The current situation of gender equality in Spain – Country Profile

2012
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Foreword

Dear Reader,

We are happy that we have raised your interest in the EU-Initiative "EQUALITY PAYS OFF". The initiative supports large companies in successfully adapting to upcoming labour market challenges: Due to demographic change as well as a stronger focus on service and knowledge intensive industries, Europe will face a significant shortage of (qualified) skills in the next decades.

To secure qualified labour, it will be of vital importance for large companies to diversify the pool of (potential) employees by gaining better access to the female labour force. The initiative supports companies in Europe to increase female participation, to support employees that involuntarily work part-time due to family obligations, to motivate students to enter atypical fields of education and to reduce horizontal\(^1\) as well as vertical segregation\(^2\). Consequently, the initiative contributes to a reduction of the gender pay gap in Europe.

The initiative covers all EU-27 countries plus Croatia, Turkey, Former Yugoslav Republic of Macedonia (FYROM), Serbia, Norway, Iceland and Liechtenstein – in total 34 countries. This country report serves as background material for workshops taking place in each country in the context of "EQUALITY PAYS OFF".\(^3\) These workshops shall enhance knowledge exchange between business leaders and key decision-makers of participating companies. The quick and country-specific overview of the status quo will serve as a basis to explore starting points for each company to tap the female talent pool in a better way.

The country report is structured into four parts: After the management summary, Part 1 describes the status quo of gender equality in the British labour market. Part 2 describes our recommended strategic approach to gain better access to female talent in the labour market and within a company. Part 3 lists initiatives of the public and private sector in Spain that support companies in their ambition to enhance gender equality.

Further information on the EU-Initiative and its respective activities as well as on involved stakeholders can be found at http://ec.europa.eu/justice/equality-pays-off.

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\(^1\) Horizontal segregation refers to the under-/overrepresentation of women and men in occupations or sectors

\(^2\) Vertical segregation refers to the under-/overrepresentation of women and men in hierarchical levels

\(^3\) The information on the website has been summarised in this country report. Detailed information can be found on the website: http://ec.europa.eu/justice/equality-pays-off
Management Summary

Demographic change as well as a stronger focus on service and knowledge intensive industries will lead to a significant shortage of (qualified) skills in Europe. While trying to fill the upcoming gap between labour demand and labour supply, companies can benefit from improving their access to the full talent pool by ensuring equality.

Currently, Spanish companies do not make full use of the female existing labour force potential. Five groups of indicators show the status quo in 2011:

- The **employment rate** of women in the Spanish labour market equals 52.0% and thus is below the EU-27 average (58.5%) – also, the share of women actively looking for work (22.3%) lies far above EU-27 average (9.8%).

- The rate of Spanish women **working part-time** (23.4%) is below EU-27 average (31.6%) – In addition, the female average part-time weekly working hours in Spain (19 hours) are below EU-27 average (20 hours).

- **Secondary education** rates for women in Spain (54.8%) are significantly below the EU-27 average (69.8%). College/university **(tertiary education)** attainment of Spanish women equals 30.6% and thereby is clearly above EU-27 average (24.8%) – but the challenge remains to motivate high school students to enter gender atypical fields of study.

- The under-/overrepresentation of women and men (**horizontal segregation**) is more pronounced regarding occupations and slightly less regarding sectors in Spain than in the EU-27 – it is necessary to motivate graduates to enter gender atypical sectors and also occupations.

- The under-/overrepresentation of women and men on hierarchical levels (**vertical segregation**) is ambivalent – the proportion of women on supervisory boards (11.0%) is less than the EU-27 average (14.0%) while women in management positions are more frequently represented (36.0%) compared to the EU-27 average (33.0%).

**The gender pay gap** – the overall difference in income between women and men is at 16.7% in Spain in 2010 and is thereby about equal to the EU-27 average (16.4%).

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4 Eurostat Labour Force Survey (LFS) (2011)
5 Eurostat Labour Force Survey (LFS) (2011)
6 Eurostat Education and Training (2011)
7 Eurostat Labour Force Survey (LFS) (2011)
1. How Spanish companies access the talent pool

In the following, we give a brief overview of the current employment situation of women and men in Spain in comparison to the overall EU-27 average.

