LEVELING THE PLAYING FIELD FOR WOMEN

EXPANDING THE PRESENCE OF WOMEN IN LEADERSHIP POSITIONS IN SPAIN
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As the presence of women in leadership positions at Spanish companies continues to grow in importance, businesses, associations, foundations, and institutions still have much work to do. We must be bold and promote the value that women contribute to companies and that enables them to be successful.

On behalf of Mujeres Avenir, an association made up of over 80 companies and 250 individual members and which is supported by the French Embassy in Spain, the Ministry of Social Services & Equality Secretariat for Equality, and the Instituto de la Mujer, our aim is to contribute to the development of a professional network by holding meetings and events during which our members can participate and become familiar with initiatives of interest to all of us. We are convinced that the value of these relationships resides in our collective efforts and our ability to develop new projects that contribute to the pursuit of our association’s objectives.

One of our association’s goals is to promote social change by recognizing women in the world of business. In doing so, not only do we support women, but as a vital additional asset, we also recognize men who are committed to equal opportunities and social cohesion, and who contribute to strengthening the presence of women at all levels of company decision-making and activity.

Our efforts are focused on promoting all positive aspects of diversity and empowerment, so that women of all ages understand that women’s success is not a “stroke of luck,” but rather deserved recognition of individual talent. It is no surprise that our Board of Directors is made up largely of women who have become role models for reaching top executive positions, such as managing director, at their respective companies.

This report, “Paving the Way for Women,” was created in collaboration with The Boston Consulting Group, and it represents yet another opportunity to showcase our interest in equality between genders in the world of business.

The study serves as evidence of the fact that female talent is already having a positive impact and enriching companies across diverse industries. In addition to serving as a powerful business tool, the report should prove to be a source of inspiration for new generations of professional women who are committed to assuming corporate positions that, based on their education, talent and efforts, are a good fit for them. All companies strive to maximize profits, yet some have still not come to terms the fact that active female participation in corporate boards of directors and executive bodies is a fundamental cornerstone to doing so.

María Luisa de Contes
President of Mujeres Avenir
Secretary-General of the Renault Group, Spain
SIGNIFICANT PROGRESS HAS BEEN MADE in terms of female participation in Spain’s workforce in recent years, and it is now nearly equal to that of men. Still, the number of women who hold leadership positions remains low, as reflected by the fact that only about 13% of senior management positions were held by women in 2015.

Although many companies are committed to gender diversity, their efforts are falling short of the desired impact. This study offers a series of guidelines for optimizing returns on investments in efforts to increase the number of female executives, and identifies the most effective measures to put in place and the periods in which additional investment generates the most significant impact.

According to HR directors and employees, the most effective measure—for both men and women—is to offer a certain degree of flexibility regarding workplace and schedule. This is key to making companies more attractive to employees.

During certain “moments of truth,” such as pregnancy, finding a balance between work and personal life becomes particularly important for women. During these periods, it is essential that organizations invest in efforts to support women and that talented women be offered sufficient personalized flexibility and other tools to keep them on their professional career path. One way to do this is by offering “informal” schedule reductions during pregnancies so that even if women are at work fewer hours each day, they are accruing a longer tenure so that their return to work is easier. Some companies go as far as offering attractive projects after the return to work to reinforce their commitment to their female employees.

Programs focused on development for female executives contribute to addressing the lack of female role models by helping individuals develop the competencies needed in order to assume senior management positions and discover a unique leadership style that
could be quite different from those typically found at companies. Involvement in organizations which facilitate networking and professional development for women is also of great importance in generating greater visibility and offering professional growth.

We have identified three key requirements to implementing an effective gender diversity strategy: 1) secure support from senior management to ensure that gender diversity strategies are a priority, 2) promote the adoption of a new culture that is aligned with proposed initiatives, and 3) continuously monitor the status of implemented initiatives, their progress, and their impact to scale up initiatives which prove successful.
CLEAR PROGRESS HAS BEEN MADE in terms of female inclusion in the labor market in recent decades. Even though over 30 years ago, already half of Spanish university graduates were women, they constituted only 30% of both the economically active population and employed population in 1986. In 2016, on the other hand, female participation in the labor market was virtually equal to that of men.

Nonetheless, there are still major gaps in gender equality in the Spanish labor market. The salary gap in Spain is above 20% and becomes more acute the higher the position in companies. A mere one woman out of every three men earns a salary above €75,000, and only two women to every eight men earn a salary over €130,000².

