

If women could develop to their full potential in the labor market, significant macroeconomic benefits would emerge.

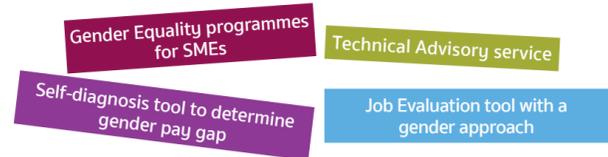
Pushing forward to change reality

The Spanish Institute of Women and for Equal Opportunities promotes several initiatives to foster women's economic participation in all economic sectors and at all levels and to tackle the gender pay gap.

Some of these initiatives rely on the paramount cooperation of the private sector, because the government's commitment must go hand in hand with the involvement of society as a whole: the business community, social partners, economic stakeholders, associations, etc.

How does this public-private partnership work?

✓ IWEO provides advice and support in the implementation of measures leading to a real gender equality:



✓ Comprehensive leadership and professional development programmes are implemented:



✓ Companies voluntarily commit to eliminate gender bias in selection and recruitment processes and in talent management, also to foster the access of women to top executive positions:



✓ Actions promoting gender based violence awareness and labour inclusion of gender-based violence victims are put in place:



✓ Recognition is given to companies with outstanding policies and practices on gender equality:



✓ We are fully available to companies in need of advice on gender equality. Here are some of our main initiatives.

JOIN THEM, WE ARE WAITING FOR YOU!

The Spanish Institute of Women and for Equal Opportunities, a body under the Secretary of State for Equality, is specifically entrusted with the following objectives and functions: foster effective equality between women and men in the workplace and in business, tackle the gender pay gap, support women's professional promotion and their access to top executive positions both in the public and private sectors, and recognise business excellence in gender equality matters.*

Equality between women and men is a fundamental right, but also an essential requirement for economic sustainability and development.

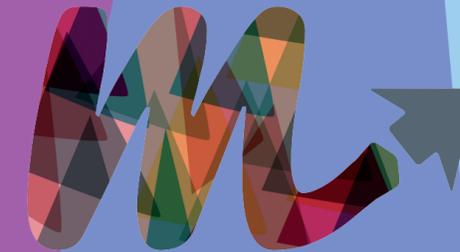
Several reports (by the International Monetary Fund, World Bank, World Economic Forum or the OECD) insist on the correlation between a country's gender gap and its economic performance; countries with a narrower gender gap have more social cohesion and are more prosperous.

In order to tackle these issues, IWEO develops many projects and initiatives aiming at fostering and strengthening the engagement and commitment of companies and other organizations with effective gender equality in the workplace and in business, and particularly to promote the selection of the best female talent and support women professionals to overcome the barriers that hinder their access to top executive positions still today.

* Article 17 of Law 15/2014, of 16 September, on the streamlining of the Public Sector and other administrative reforms, and Royal Decree 816/2018, of 6 July.

Gender Equality in the workplace, ADDING VALUE TO ECONOMY AND SOCIETY

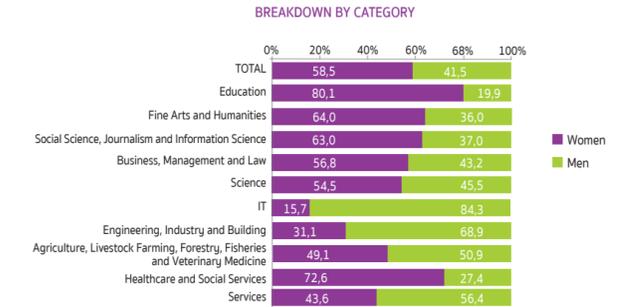
If you are an innovative and pioneering 21st-century company interested in fostering effective equality, JOIN our initiatives. Contact the Institute of Women and for Equal Opportunities (IWEO):
secretaria-sgeie@inmujer.es



Here are some data

In the past few years, the number of women accessing and graduating from university has grown steadily and is now over 58%. Additionally, women generally obtain better academic results than men, which proves how skillful and prepared they are. Women's education is higher than men's in average, particularly in the younger generations.

1ST CYCLE AND 2ND CYCLE UNIVERSITY GRADUATES BY SEX AND AREA OF STUDY. YEAR 2015-2016



Source: University Statistics. Student Statistics. Ministry of Education, Culture and Sport 1st cycle and 2nd cycle university graduates by sex and area of study.
Note: Methodological details, further information and subsequent updates available at <http://www.mecd.gob.es/servicios-al-ciudadano/mecd/estadisticas/educacion/universitaria/estadisticas/alumnado.html>

Presently, 38.4% of women between 24 and 64 years old in Spain are university graduates, compared with 33% of men. In the band between 25 and 34, the percentage increases to 47%, compared with 35% of men.

