"	1	1	1	1	1.00
1	LTD "Technotorg"	1	1	1	1	1.00
2	LTD "Epicenter K"	2	2	1	1	1.50

Summarizing the data in the table, we can conclude that:

- the highest average score (1.75) is for LTD “Biosphere”, which indicates a relatively better inclusive culture and steps towards gender equality, despite the lack of formalized women's development programs;
- the lowest score (1.00) is observed in LTD “Rozetka.ua” and LTD “AvtoKrAZ”, where there are no manifestations of inclusive HR policies, and the corporate culture remains closed to changes;
- the average indicator for the cluster is approximately 1.36, which confirms the low level of readiness of enterprises to implement gender-sensitive approaches in personnel management.

Thus, the enterprises of the cluster demonstrate a high level of inclusion, actively support gender equality, are transparent in career opportunities and have developed programs for the development of female leadership. This has a positive impact on staff motivation, company reputation and management efficiency.

Cluster 3. Transformational enterprises – on the path to inclusion.

Key characteristics of enterprises are (Table 7):

- enterprises are in a state of transition from a traditional to a more inclusive management model;
- gender equality is gradually integrated into policies, but without systematicity;
- there are isolated initiatives to develop female leadership;
- career advancement is partially transparent, but depends on internal connections.

Table 7. Gender characteristics in the cluster “Transformational enterprises – on the path to inclusion”

Company name	Gender Features
PJSC "Obolon" (food industry, Kyiv)	Gender policy has not yet been developed, but the company has started changes to focus on equal opportunities for women. Women occupy administrative and line positions, although advancement to management positions is still rare
LTD "ATB-Market" (retail, Dnipro)	Women are actively working in operational departments, but career opportunities are limited due to the lack of a transparent HR policy. There is no clear strategy for developing leadership among women
LTD "Rozetka.ua" (e-commerce, Kyiv)	Although the focus on productivity is a priority, the company is starting to integrate initiatives to develop female leadership, although their scale is limited. Developing gender equality is not yet a strategic direction
LTD "Biosphere" (household goods, Dnipro)	Women make up the majority of the staff, but there are no formalized programs for developing female leadership. Women are almost not represented in management positions, although efforts to change are
LTD "Metinvest Holding" (metallurgy, Zaporizhia)	Gender imbalance, but the company is starting to take steps towards gender equality. There are attempts to implement an equal opportunities policy, although its implementation is limited
LTD "Milk Alliance" (food industry, Cherkasy)	Women mainly occupy service positions, and career advancement is limited. The company does not have significant

	initiatives to develop female leadership, but some changes are already starting to be implemented
PJSC "Ukrposhta" (logistics, Kyiv)	Given that the majority of employees are women, management positions remain for men. Leadership development programs are not formed, but there are efforts to integrate inclusive approaches into HR practices
PJSC "Kyivenergo" (energy, Kyiv)	The management has a traditional composition, with a low level of women in strategic management. Although there is no formal gender equality policy, there is interest in implementing changes
LTD "Fox trot" (retail, consumer electronics, Kyiv)	The presence of a cost-effectiveness policy without a clear focus on gender equality. The internal structure does not support inclusion and equal opportunities, although there may be potential initiatives for the future
LTD "AvtoKrAZ" (mechanical engineering, Kremenchuk)	The absence of a gender equality policy, a significant number of men in the composition. Gender stereotypes are still present in the company's practices, but there may be initiatives for change in the future
LTD "Technotorg" (agricultural machinery, Mykolaiv)	The absence of management practices based on gender equality, stereotypical divisions into male and female roles in the company. The company does not yet have a clear strategy for inclusion
LTD "Epicenter K" (retail, Kyiv)	There are no programs or initiatives for gender equality. The management culture is focused on economic efficiency, without taking into account gender aspects

In cluster 3, companies are in the process of active change, but these changes are not yet holistic. These are organizations that have started to implement gender equality practices, but they are not yet clearly structured or systematic:

1. Presence of first initiatives: most companies take individual steps to develop female leadership or ensure equal opportunities, but these efforts are often not coordinated within a single strategy.

2. Inclusive approaches in the formation stage: gender policies are not yet fully developed, and effective mechanisms for integrating equal opportunities at all levels of the company are often missing.

3. Transition to change: however, companies are already demonstrating a desire for change, as evidenced by the presence of initiatives aimed at improving gender equality and leadership among women.