**FIGURE 1 | Evolution of the representation of women in Spain’s economically active population and employed population**

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² Data from the Ministry of Economy and Competitiveness of Spain.
The presence of women in leadership positions at Spanish companies, particularly among top-level executives, is very limited. In 2015 women constituted an average of approximately 41% of the workforce in publicly traded companies and only 13% of senior management positions.

European and national governments have begun addressing this critical issue in recent years. In 2011 the European Commission made an appeal for countries to expand the presence of women on the management boards of publicly traded companies by proposing a target of 30% by 2015 and 40% by 2020. In response to the council directive, Spain’s Uniform Good Governance Code for Publicly Listed Companies set a target in 2015 for at least 30% of board members to be women by 2020. The legislation made it optional for companies to follow the recommendations while also requiring that, when not followed, justification be provided.

Although notable improvement regarding the presence of women on company boards of directors was made between 2010 and 2016 with registered growth of 10 points, only 20% of board members are women in major Spanish companies, and 31% of Spanish companies do not have a single female senior manager.

The real impact of this progress is uncertain given that the vast majority of female directors continue to act independently, meaning they are invited to participate in board meetings in light of their reputation and experience, or by nomination, and due to the fact that they are shareholders. Only 3 of the 91 positions held by women on boards of directors among companies listed on the IBEX are executive-level or responsible for management functions in companies.

In response to the council directive, Spain’s Uniform Good Governance Code for Publicly Listed Companies set a target in 2015 for at least 30% of board members to be women by 2020. The legislation made it optional for companies to follow the recommendations while also requiring that, when not followed, justification be provided.

Thus, it is clear that the decision to implement specific measures and to establish mechanisms which support the development of women who aspire to assume senior management positions is ultimately up to companies themselves. Studies show a larger female presence among management positions can lift company profits considerably; companies which have female managers register up to 35% higher returns.
on employee (ROE) than those with fewer women managers. In the cases studied, reversing the trend and working toward equal representation has generated increases in revenues of up to 40%.

Organizations, therefore, have both the opportunity and responsibility to identify and address the greatest challenges faced by women aspiring to assume management positions.

**FIGURE 3 | Evolution of the presence of women on boards of directors**

![Graph showing the evolution of women presence on boards of directors from 2010 to 2016. The graph includes data for EU and Spain (Ibex-35).]
EMPLOYEE PERCEPTIONS ON GENDER DIVERSITY IN THEIR COMPANIES

In order to understand the current state of gender diversity in leadership positions in Spain, we conducted a survey of a large number of employees, both men and women, from different companies. We also interviewed a series of directors and executives dedicated to Human Resources who shared their experiences and perspectives with us.

Ninety-two percent of the employees interviewed recognize that their company is making efforts to improve gender diversity. Nonetheless, the results regarding perceptions on the effectiveness of these efforts are somewhat disheartening: only 40% of those surveyed agree that their company truly supports women in management positions.

Note: Survey conducted for the present study.

Figure 4 | Perceptions of company efforts and commitment to gender diversity

- Yes, women in management positions are supported (40%)
- There is a certain degree of commitment, but lacking coherence between senior and middle-management positions (35%)
- Senior management is committed, but it doesn’t seem to be a priority for my direct superior (17%)
- No, my company is not committed (8%)

92% My Company makes effort

% of respondents who agree

Note: Survey conducted for the present study.
All of the Human Resources directors interviewed expressed their commitment, as well as that of their organizations, to improving gender diversity at all levels in the company.

But if these efforts don’t translate into a perceivable impact, there is risk of losing trust in the program, diluting initial commitments, losing momentum, and missing out on any sort of opportunity to make progress. It is important for companies to focus their efforts on the initiatives which offer the highest return on investment.

This report aims to offer Spanish companies the opportunity to achieve their gender diversity objectives as quickly as possible and to direct their efforts toward the most effective areas and initiatives.

Different perceptions on the relevance of the challenge of gender diversity in companies

One of the first challenges to achieving real gender diversity in management positions lies in the different perceptions men and women have regarding the scale of the challenge that their companies face. Men are more optimistic about both the current status and progress made by companies in past years in terms of diversity in management positions.

