



Diversity Best Practices in Spain



Presentation



José Ignacio Jiménez
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I resist thinking about a world that in 2016 still has to demand greater gender equality. I almost resist having to write this introduction, because it is so obvious that gender inequality is so absurd and obsolete that it should appear exclusively in history books. But I also resist being someone who looks the other way and doesn't get involved when clear injustices occur in a world that is a very long way from being perfect. A world where in many large areas women are still forbidden to work and continue to be totally subjected to a feudal social model.

Many of us are lucky enough to live in the good part of the world, the part where thanks to great perseverance and infinite sacrifices by many people there is a social model founded on basic principles of meritocracy and people's equality. However, this good side of the world continues to be imperfect also and the last mile is a long way from being run. There continue to be gender differences and discrimination that are evident to us, the privileged, if we just take a walk around the office and see who occupies the best offices and who occupies staff positions. Why talk about company boards of directors; the problem is generated from the foundation and affects many more women.

This is why it makes all the sense in the world to support the HeForShe campaign. If we don't run the last mile together, men and women, with the former proudly bearing the banner of definitive gender equality, we will never have reached the desired goal. Not achieving this goal means continuing to fool ourselves, continuing to think that our side of the world is perfect and resting on our laurels. There is a long way to go yet, maybe quite a bit more than that last mile, and we should not only stay on our side of the world—we should also rebel against those tremendously unjust situations suffered by women in many places internationally and continue to be ashamed of them and raise our voices against them.

I resist thinking that this is the way the world is, but I resist negating reality or accepting injustice even more. This is the reason for HeForShe.



José Ignacio Jiménez
Managing Partner of Talengo

Index



page 04	Prologue	21	Ikea	41	Schneider Electric
		23	KPMG	43	Sodexo
page 07	AccorHotels	25	Liberty Seguros	45	Telefónica
09	BT	27	Linklaters	47	Grupo Thales España
11	Calidad Pascual	29	Merck	49	Unilever
13	Coca-Cola	31	Mondelez	51	Vodafone
15	Deutsche Bank	33	Mutua Madrileña		
17	Ferrovial	36	Renault	page 53	Epilogue
19	General Electric	38	Room Mate		

Prologue



Marta García-Valenzuela Pérez
Director of Talengo Diversity and Leadership Development

Diversity is the reflection of the society in which organisations function, and is a socially just, economically profitable objective.

We are living in a time of change, where everything we know and believed stable is being transformed. Diversity Management provides a response to this situation and is becoming a strategic core element for business leaders. However, understanding Diversity has also become a necessity for companies, to reflect that the market has become diverse. On the one hand, consumers increasingly seek companies that reflect their values and, on the other hand, the approaching war for talent requires a suitable response and the most valuable talent now is diverse talent. Beyond Diversity's social aspect, key to fairness, no company will be able to be profitable, successful and sustainable if it gives up talent.

What do the professionals with the greatest talent demand of a company? Salary and old compensation models are not enough anymore. The elements that convert a job and a role into something desirable and significant are increasingly important—something that compensates the dedication of many hours of someone's life to a project that means something and has objectives, in a team.

That is what diversity consists of; balancing two core elements. On the one hand, successfully getting people to feel singular and contribute all their difference and, at the same time, obtaining their commitment to a larger project, thus achieving a feeling of belonging.

In the mind-set of the new generations, consumers and professionals who are part of the current active population, values and commitment are above the traditional view of work. There are many talented people who have left—and continue to leave—organisations that are insensitive or unable to react in the face of a special phase of their lives. It doesn't make sense to continue to measure professionals' contributions based on the number of hours they spend seated in their offices, without being jointly responsible for their personal lives or without investing in their training or comprehensively caring for their health, for example. That doesn't work anymore.

Fortunately, we are living through a change in values that recognizes companies with exemplary practices regarding equality and diversity when it comes to valuing talent. And not only that; customers and consumers are also putting increasing pressure on the brands that distance themselves from this path.

Prologue

A profitable practice

The consequence is that companies, so aware of and sensitive to anything affecting the profit and loss account, have begun to include consideration of some costs that are complex to calculate but increasingly visible in their analytic accounting. These figures are tallied in the loss of trained, valuable talent, in innovation difficulties throughout the organisation's value chain, in competitions for major projects where the customers place special value on the components of the team that is going to work with them. We are faced with a new, quite varied market where there is no longer one dominant culture but where very different models co-exist, which must be understood and satisfied. We are faced with talent that has changed the rules of the game and is not attracted by long careers at the cost of sacrificing everything else.

This change in mind-set is also conquering top management positions, where a new generation of executives is coming in that has a higher degree of commitment to and connection with the environment, more international experience under their belts, a more realistic view of the market they are facing and also greater sensitivity to how remaining distant from social demands affects the profit and loss account.

Diversity in all its aspects is the direction signalled by all of these transformations. Within the global initiative HeForShe, initiated by the UN, the purpose of this report is precisely to reflect what they are thinking, these managers of the companies that have undertaken their own journey to achieve an inclusive organisation that respects and values peoples' differences beyond any other consideration and, in particular, that of gender, an eternally unresolved matter in our country. Because there is no strategic Diversity management without clear, inclusive leadership.

Keys to an inclusive strategy

Not everyone who is someone is represented here, but everyone who is represented here is someone. Amongst all of them they have provided us with a comprehensive view of the keys for achieving a successful strategy with regard to Diversity:

Business Case and Culture. *You can design the best Diversity project on the market, but if the company's day to day practice, its way of working and the way it is organised reflect another culture that holds sway because of inertia, the projects will never be fulfilled. Diversity must be an express part of the business strategy, be included in its values and permeate the whole culture. Only in that way can all members of the organisation reach it. Moreover, it must be a lever that supports and serves the business.*

Management Support. *Plans do not succeed by themselves and they cannot be left to the free interpretation of each area manager who has to implement them. Only the determined, express support of the leaders and their commitment and presence guarantee plan execution. The leaders are the main transmitters of culture in any company and must be the foremost ambassadors of Diversity.*

Objectives. *Theoretical pronouncements work as philosophical support for a strategy but in order to put it into practice companies must learn to analyse themselves, know themselves well and decide what their vision is, with clear objectives in a realistic timeframe. Percentages provoke rejection, as does positive discrimination, but represent a very useful tool when major changes are sought. Setting concrete goals is essential for Diversity project compliance; each organisation has to decide if the goals are quantitative or qualitative.*

Plans with coordinated, specific actions. *The objectives must lead toward a complete programme involving the whole organisation that includes coordinated actions. Each company, understanding its own needs and weak points, must design its own action plan with localized initiatives (by country, region, business area) that make it possible to attain the objectives set. In the course of this project we have seen many successful actions, such as the creation of networks or committees for discussion and follow-up, the inclusion of independent agents in selection processes or the obligation to include minority profiles in each of them.*

Prologue

Tracking KPIs. *These are essential to be able to analyse action effectiveness and correct and reinforce those practices that are not giving the desired results. The programmes are not inflexible, but rather instruments to attain an end, which, on the contrary, must be firm. Monitoring and metrics are necessary to assess progress discerningly.*

Companies need to have the best talent to achieve success and this means being attractive to that talent. To think that a company that turns its back on 50% of the population can be successful (if we speak only in terms of gender, and even more if we include other dimensions of Diversity) is a fallacy in today's society, recently emerging from a harsh crisis and immersed in an unstoppable process of globalization. Such a complex market requires each company to give the best of itself in order to be competitive. Diversity, as I said at the beginning, is not only fair but necessary. However, Diversity for its own sake does not provide any value; if it is not managed correctly it can be a source of conflict. This is why we need different behaviours among leaders, so that they know how to showcase Diversity's richness. These leaders must base themselves on a series of inclusive leadership essentials: Diversity management, inspiration, vision and transformation.

The examples included in this report show that the leading companies have already started walking this road and, without a doubt, their success will serve as an example so that more and more companies support inclusion as a strategy. We hope that this report inspires organisations to take up the challenge.

Talengo

Marta García- Valenzuela Pérez
Director of Talengo Diversity and Leadership Development

AccorHotels



“Being in a company that is committed and transparent, where the employees know there is no salary difference and they have the same opportunities means they commit to their work.”

Jean-Charles Delgado
CEO of AccorHotels Iberia

DATA SHEET

Sector	Size	Employees	The key
Hotels	Multinational with 3,900 hotels in 92 countries	190,000 throughout the world, 1,700 in Spain. 34.5% of hotel director jobs and 33% of management positions are held by women in Spain	First, outline the intentions and afterwards set clear objectives with measurable KPIs so they are achieved. Everything is based on a common framework programme with a lot of room for independent application, not only by country but by hotel

Geographic dispersion represents a Diversity focal point in and of itself: different cultures, generations, sexes... for a company present around the world this should therefore provide a basis for its strategy. This is the opinion of **Jean-Charles Delgado**, Iberia area CEO of AccorHotels, one of the companies with the greatest commitment to inclusion on an international scale, in the **HeForShe** project and in other forums. The latter include Ever, founded by large companies more than ten years ago in France to work and discuss how to eliminate stereotypes and raise market awareness.

“AccorHotels’ commitment to Diversity starts with the President and all the group’s executives, it exists in writing and is part of the company’s strategy” he says. “And not only do we have good intentions but we have set objectives with very clear KPIs: for women to occupy 35% of the hotel director jobs and 30% of management positions by 2017.”

In Spain they have already come a long way toward meeting these figures: 34.5% in the first case and 33% in the second. However, this is not only a question of showing off nice numbers in reports—it is key to awareness and also to the business. *“In our hotels we have messages for our female public but we aren’t only thinking of our customers, we’re thinking of our workers. They are the ones who have direct contact with the customers and transmit the brand’s values; what we do is sell hotel rooms. Being in a company that is committed and transparent, where they know that there is no salary difference and they have the same opportunities regardless of gender, race, etc. means they commit to their work”, Delgado says.*

AccorHotels

Strategy and leadership

AccorHotels' inclusion strategy comprises twelve commitments, but one of the main focuses is gender equality. There is a Diversity committee that was created at the French headquarters and works with a network of women executives who volunteer to participate. Its action is horizontal; it is outside the hierarchy, as is the equality tracking commission. There are other groups, such as the ethics committee, which is charged with ensuring the inclusion of different cultures, and various initiatives for people with disabilities.

The company also uses a talent development plan, and has another one focused on promotion. Most of its executives were trained in the company and rise through internal promotion. The goal is to create a culture and develop the best talent. Each hotel has its own programme and care is taken to ensure that among the candidates for promotion there is a balance between men and women.

"There are jobs traditionally held by women, such as housekeeper, and in this case what is difficult when you are hiring is to find male candidates. There have been more with the crisis, but it is an activity that has increasingly been outsourced over time and we have less influence on who is hired. But where we have our own teams we have included men in these positions," says **Jean-Charles Delgado**. With regard to the talent development work they are doing, he explains that *"We have learned to outline our intentions first, this is important. People who work the best are people with responsibility. Open programmes are strongest."*

Policies and results

Specific measures on a global and local level are combined to obtain the good results that they are enjoying. On a local level the hotels have a broad margin for rolling out their own initiatives but the framework is established by the general plan, which is very detailed and involves area and hotel directors. Anonymous CV's are used in hiring processes to prevent candidates being rejected for their photo, last name, etc.

A recent salary study carried out in various countries showed that there are no differences with regard to the work and the salary in any position, including executives. One of the points that is most worked on is balance. *"We are results oriented; what we measure is customer satisfaction and we give absolute flexibility in how things are managed so that each person finds the balance they need, with no distinction between the sexes. I'm not interested in the schedule; I'm interested in the work results. For example, we have two hotel directors that are a married couple and they organise themselves to take care of their family,"* explains **Delgado**.

The ethics committee is the international body that serves to pose questions and share the initiatives implemented in different countries, although each unit can either take inspiration from them or seek its own solution. *"Outsourcing, for example, doesn't mean that we abandon people management"* he points out. *"Germany helped put control measures in place for subcontracted companies, and based on that we created our own method to ensure that they fulfil the measures we request."*

Outstanding among the company's most innovative measures is the support for women executives and entrepreneurs that is handled from the headquarters in France. The company has also carried out a major information campaign in the hotels on the **HeForShe** initiative, and the AccorHotels CEO had this to say about it: *"It is a fantastic commitment. It is more powerful because it combines the support of governments, companies and universities, which are the fundamental areas for defending equality, and raises the value of a plan that remained within companies. It adds measurement to intentions: people are accustomed to objectives and without them the intentions may remain just that."*

BT



“What gives BT meaning as a company is that it uses communication to make a better world.”

Jacinto Cavestany
CEO of BT España

DATA SHEET

Sector	Size	Employees	The key
Telecommunications	British multinational that provides its services to large companies in 170 countries	100,000 professionals worldwide. 1,050 in Spain	Diversity and inclusion are inseparable concepts at BT, where they understand that the contribution of everyone makes them better and stronger as a company.