The ratings of enterprises in cluster 3 on the four key criteria of gender-sensitive corporate policy (scores: 1 – low level, 2 – medium, 3 – high) are given in Table 8.

Table 8. Enterprise ratings in the cluster “Transformational enterprises – on the path to inclusion”

Enterprise	Pro motion transparency	A ccess to developme nt	R sensitivit y	In clusive culture	A verage score
PJSC "Obolon"	2	2	2	2	2.00
LTD "ATB-Market"	2	2	2	2	2.00

	LT D "Rozetka.ua"	2	2		1	1.50
	LT D "Biosphere"	3	3		2	2.50
	LT D "Metinvest Holding"	1	1		1	1.00
	LT D "Milk Alliance"	2	2		2	2.00
	PJS C "Ukrposhta"	2	2		1	1.50
	PJS C "Kyivenergo"	1	1		1	1.00
	LT D "Foxtrot"	2	2		1	1.75
0	LT D "AvtoKrAZ"	1	1		1	1.00
1	LT D "Technotorg"	1	1		1	1.00
2	LT D "Epicenter K"	2	2		2	2.00

From the data obtained, it can be concluded that the highest average score (2.50) was in LTD “Biosphere”, which demonstrates steps towards the development of gender equality and inclusion, with active support for female leadership and transparent procedures for employees.

LTD “PJSC “Obolon” and LTD “ATB-Market” received 2.00, which indicates active efforts towards the integration of inclusive policies, but there are still many aspects for improvement.

LTD “Rozetka.ua” experienced a significant decrease in the score to 1.50 due to the lack of progress in creating an inclusive environment and the ineffectiveness of leadership development policies among women.

LTD “Metinvest Holding”, LTD “AvtoKrAZ”, LTD “Tekhnotorg”, PJSC “Kyivenergo” received 1.00, which indicates a weak level of inclusion and the need for radical changes in gender equality policies.

The average score for the cluster is 1.75, which indicates a low level of readiness of enterprises to fully implement gender-sensitive approaches, although some of them have begun to take the first steps in this direction.

Thus, enterprises are at the stage of organizational transformation. They recognize the problem of gender imbalance and take the first steps towards equality. However, they

lack a systematic approach and stable implementation of policies at all levels of management.

Cluster 4. Conservative enterprises with established stereotypes.

Key features are (Table 9):

- dominance of the traditional approach to the roles of women and men;
- lack of strategies or initiatives aimed at gender equality;
- complete or almost complete absence of women in management positions;
- personnel policy is based on stereotypes: “technology - men, office - women”.

Table 9. Gender characteristics in the cluster “Conservative enterprises with established stereotypes”

<i>Company name</i>	<i>Gender specificities</i>
PJSC "Obolon" (food industry, Kyiv)	Women occupy low and middle administrative positions, but their presence in management positions is limited. There is no gender policy, but the company has only just begun to change. The career advancement system remains insufficiently transparent and does not support the active development of female leadership
LTD "ATB-Market" (retail, Dnipro)	Women occupy mainly operational positions, but practically do not reach management positions due to the lack of transparency of the leadership development policy. Most personnel decisions are oriented towards traditional roles and gender stereotypes, there is no clear strategy for gender equality
LTD "Rozetka.ua" (e-commerce, Kyiv)	The strategy for gender equality and leadership among women is only in its initial stages. Despite activity in other areas, female leadership does not receive sufficient support. Career development policies and personnel decisions are still largely based on stereotypes, which limits gender inclusion
LTD "Biosphere" (household goods, Dnipro)	Although women make up the majority of staff, their career development is hardly supported. There are few opportunities to achieve management positions. Gender equality and female leadership are not part of the organizational strategy, but there are some attempts at change, but they are at the initial stage
LTD "Metinvest Holding" (metallurgy, Zaporizhia)	Clear inequality between men and women at all levels. Women are almost absent from management positions. Lack of a transparent policy for developing leadership among women. Gender stereotypes are deeply rooted in the corporate culture
LTD "Milk Alliance" (food industry, Cherkasy)	Women work in low-skilled and service positions, and opportunities for career growth are almost non-existent. Lack of initiatives to develop female leadership. The company does not support gender equality at the policy level
PJSC "Ukrposhta" (logistics, Kyiv)	The majority of employees are women, but management positions remain for men. A gender equality policy has not been developed, although the company is making attempts to integrate inclusive approaches
PJSC "Kyivenergo" (energy, Kyiv)	Mostly men occupy management and strategic positions, which indicates a traditional gender policy. Lack of gender equality policy, so changes, even at the level of inclusion, are slow
LTD "Foxtrot" (retail, consumer electronics, Kyiv)	Company policy is aimed at economic efficiency, but does not take into account gender equality. Lack of inclusive strategy in the company and HR practices that support equal opportunities for women