1.1 General participation of women in the labour market

The employment rate of women in Spain is lower than the EU-27 average. Also, women still do not participate in the labour market to the same degree as men. 52.0% of Spanish women were employed in 2011 as opposed to 63.2% of Spanish men. The difference between the male and female employment rate in Spain was around 11 percentage points (pp) and has improved significantly by 18 pp compared to 2002. Between 2002 and 2011, the male employment rate decreased to almost the same amount as the female rate increased (female +7.6 pp vs. male -9.2 pp). The employment rate gap between women and men increases by age group. It is highest in the age group of the 55 to 64 years old (21.5 pp in 2010).

The unemployment rate for women in Spain (22.3%) was considerably above the EU-27 average (9.8%) in 2011. In comparison to the peer group, it is more than double the size, however, only 1 pp above the male unemployment rate in Spain (21.3%). Between 2002 and 2011, unemployment rates increased significantly (for women 5.9 pp/for men 13.4 pp).

The general participation of women in the Spanish labour market (74.3%) was significantly above the EU-27 average (68.0%) in 2011. However, men were still better integrated into the labour market with 91.4% general participation (17.1 pp more than Spanish women).

![Bar chart showing employment and unemployment rates for women and men in Spain compared to the EU-27 average](image)

Figure 1: Labour market participation of women and men in Spain in comparison to the EU-27

The data partly reflects the changes in the Spanish economy brought about by the sovereign debt crisis since 2009. Unemployment sharply increased for both men and women up to record values within the EU. Regardless of recent economical problems,
Spain seems to display a positive development of women participating in the labour market (e.g. growing participation rates, growing employment rate).

1.2 Part-time segregation\textsuperscript{12}

In 2011, nearly one forth of the Spanish female employees were working part-time (23.4%) as opposed to 5.9% of men in Spain. On average, female part-time employees worked 19.0 hours per week, while female full-time employees worked 40.2 hours per week which equals a 47.3% share of full-time working hours. Compared to their full-time male colleagues, Spanish women work longer hours. Part-time arrangements slightly rose by 6.4 pp between 2002 (17.0%) and 2011 (23.4%). However, this phenomenon directly relates to the critical economic situation and it is not well accepted within the Spanish workforce as 18.8% of women are involuntarily working part-time and would rather have a full-time job\textsuperscript{13}.

![Part-Time Rate](image)

![Part-time working hours as share of full-time working hours](image)

Figure 2: Part-time segregation in Spain in comparison to the overall EU-27

In 2010, 38.0% of children under three and 95.0% of children between three and school age were enrolled in formal childcare. However, as many as 18.0% of all children under three and 44% of children between three and six were only enrolled part-time. This situation has already been improved by the 1990 school reform which allows for children to go to school from the age of three onwards\textsuperscript{14}.

However, there is a lack of childcare infrastructure for the age group of 0 to 3 year olds. Spain has become very restrictive concerning government-funded help for families, spending only 1.5% of its GDP on family benefits in 2009 (EU-27 average: 2.3%). This results in the common use of private childcare (family, friends).


\textsuperscript{13} Corral & Isusi (2007): Part-time work in Europe

\textsuperscript{14} http://europa.eu/familyalliance/countries/spain/index_en.htm
1.3 Qualification level and choice of education\textsuperscript{15}

Secondary school (secondary education) and college/university (tertiary education) attainment of Spanish men and women has risen in the last decade (see figure 4). In general, secondary education rates in Spain were significantly below the EU-27 averages across genders. Because school inclusion was only granted in 1985, the attainment rates vary intensely across generations\textsuperscript{16}.

However, women benefit more often (54.8%) from secondary education than Spanish men (50.8%). Moreover, Spanish women are well represented at university level with 30.6% compared to the EU-27 average of 24.8%. Even their fellow male students were attending college/university less regularly (27.4%) than Spanish women, despite a positive trend for both groups since 2002.

Additionally, the existence of "typical" female fields of study as well as "typical" male fields of study is predominant in Spain, exemplifying the common EU-27 pattern of distribution. Women are still overrepresented in gender typical fields of study such as...
"Teaching, Training and education science", "Health and Welfare" as well as "Humanities and arts".