“Our commitment to an inclusive work culture includes valuing and celebrating individual contributions” states BT’s CEO in Spain, **Jacinto Cavestany**. *“This, in turn, has a positive repercussion on the benefits obtained by our customers when they put their trust in us, because an inclusive company stimulates innovation, one of BT’s trademarks.”*

Strategy and leadership

BT’s strategy with regard to Diversity and Inclusion rests on five fundamental points: leadership, consolidation, attraction, development and loyalty, to ensure the inclusive work culture that permits each and every one of the company’s employees to give their best.

“As a traditionally innovative company, we are determined to always remember our commitment to Diversity and Inclusion in all the decisions we make every day. From questions related to service provision to selection processes, where we want to make a long-term difference. In this ambition, leadership is essential for nurturing everyone’s commitment, and this especially includes me” **Cavestany** explains.

The consolidation of an inclusive environment has been achieved through systematic management in all of the multinational’s actions. This includes specific plans on all levels, with one of the most significant being within local initiatives. In turn, these local initiatives are shared as good practices around the world, which has contributed to the creation of a global inclusive culture in BT.

BT

BT is determined to be an attractive company from every standpoint, as a service provider and as an employer, reflecting Diversity in all the orders that constitute part of society.

Internally, they support employees' professional development, paying special attention to those who are part of minority groups. There are BT employee networks, such as LGTB (lesbians, gays, transsexuals and bisexuals), one for persons with disabilities or one for employees with dependent family members, among others. Together with the Human Resources Department they are part of the Diversity and Inclusion Committee at BT. This committee reports to the company's CEO and its purpose is to supervise the company's inclusion policies affecting minority groups, to ensure they fulfil the objectives anticipated.

Policies and results

One of BT's reputational attributes on a global scale is its commitment to inclusion and respect for differences. The use of communications—the object of its business—to make a better world is present in all of its activities. To this end, in addition to policies that function in the company's internal processes, BT has specific social projects, such as "Digital education to reduce the digital gap", which is currently one of the most serious threats of exclusion.

In Spain there are programmes that BT leads through the BT Foundation, and it is joined by other companies. These include "Me Veo Te Ves" ("I See Me You See You") to raise awareness among children, adolescents and parents about Internet opportunities and risks. Another is "Integradas" ("Integrated"), to help women who are victims of gender violence and at serious risk of social exclusion become integrated into society making the most of new technologies.

The Diversity policies of BT in Spain have obtained significant recognition, and when it received the Equality in the Workplace award in 2010 it was the first ITC Operator to do so. The award is granted by the Ministry of Health, Social Policy and Equality, and BT was one of the first 36 companies that stood out in a relevant and particularly significant way for their application of equal treatment policies and worker opportunities. A total of 600 companies competed for this title.

One of the achievements that gives the company's top manager the most satisfaction is co-responsibility; in other words, taking tasks that complicate work-life balance and that were traditionally assigned to women and disassociating them from gender. Today at BT, this balance "is a matter for two".

"All in all, the best result that I would like to highlight is the fact that the inclusive handling of diversity at BT is not something that just arrived or something exceptional; it is simply the norm. The challenge now is to maintain what has been accomplished and continue to deepen it in order to continue advancing. For example, having men become equality ambassadors" **Jacinto Cavestany** concludes.

Calidad Pascual



“What is essential is to create an inclusive context that encourages creativity and different ways of addressing challenges.”

Tomás Pascual
President of Calidad Pascual

DATA SHEET

Sector	Size	Employees	The key
Food	National family-run company	More than 2,200 employees	Looking for talent when Diversity does not arise naturally, giving the promotion strategy horizontality and unifying all of the actions undertaken in the group in a global plan

Tomás Pascual, president of Calidad Pascual, defines his company as a family business in the broad sense of the term: *“because of the composition of the shareholders but also because we want to work in a family environment and we extend that vision to the families of our professionals. Our mission is to manage in an ethical, responsible and excellent manner and create value for society in conjunction with our employees and with consumers.”*

Based on this reflection, he believes these are goals that cannot be achieved without two essential weapons: a trained, committed team and keeping the enormous changes that the market is undergoing firmly in sight, along with consumer demands. *“The environment is increasingly uncertain and changeable and requires varied solutions and different perspectives. And we need to have diverse talent that allows us to understand it and provide appropriate solutions,”* he says.

This is how Diversity became a priority in Calidad Pascual’s road map, where its top manager certifies that *“the important thing is to understand that diverse talent in the organisation does not only mean having diverse profiles in the company. What is really important is to create an inclusive context that encourages creativity, where different ideas flourish and different ways of addressing challenges and team suggestions are recognised. That is the change we are looking for.”*

Strategy and leadership

Regarding the way to achieve this, **Tomás Pascual** recalls a famous phrase, “I acted like I was, until I was”, a slogan he has applied in the company that he manages, providing it with the tools needed to conquer the Diversity it seeks. Supported by a corporate culture with just a few, very strong values that allow people to grow, one of the main focuses of Diversity has been the presence of women in management positions.

Calidad Pascual

"Now more and more women are joining: there were a few pioneers who paved the way." In this case, he acknowledges that they are faced with a sector where there is still a reduced presence of women in certain positions, especially in management jobs.

"There must be complementary people with different capacities on the teams. We are facing new challenges such as the digital revolution and we have more and more women interlocutors in all areas. Having women on all the teams and levels of the organisation has to be natural, it is something that allows us to complement perspectives and enrich our decisions in complex environments," he explains.

The company's strategy has been to always give priority to internal promotion, but the need to include new knowledge and profiles has led it to open more toward the market and transform the promotion model to increase its horizontality.

Policies and results

Outstanding among the plans that the company has undertaken is its training for talent development. Until now there has been a very broad plan underway called "Pascual Talento" but **Tomás Pascual** wants to take go farther and create a transformative programme that includes all of the actions and provides them with consistency, to construct a more ambitious goal involving the whole workforce.

"We have applied the same training system for a long time, both for the new generations of the business family and for the employees. But we believe that each person has different motivations and we want to manage those expectations with individual treatment," comments Calidad Pascual's president. In fact, the first changes launched in the company were the result of direct requests by employees who participated in some listening sessions to propose improvements and facilitate work-life balance with measures such as schedule flexibility.

The changes also have a lot to do with Calidad Pascual's objective of working to become a "best place to work" and attract talent. Aside from integrating women into the workforce, persons with disabilities and persons at risk of social exclusion have also had different programmes in the company.

"For us the development of women in management positions, the real integration of people with disabilities, mobility and multiculturalism, management of seniors and millennials... only makes sense in an open and plural context that represents a source of creativity and innovation and, without a doubt, business growth. For the coming years our road map is clear: to make Pascual a more diverse company, with management and rigorousness and, of course, with quality", says **Tomás Pascual**.

With regard to work-life balance, equal opportunity and diversity, 40% of the employees benefits from flexible schedules and more than 2.5% of the workforce is persons with disabilities. The next step the company wants to make is that of invisible Diversity, more cultural and social in nature.

Coca-Cola



“Coca-Cola has been diverse and inclusive since its birth 130 years ago. Otherwise, it would have been impossible to be successful in 208 countries.”

Jorge Garduño, General Director of Coca-Cola for Spain and Portugal

“Diversity is part of our DNA and our work philosophy; this is why we are the company we are.”

Francesc Cosano, General Director of Coca-Cola Iberian Partners

DATA SHEET

Sector

Food/mass market

Size

Brand presence in 208 countries

Employees

The Coca-Cola Company has the goal of seeing women fill 50% of its executive positions by 2020. In Iberian Partners the percentage of women executives in the management committees is close to 40%

The key

It has been a model of diversity in the broadest sense since its debut in Spain in the 50s. The secret? A combination: being the most international brand but always acting local

Jorge Garduño, General Director of Coca-Cola España and Portugal, suggests we think back to the brand’s commercials in the decades of the 50s, 60s and 70s..., those that are part of the collective memory of different generations, to analyse how they broke the mould in society: *“Coca-Cola has been diverse and inclusive since it was created. If it weren’t, it would have been impossible to be successful in 208 countries. Our mission is to generate a positive difference, inspiring moments of happiness, and that’s why we have a comprehensive perspective of diversity in all its aspects: racial, geographical and gender. The same thing happens with invisible diversity, such as social differences or the way of thinking. The consumer is at the heart of everything we do and is different in every country. We listen fervently to consumers and, therefore, to society.”*

Some differences that **Francesc Cosano**, General Director of Coca-Cola Iberian Partners, also applies to the work culture: *“In Spain we have the particularity of being a recently created company that emerged from the merger of eight companies with different cultures. This has meant that we have had to manage diversity since the birth of the company itself. Plus, we have a large variety of partners, with 350,000 customers that include more than 320,000 small businesses in the HORECA channel and in a multicultural, multilingual country... we could not be the company we are if diversity were not in our DNA. Diversity and inclusion go without saying and are part of our work philosophy.”*

Coca-Cola

Strategy and leadership

Coca-Cola is the most international brand in the world and has always defended a local way of doing things, to manage engagement with the consumer in each country where it is present. **Jorge Garduño**'s career is diverse in and of itself. He is a Mexican national and has worked for the firm in various countries, accumulating experiences that lead him to appreciate the most surprising consequences of consumers' and professionals' cultural differences. With regard to the former, he acknowledges that *"the public wants to be part of things that have a purpose: it isn't enough to buy a product that has a good price and good quality; they want to know that they are part of something more, of a project with spirit."*

With regard to talent, he shares his experience in Asia, which taught him to *"unlearn: having a career is not always part of the value scale of men from other cultures. I had promotion offers rejected because their life motivations were very different."* Along these same lines, **Francesc Cosano** points out that *"it is crucial to incorporate multiculturalism and apply mental flexibility to our daily lives. We are currently involved in a multinational European merger, and therefore flexibility, the ability to listen to people and the conviction that multiculturalism represents intellectual wealth, without losing the traditional values of commitment and honesty, are going to allow us to help all of the company's professionals in this challenge."*

Policies and results

The CEO of The Coca-Cola Company worldwide is of Turkish origin and his closest advisors are drawn from different countries. Moreover, the company has set the objective of reaching 2020 with women holding 50% of executive positions, and to this end it has launched diverse initiatives, such as requiring that one out of every three candidates for each vacancy be a woman, and it has also created a global committee to boost women's professional careers. The company is also part of "5by20", an international initiative to help empower five million women before 2020 through training in entrepreneurship linked to the Coca-Cola value chain.

In the case of Iberian Partners, the bottler has less tradition of women's presence because of its industrial nature, although it already can point to its President and two of the seven members of the Board of Directors. In the midst of an international integration process, diversity takes on great importance and it has a specific programme to promote the best talent, regardless of gender or origin.

Deutsche Bank



"We are committed to the creation of an inclusive culture that respects all the differences of everyone who works at this bank."

Antonio Rodríguez-Pina
President and CEO of Deutsche Bank Spain

DATA SHEET

Sector	Size	Employees	The key
Banking	Deutsche Bank is an international bank that originated in Germany, with a strong presence in Europe, United States and key emerging countries. It has more than 98,000 employees around the world, of 135 nationalities, located in 70 countries	Close to 2,600 people work in Spain; it is the only foreign bank that operates in all business areas and has its own branch network in Spain, where it has had a presence for more than 125 years	Diversity, for the bank, consists of building and fomenting a work environment in which each employee can express themselves honestly, contribute the best of their work and performance and develop a merit-based professional career.

"At Deutsche Bank we understand diversity management as the management of people, of the talent that we have within the organisation. It includes all the aspects that make us unique: culture, gender, sexual orientation, skills, beliefs, experiences and life lessons, among others" says Deutsche Bank España's president and CEO, **Antonio Rodríguez-Pina**.

Therefore, the bank pays attention to these points. The entity's top executive explains that *"this type of environment contributes to fomenting an inclusive atmosphere that means that people can achieve their maximum potential, that they contribute different ideas to reach better solutions with greater added value."*

Strategy and leadership

Talent management is a strategic element in Deutsche Bank, an organisation that has understood that the difference in any company comes from the people that constitute it.

Deutsche Bank

"Banks have to be a reflection of the society in which we carry out our work. By including diverse talent we can obtain better business results. Diversity helps attract and retain the best talent and maximizes employee potential. Moreover, it is necessary for providing innovative solutions and crucial for meeting and satisfying the diversity of our clients. Supporting diversity is essential in order to reach the business goals" said **Rodríguez-Pina**.

Diversity is one of the organisation's six values, under the collaboration umbrella, and is fundamental in the bank's 2020 Strategy.

There is a specific Diversity department, with a manager on a global level and a team with dedicated resources. On a local level, the Diversity area was created in Spain in 2004.

