



GENDER EQUALITY IN IBEX 35

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ABSTRACT: Gender equality is a debate that is becoming more and more integrated into everyday life, both politically, economically and socially. This paper analyses the situation of gender equality in 10 Spanish listed companies in IBEX 35, the Spanish stock market index par excellence. Specifically, 10 companies from different sectors were chosen in order to find out, firstly, whether there are differences in behaviour between industries within their organisations in this area. Secondly, various common indicators are proposed to be sought in the non-financial reports of the companies, in order to subsequently compare the transparency of data and the way in which they are communicated offered by each of the selected corporations.

KEY WORDS: Gender equality; Female leadership; Glass ceiling; Salary gap; IBEX 35.

1. INTRODUCTION AND PURPOSE

The aim of this paper is to analyse the current situation of gender equality at the workplace in IBEX 35 companies. Specifically, the analysis consists of identifying and analysing common elements declared through the non-financial reports from 10 listed companies from different business sectors. All the elements come from public reports. The objective of this piece of research is to find out whether there is gender parity in management, if men and women have equal employment opportunities, and how the selected companies report on these issues within their reports.

Companies which were selected according to the criterion of diversification of the sector of activity are shown in Table 1.

Table 1. Companies chosen for analysis.

Acciona	Banco Santander	Inditex	Iberdrola	Telefónica
Pharmamar	Aena	Siemens Gamesa	Mapfre	Cie Automotive

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2. LITERATURE REVIEW

The composition of corporate governance bodies has been a much-studied issue in recent years, showing that, globally, men predominate in the top positions of the most influential companies, with women being under-represented. However, many countries in Europe have followed the example of Norway, where a rule came into force in 2008 that the boards of directors of listed companies should have approximately 40% of the under-represented sex (Kirsch, 2018).

As for the Spanish situation, specifically in the main benchmark index known as the IBEX 35, a different reality is obtained, with no penalties for companies that do not reach 40% female representation (De Amicis, Bennouri, & Falconieri, 2020). The IBEX 35 revises its composition every 6 months, thus integrating the most traded companies in the secondary market, being the most representative and significant ones in the Spanish economy.

As listed companies, they publish their annual accounts and reports in a fully public manner, being influenced by the rules of both the Government and the CNMV, the supervisory body of the index.

Among the regulations issued by the Government, it is worth highlighting the existence of Law 11/2018 on non-financial information, which obliges them to declare the total number of employees by sex, type of contract, average remuneration and evolution by gender, in addition to reporting on the existing wage gap in the organisation and other non-financial matters (Ley 11/2018 de 29 de diciembre).

In terms of how the Spanish labour market is governed, it is worth noting that it is a country in which women were late to enter the labour market. In addition, they have mostly been employed in part-time jobs in order to be able to reconcile their working life with tasks such as caring for the family, domestic chores and other burdens that women have historically had to bear (Campos García, 2021).

There are various studies on the composition of company boards, where three levels of influences are differentiated: macro, medium and micro level. For the macro level, it is defined that the inclusion of women in this category depends on institutional, normative and cultural factors. At the medium level, the behaviour of the organisation itself and the type of industry concerned are analysed. Finally, a micro category highlights the importance of how board appointments are made, influenced by both social factors and corporate culture (Kirsch, 2018).

Closely related to the glass ceiling is the term pay gap, defined as the average difference between the gross hourly earnings of men and women (Comisión Europea, 2020). To clarify its definition, the CEOE states that there are two categories of gap: adjusted and unadjusted. The former takes into account the socio-economic differences between workers, in addition to those related to the job, using a statistical calculation method that makes its results more reliable. On the other hand, the so-called gross, or unadjusted, measures the average wage differential without taking into account the

above-mentioned variables, and therefore without being calculated using statistical methods (CEOE, PWC, 2019). The most frequently used methodology is the Oaxaca-Blinder methodology, which assumes that the gender pay structures are a priori different, thus stating the need to estimate two separate models by gender (Santero Sánchez, Castro Núñez, Vega Catena, & Gómez Gómez, 2016).

3. METHODOLOGY

The methodology used in this project is qualitative, taking into account a literature review and a case study with specific companies. The approach used to achieve the proposed objective consists of looking for a series of key elements in the various public sustainability reports of the 10 selected companies in order to conclude which is the most transparent in this area. In this way, Table 2 proposes the content to look for in each public report provided by the companies analysed.

Table 2. Key indicators.

