



## **ClosinGap Index**

Measuring the gender gap  
in Spain and quantifying its  
economic impact

---

Moving towards gender parity

---

March 2022

CG  
closingap

## A message from Marieta Jiménez



We are pleased to present on the following pages, with the help of PwC, the 2021 ClosinGap Index. This is the second edition of this proprietary indicator that is now a benchmark in the analysis of the economic impact of the inequality of opportunities between men and women in our country.

Since it was created in September 2018, ClosinGap's mission has been to promote public and private actions and measures to favour equal opportunities between women and men and in doing so, contribute to equity, development and economic growth.

With the publication of 12 monographic studies on the impact of the different gender gaps in our country's economy, we have sought to spark debate and raise public awareness around each area of study analysed.

As we continue to raise awareness and spur debate, today we publish a new edition of the ClosinGap Index, the only indicator in Spain, and one of the few in the world, that quantifies and tracks the evolution and economic impact of gender inequality in the country on an annual basis.

This index grew out of a vocation to follow the data on the evolution towards gender parity, with the aim of raising awareness and contributing to social debate. We are convinced that equality between women and men is one of the surest ways to sustain the country's economic reactivation and contribute to the development of a more just and equitable society.

The conclusions drawn from this analysis could not be more convincing: the gender parity index has worsened compared to last year as a result of the pandemic. It currently stands at 63.3% - 100% being understood as total parity - so there is still a 36.7% gender gap to close.

Last year we noted that it would take 35 years to close the gender gap in Spain. However, given the negative impact of the pandemic, two years have been added to the time needed, meaning that parity will not be achieved until 2058.

This new information highlights the urgent need to implement measures based on harnessing female talent as a key driver of economic recovery and growth. Our society cannot afford to take a step backwards on the path that so many of us, including the companies that are part of ClosinGap, have embarked on in order to build a more prosperous and sustainable society.

**Marieta Jiménez**  
**President of ClosinGap and President of**  
**Merck Healthcare Europe**

# 06

Introduction



# 07

Starting Point

Second edition of the ClostinGap Index on the gender gap in the Spanish economy



# 08

ClostinGap Index

An index to measure gender parity in Spain

Composition of the ClostinGap Index

Key results and evolution

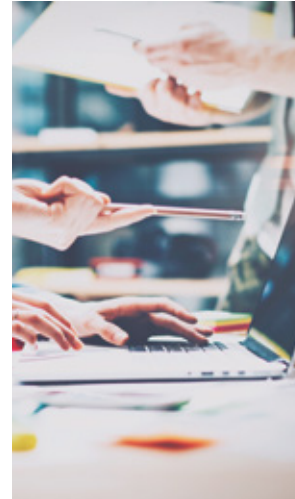


# 22

Economic Impact

How does the gender gap impact the economy?

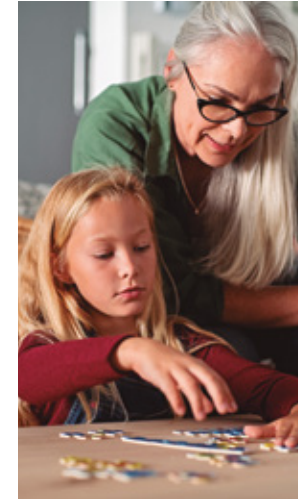
Key results and evolution



# 26

Conclusions

2021 vs. 2020 at a glance



# 28

Annex

Methodology for calculating the ClostinGap Index

Methodology for calculating the economic impact of the gaps



# 01

## Introduction

ClosinGap is a cluster of 12 organisations - Merck, Repsol, MAPFRE, Mahou San Miguel and Solán de Cabras, BMW Group, Meliá Hotels International, PwC, CaixaBank, Grupo Social ONCE, KREAB, Fundación CEOE and Telefónica - that was formed in 2018 to analyse the opportunity cost for the economy and society of the persistence of different gender gaps.

Its mission is to foster social transformation from the business realm by promoting equal opportunities between women and men, in close collaboration with the public and private sectors. The members of this initiative have joined forces to work in a coordinated manner to promote female talent in order to reduce, and even eliminate, the numerous gender gaps that still exist in society today.

The initiative has its origins in the Healthy Women, Healthy Economies Project launched by Merck globally in 2014, together with the Asia-Pacific Economic Cooperation Forum, to address the barriers to harnessing female talent and achieving the full participation of women in the economies of countries.

ClosinGap's strategic objective is to generate knowledge and spark debate around the opportunity cost of the loss of female talent linked to gender gaps. Over the last three years the cluster has published a series of studies, using a common methodology, to address the economic consequences of unequal opportunities between men and women. Thus far, twelve monographic studies have been



published. The first ClosinGap Index was presented in 2021, a proprietary integrated indicator that will be updated annually and that allows us to measure gender parity in five key areas: Employment, Education, Work-Life Balance, Digitalisation and Health & Well-being.