From the very first, work was begun in Spain with the involvement and support of the members of the Executive Committee and Management, and is integrated into the bank's leadership model. Based on this commitment, we have succeeded in cascading down the different initiatives undertaken and gotten them to really take root among the employees, and succeeded in making them part of Deutsche Bank's culture.

Today, Diversity is integrated into different bank policies and processes.

Policies and results

Since the launch of the Diversity Department in 2004, numerous actions have been undertaken to promote and favour a culture of inclusion in the organisation.

Currently there are campaigns and events in the bank on the different aspects of Diversity throughout the year, such as Diversity Week. Plus, groups of employees sharing common interests have been formed, such as enRed (women's network) and dbPride (LGBT).

There are also specific development programmes for women executives, such as ATLAS or *Women Global Leaders*, and sponsorship programmes for women. Moreover, the elements of inclusive leadership and unconscious bias are included in all management training programmes.

Another example is the hiring process:

- Diversity is part of Deutsche Bank's value proposition as "employer".
- Promotion of Diversity is part of the whole candidate selection process (internal and external). This includes using a 'blind' CV with no personal information.
- Suppliers who meet Diversity principles.

Another of the pillars in Spain is the Equality Plan, finalized in 2010. Deutsche Bank's Equality Plan is one of the most complete plans in the sector and includes topics of gender and social diversity.

"I have completely interiorized Diversity, on a personal as well as professional level", states Antonio Rodríguez-Pina. "I was always aware of the importance of equality and diversity of opinion; I am lucky enough to have grown up in a very inclusive environment. I think that we shouldn't be talking about 'the importance of Diversity' anymore; perhaps that term is obsolete. We all understand that Diversity is fundamental for the good development of any organisation", Deutsche Bank's president and CEO concludes.



"If you don't give women the same opportunities you're losing 50% of the talent."

Íñigo Meirás
CEO of Ferrovial

DATA SHEET

Sector	Size	Employees	The key
Infrastructures and Services	Its turnover is approximately 10 billion euros. About 90% of this amount comes from five countries: United Kingdom, Spain, Poland, United States and Canada (in that order of importance).	More than 74,000 employees in total	Among the actions with major impact, Ferrovial assumes the challenge of increasing the presence of women in its Management Committee, as the best way of showing the organisation's commitment starting at the top

*"At Ferrovial we are giving more and more importance to two aspects of diversity, culture and gender. Cultural: we already have a growing international presence, where our business is already bigger than in Spain", explains the company CEO, **Íñigo Meirás**. "With regard to gender diversity, women make up a little more than half of the Spanish population. If you don't give the same opportunities to those people you are losing 50% of the talent and you are also losing possibilities of improving your competitiveness. In terms of pure mathematics, in a company where engineers predominate it's a question of numbers."*

When he was named CEO of the company, more than 95% of the executives were men. That situation is changing, a lot.

Strategy and leadership

One of Ferrovial's "obsessions" is not losing talent, since they identified the need to address gender equality in 2010. This has led to an on-going review of the numbers starting from that time: how many women are joining Ferrovial who are trained as engineers, economists, etc. and how many are reaching a managerial level. *"Once the CEO's office and the general director of Human Resources begin to ask for information, people begin to catch on: 'watch out, this must be something important'. When they see the statistics, most of the executives by far realize that something is not being done right, and we are succeeding in having more women advance in the promotion process,"* says **Meirás**, pointing out the importance of Diversity being supported by the organisation's highest levels in order to obtain results. *"However, it's not enough for something to concern the CEO. That's only the first step; starting from there everything needs to be analysed in order to adopt the appropriate corrective measures."*

Ferrovial

On the other hand, to reach certain positions in the company it is essential to get international experience. *"That enriches us, as many of the markets where we are growing are more advanced than Spain with regard to Diversity. The people who spend time abroad come back with a much more open mind-set and are more willing to help bring about the necessary changes in the company,"* **Íñigo Meirás** says.

Policies and results

Within Gender Diversity, at Ferrovial they are adopting measures to resolve two common situations in the Spanish market that represent an obstacle to the incorporation and promotion of women in organisations: in career advancement too much importance is placed on "presenteeism" and networking in the workplace.

Traditionally, the weight of someone's immediate superior was decisive when giving a promotion. However, in the most modern organisations, objectivity is on the rise with regard to promotions, giving more weight to Human Resources directions, so the opinion of the hierarchical superior is not so conclusive. *"It isn't admissible for someone to value the people on their team depending on whether they can regularly call them at ten o'clock at night, when the matter can be resolved the next day during the workday. It might be easier for the boss but it cannot be fundamental in promotion processes,"* **Íñigo Meirás** continues.

On the other hand, with the way Spanish society is structured at this time, it is more frequent for men to get together with their colleagues after work than for women to do so. This favours prevalence of cronyism and proximity.

Ferrovial has a 3-year action plan starting in 2016 with which it intends to effect a culture change. The organisation has achieved equality for several years now with regard to new talent incorporation, but when it comes time for promotions they see that one of the two genders continues to be left behind.

This is where we come back to numbers crunching. In the Performance Assessment, for example, women are better valued than men. However, the data changes when identifying potential for promotion, and they are studying why one gender is left behind in the middle and long-term promotions pyramid. *"It is undoubtedly a question of mind-set, linked to beliefs, and different barriers need to be broken down",* the CEO thinks.

The company has adopted the obligation to have candidates from both genders in each talent cycle, whether selection or promotion. Moreover, it also applies some positive discrimination in its mentoring programme, seeking high potential talent to include, with two objectives: that they not leave the company and that they don't decide to settle at lower levels than those they could aspire to because of having to work longer hours, travel, etc.

"It isn't simple to modify a company's culture. And that's even truer when our own country has to advance so much in inclusion of diversity. At Ferrovial we have identified the problem, we are taking measures to correct it and, above all, the executives are very aware that this is a situation that has to be modified; they are not indifferent. In the organisation, Diversity is on everyone's agenda," concludes **Meirás**.

General Electric



“If there were discrimination based on gender or any other characteristic when assessing talent, we would destroy the company’s essence.”

Daniel Carreño
CEO of General Electric

	Sector	Size	Employees	The key
DATA SHEET	Technology and equipment goods for the industrial and energy sector	Multinational with a presence in 175 countries and in key economic activity sectors	300,000 employees in the world; of these, 3,200 work in Spain	A culture with just a few pillars, which are very solid and clear, built on integrity, independence always associated with fulfilment of objectives, and meritocracy. These are the bases upon which GE has built a unique personality

To talk about GE, its CEO **Daniel Carreño** refers back to the 19th century. He knows and is aware that the subject at hand is Diversity, but his explanation about equality in talent assessment at the company he leads has a lot to do with its origin. In fact, **Carreño** argues strongly that if there was gender discrimination or any other kind, they would end up destroying the company’s essence. A company, founded by **Thomas Alva Edison** in order to provide social solutions always based on innovation—he says it’s in their DNA—and always keeping one step ahead of needs. Two pieces of information that manifest this purpose: historically, the company has registered an average of seven patents a day, and it is the only one that has been traded on the Dow Jones index since it was founded.

With these credentials it is no wonder that a look at the company’s background is necessary in order to speak of talent: *“The demands of being in the lead, with complex solutions and work that very few can do, has required us to create a very special culture,”* explains Carreño, after admitting that it is precisely this point that makes him proudest. *“They say that we have differential talent and that the good working atmosphere is noticeable. Our professionals are proud to wear the GE t-shirt and its culture leaves no-one indifferent: if you get hooked you commit and you stay for thirty years.”*

Strategy and leadership

To explain the model that has sustained GE’s success for almost a century and a half after its creation, **Daniel Carreño** turns once again to the company’s essence: *“We always try to choose the best, whether they are men or women. If the best don’t advance, we are failing. We are so sure of our model that we want it to become generalized”*, he comments.

General Electric

What is it based on? On some pillars –just a few, he explains– that are very solid and clear, that rest on three principles: integrity, which marks a real red line and the limits of the playing field; if they are overstepped, you are out. Autonomy, which gives all the professionals a margin for action that translates into absolute flexibility from the very beginning, but always associated with the variable of attaining objectives. *"You achieve the most powerful effect if you transfer the decision to the individual: I give you the information, you decide. Later each professional is evaluated depending on their performance, based on measurable, comparable objectives."* And, lastly, meritocracy, which rewards talent, innovation and creativity, regardless of each person's circumstances.

Diversity is part of the company's values: they are strategic, because they are visualized as company priorities. The whole management team is committed to them –this is why they are disseminated, shared and promoted—and a leadership model is derived from them in which initiative and creative focuses are prioritised over the hierarchy. The GE model manager, beginning with its president, is someone who is committed, available and protective but also very demanding, and most of them are promoted from within.

"To guarantee and promote Diversity, you need a good selection that allows you to choose the best in order to then train them and be able to develop all their capabilities. That is the way to successfully retain the best talent," says **Carreño**. The team is committed in every phase of this process in which, to begin with, employees have access to any position available in the company. It is obligatory to publish vacancies firm-wide and the selection processes are regulated to avoid biases, whether in the evaluation or in the decision and subsequent monitoring.

Policies and results

Being a worldwide company with solid pillars as the basis for development of any initiative, programmes for promoting Diversity are built locally, in response to the characteristics of each country. Thus, for example, in the United States there are specific plans for Latin American and Black employees.

In this context, amid the multiple plans there are programmes that are developed around women, one of the areas with the greatest impact. Work has been done in this area since 1997 with initiatives such as the "Women's Network", a worldwide network in which multiple hubs around the world converge, where they organise discussion sessions and share best practices.

In the area of gender, the company works actively in the face of the scarcity of women with a scientific profile in the market. To break the barrier of prejudices toward technical careers, GE promotes initiatives such as:

- GE Girls: providing information at the age where young people have to make the decision about their studies and organising one-week camps in which it explains and presents the sciences another way, seeking their most attractive profile.
- Girls can code: seven-week camp in Silicon Valley – at the GE Digital Center in San Ramon – where slightly older young people receive training on programming, robotics and other technologies.

The company invests more than one billion dollars a year in training and works on the so-called "glass ceiling" that prevents women from developing their career at certain critical moments in their personal life. *"If we find the best person for a job and they ask for some time off due to a difficulty or circumstance, we bet on them even though their needs represent costs to the company"* says **Daniel Carreño**. *"We want to generalize and extend this model."*



"We talk about Diversity because in society, in the world, we aren't doing things right. We should be talking about Humanity."

Tolga Öncü
CEO of IKEA

DATA SHEET

Sector

Distribution of furniture and home decoration articles

Size

Multinational of Swedish origin that has 328 stores in 28 countries

Employees

It employs 155,000 people, more than 6,100 in Spain

The key

A clear vision of the brand's philosophy that is shared by the whole workforce. The managers are responsible for Diversity in their teams and for plans to defend it

*"I'm going to play devil's advocate" says **Tolga Öncü** with a smile. "We talk about Diversity because in society, in the world, we aren't doing things right. We should be talking about Humanity and it shouldn't be necessary to have these types of plans. So, in answer to the question 'do you have a Diversity plan?' the response should be: Unfortunately, yes, because it's necessary."*

IKEA has been a case study in business schools for its management model, which has led the company to undergo tremendous expansion in a relatively short period of time. And it should also be an example in its Diversity policy, a strategy rooted in the company's own mind-set and which permeates all its operations, including the way in which it involves all the employees who work there.

The firm's philosophy is that each employee decides whether they want to work in IKEA because it is the company where they want to be, but for them to do so with the vision that the wellbeing and benefit of the whole community takes precedence over any personal consideration: *"Each company employee has to think: I'm not here for myself, I'm here to contribute something to the IKEA team. And this mind-set has a lot to do with the company's success. Everyone has to begin at the same point. It doesn't matter where they come from," Öncü insists.* And he adds that *"for me, this mind-set represents an opportunity and it is one of the qualities that I want to use as a strength. I am lucky because I am in a company that is concerned about how we feel and what each of its professionals thinks, and that in an unjust society tries to be fair. We cannot just be a few people telling everyone else what they have to do".*

If this is the reception a professional encounters when they arrive at the company, it is no wonder that the brand has been able to create a culture so unique and personal that it is shared beyond its establishments.

Ikea

Strategy and leadership

The CEO of IKEA returns to humanist thought to explain the benefits that giving all professionals the same opportunities represents for a business. 50 nationalities cohabitate in the company and better results are obtained from that richness because the same welcoming philosophy the employee senses is the one they transmit in turn to the customers in whichever country it is.

"At IKEA we are trying to create a good life for everyone and it is something that is part of our strategy. We have only two documents in the company that never change: 'our vision' and 'our business idea'; everything else is changeable. Based on both of those, we think about how we can work to be leaders based on these objectives. They are very clear principles and if we see that they don't work with someone, that means that person is not happy working at Ikea", Tolga Öncü comments.