Forty-one percent of men, versus 26% of women, believe that their company has improved substantially in terms of gender diversity in senior management.

Furthermore, men perceive fewer barriers to gender diversity at their companies, especially in matters relating to the promotion and retention of women. Only 19% of the men surveyed, versus 50% of women, believe that women are not promoted to management positions as quickly as men. Similarly, only 11% of men, versus 22% of women, believe that high-performing women abandon the company more frequently than men.

According to these results, one of the main factors contributing to the continuation of gender inequality at leadership levels can be explained by men underestimating the challenge of gender diversity, especially in companies which have a larger percentage of male employees.

### FIGURE 5 | Female and male perceptions regarding progress made in gender diversity

<table>
<thead>
<tr>
<th>Perception</th>
<th>% of Respondents Who Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>The company has made significant progress in terms of gender diversity in the senior management team in the past 1-3 years</td>
<td>Total: 36%</td>
</tr>
<tr>
<td>The company has made significant progress in terms of gender diversity at all levels of the organization in the past 1-3 years</td>
<td>Total: -24%</td>
</tr>
</tbody>
</table>

**Note:** Survey conducted for the present study.
The most valued initiatives: work-life balance

Although on average, companies have invested virtually the same amount in different types of initiatives to promote gender diversity among leadership positions, 90% of the directors and executives interviewed and 84% of employees surveyed, agree that the most effective measures consist of offering more flexible work schedules to promote an adequate work-life balance.

Moreover, the three specific initiatives mentioned by employees as the most effective are all related to work-life balance, proving that flexibility is clearly a cornerstone of achieving an effective gender diversity strategy.

In line with the obstacles identified, women consider that initiatives which companies should launch or expand in the short term to increase the presence of female executives are those related to work-life balance (35%) and support for women in professional development (18%).

In recent years, companies have made progress and promoted implementation of measures which favor an adequate work-life balance, however the efforts invested in professional development initiatives for women remain very limited.

According to those surveyed, only 10% of the current diversity measures in companies support professional development, so there is still ample room for improvement.
Figure 7 | Effort made and most effective initiatives by category

Note: Survey conducted for the present study.

Figure 8 | The 10 most effective initiatives according to employees

Note: Survey conducted for the present study.

1Informal flexibility in work schedules (e.g., occasionally change working hours to be able to dedicate time to important personal commitments)
**TABLE 1** | Priority initiatives according to women

<table>
<thead>
<tr>
<th>Initiative</th>
<th>% of women who consider the initiative to be a priority</th>
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<tbody>
<tr>
<td>Work-life balance</td>
<td>35</td>
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<tr>
<td>Professional development</td>
<td>18</td>
</tr>
<tr>
<td>Reduction of bias (evaluations/promotions)</td>
<td>14</td>
</tr>
<tr>
<td>Commitment among leadership</td>
<td>9</td>
</tr>
<tr>
<td>Development of role models</td>
<td>6</td>
</tr>
<tr>
<td>Inclusive work environment</td>
<td>5</td>
</tr>
<tr>
<td>Commitment among women</td>
<td>5</td>
</tr>
<tr>
<td>Open dialogue with senior mgmt.</td>
<td>4</td>
</tr>
<tr>
<td>Training to address bias</td>
<td>4</td>
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</table>

**Note:** Survey conducted for the present study.
TWO INITIATIVES THAT WORK IN SPAIN

Related to the main obstacles identified earlier and the priorities suggested by those surveyed, there are two types of initiatives which, virtually independent of the company’s starting point and context, should be prioritized in Spain in order to increase the number of women who hold leadership positions: offering flexibility during “moments of truth” and leadership programs that are adapted to the needs of women.

The human resources directors interviewed and employees surveyed, shared some specific measures that have proven to be particularly effective in their companies.

Offering flexibility in workplace and schedule...

The measure perceived as the most effective by the human resources executives and employees surveyed was flexible work schedules. Eighty percent of Spanish workers consider work schedules to be excessively strict and believe they have a negative impact on work-life balance.

A number of the companies interviewed cited implementation of a flexible window of two hours for when an employee may begin and end shifts as one of the most successful initiatives. Flexible schedules allow both female and male employees to adapt their work schedules according to their personal needs. By doing this, companies promote mutual responsibility for child-rearing and household tasks, as well as the possibility of dedicating time to personal hobbies and interests, thereby allowing employees to live well-rounded lives.