**Women in... [%]**

<table>
<thead>
<tr>
<th>Industry</th>
<th>Spain</th>
<th>EU-27</th>
<th>Industry</th>
<th>Spain</th>
<th>EU-27</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teaching, Training and education science</td>
<td>77.3</td>
<td>76.9</td>
<td>Teaching, Training and education science</td>
<td>65.6</td>
<td>58.4</td>
</tr>
<tr>
<td>Humanities and arts</td>
<td>59.2</td>
<td></td>
<td>Humanities and arts</td>
<td>56.4</td>
<td>37.7</td>
</tr>
<tr>
<td>Social sciences, business and law</td>
<td>57.8</td>
<td></td>
<td>Social sciences, business and law</td>
<td>33.2</td>
<td>27.6</td>
</tr>
<tr>
<td>Science, maths and computing</td>
<td>33.2</td>
<td></td>
<td>Science, maths and computing</td>
<td>24.9</td>
<td>46.1</td>
</tr>
<tr>
<td>Engineering, manufacturing and construction</td>
<td>46.1</td>
<td></td>
<td>Engineering, manufacturing and construction</td>
<td>73.4</td>
<td>50.2</td>
</tr>
<tr>
<td>Agriculture and veterinary</td>
<td></td>
<td></td>
<td>Agriculture and veterinary</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Health and Welfare</td>
<td>74.2</td>
<td></td>
<td>Health and Welfare</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Services</td>
<td>49.6</td>
<td></td>
<td>Services</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Figure 5: Share of women in different fields of education in Spain in comparison to the EU-27

1.4 Under-/overrepresentation of women and men in occupations or sectors – "Horizontal segregation"\(^{17}\)

The distribution of women and men across the sectors of the Spanish economy shows a strong gender bias. The resulting horizontal segregation which is reflected in figure 6 hinders the development of the Spanish workforce to its full potential. The distribution very much resembles the general average structure in the EU-27 and therefore, leaves room for further improvements. Among the preferred five sectors of work for men and women, only one common choice can be identified. 17.3% of Spanish men as well as 17.6% women work in "Wholesale & Retail". The remaining labour force displays more pronounced gender specific sector preferences.

<table>
<thead>
<tr>
<th>% of women employed in</th>
<th>Spain</th>
<th>EU-27</th>
<th>% of men employed in</th>
<th>EU-27</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wholesale &amp; Retail</td>
<td>17.6</td>
<td>15.3</td>
<td>Manufacturing</td>
<td>17.3</td>
</tr>
<tr>
<td>Health care and social work</td>
<td>12.9</td>
<td>17.8</td>
<td>Construction</td>
<td>14.8</td>
</tr>
<tr>
<td>Education</td>
<td>9.5</td>
<td>11.7</td>
<td>Wholesale &amp; Retail</td>
<td>14.3</td>
</tr>
<tr>
<td>Accommodation and food service activities</td>
<td>9.1</td>
<td>5.3</td>
<td>Public administration</td>
<td>7.9</td>
</tr>
<tr>
<td>Activities of households as employers</td>
<td>8.3</td>
<td>2.4</td>
<td>Transportation and storage</td>
<td>7.2</td>
</tr>
<tr>
<td><strong>Accumulated concentration</strong></td>
<td><strong>57.5</strong></td>
<td><strong>52.4</strong></td>
<td><strong>Accumulated concentration</strong></td>
<td><strong>61.6</strong></td>
</tr>
</tbody>
</table>

Source: Eurostat LFS (2010), RB Calculations

Figure 6: Distribution of employment in the main NACE-2 digit sectors (2010)

Consequently, the choice of occupations also displays differences between men and women. There are only two overlaps representing 26.7% of women and 16.0% of men

\(^{17}\) Source for statistical data (unless stated otherwise): Eurostat Labour Force Survey (2010)
working in the same occupations as "Personal service workers" and "Legal, social, cultural professionals". The rest of the labour force is more strictly separated by gender.