<i>Company name</i>	<i>Gender specificities</i>
LTD "AvtoKrAZ" (mechanical engineering, Kremenchuk)	Predominantly male environment at all levels of the company. Women's role is limited to administrative and service positions. Lack of gender policy. Stereotypes about technical professions as "masculine" are a serious obstacle to change
LTD "Technotorg" (agricultural machinery, Mykolaiv)	Clear division of male and female roles: women work in low-level positions, and technical roles are traditionally occupied by men. Lack of a clear strategy for inclusion and gender equality.
LTD "Epicenter K" (retail, Kyiv)	Lack of programs or initiatives on gender equality. Management culture is aimed exclusively at economic efficiency, without taking into account gender aspects. More traditional vision of the roles of women and men in the company, lack of inclusive policy.

This cluster is characterized by companies that have persistent gender stereotypes and do not make active efforts to develop gender equality. In almost all companies, women do not have a significant influence on management decisions, and HR strategies remain within the traditional division of roles. Most companies are characterized by the absence of a gender policy and ineffective inclusion initiatives.

The ratings of companies in cluster 4 for four key criteria of gender-sensitive corporate policy (scores: 1 - low, 2 - medium, 3 - high) are given in Table 10.

Table 10. Assessments of enterprises in the cluster "Conservative enterprises with established stereotypes"

Enterprise	Pro motion transparency	Access to development	R sensitivity	In clusive culture	A verage score
PJS C "Obolon"	1	1	2	1	1.25
LT D "ATB-Market"	1	1	2	1	1.25
LT D "Rozetka.ua"	1	1	2	1	1.00
LT D "Biosphere"	1	2	2	1	1.50
LT D "Metinvest Holding"	1	1	2	1	1.00
LT D "Milk Alliance"	1	1	2	1	1.00
PJS C "Ukrposhta"	1	1	2	1	1.00
PJS C "Kyivenergo"	1	1	2	1	1.00

	LT D "Foxtrot"	2	1		1	1. 25
0	LT D "AvtoKrAZ"	1	1		1	1. 00
1	LT D "Technotorg"	1	1		1	1. 00
2	LT D "Epicenter K"	1	1		1	1. 00

From the data obtained, it can be concluded that the majority of enterprises in the “Conservative enterprises with established stereotypes” cluster demonstrate significant difficulties in implementing gender-sensitive practices and policies, which is reflected in low scores on the main criteria.

LTD “Biosphere” scored 1.50 points, which is the highest score among the enterprises in the cluster. This indicates some progress towards the development of gender equality, in particular in terms of access to development and HR-sensitivity. However, the enterprise still has significant shortcomings in inclusive culture and transparency of promotion, which indicates a limited system of integration of equal opportunities for employees.

PJSC “Obolon” and LTD “ATB-Market” scored 1.25 points, which also indicates initial efforts in the field of gender equality, but these enterprises have problems with transparency of promotion and inclusive culture. It is necessary to work on creating a clear gender equality strategy and greater support for career development for women.

LTD "Rozetka.ua, LTD "Metinvest Holding, LTD "Milk Alliance", PJSC "Ukrposhta", PJSC "Kyivenergo", LTD "AvtoKrAZ", LTD "Technotorg" and LTD "Epicenter K" received the lowest scores of 1.00, indicating significant difficulties in implementing gender-sensitive practices at the organizational level. The lack of a clear strategy, gender initiatives, as well as low attention to inclusivity and leadership development among women indicate the need for systemic changes. The average score for the cluster is 1.25, which demonstrates the weak readiness of enterprises to implement gender equality. Despite initial steps in this direction, organizations have not yet been able to implement effective and sustainable strategies that would ensure equality and inclusivity at all levels of the organization. This indicates the need for significant efforts and changes in corporate culture to achieve real gender equality.