So, engagement is one of the cornerstones of IKEA's strategy. How can they succeed in getting all the professionals committed to their way of working? **Öncü** answers that *"it isn't a question of training, but rather of hiring people who believe in it and practice it; who think about what that vision means for me and what I can do to apply it and improve it."*

The Diversity management the company engages in includes all the parameters: gender, age, nationality, race, religion... The different countries share successful practices: *"No one aspect is more complicated to handle than another. In the end, the one you have to worry about is the one you are unfamiliar with because ignorance is what can lead you to mishandle a situation,"* says the company's top manager in our country.

Policies and results

Among the objectives they have set for Spain in the area of gender, the company intends to reach 50% of women in managerial positions, a quota that is not far off because women already represent 45% of the workforce in middle management positions and 40% in higher management.

In this sense, **Tolga Öncü** stresses that *"more than a goal it is a company vision. I don't think that specific actions lead you to 50% because, for example, we export many people from Spain to other countries and we make an effort with extra programmes, but that isn't the way to work with Diversity. Programmes are temporary, they are injections; the most important thing is the mind-set that you transmit to the team."*

In their case, the managers are the ones who assume the Diversity objectives and design the actions that must be carried out to achieve them. Each manager is responsible for his or her team; they are who transmits the values and who monitors their development. A tool, "IKEA Diversity" is a repository for the actions and plans, so that they can be tracked and results can be shared. It is a shared document on inclusion in which each leader makes a plan to contribute to the overall goal.

Top management works with the idea that they are recruiting and training future leaders. With this focus, they have follow-up meetings to correct any imbalances they detect and launch ad hoc plans. *"When we see that a goal has not been achieved we look to see what we leaders have done wrong. The risk is delegating responsibility for this to others, but all the managers have digital tools that help us follow the qualitative part of the teams and monitor them and weigh results. And each manager has to explain their goal for attaining objectives to the Committee," Öncü concludes.*



“Incorporating people who think differently allows us to be in a better position to help our customers manage change.”

Hilario Albarracín
CEO of KPMG

DATA SHEET

Sector

Big Four, audit services and legal, fiscal, financial and business consulting

Size

Present in 155 countries with more than 174,000 professionals who provide services in different disciplines

Employees

In Spain it has more than 3,200 professionals of 40 nationalities

The key

Incorporation of multidisciplinary profiles as a reflection of society and of the change that companies are experiencing in general. Very complete plan to support Diversity with a special focus on women’s “glass ceiling”

“For KPMG, diversity is applicable to all of people’s differential aspects: culture, religion, nationality, gender, age, disability, etc. In a services company for which its professionals are its biggest asset, diversity is a source of wealth; the multiplicity of approaches, perspectives and ways of understanding the world favour our being able to provide services with greater added value to our customers who, for their part, have to make correct decisions in a constantly changing world in which there are no uniform rules.” That is the viewpoint of **Hilario Albarracín**, current CEO and future president as of October 2016 of KPMG in Spain, one of the firms most outstanding in its support of the **HeForShe** initiative.

A pioneer in defending gender equality, a place that has already reached significant milestones—being the first of the Big Four to name a woman partner and to sign the Diversity Charter, never having had salary distinctions and historically maintaining a 50% woman hiring rate—the company takes its defence of Diversity to a deeper analysis that shuns trite sound bites. *“Society is changing a lot”* says **Albarracín**. *“Companies are becoming digitalised and are more and more concerned about the teams that are going to work for them, and they value team diversity. We cannot drive their innovation if we haven’t already done it ourselves. Incorporating people who think differently allows us to be in a better position to help our customers manage the change.”*

With this conviction, the KPMG team has renewed itself with new professional profiles such as engineers, physicists, mathematicians, architects and even ex-police and civil guard agents who work in the forensics area. The more than 40 nationalities that coexist in the firm also help generate natural diversity.

KPMG

Strategy and leadership

Non-conformist until conquering the most ambitious objectives, **Hilario Albarracín** is aware that the weak point of gender equality lies in the “glass ceiling” that constantly reduces the number of women reaching executive positions. *“51% of our workforce is made up of women, but when we go to manager or director positions with seven years of experience the percentage drops to 47% and continues to decrease in the top positions. It is at this jump that we need to stop, favouring measures that make it possible to achieve a life-work balance”* he explains.

“We don’t want to emulate the ‘superwoman’ example, to not transmit the message to women that if they are not always available and present they have no future in our firm. We believe that work-life balance is also a matter for men. In Sweden, for example, it is frowned upon if a man doesn’t take part of his paternity leave”, **Hilario** comments.

This is the goal he is working for: that the 47% of women remain steady at the partner level also. The focus? Talent engagement. And the commitment to achieve it involves the management committee doing a special coaching with the highest-potential women, to avoid them falling behind because they are women.

Policies and results

The policies developed to achieve this goal span everything from selection and promotion, where the presence of female candidates is required; to development, which now incorporates initiatives such as teleworking, flexible schedules, employee support services and the possibility for women to be out for a time and then return to the company.

The selection, training, promotion and compensation processes are periodically reviewed. There is a Diversity Committee that includes the president and CEO, and a plan that includes different measures to promote equality and support for the integration of diverse collectives. With regard to gender, one of the newest measures is the “Take the lead” mentoring programme, focused on talent development among middle managers. The participants hold periodic meetings with expert consultants to set their goals and objectives and receive ad hoc training on their personal brand, in addition to the support of a personal KPMG mentor that serves to guide them throughout the whole process.

Millennials are also in his sights. *“We partners have a commitment to leave the firm better than we found it”* explains **Hilario Albarracín**. *“This philosophy connects perfectly with the new generations’ mind-set; they choose to work in a company not so much for the salary but for what it can offer them with regard to commitment, values, flexibility, CSR policies, etc. They work in a different way and they are being incorporated in new services, such as cyber-security or digital transformation consulting.”*

The KPMG CEO also got personally involved with **HeForShe**, promoting a platform in which the firm’s professionals can join to share their commitments to diversity. *“In this sector there has not been discrimination but we cannot be neutral or be satisfied with having reduced workdays and other measures; we have to favour equality proactively and be a more attractive firm for female talent,”* **Albarracín** concludes.

Liberty Seguros



“In our last manager meeting, half of the people had changed bosses or jobs in the last three months. We are used to change.”

Enrique Huerta
CEO of Liberty Seguros in Spain

DATA SHEET

Sector	Size	Employees	The key
Insurance	Liberty Seguros España has a turnover of 812 million euros, 8.116 billion dollars in primes in the Liberty Mutual Group	1,133 employees in Spain	At Liberty Seguros they have understood Diversity as the fuel that feeds the creativity needed to generate innovative products and services for an increasingly demanding consumer

Liberty Seguros decided to give itself a strong culture in 2011, and did so through just four common values: positive attitude; success, in the sense that no-one settles for less, no-one gets comfortable; capacity to generate trust, whether on the part of superiors or among colleagues or subordinates; and development of its teams and reinforcement of talent development, whether in the team as a whole or on an individual level. *“We wanted to be defined by very few values but very solid ones. That’s where Diversity comes in—difference, the ability to contribute different points of view. And having the way we achieve something be as important as what we achieve,”* says the CEO of Liberty Seguros in Spain, **Enrique Huerta**.

Strategy and leadership

At the insurance company they have understood that Diversity helps the strategy in the sense that it enriches the final result, demanding that people adapt to different plans and different teams, leaving their comfort zones to subject themselves to new challenges. This is why they have different approaches. *“We don’t work on the questions that get the best rating in the Best Places to Work, in which more than 90% of the organization understands that the company is inclusive. This occurs with Sexual Diversity, which is completely natural in the company, and therefore we understand that there is no need to pay special attention to it,”* says the CEO.

One of Liberty’s most differential aspects may be the Sectorial Diversity, as they have implemented a particular approach to attract talent from outside the Insurance sector. Half of the people on the Steering Committee come from other activities which, in the CEO’s opinion, contributes enormous Diversity and the enrichment of new perspectives to achieve more positive results than if they had a more uniform vision.

Liberty Seguros

They also apply Functional Diversity, transferring people between areas, which contributes to a cross-area approach in which the whole team understands the need for closer collaboration. *"When we had the end-of-year manager meeting in 2015, in the three months prior half of them had changed bosses or positions. We are used to change," Enrique Huerta* explains, recalling other, more informal actions in this area, such as putting people who are not Area managers in strategic initiatives, to identify potential and reveal future leaders. This is the case with the VIVA programme (Vivir los Valores—live the values), a series of actions that involve the workforce to get them to live the values on a daily basis, beyond the proposals that may come from Management or the Talent Area. The three leaders of VIVA to date have been women.

Policies and results

When they named **Enrique Huerta** CEO of Liberty Seguros, the Steering Committee was made up of nine people and there was only one woman among them. Huerta set himself the goal of renewing that body, incorporating another three women, reducing the number of men to five. *"It wasn't so much for equality as it was because we understand that this was going to bring us value. We didn't only look for women, but it was a preference, fulfilling the necessary Talent criteria. In fact, for those three positions, in the end it was two women and one man who were included,"* the company's top manager recalls.

They began to apply Gender Diversity in 2014 in the analysis of the Performance Assessment, and then a clear difference in favour of men appeared in the results. They analysed that report, without finding any explanation. However, one year later, in 2015, just from being aware of the previous year's data, the learning process led to an evaluation similar in percentage between men and women. They also monitor gender in the Salary Review, together with other questions such as age or seniority in the company.

Another aspect that they cultivate in Diversity is the "talent pool". Liberty's talent management has confirmed through its potential identification system that they have a greater percentage of high potential personnel among women than among men, which ensures succession plans.

The actions undertaken by the company have achieved wonderful results in a completely natural way, steeped in the organisation's culture. Currently, there are 110 managers, of whom 40% are women and 60% are men. This ratio was 30/70 in 2010. The Sales team is made up of 35% women, and in Spain as a whole women represent almost 65% of the organisation, with 35% of men (in the Service Centre women represent almost 80%).

Moreover, this is happening in a sector such as Insurance, where there is almost no woman CEO among the largest companies although, oddly enough, the president of the trade association is a woman (Unespa, presided over by Pilar González de Frutos); and the General Director of Seguros y Planes de Pensiones, Flavia Rodríguez-Ponga, is also a woman.

Linklaters



“Socioeconomic Diversity is very important to me: looking for talent that breaks up the pattern in the office and enriches it.”

Íñigo Berricano
Managing Partner of Linklaters

DATA SHEET

Sector	Size	Employees	The key
Legal	Multinational with 29 offices and a presence on the five continents	More than 120 lawyers in Spain and 2,600 around the world	In a traditional sector where it is hard to break down cultural barriers, the office was bold enough to link the lack of commitment in this area to the bonus received by the professionals in the office

“I don’t believe in stagnation. This sector is very traditional but society is changing and our clients are as well; they are “diverse” and if we want to continue providing a top level service to our customers we have to adapt to the current social situation as well. It is going to be very good for the office to work on Diversity,” says **Íñigo Berricano**, Managing Partner of Linklaters. He says it as if it were a complex objective, and the truth is that there are sectors in which it is much harder to break down the cultural barriers that have grown up during years of activity. The legal sector is one of them.

So, his decision is ambitious, but it also makes the difference as a model of progress in settings where a greater effort is required to defend inclusion. If there were any doubt about the strength of his commitment, he has linked the lack of commitment in this area with a negative impact on the bonus received by the professionals in the office.

Berricano admits that his goal regarding Diversity is twofold: on the one hand, he wants to enrich the team with professionals who contribute differences; and on the other, to generate greater empathy with customers who are “diverse”.

Strategy and leadership

To accomplish this, Diversity has been incorporated as one of the firm’s values with significant relevance, and they are investing in the rollout of the tools needed to develop it. He indicates that gender and social-economic inclusion are essential focuses. *“My priority is to manage talent”* he emphasizes. *“We want to give more importance to gender but also to social-economic diversity: to look for talent that breaks the pattern in the office and enriches it; people from different universities and social origin. We have to be a model of the country and society around us.”*

Linklaters

The office has created a committee exclusively dedicated to diversity. The programmes are managed through the HR department, and have been introduced at all levels of the firm. With regard to gender they do not practice positive discrimination in hiring, although they do have the challenge of increasing the number of women in top positions (currently there are two women partners out of a total of eighteen). *"I think that work-life balance is key to helping women develop their professional career. Many times we have decided to support a talented woman, we have trained her and then we have not been able to retain her"* explains **Íñigo Berricano**. He continues: *"The fact that we don't find women in many meetings is something that society is beginning to see as anomalous. We have launched various workshops led by one of our woman partners because there are women who find it hard to openly talk about their family or career projects and the office needs to know how we can improve, to retain that talent. I am aware that there are departments in which work-life balance is complicated, but we can advance by responding to the needs of each lawyer and looking for specific solutions for each situation."*

Policies and results

The first part of this support has been precisely to listen to the women. The office has held a series of events in which different women lawyers shared their experience and a training plan has also been launched, the "Women's leadership programme."