This reality, however, does not show in the labor market, where women are concentrated in very few sectors and occupations and, generally, earning lower salaries. The gender pay gap, although narrowing in the past few years, is still 14.2% per average hour worked in Spain, according to Eurostat (2015) data.

Additionally, women's access to top executive positions is much lower than men's. Women directors in IBEX-35 companies represented only 22% in 2017. This share is even lower if we look at these companies' executive committees.

VARIATION OF THE SHARE OF WOMEN IN SPAIN IN BOARDS OF DIRECTORS OF IBEX 35 COMPANIES

Year	2010	2011	2012	2013	2014	2015	2016	2017
Share of Women (%)	9,5	11,1	12,3	14,8	16,9	18,7	20,3	22

EU 28 – 2017 (25,3%)

Source: European Institute for Gender Equality (EIGE), Largest listed companies: presidents, board members and employee representatives. http://eige.europa.eu/gender-statistics/dgs/indicador/wmidm_bus_bus_wmidm_comp_compbm

Dismissing half of the talent means a significant loss, both for companies and for society.

Support to SMEs for the implementation of gender equality measures and plans

Spanish economy is mainly formed by SMEs. According to the Central Company Directory (DIRCE), there were 3,236,582 companies in Spain in 2016 —83% had two or fewer employees.

Companies with over 250 employees must prepare and implement an equality plan that must be discussed with employees' representatives. However, the preparation and implementation of equality plans is voluntary for all other companies after consultation with employees' legal representatives, unless otherwise stipulated by their collective bargaining agreement or, if the preparation and implementation of an equality plan has been agreed to replace additional sanctions in sanction proceedings.

Consequently, the role of small and medium enterprises is essential in order to move forward effective equality in the workplace. For this reason, IWEO provides advice to SMEs on the design and implementation of gender equality measures and plans with a free advisory service and supports them economically via an annual invitation to apply for grants.

www.igualdadenlaempresa.es/recursos/subvenciones/home.html

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If your company employs between 30 and 250 people, we can fund, in full or in part, the costs resulting from the voluntary preparation and implementation of your company gender equality plan.

Blind CV

Several studies have shown there are discriminatory biases —many unconscious— in professional selection and promotion processes. When this happens, specific groups of women and candidates from different nationalities or ages are more easily dismissed.

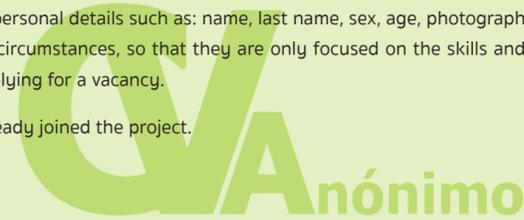
In order to avoid potential discriminatory bias, the State Secretary for Social Services and Equality has started a project to promote the use of a blind CV and blind recruitment practices in professional selection processes.

The blind CV does not include personal details such as: name, last name, sex, age, photograph or any other personal specific circumstances, so that they are only focused on the skills and competences of the person applying for a vacancy.

Over 90 organizations have already joined the project.

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More women, better companies

Over 140 companies from different areas and sectors, as well as agri-food cooperatives and federations, take part in this flexible, comprehensive and groundbreaking initiative, aimed at fostering the equal participation of women and men in decision-making positions.

Signatory organizations undertake to increase, within 4 years, the presence of women in levels where there is an imbalance (pre-executive and executive positions, executive committees, governing councils and/or boards of directors). The Ministry of Health, Social Services and Equality has made available to these companies a number of projects for female professional development and leadership, workshops and seminars to raise awareness and remove unconscious biases and promote best practices to identify, manage and retain female talent.

www.igualdadenlaempresa.es/redEmpresas/compromigualdad/home.htm

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To identify, attract and retain talent,
JOIN THIS INITIATIVE

Women, Talent and Leadership Network

Under this umbrella, a LinkedIn site, *Mujer, Talento y Liderazgo* (Women, Talent and Leadership Network), has been created to sensitize on equal participation of women and men in decision-making as well as to create and make visible a talent pool of highly qualified board-ready women from those participated in the female professional development and leadership programmes developed by the IWEO.