# 02

## Starting Point

### Second edition of the ClostinGap Index on the opportunity cost of gender inequality in the Spanish economy

The ClostinGap Index, developed by PwC, is a benchmark tool that measures parity in five main categories - Employment, Education, Work-Life Balance, Digitalisation and Health & Well-being - through a detailed analysis of a total of 28 key variables for the personal and professional development of a society. This analysis makes it possible to assess the causes of the situations of inequality faced by women and men in order to identify areas for improvement where efforts can be intensified in support of social transformation towards greater equality of opportunities. In this edition we note that the gap has increased by almost one percentage point, from 35.9% in 2020 to 36.7% in 2021.

The report also analyses the opportunity cost to the economy of this persistent lack of parity in society, quantifying the economic impact of gender gaps and their direct or indirect impact on GDP through the labour market. There are three key employment aspects that penalise women and, consequently, the economy: lower participation in the labour market, fewer hours worked due to the higher rate of part-time work and over-representation in less productive economic sectors. This means that women, despite representing 51.4% of the working age population, contribute only 41.4% of GDP.

This year's results show that the pandemic has exacerbated the gender gap, added two more years to the length of time needed to achieve equality between women and men in Spanish society, i.e. there are still 36 years to go before this gap disappears completely in 2058.

Of the five categories analysed, work-life balance continues to be the major sticking point. Although this sub-indicator had improved significantly in 2020-2021, it deteriorated by 3.2% compared to last year, from 44% to 40.8%. During this time, there has been an increase in part-time employment for reasons related to work-life balance that has affected women more than men due to COVID-19. These data show that women have taken on most of the unpaid work during confinement, such as housework and childcare, an added difficulty when it comes to reconciling work and family life.

In terms of economic impact, the indicator shows that the cost of inequality between women and men is equal to €213,299 million, or 19% of 2020 GDP, worsening last year's results.



# 03

## ClosinGap Index

### 3.1

#### An indicator to measure gender parity in Spain

In an effort to measure and monitor the evolution of gender parity in Spain, ClosinGap has developed the **ClosinGap Index: an indicator that analyses the evolution of five key categories** with a total of **28 variables that are critical to a society's progress towards gender parity.**

The index quantifies gender parity in five critical categories, highlighting the priority areas to be strengthened. These **categories are interrelated and reinforce each other.** It is therefore **essential to join forces to move towards gender parity in each one of them.**

Many of the variables that will subsequently be used to calculate the impact of gender gaps on GDP are contained in the Employment category.