Íñigo Berricano shows himself to be particularly satisfied when he says that *"Linklaters attempts to be quite respectful of local situations: the USA, the Middle East, Spain or Asia is not the same. In inter-office transfers of lawyers, for example, we attempt to ensure that each person is supported in their individual, religious or any other kind of circumstances. We have gotten far beyond discrimination for sexual orientation because the London office is very active on this point."*

Best practices among countries are shared although the plans and their application is local. A programme was imported from Italy that was created by a woman partner to organise breakfasts with women lawyers from different sectors and customers, as was an initiative to promote the inclusion of professionals over 40 who had to stop working for personal reasons but who want to resume their careers. There was also a well-attended workshop held on detecting unconscious biases. *"It is essential to reflect on the way you make decisions, to be conscious of biases that influence them and that you are not even aware of,"* he concludes.

Merck



“At Merck we don’t swap quality for Diversity; we want to hire the best, attract the best talent, and there is a large percentage of women among the best, which is growing.”

Rogelio Ambrosi
President of Merck España

DATA SHEET

Sector

Pharmaceutical

Size

Multinational with a presence in 120 countries with more than 30 factories around the world

Employees

Merck is the oldest chemical pharmaceutical company in the world. It is made up of almost 50,000 employees

The key

They have policies and processes on a world level to integrate Diversity in the organisation, but Merck’s Spanish leadership has set itself the priority goal of incorporating the best talent, aside from other questions

“Every organisation has to be careful of the policies it adopts. It may fall into the temptation of forcing Diversity, so that executives’ bonuses depend partially on fomenting a forced, artificial gender balance, and that’s risky. At Merck we don’t swap quality for Diversity; we want to hire the best, attract the best talent, and there is a large percentage of women among the best, which is growing. We are carrying out this process in a natural way. Everyone competes in the company with the same ground rules,” explains **Rogelio Ambrosi**, president of Merck España.

From his point of view, it is as diverse to hire a woman for a position that was occupied by men as it is to bring someone who always worked in another country to Spain. *“All different ways of thinking add value, regardless of gender. We want to build an attractive work environment that offers sufficient margin for creativity and innovative capacity,”* **Rogelio Ambrosi** says.

Strategy and leadership

Merck is a company of German origin with almost 350 years of history, and it has undergone a profound evolution in recent years with regard to the incorporation of Diversity. *“For example, Merck’s Executive Board was traditionally made up of Germans and now that won’t happen again; it is a fundamental change in our organisation’s culture. Our CEO, Stefan Oschmann, is a German who has spent almost his whole life in the United States. Another addition has been Belén Garijo, CEO of the Healthcare area, who is Spanish.”*

Merck

In fact, when Merck was incorporated in Mexico, **Rogelio Ambrosi** became the company's first non-German executive. Seven years ago there weren't any women on the worldwide Management Committee, either.

Policies and results

German law—Merck's headquarters is in Darmstadt—obliges companies to set objectives in order to achieve gender equality in the upper echelons of their organisations. *"We have policies and processes throughout the company that invite the integration of Diversity. But in Spain we have preferred to do it walking the talk, and not only with regard to gender. For example, by generating more horizontal structures, making inter-departmental collaboration closer, providing mentorship for conflicts and substituting people if necessary."*

For Merck's president in Spain, the heart of Diversity means each of the people who make up the organisation being able to really work with shared objectives and accept and enrich themselves with other points of view. *"There is also a question of mind-set; this means that whoever leads the different units has to understand that to adapt to the challenges of the market and an environment that is in constant change they have to be able to want the best people on their teams, and not be afraid to include someone who may be better than they are."*

With regard to results in Diversity, the Executive Committee in Spain is made up of people of different nationalities and genders, with three women among the eleven people on the team led by **Rogelio Ambrosi**.

The company has created a Talent Group that is not linked to gender but rather the capacity to increase innovation in management, beyond purely technological or research aspects. *"We are looking for people able to help us identify best practices in other countries that may be applicable to Spain, to bring ideas that haven't occurred to us yet or come up with them here to be able to transfer them to other places where Merck operates. This is the type of global Diversity we are betting on."*

"I have two daughters and I hope their gender won't have to be taken into account when they join the labour market, whether in their favour or against them," Rogelio Ambrosi concludes. "I believe that we need to get used to seeing more women in managerial positions, not only in multinationals. Women who tell their story and can say that they have competed in a normal way and often won; this is why they are where they are, not because of their gender."

Mondelez



"We all build Diversity together. All of us employed at Mondelez are open and inclusive, a value that is part of the organisation's essence."

José Luis Saiz
CEO of Mondelez in Spain

DATA SHEET

Sector	Size	Employees	The key
Mass market	Multinational with a presence in 165 countries	In Spain 20 nationalities work together; 30% of the executives are women	Beyond numbers, Mondelez is a people-oriented company that dedicates 50% of its committees' time to professional development, always as the first point on the agenda

"With regard to Diversity, it isn't enough to have specific plans: you have to be convinced of their value and live them in your daily work. Especially by example, because new generation professionals have new expectations. How are we going to be believable when we talk about equality if we do not all put it into practice?" These are the words of **José Luis Saiz**, CEO of Mondelez in Spain, who, for example, took paternity leave when his youngest daughter was born. He is convinced that people-oriented companies can build teams where talent is rewarded above any other consideration, with positive results obtained for the business.

The organisation he directs is an example in this area but, even so, he has set more ambitious goals to achieve. He believes that the company has undertaken a journey toward Diversity in which the plans that it is putting into effect mark the road map but that this could not have been achieved if it hadn't been for the coming together of a team that had the courage to change it completely.

Strategy and leadership

It is normal to hear that company strategies are based on customer orientation or on objectives, which implies having their focus set on consumers and their demands, and on managing teams with all possible controls (schedules, organization, etc.) dependent on the result. But it is absolutely unusual for a company to declare itself "people oriented."

"In all companies we are often obsessed with numbers, but we give them a significance that has the same importance as people management" explains **José Luis Saiz**. *"It is taken for granted that the team is fundamental for meeting objectives, but that is not enough, you have to implement mechanisms that guarantee that orientation. In our case, we have a mission in our strategy that is to 'create fun moments' with the products we manufacture for our customers and we have extended that same goal to the employees. We want our professionals to also have fun carrying out their day to day tasks."*

Mondelez

Diversity seen as inclusion and understanding everyone without distinction because of their gender, age, origin, religion, etc. is in the company's DNA and this is reflected in its values; values that are lived in the day to day work and that are connected with the strategy. *"There are things that are unique in each person and we emphasize them because differences enrich us and add more, they don't separate us"* comments **Saiz**.

Mondelez works in an area that is global and constantly evolving. Therefore, it is essential for its business to have professionals with different skills and experience who can find creative solutions to the challenges that the company is facing every day. Diversity is also positive for the professionals themselves, who grow and are enriched thanks to the knowledge and perspectives of their colleagues. All of this generates stimulating, collaborative environments where people exchange ideas and increase their motivation.

People orientation is not only a statement of intentions in Mondelez; it is a reality that translates into all the management committee meetings dedicating 50% of their time to talking about the professionals in the organisation and, moreover, having that as the first point on the agenda. The committee is diverse in and of itself: it is made up of fifteen people of six different nationalities. Women occupy 30% of the managerial positions in Spain and they are very active in defending their role and the programmes that can help develop their careers. Moreover, the head of the company is a woman, Irene Rosenfeld.

Policies and results

In this sense, "Women in Management" is one of the most significant projects and enjoys the voluntary participation of employees at different levels of the organisation who want to investigate, discuss and share concerns about what women need to continue to advance in their professional development. With regard to this programme, **José Luis Saiz** explains that *"we don't believe so much in filling quotas as in understanding, inspiring and promoting different initiatives to generate change."*

To guarantee success, he highlights three essential premises: really believe in the inclusion of diversity, provide management support for it, and measure its evolution to be able to act on the aspects that may require it. He acknowledges that this way makes it complicated to attribute any specific numbers to the effect of the inclusion programmes and the profound transformation that the company has experienced since 2012 when they began to be more active with these policies, although it's true that the numbers have gone well for the company since then. *"If what the statistics say is correct, there is no doubt that the best results are due to the arrival of women in executive positions. These have been four very important years and the people focus has played a fundamental role in them"*, he says.

"Women in Management" is just one of the many projects implemented by the company with the support of management, the leadership of Human Resources managers in daily work and the initiative of all the employees. And the programmes do not only support women, they support inclusion in a broad sense. As a multinational, the company also naturally experiences the interchange of professionals of different nationalities, and it also sponsors projects with men, whom they seek to hire in departments with an overwhelmingly female majority, for example, or with the Millennial generation.

According to Mondelez' CEO, *"The market demands that companies have the same attributes that society reflects, and consumers are diverse also, which means we have to speak to them in their own language and with the same values."* And, so that all of this works, the KPIs are basic because true support for inclusion always comes paired with non-conformity and the recognition that it is a path with no end that must be nourished constantly with new challenges. Mondelez has an Equality Committee that reviews the fulfilment of its plans and adds access to training for the most valuable talent, as well as initiatives as diverse as the Best4You programme, which helps employees seek a balance between their personal and professional life.

Mutua Madrileña



“Managing Diversity contributes to improving results and the company’s profitability.”

Ignacio Garralda
President of Mutua Madrileña

DATA SHEET

Sector	Size	Employees	The key
Insurance	Spanish Company. More than 85 years old, it is the third insurance company in the general ranking of insurance in Spain and the leader in solvency among the primary European insurance groups	It has more than 6,400 employees including SegurCaixa Adeslas, which has been part of the business group since 2011	50% of recent promotions taking place in Mutua Madrileña and 54% of the latest hires for the organisation’s first levels correspond to women

The president of Mutua Madrileña, **Ignacio Garralda**, is very aware that *“managing Diversity allows us to achieve maximum performance from the company’s talent, attract the best professionals and reinforce the motivation and commitment of the company’s human team.”*

Managing diversity also contributes to reinforcing Mutua Madrileña’s corporate reputation, bringing the company internal and external recognition and appreciation.

Ranked 13th in the Merco Responsabilidad y Gobierno Corporativo (Merco Responsibility and Corporate Governance), which features the most responsible companies, and ranked 15th in the Merco Talento index, which measures the best companies in which to work in Spain.

These positions have an immediate translation: they reinforce the company’s reputation and allow it to be more highly “desired” by professionals and society in general.

Strategy and leadership

Equality management is a central part of the Corporate Social Responsibility and Human Resources management policies at Mutua Madrileña. *“Talent management, which necessarily implies managing Diversity, and in particular the promotion of Gender Equality, is a priority in our corporate strategy, as it is our professionals and their commitment to the company that make Mutua what it is today,”* says **Ignacio Garralda**.

Mutua Madrileña

With regard to Gender Diversity, they are focused on eliminating the hurdles that may mean that female talent is lost as women progress in the different levels of the organisation. Thus, they have set up work-life balance measures, they have designed training and professional development programmes, they facilitate networks for collaboration and professional contacts, they give visibility to women with talent and they develop objective assessment and promotion systems.

In this context, *"we decided to go one step farther in 2013 and we launched our Women's Leadership plan to achieve gender balance at all levels of the organisation and strengthen the presence of women in managerial positions"*, **Garralda** explains. This is a comprehensive plan based on various core activity areas: Culture and Leadership, Professional Development, Work-Life Balance and Flexibility and Communication.

Mutua Madrileña has taken on the commitment to Diversity from the highest executive level and extends it to all management levels. In this sense, the work of team leaders is key to identify talented women within the organisation and encourage the women to make the most of the opportunities for professional growth that arise in the company.

The company also has a specific training programme called "SOY Manager" that targets development of their own leadership model based on their corporate values and culture. It includes aspects directly related to managing work-life balance, equality and management of Diversity in work teams. Together with this specific training, Mutua Madrileña also recognizes executives who facilitate the promotion and professional development of women through the "Somos + Igualdad" award; recipients are chosen by employee vote.

On the other hand, although the Human Resources team is responsible for designing policies and programmes on diversity, all of the company's professionals participate in its management through the Equality Commission and the Work-Life Balance Team. Both groups make it possible to gather employee opinions and proposals on these topics; they do an on-going review of policies and their results, and suggest possibilities for improvement.

Policies and results

Mutua Madrileña supported equal opportunity starting from its origins: it was the first company to bring women onto its assessor force.

Since 2008 the company has had an Equality Plan where its commitment to equal opportunities between men and women is stated. This Plan means the absence of all discrimination, whether direct or indirect, for reasons of sex, sexual orientation, and matters deriving from maternity, assumption of family obligations and civil status.