Pay Gap percentage	Method of calculating the Pay Gap	Representation of women in leadership positions	Average remuneration by category and gender
Actions that encourage gender equality	Goals related to gender equality within the company	Other data of interest	Additional data: net turnover

4. FINDINGS

Following the stipulated methodology, key information is extracted from each non-financial report published in 2019 by each company. Table 3 is included in the annexes related to the information in this section as a summary.

Firstly, the only corporations that differentiate between adjusted and gross pay gap are Telefónica, Banco Santander and Mapfre, including the method of calculating their adjusted pay gap indicator. The company that reports the largest pay gap is Pharmamar, but there is no record of how it obtained this value or any other additional information. In this section, it is noteworthy that Siemens Gamesa reports a wage gap value above unity, at 114%. The company explains in its report that women are paid more on average than men, due to the fact that they hold positions of greater responsibility. However, there is little female participation in the management, which may lead to erroneous conclusions about the company's diversity and the inclusion of women in its workforce.

Pharmamar, Mapfre and Cie Automotive stand out as the companies with the highest number of female directors. Cie Automotive is traditionally a male-dominated company due to its sector, whereas senior management is almost equally represented by both genders.

Iberdrola and Inditex are the least transparent companies analysed, as they do not provide information on average remuneration broken down by gender and professional category, nor do they mention the method used to calculate the wage gap, and in fact Iberdrola does not even provide specific data on this matter. In addition, there are companies such as Cie Automotive and Pharmamar that do not provide additional information on activities carried out to promote gender equality or other useful aspects in this area.

On the other hand, the company that provides the most information is Telefónica, as it specifies its calculation method and all the other components studied. Mapfre and Banco Santander are not far behind, since they differ from the rest of the companies that do not state how the percentage of the pay gap indicated is obtained, hindering the proposed analysis.

With regard to proposed targets for female representation, most companies aim to achieve 30% of women in senior positions in the short term, while others do not even make a statement on this issue.

The net turnover figure has been included in order to make a comparison not only at the level of sustainability reports, but also in terms of revenues obtained, degree of transparency and good practices in terms of diversity and gender equality. Specifically, Banco Santander and Telefónica are the entities which obtain the most revenue from sales/services, and which, furthermore, have also been classified as the most transparent and complete in this area. However, Inditex is the third group with the highest profits, and provides hardly any information in comparison with its aforementioned peers.

In short, it is difficult to make a global comparison of the companies proposed, as each one reports different data or is not transparent about the calculation method used to obtain the pay gap. However, it is notable that Telefónica is the organisation with the most comprehensive report on gender equality in its workforce.

5. CONCLUSIONS

As has been verified, and in response to the objectives set out, it can be concluded that there is no gender equality in the IBEX 35. Firstly, it is observable that in the management bodies, women represent on average 23,61%, compared to 76,39% of male managers. This fact allows us to reflect on the opportunities enjoyed by both genders in the world of work, where the existence of the glass ceiling and the wage gap are highlighted. Furthermore, the wage gap declared by companies remarks the fact that there is a pay problem in organisations, and an exhaustive scientific and statistical analysis of this issue is necessary in order to discover its possible causes and solutions.

With regard to the transparency of the listed companies, it should be noted that only 3 of the 10 companies selected report the method for calculating the wage gap, providing greater reliability regarding the rest of the elements declared and their veracity. Furthermore, not all of them include additional elements to the minimums proposed

by Law 11/2018, once again hindering exhaustive analyses of the internal and external actions of these companies in terms of equality and diversity. Additionally, based on the findings of the analysis, it does not appear a priori that there are differences in diversity behaviour explained by the business sector concerned.

In conclusion, these data show that the talents of half of the population, represented by women, are being wasted. For a full, fair and developed economy, it is desirable to harness diversity and ensure equal opportunities, and that this is reflected in the country's leading multinationals, as they are a further indicator of a nation's level of development, not only economically, but also in terms of their acts of corporate social responsibility. It is also vital to take into consideration the expectations of stakeholders and the way modern business operates, which are increasingly in favour of social causes and demand greater corporate involvement in corporate social responsibility acts, backed up by facts and not just promises that help to wash the face of companies.

6. RESEARCH LIMITATIONS/IMPLICATIONS

Due to the limited scope of the project, it has only been possible to analyse 10 of the 35 companies that make up the Spanish stock market index in question. It would be interesting to be able to carry out a global comparison of all the companies that make up the IBEX 35, as well as to update it after the consequences of the global pandemic, COVID-19.

In addition, the selected companies do not use homogeneous methods in their pay gap calculations, making it difficult to reliably compare the results and conclude which company is the most committed to gender equality. Moreover, most of them do not even mention how they obtain this percentage, further obscuring the transparency analysis.

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ANNEXES

Table 3. Comparison of key indicators in each company.