www.linkedin.com/company/mujer-talento-y-liderazgo/

Promoting and moving forward a more balanced presence of women and men in top executive positions within companies is a matter of fundamental rights and social justice, but also the way to create highly productive companies and build more socially and economically sustainable societies. Companies with higher equality rates:

- ✓ Improve their corporate governance, results and image +
- ✓ Obtain better return on investment +
- ✓ Easily attract and retain better talent +
- ✓ Increase labor innovation +
- ✓ Promote a positive work environment

= Higher productivity

Companies for a society free of gender-based violence

Corporate Social Responsibility (CSR) is an excellent tool to boost companies' productivity by combining efficiency and sustainability criteria and the value of diversity, equal treatment and opportunities, respect and coexistence.

With this aim, 129 public and private organizations are participating in the initiative **Companies for a society free of gender-based violence**, showing their full commitment to the eradication of this type of violence by conducting awareness campaigns among their staff, suppliers and customers. 67 of them have also committed with the inclusion of gender-based violence victims in the labor market.

www.violenciagenero.msssi.gob.es/sensibilizacionConcienciacion/iniciativaEmpresas/home.htm

■ empresalibreviolencia@inmujer.es

Tap the full potential of your company as a social awareness-raising and transformation agent, and become one of the companies for a society free of gender-based violence.

THERE IS A WAY OUT

Promociona Project

Promociona is a female professional development and leadership project fostered by the IWEO and the Spanish Confederation of Business Organizations (CEOE), co-financed by the European Social Fund aiming at promoting women's access to top executive positions, executive committees and boards of Directors.

Under the project, women's talent is identified and made visible, their professional and leadership skills are boosted, as well as their professional networks: this allows highly-qualified women executives to access into top business decision-making. Additionally, this project also fosters companies' awareness and their active cooperation, as they are involved in supporting women candidates and committed to their future promotion.

Over 430 women executives and managers of more than 260 companies have participated in the project.

www.proyectopromociona.com



CONTRIBUTION OF THESE PROFESSIONAL DEVELOPMENT PROGRAMMES TO PARTICIPANTS AND THEIR COMPANIES:

- ✓ Staff leadership tools.
- ✓ Skills and talent reinforced.
- ✓ Better competence to carry out executive tasks.
- ✓ Opportunity to share experiences.
- ✓ Creation and reinforcement of management networks.
- ✓ Strategic vision for senior management.
- ✓ Easiest and productive identification, selection, development and retention of female talent.



Talentia 360

The IWEO, together with the Industrial Organization School (EOI), has implemented another focused programme for pre-executive and executive women now called *Talentia 360*. Over 220 women have participated since 2010.

The Programme is a comprehensive structured high level leadership training, including coaching and networking, with a multidisciplinary gender perspective, aiming at promoting participants' executive skills as a decisive factor of their professional development to reach top executive positions and to become the driving force for change within their company. Companies also commit to the participant's professional promotion in the short and mid-term.

www.inmujer.gob.es

Business Gender Equality Label (DIE) / Red DIE /DIE Network

Since 2010, a Business Equality Label is granted annually by the Secretariat of State for Social Services and Equality to distinguish employers for outstanding practices and achievements in the implementation of equal treatment and equal opportunities policies between women and men within their companies.

Over 160 companies have already been awarded with this label that can be used in the company's commercial dealings and for advertising purpose. Furthermore, a network of awarded companies called Red DIE is promoted by the IWEO for the share and exchange of information and good practices on gender equality in the workplace, creating direct links between companies thanks to face-to-face seminars and forming working groups focused on specific issues. Additionally, the companies use an e-room tool to share their experiences and good practices, problems solving, etc.

The works and conclusions of Red DIE are published on:

www.igualdadenlaempresa.es/redEmpresas/distintivo/home.htm

If your company is particularly committed to equal treatment and opportunities for women and men and has developed specific measures to achieve gender equality beyond the minimum policies required by law, and may be an example of excellence and best practices, APPLY FOR DIE.

AIN ADDITION TO THE INITIATIVES AND PROJECTS ABOVE, IWEO PROVIDES:

A free advisory service

Visit www.igualdadenlaempresa.es, where free advice is provided, and questions are answered on matters related to equal treatment and opportunities for women and men in the workplace. Full support is given for the design and preparation of gender equality plans and measures for companies and other organizations.

Please send your requests for advice or any other related questions to:

pdi@inmujer.es