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This commitment to equality is captured in specific initiatives around various scopes of activity:

- support for work-life balance, through the Plan Armonía, which includes measures to facilitate integration of personal and professional life. In 2015 more than 800 work-life assistance amounts were granted totalling 604,000 euros.

Mutua Madrileña

- measures with regard to selection and internal promotion of women to achieve a balance in all organisational levels and, in particular, in managerial areas.
- the Liderazgo Femenino training programme, specifically targeting the professional development of women in the organisation. 22 women participated the first time it was offered, and 41% of them were promoted. Given its success, it is being offered a second time in 2016.
- equal salaries. Mutua Madrileña's salary policy is based on three objective criteria: successful achievement of previously-defined business productivity indicators, the positioning of each employee with regard to their salary group of reference and the results obtained in the performance assessment. All of this guarantees equal salaries for men and women and ensures there is no salary gap by gender.

Likewise, the company has its own Code of Conduct that all the employees must sign when they join the company, where respect for diversity is included as a priority.

Mutua Madrileña's experience shows that management of diversity and work-life balance has a direct effect on employee motivation and satisfaction. According to the data from the latest Commitment Survey the workforce's level of satisfaction with regard to work-life balance and equality is 80.4%, and pride of belonging is 95%. The rotation rate in the company is only 1.4%.

Renault



“Diversity is not only a value that must be defended; it is the key to our strategy.”

Ivan Segal
General Director of Renault Iberia

DATA SHEET

Sector	Size	Employees	The key
Automobiles	Renault Group sales reached 5.374 billion euros in Spain in 2014	Renault’s workforce in Spain consists of 13,148 people as of end 2015	It is the only European producer committed, since October 2008, to designing, manufacturing and marketing vehicles for people with reduced mobility, with the Tech line. Another example is the “female DNA in the vehicles”

At Renault they believe that a commitment to Diversity is essential in all social areas and a competitive advantage that helps them respond better to their customers’ expectations. *“The multicultural make-up of the teams is an on-going challenge but, at the same time, it allows us to better understand the different markets, and have an enriched, new vision of things”*, indicates the General Director of Renault Iberia, **Ivan Segal**.

This mind-set also translates into business successes. This is the case of Vehicle Development Manager **Valérie Brusseau**, who launched an internal survey internationally on “The ideal car as seen by a woman”, that was intended to bring women’s needs to the fore in the design of new models. This individual initiative was backed up and supported by the whole Women@Renault network and finally approved by the Executive Committee and the President-General Director of the Renault-Nissan Alliance, **Carlos Ghosn**. The result of this project was new contributions in the design of vehicles with “Female DNA” as is the case of the Renault Captur, manufactured in Spain and a hit around the world, with more than 500,000 cars sold in two years. Many of the elements such as the colours, the two-tone paint, the upholstery or the drawers were designed to respond to the demands of women drivers.

“The more people there are in Renault who represent market Diversity, the better adapted our products and advertising campaigns are to customers”, continues **Segal**.

Strategy and leadership

After signing a collaboration agreement with the Women’s Forum for Economy and Society, a group of 15 top women executives at Renault presented a Plan collecting the proposals of more than 100 women from all the departments, titled Women@Renault Plan, which was launched in June 2010.

Renault

The creation of the Diversity Department at the central headquarters was the key starting point and later the networks Women@Renault and Handi@Renault were created and cross-cutting action plans were approved to also work on Age and Origin Diversity.

Today, the Renault Group has Business Social Responsibility Management and a Diversity Committee that make it possible to promote Equality with regard to gender, disabilities, origin and age, coordinated by **María Luisa de Contes**.

Each of the countries in which Women@Renault is present has different short-term goals. *"A 'Punto País' is held every two months to do a benchmarking among all the places where it is present and it is very interesting to see that we have common concerns, such as access to positions of responsibility, training, awareness raising or recruiting. But then the actions are very diverse. For example, this has favoured Algeria and Turkey having a very high percentage of women in their workforce and this incorporation has been very fast, which often surprises people"*, explains **Segal**.

Different training initiatives have been carried out to reach gender parity in top management of Renault España, such as the programme "Promociona", the training workshop "Apoya el talento" and the "Lidera tu futuro" training workshops.

Policies and results

The creation of the Diversity Group and the Women@Renault network in Spain has spurred important reflection and awareness-raising on equality in the company. The Group organises an average of 12 conferences, workshops and awareness-raising trainings per year in Madrid, Valladolid, Seville and Palencia.

The whole Diversity strategy translates into specific actions developed in the departments of Human Resources, General Management (agreements with Fundación Integra for women victims of gender-based violence and Fundación AFANIAS for people with disabilities) and in Communications Management.

"In recent years we have taken very important steps in Renault España Comercial, such as signing the Voluntary Collaboration Agreements with the Ministry of Health, Social Services and Equality, in which our company agrees to increase the percentage of women in executive and pre-executive positions until reaching 25% in 2017 and 40% in the Board of Directors. This same Ministry recognized the work we do in this area by awarding us the Company Equality Badge in 2014. Our firm commitment is to maintain this honour over time, so we do a biannual surveillance and on-going improvement tracking" says **Ivan Segal**.

Additionally, the Renault Foundation for Sustainable Mobility carries out important awareness-raising work through its "Mobility for Everyone" programme. Athlete **Teresa Perales** is the image of the campaign—the best Paralympic record holder of all time.

Currently the workforce of Renault España Comercial is 37.4% women and they work constantly to attract female talent to the automobile sector, which has traditionally been a very masculine world. Initiatives such as "Girls in ICT Day" and those promoted by the "Elles Bougent" association encourage women to join the technical areas in the company. With this objective, the company gives talks in schools and secondary schools in Madrid and Valladolid.

Room Mate



“Having different people translates into an endless source of ideas, solutions, contributions...”

Enrique Sarasola
President and founder of Room Mate

DATA SHEET

Sector	Size	Employees	The key
Hotels	Spanish company with an open concept of the hotel industry that is undergoing rapid international growth. Now it is tackling a Business Plan through 2019, with 10 new openings in 2016 and another dozen possible inaugurations this year	They currently employ 550 people	Room Mate’s business model stands out for points such as the location of its hotels or the design of its establishments but, above all, for its employees’ attitude

For **Enrique Sarasola**, Room Mate president and founder, *“what makes us totally different is the human team that works in our company. These people have to be special, they have to bring a series of qualities that mean that lodging at Room Mate becomes something more than a ‘stay’—it becomes an experience”*, **Sarasola** explains. Internally he sums up those qualities in what he calls the “roomie attitude”, and that attitude is not exclusive to one sex, one nationality or one sexual orientation. *“What makes someone Room Mate or not is their attitude, not their socio-demographic characteristics.”*

Strategy and leadership

On the office door of Human Resources Director **Rosana Fernández** there is a poster that reads: “All families matter”. In the organisation, one of her responsibilities is to monitor the company’s Equality and Diversity. However, from an “operational” point of view, everyone who is part of Room Mate is charged with promoting the culture of Diversity and Inclusion every day and in every area. This applies especially to the company’s leadership, beginning with its president.

Room Mate is an international company. Its 22 hotels are located in six countries and its clientele is international. *“If you want to offer attention focused on women clients you have to start with Diversity, which allows us to give diverse responses to the different needs and expectations of our users,”* **Enrique Sarasola** says. For him, another of the pillars supporting his business, innovation, *“flows better when you bring heterogeneous people together. The different ways of thinking, of analysing and perceiving a situation lead you to find new ways of providing service and surprising clients.”*

Room Mate

The president of Room Mate remembers that when they inaugurated the Room Mate AITANA in Amsterdam they realized that the Dutch were the tallest people on average in Europe. Therefore, they made special beds 2.10 metres long. What seemed big to Spaniards was normal for the Dutch. Now, that large bed practice has been transferred and has given his business a plus. Another contribution from Diversity.

Acceptance of different ways of thinking and feeling is one of the Room Mate corporate values. *"When someone joins our team that is one of the first things they hear. Starting from there, they will find themselves in the midst of 'diversity' in an endless variety of moments: in our corporate intranet, Being Mate, where we have a section dedicated to CSR and another dedicated to Equality; or in their daily work, where they spend time and coexist with totally different people,"* **Sarasola** continues.

This applies to everything from the Welcome Plan to the publications that appear in Being Mate or the awarding of its annual prizes, which are received by women, men, young people and not-so-young employees, Spaniards, Italians...

By the same token, Diversity is present in the development of company leadership. **Sarasola** explains, *"We watch out to see that the leaders are people who merit it, based on their potential or performance. We orient and train management so that they exercise their leadership using a people development approach, with attention to people's value, their contribution to the company."*

Enrique Sarasola also personally does a lot to favour Diversity: he has participated as a speaker in the female leadership events organised by the Banco Santander as part of Womenalia; and he was the face for the Red Cross campaign "En realidad no tiene gracia" ("Actually that's not funny"), promoting immigrant inclusion. When his first daughter, Aitana, was born, he and his companion and Room Mate partner **Carlos Marrero** participated in a report giving visibility to other types of families. They have also participated in forums such as Piensa en positivo, a programme on TVE 2, to give a voice to the collective of persons with disabilities, among many other actions.

Policies and results

Diversity and equal opportunities have been part of the Room Mate values since the company's founding: the establishments bear both men's and women's names. Moreover, Diversity and Equality are included in all policies: in selection, promotion and evaluation, where they start with the premise of identifying and valuing people for their contribution to Room Mate, not for their characteristics.

One of the policies deals with the need to cover long-term absences. In particular, those involving maternity, paternity, time off in order to care for dependent persons, etc. This way, they avoid extra workloads falling to the teams and therefore there is no pressure on the people who are exercising their rights.

Within the Occupational Hazards Prevention policy a preference has been included for the use of unisex uniforms. When this isn't possible, it is the person who chooses the model they are going to use. This way they avoid gender stereotypes and prevent sexual harassment.

As a result of the different policies they apply, Equality and Diversity are the most highly rated points in all of the Work Environment surveys they have done to date.

Room Mate

As a result of the different policies they apply, Equality and Diversity are the most highly rated points in all of the Work Environment surveys they have done to date.

"In a nutshell, Diversity allows us to include the best, whatever their gender; to have multidisciplinary teams that bring different, complementary perspectives; different people, with different needs and capacities, which translates into an endless source of ideas, solutions, contributions..." highlights **Sarasola**.

However, they aren't resting on their laurels: *"we are a very young company and we haven't had time to reach all of our goals. We have done training on women's empowerment but we still don't have a potential identification programme exclusively for women. We have included obligatory guidelines in the remodelling and construction of our hotels from a 'universal tourism' perspective, and we do it better and better, but not all of our sites are totally accessible yet,"* **Sarasola** concludes, alert to the 10 establishments that his chain is going to inaugurate this year and the other dozen opportunities that he is negotiating, with which he would double the number of Room Mate hotels in 2016.

Schneider Electric



“We have done more for Diversity in the last 10 years than in the twenty preceding ones because the crisis has transformed society.”

Patrick Gaonach
CEO of Schneider Electric in Spain and Portugal

DATA SHEET

Sector	Size	Employees	The key
Energy	Multinational with operations in over 100 countries	160,000 employees worldwide; 4,000 in Spain of 50 different nationalities	Diversity is part of the strategic objectives and is promoted directly by management with very clear KPIs that enable progress measurement

Patrick Gaonach, CEO of Schneider Electric in Spain and Portugal, is emphatic when talking about Diversity: *“I have been here for three years, and to be honest, Diversity was not one of the country’s strengths; we cannot say that Spain was a model in this sense. However, the crisis has accelerated change in society; more has been done for Diversity in the last 5 years than in the 20 preceding ones. Our customers have been transformed and we have, too.”*

He believes that being a diverse company is natural, because it simply reflects the society in which we live. In this past decade that he is referring to, the company he manages has undergone major expansion that has taken it to more than 40 countries and meant the incorporation of more and more international talent speaking 50 different languages. Part of this growth was achieved through acquisitions of small companies in new business areas which are completely immersed in the new economy and the new society, many of them specialising in software solutions.

In spite of having conquered Diversity naturally during this process, **Gaonach** believes it is necessary to make a proactive drive to defend it, a process that he has experienced personally. *“For us it is imperative. My life changed when I left France because I was allowed to see and learn the enormous differences that exist in the world: South Africa, for example, is the only country where there is a legal obligation to have a specific plan for black men and women; and in China 80% of the workforce and the engineers are women.”*

Strategy and leadership

This personal background is partially what he has used to design a model in which Diversity has a route marked by three very specific steps:

- Define the strategy and make Diversity a value and an objective.
- Implement strong communication and empowerment for professionals.

Schneider Electric

- Conviction in the traditional communication flow is not enough: it has to come from the leaders, in a personal and direct way; the leaders have to be Diversity ambassadors in their company.