<table>
<thead>
<tr>
<th>% of women employed in</th>
<th>Spain</th>
<th>EU-27</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal service workers</td>
<td>16.6</td>
<td>13.4</td>
</tr>
<tr>
<td>Cleaners and helpers</td>
<td>15.7</td>
<td>9.0</td>
</tr>
<tr>
<td>Legal, social, cultural professionals</td>
<td>10.1</td>
<td>10.9</td>
</tr>
<tr>
<td>General and keyboard clerks</td>
<td>9.9</td>
<td>12.7</td>
</tr>
<tr>
<td>Sales workers</td>
<td>8.4</td>
<td>8.0</td>
</tr>
<tr>
<td><strong>Accumulated concentration</strong></td>
<td><strong>60.6</strong></td>
<td><strong>54.0</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>% of men employed in</th>
<th>EU-27</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building and related trades workers</td>
<td>12.0</td>
</tr>
<tr>
<td>Drivers and mobile plant operators</td>
<td>8.7</td>
</tr>
<tr>
<td>Personal service workers</td>
<td>8.5</td>
</tr>
<tr>
<td>Legal, social, cultural professionals</td>
<td>7.5</td>
</tr>
<tr>
<td>Metal and machinery workers</td>
<td>7.2</td>
</tr>
<tr>
<td><strong>Accumulated concentration</strong></td>
<td><strong>43.9</strong></td>
</tr>
</tbody>
</table>

Source: Eurostat LFS (2010), RB Calculations

Figure 7: Distribution of employment in the main ISCO 3-digit occupations (2010)

In order to compare the extent of horizontal segregation in Spain with the overall EU-27 average, two horizontal segregation indicators are calculated: (1) Sectoral Gender Segregation Indicator (SGS), (2) Occupational Gender Segregation Indicator (OGS):

- The extent of sectoral gender segregation (SGS) in Spain (5.3 pp) is at the EU-27 level (5.4 pp). However, Spain might benefit further from motivating women to enter "typically male" economic sectors and men to enter "typically female" economic sectors.
- The extent of occupational gender segregation (OGS) in Spain (5.4 pp) is significantly higher than the overall OGS of the EU-27 (4.6 pp). Consequently, it should remain a focus of Spain labour market policy to promote gender atypical occupations.

**Horizontal Gender Segregation Indicators [pp]**

Source: Eurostat LFS, RB Calculations

Figure 8: Horizontal Gender Segregation Indicators

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18 Comparing the share of female employees that work in one economic sector to the share of male employees that work in the respective economic sector shows the extent of gender segregation in that specific economic sector. The Sectoral Gender Segregation Indicator (SGS) reflects the weighted average difference in absolute percentage points (share of all male employees in an economic sector [%] minus share of all female employees in resp. economic sector [%]) across all economic sectors.
1.5 Under-/overrepresentation of women and men in hierarchical levels – "Vertical segregation"  

Women are underrepresented in economic decision-making positions in the EU-27 and Spain is no exception. Although there has been a very positive development of the share of women represented on corporate boards since 2003 by 7 pp to 10%. The rapid increase of women on Boards was observed due to the law adoption by the Spanish government in 2007. The law on effective gender equality recommends specifically that large companies with more than 250 employees and IBEX 35 to gradually appoint women on their boards in order to achieve gradually 40%-60% of each gender. The share of women in (executive) management positions in large companies and SMEs is above EU-27 average at 36.0% (EU-27: 33.0%). Despite the necessity of activating this pool of valuable human resources, the share of women in decisive management positions is overall below the EU-27 level and has only been rising very slowly over the last decade.

![Women in economic decision-making positions](image)

1.6 Gender pay gap

In Spain the average female employee earns 16.7% less than the average male employee. In comparison, the gap for the overall EU-27 is on average at 16.4%. In Spain, the gender pay gap between 2006 and 2010 developed almost in parallel to the EU-27 average with an overall positive trend.

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Figure 10: Unadjusted gender pay gap

Source: Eurostat SBS; Number of Greek Gender Pay Gap is from 2008 instead of 2010
2. How to gain better access to the talent pool?

More gender equality within the business sector and a reduction of the gender pay gap can only be sustainably realised if companies follow a comprehensive approach including corporate strategy, management, operational implementation by business units and HR work organisation and monitoring ("strategic pillars");

| CORPORATE STRATEGY – Establish gender equality as part of the company’s DNA |
| MANAGEMENT – Understand and position management as driver and role model |
| WORK ORGANISATION create the framework to enable necessary changes |
| MONITORING – monitor and follow up target achievement |

OPERATIONAL IMPLEMENTATION – Business units and HR striving for more gender equality in daily work

Fields of action

1. Raise awareness among high school graduates regarding the full spectrum of fields of education
2. Attract top talent irrespective of gender
3. Strengthen the work-life balance
4. Promote career advancement
5. Evaluate the remuneration system
6. Communicate company’s activities to tap the talent pool in a better way

Focusing on one pillar will lead to partial improvements only.