“Our company offers flexible working hours based on an on-site schedule from 9:00 to 1:00 and 3:00 to 4:30, but we leave it up to managers whether to offer more flexibility. By allowing employees to adjust their work schedules and to work from home, each individual can achieve an adequate work-life balance.” – Boehringer Ingelheim.

As for flexibility regarding the work site, remote work stands out as the most effective measure. This initiative consists of offering employees the tools and technologies needed for them to perform part of their work shift remotely from any location, and it also serves to promote an adequate work-life balance by reducing the need for travel and commuting.

Nonetheless, one must also consider the fact that having professionals permanently connected via remote connections blurs the line between one’s professional life and personal life, which is why the International Labour Organization advocates limiting work-at-home days to two or three a week.
It is also important to manage expectations and to be diligent with regard to flexibility policies. In certain professions, some employees may not be able to participate in certain measures, for example, customer service positions require an on-site presence.

According to the experience of the companies consulted, flexibility measures have had a positive effect on worker productivity. Evidence shows that applying flexibility policies can boost customer satisfaction by 80%13 and enhance workforce productivity significantly.

By applying these measures to both women and men, companies can also become more attractive as employers and enhance their value proposition.

When applied to women, the ultimate objective of these measures is to mitigate serious interruptions, abandonment, and delays in the professional careers of females due to them not being able to adequately balance their professional and personal life.

... with special attention to women during “moments of truth”

There are certain “moments of truth” over the course of a woman’s life when balancing professional and personal life, and receiving support from their company, take on a special importance.

This can be explained, in part, by Spain’s traditional culture which assumes that women will dedicate more time than men to child-rearing and performing household tasks. Women account for nearly 70% of the hours dedicated to household chores and an average of 2.5 hours more than men on these tasks14.

In most cases, women are compelled to choose between advancing in their professional career and putting it on hold to focus on their maternity. This dilemma leads 58% of women to “pause” or delay their professional careers after giving birth; of these women, 28% take one year off and 17% completely abandon their profession15.

Seen from a broader perspective, maternity leave and dedicating time to newborns represents a relatively short period in a woman’s professional career. Nonetheless, it has major negative repercussions on their careers and on the loss of talent at companies. It is up to companies to offer an attractive value proposition during key moments so that more women choose to rejoin the company and continue to progress in their professional careers.

Companies which are most experienced in these matters have identified the need to invest particular efforts at these times by providing talented women with the tools to avoid having to abandon the company and by offering additional and personalized flexibility measures.

“For us, supporting employees during important moments of truth such as weddings and pregnancies has been essential.” – GlaxoSmithKline.

In addition to the measures mentioned above, one rarely used but highly valued initiative is informal, partial shift reductions during the final months of pregnancy, which do not affect salary or earnings. This aims to keep women with companies for fewer hours each day but during longer periods, so that they do not have to leave completely once they feel that they cannot dedicate 100% of their time. These agreements prove favorable to both parties: they allow companies to retain resources and talent beyond “moments of truth,” and they facilitate the quicker reincorporation of women by reducing time away.

Other companies have leveraged these “moments of truth” to announce justified promotions planned in advance for the period. This has a twofold positive impact. On one hand, it offers women an incentive to return to work, to a position of greater responsibility and to recognition of their talent and performance, on the other hand, it sends a clear message to the rest of the organization by reflecting a commitment to talent, performance, and support for diversity in leadership positions. If a woman chooses to leave the company, one must factor in the additional costs in recruiting, training, and development to fill the vacancy in
Offering leadership programs to high-potential women

The most widely accepted leadership style continues to be one often associated with a male vision. This type of leadership, which is connected with characteristics like ambition, competitiveness, and autonomy, may not necessarily prove as attractive to many women or fit their personalities. However, other leadership styles are based on, for example, collaboration, empathy, and sensitivity, which are attributes generally associated with females and just as valid when serving as a leader.

The need has arisen to implement initiatives which support the development of female talent and help to propel women forward in their professional careers by offering advice on how to handle positions of responsibility, discover their own leadership style, and be successful in an environment where they will likely remain a minority. The best practices identified for doing this include leadership programs focused on women and promotion of networking.

Programs focused on female executives revolve around developing the abilities and competencies needed to assume senior management positions and to be successful in new roles. One such program is Proyecto Promociona, which has been used by various companies to support high-potential women with promotions to leadership positions within their companies.