Having Diversity in the strategy through clear KPIs to be able to monitor its evolution is a priority for the CEO of Schneider Electric: *"We are a company of engineers and we adore KPIs because we believe in them and we have them. We are in a very conservative sector and we kind of have two different organisations, if we look at the logistics and manufacturing part on the one hand and the more commercial functions on the other, for example. Not only do we want to attract female talent; we also want to become a more attractive, 'sexy' and sustainable company. And we have set ourselves a goal: to have a workforce of 40% women".*

It is not only a question of attracting outside talent, but also of identifying and supporting internal talent through, for example, mentoring and coaching programmes. With regard to communication, this includes talks at universities, seminars, campaigns and the work of the "Woman Advisory Board". Also, a Think tank and a Diversity Committee were created for Iberia.

"The strategy is functioning very well" says **Patrick Gaonach**. *"We are generating many ideas and awakening creativity."* He leads the groups personally: *"When it is us who put ourselves at the front of these initiatives we transmit a definitive message of commitment to the rest of the organisation. The strategic objectives must be promoted by management to overcome resistance and communicate the benefits created by the changes."*

Policies and results

One of the first visible results will be the elimination of any salary gap that there might be in specific cases of people of different sexes who occupy the same position with equivalent responsibilities. Among the inclusion policies being implemented are teleworking, flexible schedules and talent development. *"Talent has no gender. We have talent in our company and we have to make an extra effort to train it and develop it. Schneider Electric needs women engineers, but also professionals in marketing, sales or innovation"* **Patrick Gaonach** explains.

The company has launched a succession plan that places emphasis on the presence of women candidates with talent; specific work to combat unconscious or invisible biases; and it recently introduced an evaluation system for values, behaviour and attitude. *"The 'what' is as important to us as the 'how' and the leaders also have to combine both elements 50-50,"* he comments. Salary increases are calculated based on this evaluation.

To address resistance to change, he uses the results: *"For many men it is not easy or natural to work closely with women, especially when this was imposed on them. But with leader support what we do is evaluate results."* And they couldn't be better. *"Today we can say that the results of this transformation that we are leading in the sector have improved market perception of us and have a direct impact on numbers, reputation, etc."* And **Gaonach** cites two examples: a complex international project for a retail that they won thanks to a diverse team, and the improvement in ideas and creativity that the creation of an innovation centre in India represents, where a lot of female talent is being attracted now that there are more and more women attending university.



“My dream would be for end consumers to differentiate between companies based on their Diversity policies.”

Luis de Torres
President of Sodexo Iberia

DATA SHEET

Sector	Size	Employees	The key
Life quality services (Returns and incentives)	Sodexo’s turnover is 19.8 billion euros, 219 million in Spain	Sodexo is present in 80 countries, with 420,000 employees, making it the 18th largest employer in the world. In Spain the workforce includes professionals from 80 different nationalities	In 2013 in Sodexo they developed the “Quality of life” concept. In this sense, they try to have a positive impact on the people they serve and the people with whom they collaborate

“If the business managers do not apply Diversity with regard to Gender because of values, as should be the case, they will have to do so for results. It is obvious that in strategies for improving an organisation’s profitability, Diversity works.” The President of Sodexo Iberia and CEO of Healthcare Benelux, Med & Central and Eastern Countries, **Luis de Torres**, is quite firm on this point. Moreover, De Torres indicates that women represent somewhat more than 60% of university students, make 70% of purchasing decisions and are influencers 6-7 times more than men.

Strategy and leadership

Diversity and strategy are intimately connected at Sodexo; this is one of the company’s poles of differentiation, a decision that was made 20 years ago. In fact, the worldwide vice president, **Rohini Anand**, is an expert in Diversity.

On a global level, Sodexo is working on the different areas upon which Diversity is upheld: Gender, Age, Race, Religion, Sexual Orientation and Disabilities.

“With regard to Diversity, as with any initiative, things have to be done, communicated and measured over time. You have to do follow-up in order to see the results. Moreover, consistency and data-supported statements are essential. We prioritised three aspects: intelligent engagement, retention and profitability”, indicates the president of Sodexo, a company that offers more than 100 different services in Spain. Outstanding among them are the comprehensive Facility Management Services, as well as restaurant services and catering.

Sodexo developed the “life quality” concept based on six dimensions that show how the provision of these services has an impact on improved user performance and a clear impact on customers’ businesses.

Sodexo

Diversity, for Sodexo, is contained in one of the measurable dimensions that reflect, in data, the improvement in a company's returns when there are balanced teams and when women rise to decision-making positions. Sodexo did a survey of close to 33,000 worksites around the world, comparing what happened when the team was balanced (made up of 60% women and 40% men or vice-versa) with places where this balance didn't exist.

They saw that there are three ratios where the results of the balanced teams are clearly superior: personnel engagement (loyalty is 10% greater); customer retention (the company has the goal of achieving retention rates of 95-98% annually; in balanced work places the retention rate is two points higher); and the third point was profitability (in balanced work environments they earned 17% more).

Policies and results

In 2013 the company decided to focus on Gender Diversity in Spain for three fiscal years.

"In all of our policies we support associations and institutions that defend this type of project with tremendous intensity. One of them, for example, is FEDEPE (Spanish Federation of Women Directors, Executives, Professionals and Entrepreneurs), where we have a collaboration and investment agreement of which we are very proud and satisfied" **Luis de Torres** says.

Sodexo's top executive in Spain mentions some of the best practices that they implement to ensure Gender Diversity in the company. For example, that organisation charts are always shown with the percentage of women that are part of them. This percentage has to be clearly indicated, so that with just a glance everyone who sees the document knows how many women are on the team.

They also offer facilities for maternity leaves. *"A pregnancy cannot be looked upon like a contagious disease; it is essential for people to have children to be able to maintain the pensions in the near future,"* **De Torres** reminds us. *"In a company with 5,300 employees it isn't a problem if someone goes on maternity leave; it has a minimal economic impact. No woman at Sodexo should be concerned about becoming a mother, or worried that her job may be in danger upon her return. Our protocol in these cases guarantees flexibility and work-life balance once she has returned to work."*

Among the results of the policies applied by Sodexo, its president recalls that it is not only about the gender percentage achieved; you need to look at what positions people are in and in what departments. *"It is not enough for this question to be resolved in departments such as Communications, Marketing and Human Resources, because it is not yet resolved with regard to engineers"*, he points out.

The Integrated Facility Services area, in spite of representing 25% of Sodexo's invoicing, is very technical and some time ago there were barely any women there. However, when the company stopped accepting selection processes that didn't include two women and one man, women began to appear to cover those positions. In three years, there has been only one selection process where there were no women among the candidates.

Currently, 35% of executive positions in the company are occupied by women, and the percentage continues to grow.

Going further, Sodexo has also taken steps in Generational Diversity. The company has grown and generated a lot of jobs in spite of the crisis. A little over a year ago they decided to hire people over 50 years old, something that at the time generated a lot of questions. There was a lot of talk about the high levels of unemployment among youth, but it seemed like no-one noticed the problems of over 50-year-olds in finding work. Even part of the management team thought it was a mistake, as they assumed that those people were less productive. Of the more than 300 people that Sodexo hired in that period, all of them continue to work at the company.

Telefónica



“It is more comfortable to stay in silos but they must be broken down and no-one can be allowed to own talent.”

José María Álvarez-Pallete
President of Telefónica

DATA SHEET

Sector	Size	Employees	The key
Telecommunications	Spanish multinational with a presence in 20 countries	Close to 125,000 people of 100 nationalities, seven of them represented on the Executive Committee	It has just launched an ambitious strategy that will make it a different company that sets the terms of digital and data business. Diversity is one of the key levers in the company's digitalization

Telefónica is living a new era. At 92 years old, the company intends to reinvent itself and shake up the data market, the one in which digitalization has had the greatest impact, with the emergence of new giants in the economy such as Google and Facebook. **José María Álvarez-Pallete**, who met with us just a few days before being named Group President, is very proud of this change: *“We have launched the new strategy in three months, something that no-one in the world has done, let alone anyone of our size and history. We are going to make the most of the opportunity before us to be relevant and break the rules.”*

The reinvention is called “Elegimos todo” (“We choose everything”), a strategic plan designed to give ownership and initiative back to the user when it comes to controlling their data, and where the company takes on a role such as facilitator of a global connectivity offer with the highest quality and completely transparent service.

To explain the scope of this new phase, **Álvarez-Pallete** breaks Telefónica down into a company with three platforms: the physical assets, where they have gone from being a voice “factory” to a data one; the systems, which supply that base with intelligence; and the services. Now a fourth one is raised on these, which will return ownership of user information to the user. *“Data represent a gold mine but we believe that they belong to the customers”* says Telefónica’s president. *“The customer already pays each month and should know what they are being used for, as they have access to many services for free because the companies that offer them sell their data. We want our customers to choose what they want to do with their digital lives; to facilitate developers being able to make an application and offer a service, but for it to be the customer who decides what information they want to relinquish, and if they leave Telefónica they take their data with them.”*

Telefónica

Strategy and leadership

For the market the change represents a revolution that turns the rules of the game around completely and positions Telefónica as a data company—it is already the company that generates the most data—with all the power that represents. For users it is even more significant. *"We are not aware of the change we are experiencing with digitalization and in this world the rules are unwritten because it has just begun. Digital and real life are coming together and it is important that it be born with some values that go beyond compliance with the law and with regulations,"* **Álvarez-Pallete** explains.

Values that transcend to the relationship with customers and also involve the Group's professionals: *"Our customers would not understand it if the managers of this company were all Spaniards, engineers and men. The company has to be a natural reflection of the society we are part of"*, he continues.

The renewal has taken place in the last three years, during which the group has incorporated 16,000 young talents from the best universities. They have new profiles, such as mathematicians, sociologists, physicians, video experts and even hackers in Spain alone. A new generation with which Diversity comes naturally to the new projects underway: Open Future, the biggest start-up accelerator in the world; or Eleven Paths, the biggest security company in Spain. *"We are creating our own unicorns"*, declares **Álvarez-Pallete**.

Policies and results

Even so, the company has been working proactively since 2009, when it launched its Diversity 360° plan. *"It is more comfortable to stay in silos but they must be broken down and no-one can be allowed to own talent"*, **Álvarez-Pallete** acknowledges. *"We want our people to be able to choose everything, too: a challenging career and a digital, flexible working environment that allows them to develop themselves and not have to choose between their professional and personal lives."*

Diversity is one of the key levers in the company's digitalization. The "Global Diversity Council" was created for this purpose. Its mission is to increase women's participation among managers, increase the number of young people who join, and ensure that the professionals are multicultural and have a variety of profiles. The specific plans are developed locally in each country with the involvement of executive managers and intermediaries. Additionally, they are reinforcing some measures in the global arena, such as a review of the director and pre-director designation process, reinforcing the criterion of Diversity as part of the process.

"In Diversity nothing happens in the short term" comments Telefónica's president. *"We are launching some initiatives to accelerate its implementation, checking the effectiveness of the measures and correcting whatever is necessary. The work of the 'Diversity Council' in this process will be essential. For it there are two fundamental lines of action: the initiative launches, their communication and the preparation of the tracking indicators that allow us to see the degree to which they are implemented and how they evolve."*

Since 2012 a global female leadership programme has been in place, "Women in Leadership", to support women leaders. 150 professionals were trained in this programme this year alone. A complementary programme called Talentia was born in Spain over a year ago, designed to accelerate the careers of women in middle management, and a group of professionals in Telefónica I+D created "Girls in Tech Spain", which promotes the participation of more women in science, technology, engineering and mathematics.

Another of the most relevant Diversity focuses for the company is young talent, for which they have two programmes: Talentum and the Young Leaders Program, designed to develop the talent of the youngest generations, and MBAs, which integrates professionals from different origins, environments and disciplines.

Grupo Thales España



“Diversity is enriching because it complements everyone as individuals and society as a whole.”

Jesús Sánchez Bargas
President of Thales Spain

DATA SHEET

Sector

Technological solutions applied to Transport, Defence, Aeronautics, Security and Space

Size

With more than 60 years of activity in Spain, the group exports close to 40% of its production

Employees

It has a team of 1,200 professionals, 62,000 around the world

The key

The bulk of Thales’ activity is carried out in areas generally led by men, but the Group is driving measures to include women in the technical work and academic setting

Thales Group Spain carries out its activity in areas generally led by men: Land transport (signalling systems for railway lines and urban railways, integrated supervision and communications, collection systems, etc.); Defence (command and control systems, communications, intelligence, surveillance and reconnaissance; military and radio communications, assistance for air navigation; surveillance systems and protective forces; and avionics); Security for critical infrastructure (Thales protects 80% of the banking transactions worldwide); Aeronautics (dual civilian and military technologies); and Space (telecommunications and navigation, observation of Earth and science; vehicles, space infrastructure and exploration).