	Pay Gap percentage	Method of calculating the Pay Gap	Representation of women in leadership positions	Average remuneration by category and gender	Actions that encourage gender equality	Goals related to gender equality within the company	Other data of interest	Additional data: net turnover
ACCIONA 2019	5% overall	Neither the method nor the concepts taken into account are indicated.	Management team: 15.25% Board of Directors: 27.3%	No data for female managers under 31, although there is data for males.	1. Global Diversity Management and Diversity Committees. 2. Management Development Programme for Women of High Potential.	By 2020: increase the presence of women in leadership and management positions to 23%.	In the top 25 of the Refinitiv Diversity & Inclusion Index.	7,190,589 thousand euros.
SANTANDER 2019	2% overall	Comparison between salaries of men and women with the same job level and function.	Management team: 23% Board of Directors: 40%	Includes individual remuneration of directors, but not on a comparative level by gender.	Signatories to the UN Women's Empowerment Principles. Salta Project.	By 2025: 30% representation of women in senior positions and 0% pay gap.	Difference between gender pay equity (2%) and pay gap (31%). Bloomberg Gender-Equality Index leader for three consecutive years.	56,785,000 thousand euros.
INDITEX 2019	0.2% overall	Neither the method nor the salary concepts applied are indicated.	Not found.	Not found.	Position of 'Chief Diversity Officer'. Collaboration agreement to raise awareness of gender-based violence.	No information provided as they report no wage gap.	Inclusion in Bloomberg Gender Equality Index 2019.	28,286,000 thousand euros.
IBERDROLA 2019	Not specifically found. They talk about 100% equal pay.	Neither the method nor the wage items applied are indicated.	Management team: 20% Board of Directors: 43%	Not found.	Adherence to the Women's Empowerment Principles (of the UN). Promotion of women's sport 'Universo Mujer Programme'.	No information provided as they report 100% equal pay.	Inclusion in Bloomberg Gender Equality Index 2019.	4,566,641 thousand euros.
TELEFÓNICA 2019	Adjusted: 3.1% overall Gross: 19.1% overall	Indicated. Mathematical regression model for the adjusted gap. In consideration: total annualised base salary, variable incentives, salary in specie and long-term incentives.	Management team: 26% Board of Directors: 30%	Found by gender, age and position.	Global Diversity and Inclusion Policy 2017. Programmes to promote opportunities for young women, such as Inspiring Girls.	30% of women managers by 2020. Promoting programmes that contribute to the reduction of the gender digital divide.	Inclusion in the Bloomberg Gender Equality Index 2019, and for 5 consecutive years.	48,422,000 thousand euros.

	Pay Gap percentage	Method of calculating the Pay Gap	Representation of women in leadership positions	Average remuneration by category and gender	Actions that encourage gender equality	Goals related to gender equality within the company	Other data of interest	Additional data: net turnover
PHARMA MAR 2019	22% overall.	Neither the method nor the wage items applied are indicated.	Management team: 43%. Board of Directors: 27.3%.	Found by gender and job title.	Not found.	Not found.	Not found.	85,819 thousand euros.
AENA 2019	12% in Senior Management, no other is specified for the overall staffing level.	Neither the method nor the wage items applied are indicated.	Management team: 22.82%. Board of directors: 26.67%.	Found by job title, not gender.	Project "Women fly high" and "Women in Transport". Paid parental leave policies.	30% women on the board by 2020.	Equality Plan supervised by the Joint Committee. Protocol for responding to situations of sexual harassment.	4,443,560 thousand euros.
SIEMENS GAMESSA 2019	They report 114%. Women are paid more than men.	Takes into consideration the basic and variable salary, no further information is given.	Management team: 16%. Board of Directors: 23%.	Found by gender, age and job title.	Promoting women in technology and robotics through the programme "Robots for girls too".	30% of women managers by 2020. Promoting programmes that contribute to the reduction of the gender <i>digital divide</i> .	Not found.	10,277,879 thousand euros.
MARRE 2019	3,06% overall.	Indicated. Distinction between gross and adjusted pay gap. The adjusted one takes into account professional	Management team: 30%. Board of Directors: 33%.	Found by gender, age and job title.	Participation in Target Gender Equality.	45% women in positions of responsibility, not explicitly in managerial positions.	Not found.	5,188,028 thousand euros.
CIE AUTOMOTIVE 2019	5% overall.	Comparison between average remuneration for work of equal value between genders.	Management team: 40%. Board of Directors: 15%.	Not found.	2019 Corporate Diversity Plan. Protocol for the prevention of harassment at work.	Not found.	Not found.	3,461,052 thousand euros.