“Each year we select one woman to participate in Proyecto Promociona. After three years, we have successfully helped three women reach senior positions, and they have become new role-models as leaders and sources of inspiration. By doing so, we have also strengthened visibility and credibility regarding our commitment to diversity.” - Janssen.
Another high-impact tool to support the professional development of women is networking. Many professional opportunities arise in informal environments when women are seeking employment or professional promotion, as reflected by the fact that 80% of job vacancies are never published\(^\text{17}\).

Nonetheless, companies recognize that the informal nature of these relationships makes it difficult to implement these kinds of measures for women. Some companies have begun to collaborate with organizations dedicated to women to facilitate networking for key employees in highly professional environments where they can grow, gain visibility, and achieve greater professional satisfaction.

EXECUTIVE PROGRAM FOR WOMEN IN SENIOR MANAGEMENT POSITIONS\(^\text{16}\)

Promociona has been identifying and promoting female talent since 2013, the year it was created by the Instituto de la Mujer and the CEOE. Up until 2015, it was included in the Equality & Work-life Balance Program and co-funded by the European Economic Area.

The program was designed to strengthen and develop women’s professional capabilities and competencies as leaders in order to facilitate their ascent to senior management positions in companies. The project includes networking activities with leaders from diverse fields and an individualized coaching and mentoring program with male and female executives in senior management positions.

Throughout the project, we address barriers and difficulties identified by diverse studies which are especially relevant to women in senior management, such as self-confidence, visibility, professional networking, negotiating salaries, power, influence, work-life balance, and joint responsibility.

Additionally, the program helps us develop a better understanding of how women can become influential and inspirational role models by driving change and innovation in their organizations—as well as in their professional careers and personal lives.

The program strives to help make women the protagonists of their personal development, to achieve the professional goals they set for themselves, and to be recognized for doing so. Furthermore, the project aims to raise awareness at companies of the need for joint leadership by both men and women in order to capitalize on their organization’s human resources and improve the work environment, company image, and profits.

To date, four rounds have been held with a total of 299 female participants, of which 30% have received promotions.
The association Mujeres Avenir, which is composed of women professionals from Spain and France, was founded with the goals of promoting equality, representing women, and increasing female participation in public and professional life. Founded in 2015, the association currently has 70 affiliated companies.

“We believe in the idea that we are stronger together and that the value of our relationships allows us to define a series of initiatives which will empower and recognize women dedicated to contributing to society.”

With these objectives in mind, we hold discussions on current trends, meet-ups for women, congresses, and workshops, and distribute publications, among many other activities. At the same time, the events organized by the association aim to facilitate networking and promote professional contacts and relationships for women in similar environments and from similar backgrounds.
Nearly as important as selecting and defining the initiatives to be developed is having a clear understanding of how to go about implementing them. We have identified three key factors which have contributed to enhancing the impact of the diversity strategies implemented in companies.

Ensuring a visible commitment to gender diversity by senior management

All the organizations interviewed agree on the importance of senior management’s support and involvement in implementing gender diversity strategies in order to ensure that they are successful. If not granted the same attention and urgency as other strategic priorities, diversity initiatives will likely fail to receive the attention and efforts needed to make relevant progress. Analysis of the surveys conducted support this fact: 25% of those interviewed confirm that lack of commitment by management has represented an obstacle to addressing gender diversity in their companies.

Companies have realized that when announcements are made by human resources departments, the impact and credibility of initiatives is hampered. In most of the companies which have successfully implemented diversity strategies, management teams have publicly expressed their commitment and included the initiatives in their strategic objectives both within and outside the company.

Additionally, they ensure that diversity becomes a recurring topic at leadership meetings by emphasizing its importance and clearly communicating the correlation between greater gender diversity and stronger results in teams’ performance. But simply making repeated public announcements is not enough if they are not backed by real actions. Senior management must ensure that new measures have adequate resources and that they lead by example by acting accordingly and applying the measures they are promoting.

Companies and leaders can leverage tools like certifications and official seals of excellence to demonstrate their commitment and active management of diversity, since obtaining them implies submitting to evaluations and audits by third parties. In Spain, for example, the Family-Responsible Company (EFR) certificate recognizes companies which are committed to a balance between their staff’s professional and personal lives; and the Ministry of Health, Social Services & Equality’s seal of excellence, “Igualdad en la Empresa,” validates and recognizes organizations that are committed to gender diversity.