In fact, at Thales they see the difficulty of hiring women in scientific and technical positions in every country where the Group is present, due to their preference for other branches of study over technical degrees. *“Even so, my personal belief drives me to promote a hiring quota as reasonable as possible in our companies in Spain. To this end, we participate actively in the sponsorship of events and programmes that promote inclusion of women in technical work and academic settings, among other activities”* indicated **Jesús Sánchez Bargas**, president of Thales Spain.

Strategy and leadership

For the president of Thales Spain, *“Diversity is a very broad differentiation concept, not only with regard to Gender but in the sense that each individual is unique. We are different, and at the core each of us is unique.”*

Sánchez Bargas is aware that all his interest groups or stakeholders have Diversity inherent in each of them, such as gender, cultural or generational diversity, among others. *“Each collective is heterogeneous and in my professional position I try to understand the needs of each of these groups with which Thales has to collaborate in a responsible way,”* he maintains.

Grupo Thales España

The Thales Group management has the responsibility of promoting Diversity. In fact, it is one of the annual goals set for executives of the whole company.

On the other hand, the Human Resources Department is one of the guarantors of the company's Gender Equality policies. Together with the areas of Communication and Corporate Social Responsibility, they monitor promotion of effective equality for different groups of people as well as communication of the various policies addressed in the organisation.

The Thales Group has always promoted constructive collaboration initiatives with social agents. For example, Thales advanced toward the implementation of a common European social policy by signing an initial collective transnational agreement with the European Metalworkers' Federation. This European agreement, known as IDEA (Improving Professional Development through Effective Anticipation) is applicable to more than 50,000 Group employees in 11 European countries. The agreement includes different principles that must be addressed in all of the countries that signed it, and one of them is "Ensure professional equality between men and women".

Along these lines, Thales Spain has an Equality Commission where representatives of the workers, Human Resources management and the Steering Committee collaborate. Their mandate is to define measures, improvements and follow-up of initiatives concerning equality and balancing work and family life.

Policies and results

At Thales they have a strong commitment to their employees and accept responsibility for the diverse groups that constitute their human capital with regard to gender, race, nationalities, education, etc. *"We have to establish policies that cover the needs of all of these people, to form an inclusive company in which each professional contributes his or her value as an essential part of our business. I consider this heterogeneity among the professionals who make up Thales Spain enriching. Their vision and experience give us a broader perspective for tackling national and international projects that we work on and the present and future challenges we are addressing,"* states the president.

Thus, relevant information is regularly provided to the Thales Group workers and their representatives in the company about equal treatment for men and women. There is key indicator tracking done each year and the most notable actions are monitored.

In addition to Gender Diversity, they foment inclusion of people with disabilities, promoting information campaigns for the integration of people with physical, mental or sensorial disabilities in the Group's activity.

All of the courses of action involving integration of the different collectives that constitute the organisation are communicated through the various internal and external channels at the company's disposal, such as the intranet, the website, social networks, guidelines, etc.

In the area of Corporate Social Responsibility they are very attentive to the latest trends and the work of the Spanish Corporate Social Responsibility Committee. Specifically, the "Spanish Corporate Social Responsibility Strategy", which includes some actions that should be taken into consideration with regard to responsible management of human resources and promotion of employment. *"Looking at this strategy we are working to foment Diversity beyond legal minimums with regard to Gender, Age, Disabilities, Cultural or Ethnic Origin. I believe it is correct that there is special mention made of promoting equality between men and women in the management committees and boards of directors, to achieve equality with regard to selection, promotion, training and salaries",* emphasizes **Sánchez Bargos**.



“Understanding market diversity we reach our customers in a more direct and inclusive way.”

Jaime Aguilera
President of Unilever España

DATA SHEET

Sector	Size	Employees	The key
Food, personal care and household cleaning products	Unilever has more than 400 brands. Of these, 13 have a turnover of more than 1 billion euros a year. The leading 25 represent more than 70% of its sales	Currently it has more than 800 employees in Spain	Unilever is determined to maintain an environment in which everyone can develop to their full potential, which allows the company to be creative, make the most appropriate decisions and be able to anticipate market needs

For Unilever, Diversity is recognizing wealth in difference. *“Diversity is what allows us to complement each other, to have multiple points of view and in this way do things better,”* says, **Jaime Aguilera**, President of Unilever España. *“Our organisation’s key to success lies in successfully understanding different perspectives in an inclusive environment, where each person can contribute their vision. This also makes us be more efficient, effective and competitive in the markets where we operate.”*

Currently, Unilever products are sold in 190 countries; two billion times a day, consumers around the world use some Unilever product. The food products represent close to 60% of the company’s turnover.

“It is undeniable that Diversity contributes an essential value to our company. This value begins with our own diverse, multidisciplinary work teams, which are able to understand and reflect in our products the situation and needs of the markets in which we operate. So, understanding market Diversity, we reach our customers in a more direct and inclusive way,” **Aguilera** explains.

Unilever’s committed vision sustains its business strategy: to double its business size, increasing its positive social impact at the same time as it reduces its environmental footprint.

Unilever

Strategy and leadership

At Unilever Diversity is understood as a holistic concept that has to integrate not only the classic questions of gender, race, sexual orientation, ethnic group, social class and generation, but also different ways of thinking, roles and levels in the organisation: in brief, personal baggage.

says Unilever "*Diversity is one of the pillars upon which our business strategy is built; it is our way of doing things. At the same time, we build the strategy with diverse personal profiles, so they contribute different approaches, which means it is very much enriched in all of its dimensions*", España's top executive.

Diversity's relationship in Unilever with the company's strategy is bi-directional: the organization is fed by the Diversity in the setting in which it operates and, at the same time, by the Diversity that nourishes the talent in the company.

Diversity also appears in the Unilever leadership development programme, which includes modules to foment and raise awareness of the subject among its current and potential leaders. One example of this is the "inclusive leadership" training which includes the importance of Diversity and what Unilever understands by Diversity.

Policies and results

Diversity is already part of Unilever's culture and is found in the company's DNA, says its President in Spain. "*We have a commitment to create equal opportunities at all levels of the organisation*" **Aguilera** says.

There is a global team responsible for the design of strategies and initiatives that can be extrapolated to all countries, and it is the countries that decide how to implement and communicate these strategies and initiatives, in a neutral way, and continue to promote Diversity in the immediate environment. This global team is based in Rotterdam and designs, prepares and communicates the Diversity plans to the different countries. Each country, in turn, has a contact person responsible for implementing these global initiatives beyond those that may spontaneously arise in the country itself.

The Unilever España Equality Commission meets each month to evaluate campaigns and highlight all of the actions that should be carried out in the company to achieve full equal opportunity for everyone in it.

By the same token, forums on a global scale are held once a month in order to share any good practices and initiatives with regard to Diversity and inclusion so that the countries can adapt them to their different needs and situations. "*These synergies are very positive and help us continue on our Diversity promotion path*", comments **Jaime Aguilera**.

One Equality Commission example is the Neutral Language Campaign. Its primary goal was to raise awareness among everyone in the company about the importance of using neutral language in all of their communications, whether internal or external. Thanks to this campaign, job descriptions were revised, as were all the communications sent to the organisation to ensure that they were inclusive and promoted Diversity's wealth. This simple gesture has been very well received among employees.



“It isn’t only a question of conquering ratios but of including different ways of thinking, feeling and acting in the company.”

Francisco Román
CEO of Vodafone

DATA SHEET

Sector

Telecommunications

Size

Multinational with a presence in 26 countries and operations in another 52

Employees

4,700 people working in Spain

The key

The company’s Diversity strategy starts with a vision of human beings in all their complexity and nuances, and of leading by example. It is one of the most active companies in the **HeForShe** campaign

“We human beings are very different in our capacity to think, act and feel. And this is the focus we want to give Diversity” explains **Francisco Román**, CEO of Vodafone. *“One of the most human tendencies is to clone ourselves: I hire a woman but then expect her to act like a man. We flee from this approach because we understand that defending Diversity is not a question of conquering ratios but of including different ways of thinking, feeling and acting in the company.”*

He feels proud to be able to say that his company is one of those most active in the **HeForShe** programme, which they are helping develop not only in Spain but internationally. And also to explain how Diversity has penetrated every area of the company’s culture and is present in its whole strategy, on a global and local level and from top to bottom, in every echelon: *“We define it as an inclusive strategy”*, he says.

Strategy and leadership

For **Román**, when we talk about Diversity we often go to common topics, to the characteristics that make us visibly different from one another: gender, ethnicity, disabilities. However, in his opinion, that outlook has to be corrected in order to go more deeply into differences that are not seen, such as the ways of thinking and feeling that make people act in very dissimilar ways.

Vodafone

"For a company to bet on inclusion is fair and ethical but we cannot forget the advantages that it brings to the business, either" he acknowledges. "We are in a very diverse environment in which 80% of consumption decisions are made by women, who are, moreover, the ones who come back and are most faithful to brands. You cannot have a company able to understand the consumer if it doesn't understand women. That is why we need to have women and, moreover, in all company levels and areas: in strategy, in decision making, in dealing with customers..."

One of the most visible parts of this strategy is their work on the creation of a brand that attracts diverse talent. Aware that 80% of a company's value is in its intangibles, inclusion forms part of the values and principles upon which Vodafone's culture is built and penetrates everywhere, even in its market communication strategy.

*"Here we don't discuss Diversity" says **Francisco Román**, "because it is a starting point that has already been assimilated and we don't want a permanent debate on that question. We are already in an action phase and the top executives are leading the strategy by example."* In new manager training the concept of being "an admirable leader" is reflected and there are specific workshops included to break taboos, e.g. on disabilities.

Vodafone's top manager believes that *"training managers is an art because they are people who have to get their teams to do and be, and it is not enough for them to do and be themselves... Diverse groups are more difficult to manage but they are also much more fertile. They represent the foremost challenge for current management."*

Policies and results

Communication is one of the pillars of the company's inclusion policy. **Román** feels that quotas generate rejection: *"Amongst men they activate a sensation of loss and amongst women that of being decorative"*, he comments, so they put a lot of effort into explaining the measures and their objectives very well.

Diversity is fomented in Vodafone beyond executive positions, in all types of hiring, including interns or recent graduates. Moreover, to demonstrate their commitment to **HeForShe**, the company believes in the importance of and participation in third party initiatives, such as the Government's equality framework; it has subscribed to having a woman candidate on the short lists of all of its talent searches for years, but it also applies inclusion measures for people with disabilities and professionals of different nationalities. And it extends that work to its suppliers and area of influence, with local adaptations for the different countries in which it operates, paying special attention to culturally sensitive differences in some of them, such as homosexuality or gender itself.

Aware of its ability to contribute technology that makes an impact on people's lives, Vodafone extends its influence to improve society through actions in the neediest countries. For example, it has a communication network that is installed very quickly in catastrophe areas, tablets that allow children in refugee camps to have classes, and a programme designed to allow small businesses in some African countries to make payment transactions using text messaging that is already quite extensively used in Kenya.

Epilogue



Marta Lamas

*Global Empower Women Champion
Vice-president of International Institutional Relations
Asociación Española de Ejecutivas y Consejeras*

When did you stop dreaming?

This is the question that my coach in the ESADE Promociona Programme asked me. For almost one year, the students in the program's second edition worked on creating what we call "Promociona Spirit", which is undoubtedly the reason why we are part of this report.

At the beginning of 2015, as a United Nations volunteer, I had the opportunity to become a "Global Empower Women Champion". From the very first, my Promociona classmates and the professorship supported me in the first campaign that we published on social networks, #IamWoman.

Subsequently, I had the opportunity to participate in the #OrangeDay campaign against gender-based violence. Once again, my Promociona classmates joined the initiative and involved their companies.

Finally, I was able to transmit the #HeForShe campaign, which exceeded all expectations and has meant that "dreams do come true".

#HeForShe is a voluntary solidarity movement that is supported by all of the institutions that are part of the Promociona Programme and the "Promociona directives". Currently, transmitting the #HeForShe initiative has become one of the projects of the Asociación Española de Ejecutivas y Consejeras (Spanish Women Executive and Board Members Association), where I am pleased to say I am the Vice-president of International Institutional Relations.

We have become agents of change and we have the responsibility to lead a cultural change insofar as it is possible, and to transmit the United Nations' messages. And throughout, to emphasize objective 5: "Achieve gender equality and the empowerment of all women and girls".

This report would not have been the same without the invaluable assistance of Laura Grande and Marien di Dío of GE, Marta Sánchez of Lerín and Ana Payo of Mondelez, Ana Rebollo of Unilever, for involving their top management in participation in the report.

Thanks to Talengo, which has supported the HeForShe initiative and made this report a reality, and thanks to the energy and support of Empower Women, Promociona and the Asociación Española de Ejecutivas y Consejeras.

Today I was able to answer my coach's question "When did you stop dreaming?" and say "One day I stopped dreaming, but I will never stop dreaming again, because dreams come true."

Diversity Best Practices in Spain