To create sustainable changes in corporate structures and increase the effectiveness of organizations through the implementation of gender equality and inclusive policies, it is advisable to offer comprehensive recommendations for clusters of enterprises with different levels of development of gender equality and inclusive corporate culture. This will ensure:

- optimization of personnel policies that provide equal opportunities for all employees regardless of gender, age, ethnic origin or other factors;
- increased involvement of women at all levels of management and in strategic planning, which will contribute to the development of diverse leadership qualities and reduce gender imbalance in the organization;

- improvement of corporate culture focused on supporting equal opportunities and ensuring a comfortable environment for all employees without discrimination;
- ensuring long-term changes through systemic approaches and specific steps that will help enterprises go through the stages of transformation, from the implementation of individual initiatives to full inclusion;
- increasing the efficiency of business processes, as gender-sensitive practices can contribute to improved team interaction, reduced conflicts and increased productivity.

Comprehensive recommendations for clusters of enterprises with different levels of development of gender equality and inclusive corporate culture are given in Table 11.

Table 11. Comprehensive recommendations for clusters of enterprises with different levels of development of gender equality and inclusive corporate culture

№	Cluster	Transformation goals and directions	Action plan for implementing changes
1	Corporate Culture and Stereotypes	to launch institutional changes and form the basis for inclusive transformation of corporate culture	<ul style="list-style-type: none"> – to develop and implement internal policies on gender equality – clearly define principles, procedures and responsibilities; – to introduce transparent career advancement mechanisms – unified criteria, competitive selection, regular staff evaluation; – to integrate gender sensitivity into the HR function – during recruitment, assessment and development; –to launch pilot programs for female leadership – mentoring, coaching, mentoring; – to conduct trainings on anti-discrimination and combating stereotypes
2	Inclusive Corporate Culture and Gender Equality	to maintain and scale inclusive practices, forming a benchmark in the industry	<ul style="list-style-type: none"> – to expand the scale of existing programs – inclusiveness for all levels (not only for managers, but also for operational staff); – to monitor systematically the effectiveness of policies – using KPIs, feedback, independent audit; – to disseminate best practices through industry associations –

			<p>leadership in the transmission of change;</p> <ul style="list-style-type: none"> - to strengthen employer branding through the values of equality and diversity - in external communication; - to deepen the intersectional approach – take into account gender, other identities (age, disability, ethnicity)
3	<p>Transformational Enterprises – On the Path to Inclusion</p>	<p>to consolidate the transition to an inclusive model as an irreversible process</p>	<ul style="list-style-type: none"> - to move from fragmented initiatives to systemic policies - adopt a formal gender equality strategy; -to strengthen the role of HR as an agent of change - train the management team in gender-sensitive practices; - to expand women’s participation in strategic planning - include them in boards, committees, supervisory bodies; - to conduct regularly gender balance audits at all levels of management; - to establish internal communications about the benefits of inclusion - change staff awareness
4	<p>Conservative Enterprises with Established Stereotypes</p>	<p>to initiate changes, lay the foundations for transformation and avoid reputational risks in the future</p>	<ul style="list-style-type: none"> - to conduct a basic assessment of the gender situation (gender audit) – identify systemic gaps and risk areas; - to start with small changes: create an initiative group or gender advisor; - to educate management on the importance of gender equality for business efficiency - economic arguments, cases; - to introduce basic inclusion tools - transparency of vacancies, gender-neutral wording in advertisements, equal access to internships;

			– to engage external consultants to develop the first equality policy
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Therefore, a structured approach to developing an inclusive corporate culture should take into account the maturity level of each enterprise. Such an approach avoids stereotypes, increases the effectiveness of change implementation and contributes to achieving real equality of opportunity for all employees.

5. Limitations and discussions

To ensure the sustainability of gender-sensitive practices, organizations should implement systematic monitoring of gender equality: annual gender audits, HR indicator dashboards (promotion rates, gender pay gap, leadership representation), automated reporting tools. Integrating monitoring into the corporate governance structure supports long-term change and facilitates data-based decision-making.

The study of gender-specific promotion in corporate marketing has a number of limitations that should be taken into account when interpreting the results:

1. Limited sample size and representativeness of the results. As Pimonenko, Toptun, and Us (2020) note, marketing in the Ukrainian context has its own characteristics related to the dominance of female employment in certain areas (in particular, in the promotion of social and environmental initiatives). In our case, the study covered only marketing departments of corporate structures, which limits the possibility of generalizing the results to other industries or small businesses.

2. Social desirability of respondents' answers. Belyaeva (2017) emphasizes that the socio-cultural setting in Ukrainian society often forces women to avoid openly discussing discrimination in order not to create conflicts or maintain “loyalty to the team.” This increases the risk of distorting the results through self-censorship or formal answers.