THREE TIPS TO SUCCESSFULLY ACHIEVE GENDER DIVERSITY

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Ensuring a coherent culture throughout organizations

In order to guarantee that efforts contribute to creating a more inclusive culture, diversity initiatives should be included in broader efforts to transform and involve the entire organization. This requires that companies ensure that contextual factors which determine the attitudes and behaviors of teams cohere with the logic of proposed diversity initiatives — evaluations, promotion criteria, schedules, etc.

For example, in order to enhance the effectiveness of flexible schedule initiatives, cultural change in companies must be promoted to ensure that results take precedence over simply being present. In some cases, doing so implies reviewing performance evaluations and, consequently, the definition of success for positions. Rather than centering evaluation criteria on activity indicators such as hours worked, companies can measure the results and evaluate each individual’s performance based on measurable and comparable objectives.

In order to ensure the widespread adoption of new work methods, many companies also use positive role models who are capable of sending clear messages to the entire organization showing how these measures are anything but impediments to professional ambitions and progress within the company.

Measuring, testing, and scaling-up successful initiatives

The companies that most actively support diversity initiatives are aware of the fact that what is not measured is not managed. With this in mind, it is important to have data and indicators based on quantitative and qualitative analyses.

• Measuring KPIs offers a vision of gender equality during different stages of the talent-management cycle (selection,
promotion, and retention), performance management (evaluations, compensation, training, etc.) and variations at each hierarchical level, department, role, etc.

- Conducting employee surveys and interviews helps identify the root cause of specific problems and gaps in terms of diversity within companies.

Taking initial measurements allows companies to develop an objective understanding of their starting point. Each organization faces unique challenges according to its specific context, culture, and dynamics, and identifying major obstacles allows efforts to be focused on the most relevant areas in which to take action.

Companies still in their early stages, for instance, may want to focus on their recruiting and work-life balance policies in order to attract and retain female talent, while more mature companies can focus their efforts on developing and promoting internal talent.

“Using KPIs to measure and monitor initiatives has enabled us to identify those which are most effective, thereby facilitating and strengthening decision-making.” - Telefónica

Adequate continued monitoring of these indicators allows organizations, to recognize potential deviations and to react and to address them in time, while also identifying whether initiatives are working as they are implemented gradually and, if needed, to readjust investment.

When launching new measures, an experience-based approach has proven to be the most effective. Promoting diversity implies profound transformations which affect the values, policies, behaviors and norms that define companies. Driving changes forward too quickly may prove counterproductive, create barriers, and generate resistance. Hence, many companies empower teams to launch small pilots in which they can adapt initiatives to their particular context in order to maximize the likelihood of success.

“We started off by taking small steps and implementing reduced-scale pilots that allowed us to overcome initial skepticism, and as we began to register successful cases, we extended them throughout the organization.” - RCI Banque

To the degree that initiatives generate positive results, and objectives are achieved, they can be expanded and implemented throughout the entire organization. While some initiatives can be directly transferred, others may require adaptations to fit the specific context of each area or business unit. This agile trial and error-based approach offers constant feedback based on the measures which are truly effective for each company, thereby boosting returns on profits in these types of initiatives.
For the purpose of the study, 11 human resources directors and general managers from different companies in Spain were interviewed in order to understand their perspectives and experiences regarding gender diversity. With regard to women in leadership positions in particular, we asked about the challenges they identified and initiatives they launched, and which have proven to be the most effective in increasing the presence of women in leadership positions. Additionally, we asked directors to assess the efforts their companies have undertaken in nine initiative categories: securing commitment among leadership, promoting role models, creating an inclusive work environment, training to address bias, open dialogue with senior management, commitment among women, work-life balance, professional development, and increased objectivity in evaluations and promotions.

A simultaneous online survey was conducted in which 211 employees from companies in Spain provided responses (80% women, 20% men) in February and March of 2017. The survey was designed to gain a better understanding of the initiatives employees identified in their companies, those which were the most effective, and those which they believed should be prioritized in the short term. The survey included 39 initiatives to promote diversity which corresponded to the nine previously mentioned categories.

Finally, we conducted a thorough review of existing studies, the most relevant of which are indicated in the bibliography.
APPENDIX

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