Corporate Strategy – Establish gender equality as part of the company’s DNA

The corporate strategy sets the framework for doing business and determines the internal work culture. Experience shows that gender equality – in order to be sustainably established – has to be(come) a company rationale: The concept of gender equality has to be an integral part of the overall corporate strategy. This is the foundation for successfully addressing the gender pay gap within a company.

Management – Understand and position management as driver and role model

A management which is convinced of and fully endorses the company’s strategy towards gender equality is vital to sustainably establish and live the principles of equality between women and men throughout the company and contribute to a sustainable reduction of the gender pay gap. The management is responsible for the implementation of the corporate strategy. Also, managers act as role models and multipliers within and outside the company.
Operational implementation – Business units and HR striving for more gender equality in daily work

- Business units are responsible for operationalising strategic targets regarding gender equality by actually implementing measures which have been agreed upon in their daily work, e.g. by offering internships. They contribute to a sustainable attraction, retention and development of employees.
- HR – as central point of contact for human resource issues of business units – offers strategic advice on how to address gender equality sustainably and provides instruments and processes to attract, retain and develop top talent, e.g. by designing regular evaluation processes.

There are six main fields of action for operational implementation:

- **Raise awareness among high school graduates regarding the full spectrum of fields of education** - To enlarge the potential talent pool, companies need to sensitise high school graduates regarding the full spectrum of fields of education and hereby motivate them to also consider gender "atypical" fields of specialisation.
- **Attract top talent irrespective of gender** – To attract top talent, companies need to build up a relationship with talented graduate students early on and show them how it is to work in their company. Additionally, they need to tap the dormant work force by mobilising women to start working.
- **Strengthen the work-life balance** – To retain the talent pool, companies need to motivate talents to continue working, to return early from leave and to facilitate the career advancement of employees with family care obligations.
- **Promote career advancement of women** – To promote the most qualified female employees, companies need to establish a culture and promotion process that equally honours male and female talent and institutionalise a systematic succession planning.
- **Evaluate the remuneration system from a gender perspective** - To attract and retain female employees, companies need to evaluate and – if necessary – adapt their remuneration system to eliminate discriminatory practices.
- **Communicate internally and externally company activities aimed at tapping the talent pool in a better way** - To maximise the positive impact of their efforts to champion gender equality, companies need to communicate their actions enhancing corporate gender equality internally and externally.

Work Organisation – Create the framework to enable necessary changes

Often, workflows within the company are organised in a way which does not easily allow for necessary changes towards more gender equality. This especially refers to the flexibility of the working environment. In the context of this project, flexibility comprises working hours, workplace options and work arrangements. It is therefore vital to evaluate the organisation of current business activities and requirements systematically and identify room for change in favour of employees but beneficial for both parties (employers and employees).
Monitoring – Monitor and follow-up target achievements

To ensure that gender equality is taken seriously, companies need to monitor gender equality targets in the same way as financial targets. Monitoring should include indicators that measure company-wide progress regarding corporate efforts to enhance gender equality as well as the success of individual managers in promoting gender equality in their departments/teams. Additionally, it should be part of regular feedback talks with the top management.
3. Where companies find support to gain better access to the talent pool - Examples

In order to foster a sustainable change towards accessing the labour force potential of women in a better way, a series of public and private initiatives – with legislative and non-legislative focus - have been implemented in Spain. In the following we give an overview over sample initiatives:

3.1 Legislative initiatives (examples)

<table>
<thead>
<tr>
<th>Year</th>
<th>Legislation</th>
<th>Website Link</th>
</tr>
</thead>
</table>
### 3.2 Public non-legislative initiatives (examples)