3. Formality of policies versus real practice. According to the analytical findings of the Razumkov Center (2015), there is a gap in Ukraine between legal and regulatory obligations on gender equality and the practical implementation of these provisions in the business environment. In our study, this was manifested in the lack of a real impact of gender policies on personnel decisions.

4. The assessment of inclusiveness is based on self-assessment. UNFPA (2019) notes that most Ukrainian companies do not have internal systems for objective gender monitoring. In our study, the analysis of inclusiveness was carried out through a questionnaire, which relies on the subjective perception of respondents, which creates the risk of missing structural problems.

5. Time constraints of the study. As the analytical report of the F. Ebert Foundation (2014) shows, gender policy reforms in Ukraine require a long period of implementation. The survey, conducted in the first half of 2025, recorded the state of changes at the moment, but does not reflect the long-term consequences of the initiatives.

6. The limitations of the cluster approach in terms of time. Although clustering allowed typology of enterprises by the level of inclusiveness, it does not allow to trace the dynamics of changes.

The study identified a number of debatable issues that require further scientific understanding:

– the balance between formal initiatives and informal barriers. Comparison with international practices demonstrates similar gaps between formal equality policies and actual corporate practice. In Scandinavian countries, transparency of HR procedures reduces the influence of stereotypes in decision-making. In Germany, institutionally established works council mechanisms strengthen managerial accountability. As for Canada, there is a combination of anti-bias training and sponsorship programs, which significantly increases the share of women in strategic management positions. These developments prove the feasibility of implementing similar tools to increase the level of gender equality in Ukrainian companies. UNFPA (2019) emphasizes that Ukrainian companies often have formal equality policies that are not accompanied by a real change in management practices. Further research should focus on identifying informal mechanisms of influence (networks, subjectivism in promotion);

– mentoring as a tool for women's leadership development. The work of Onalaja & Otokiti (2022) is devoted to overcoming barriers in media and marketing structures through the introduction of institutionalized mentoring. The analysis of the impact of such programs on increasing women's loyalty, ambition, and career activity is promising;

– gender inclusiveness as a factor of corporate efficiency. Galdiero et al. (2024) prove that gender diversity in management is positively correlated with organizational resilience. A comparative analysis of business indicators of enterprises with different levels of gender inclusion in Ukraine is relevant;

– comparison of national and international experience. Das & Jha (2024) note that for the effective implementation of inclusive policies, adaptation of Western practices to the local context is necessary. Further research could focus on studying European models of supporting women in marketing management and their relevance for Ukraine;

– digital analytics tools in HR. Grow & Yang (2018) note that young workers expect companies to be transparent and treat them equally, which is possible with the digitalization of HR processes. An important direction is the study of the implementation of HR analytics, AI and automated feedback systems as mechanisms for monitoring compliance with gender equality.

6. Conclusions

Gender inequality in career growth remains a significant problem that requires a systemic and holistic approach to overcoming it. An analysis of existing theoretical approaches shows that gender barriers have both socio-cultural and organizational origins, which requires the implementation of comprehensive measures to eliminate them.

In this regard, one of the key areas is the development and implementation of gender-sensitive policies within organizations. This involves the integration of gender analysis into all HR policy processes – from career development planning to motivation and assessment systems. Such an approach will help eliminate invisible but systemic barriers that hinder women's advancement to management positions.

It is also important to implement mentoring and coaching programs that create support for women and help develop professional skills, strengthen self-confidence and

contribute to the formation of a network of contacts necessary for career growth. Involving men in these initiatives can help change the corporate culture, making it more open and equal.

In addition, it is important to provide flexible working conditions that allow combining professional and family responsibilities. The introduction of flexible working hours, the possibility of remote work and maintaining a balance between work and personal life will help retain talented female employees and increase their productivity.

Organizations are recommended to regularly conduct internal gender equality audits to identify and eliminate potential discriminatory practices, as well as to form open communication about the importance of equal opportunities for all employees.

Implementing these recommendations will contribute to creating an inclusive environment that maximizes the potential of each employee regardless of gender, increase the competitiveness of the organization and positively affect its reputation.

Further research should be directed at developing practical mechanisms for implementing these recommendations, taking into account the specifics of different industries and cultural contexts, which will allow adapting gender equality strategies to the real needs of business.

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