<table>
<thead>
<tr>
<th>Name</th>
<th>Sponsor</th>
<th>Target Group</th>
<th>Target</th>
<th>Website Link</th>
</tr>
</thead>
</table>
| **Dia de la Igualdad Salarial**  
(Equal Pay Day) | Ministry of Health, Social Policy and Equality | • Business community  
• General public | Raise awareness for the unequal treatment of women at the workplace | [http://www.msps.es/](http://www.msps.es/) |
| **EMAKUNDE**  
(Comunidad Autónoma de Euskadi  
(Local Basque Authority)) | Comunidad Autónoma de Euskadi  
(Local Basque Authority) | • General public  
| **Instituto de la Mujer**  
(Institute for Women) | Ministry of Health, Social Policy and Equality | • Women  
• Civil society | Promote associativism between women as a way of changing their social situation | [http://www.inmujer.gob.es/en/movAsociativo/portada/home.htm](http://www.inmujer.gob.es/en/movAsociativo/portada/home.htm) |
| **liderA**  
| **Unidad de Mujeres y Ciencia**  
(Women and Science Unit (UMYC)) | Ministry of Science and Innovation | • Female academics  
• Academic community | Promote the perspective of gender in science, technology and innovation policies that affect equality between men and women | [http://www.idi.mineco.gob.es/portal/site/MICINN/menutem.7eeac5cd345b4f34f09dfd1001432ea0/7vqnextoiid=e218c5aa16493210VgnVCM1000001d04140aRCRDlang_choosen=en](http://www.idi.mineco.gob.es/portal/site/MICINN/menutem.7eeac5cd345b4f34f09dfd1001432ea0/7vqnextoiid=e218c5aa16493210VgnVCM1000001d04140aRCRDlang_choosen=en) |
### 3.3 Private initiatives (examples)

<table>
<thead>
<tr>
<th>Name</th>
<th>Sponsor</th>
<th>Target Group</th>
<th>Target</th>
<th>Website Link</th>
</tr>
</thead>
<tbody>
<tr>
<td>AMIT Asociación de mujeres investigadoras y tecnólogas</td>
<td>L’Oréal foundation</td>
<td>• National and European players of the academic community</td>
<td>Promote equal access to academic institutions and align with similar European institutions to lobby on gender equality in science</td>
<td><a href="http://www.amit-es.org/">http://www.amit-es.org/</a></td>
</tr>
<tr>
<td>Charter de Diversidad – España</td>
<td>El Instituto Europeo para la Gestión de la Diversidad</td>
<td>• Business community</td>
<td>Encourage diversity management and inclusion practices in Spanish companies and institutions (of all sizes and from all sectors), as well as public entities (national, regional or local), as strategy to better efficiency and competitiveness</td>
<td><a href="http://www.iegd.org/enGLISH/diversity.htm">http://www.iegd.org/enGLISH/diversity.htm</a></td>
</tr>
<tr>
<td>emRed</td>
<td>OMEGA</td>
<td>• SMEs</td>
<td>Mediate between SMEs and future employees in a gender equal manner</td>
<td><a href="http://www.emredlaboral.org/Default.aspx">http://www.emredlaboral.org/Default.aspx</a></td>
</tr>
<tr>
<td>Organización de Mujeres Empresarias y Gerencia Activa (OMEGA)</td>
<td>Plan Avanza2 European Social Fund</td>
<td>• Business associations</td>
<td>Coordination, representation, management, promotion and defense of the common interests of the member associations, federations and women’s business organizations to achieve a further integration of women’s business interests into society</td>
<td><a href="http://www.mujeresempresarias.org/">http://www.mujeresempresarias.org/</a></td>
</tr>
<tr>
<td>Premios Nacionales Alares®</td>
<td>Fundación Alares</td>
<td>• National players of the academic and business community as well as the civil society</td>
<td>Promote and reward good practice examples</td>
<td><a href="http://www.fundacionalares.es/index.php/fundacion_alares/premios_nacionales_alares_r/premios_nacionales_alares_r_2012">http://www.fundacionalares.es/index.php/fundacion_alares/premios_nacionales_alares_r/premios_nacionales_alares_r_2012</a></td>
</tr>
</tbody>
</table>
| Top 5 de las empresas modelo de igualdad  
(Top 5 of Model Companies in Equality) | Villafañe & Asociados  
Adecco  
IE Business School | • Business community  