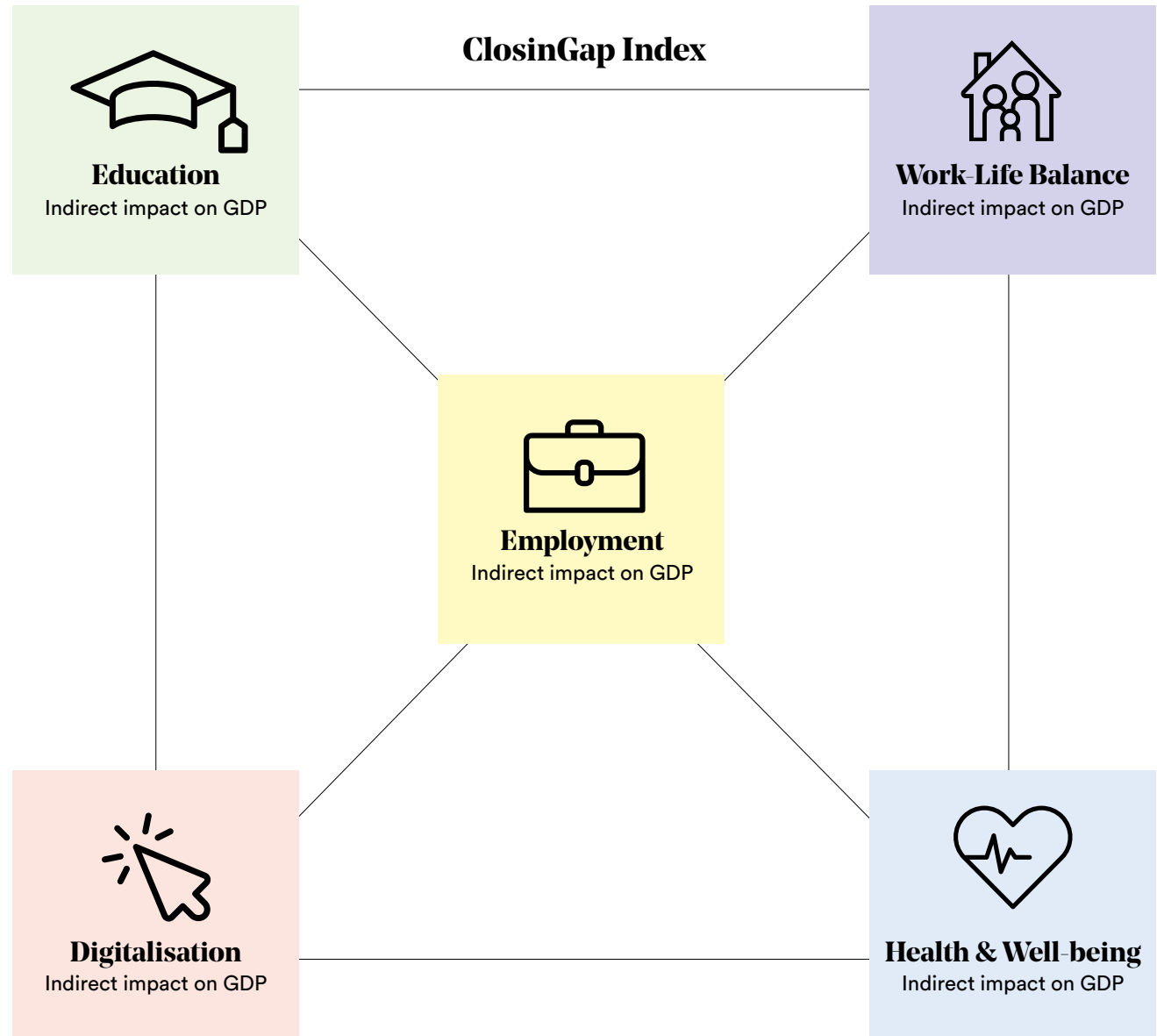




**The ClostinGap Index  
quantifies gender parity in five  
critical interrelated categories.**



**Figure 1.** Categories in the ClosingGap index





# 3.2

## Composition of the ClosinGap Index

The five categories in the ClosinGap Index are constructed from a total of 28 variables that measure the most relevant inequalities between men and women.

The most representative variables from the different ClosinGap reports have been chosen, along with other variables which, despite not being included in the reports, could not be omitted due to their relevance. In all cases, we chose to obtain reliable data from public sources with frequent updating (mostly annual).

**No pandemic-specific variables were added to make the indicator comparable from one year to the next.**

**Figure 2.** Illustrative example of the composition of the ClosinGap Index  
Women to men ratio

Variable	Description	Index ClosingGap	
Variable 1	Employment		Index ClosingGap
...			
...	Education		
...			
...	Work-Life Balance		
...			
...	Health and well-being		
...			
...	Digitalisation		
Variable 28			



**The ClosinGap Index comprises five broad categories and 28 variables.**



How were the variables chosen?



**Relevance**

Representative data of what we are trying to measure



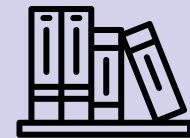
**Reliability**

Data from public sources



**Up to date**

Information that is frequently updated, mainly on an annual basis



**ClosinGap reports**



Data used in previous ClosinGap reports








**There were changes in 71.4% of all the variables in the index compared to 2020.**

**Figure 3.** Composition of the ClostinGap Index

Categories	Variable	Description
 Employment	Activity rate*	Ratio of women to men in activity rate
	Employment rate*	Ratio of women to men in employment rate
	Hours worked*	Ratio of women to men in hours worked
	Leadership in private enterprise*	Composite indicator of the ratio of women to men in leadership roles: Chairwomen, Board of Directors, Senior Management and Functional Managements
	Leadership in the General State Administration*	Ratio of women to men who hold senior positions in government
	Precarious employment*	Ratio of women to men in the percentage of precarious jobs
	Wage gap*	Ratio of women to men in hourly wage positions
	Length of career*	Ratio of women to men in length of working career
	Pension gap*	Ratio of women to men in contributory retirement pensions
 Education	Tertiary education*	Ratio of women to men in tertiary education rate
	STEM education	Ratio of women to men in STEM educational programmes
	Dropout rate*	Ratio of women to men in dropout rates
	Adult continuing education*	Ratio of women to men in adult continuing education rates

\*UPDATED VARIABLES (with respect to the 2020 index)

Categories	Variable	Description
 Work-Life Balance	Unpaid work	Ratio of women to men spent on unpaid work
	Inactive due to homemaker role*	Ratio of women to men who are inactive in the labour market due to homemaker role
	Rate of part-time work for work-life balance reasons*	Ratio of women to men working part-time to take care of children and household
	Time spent on leisure activities	Ratio of women to men in time spent on leisure activities
 Health and well-being	Years in good health relative to life expectancy*	Ratio of women to men in good health relative to life expectancy
	Perceived health and quality of life	Ratio of women to men with positive perception of health
	Health problems*	Ratio of men to women with health problems
	Risk of poverty or social exclusion*	Ratio of women to men at risk of poverty or social exclusion (AROPE indicator)
 Digitalisation	Information skills	Ratio of women to men with information skills
	Communication skills	Ratio of women to men with communication skills
	Problem-solving skills	Ratio of women to men with problem-solving skills
	Computer skills	Ratio of women to men with computer skills
	Daily Internet usage*	Ratio of women to men who use the Internet daily
	Online shopping*	Ratio of women to men in the number of people who have shopped online in last three months
	ICT specialists*	Ratio of women to men in terms of the number of employees who are ICT specialists

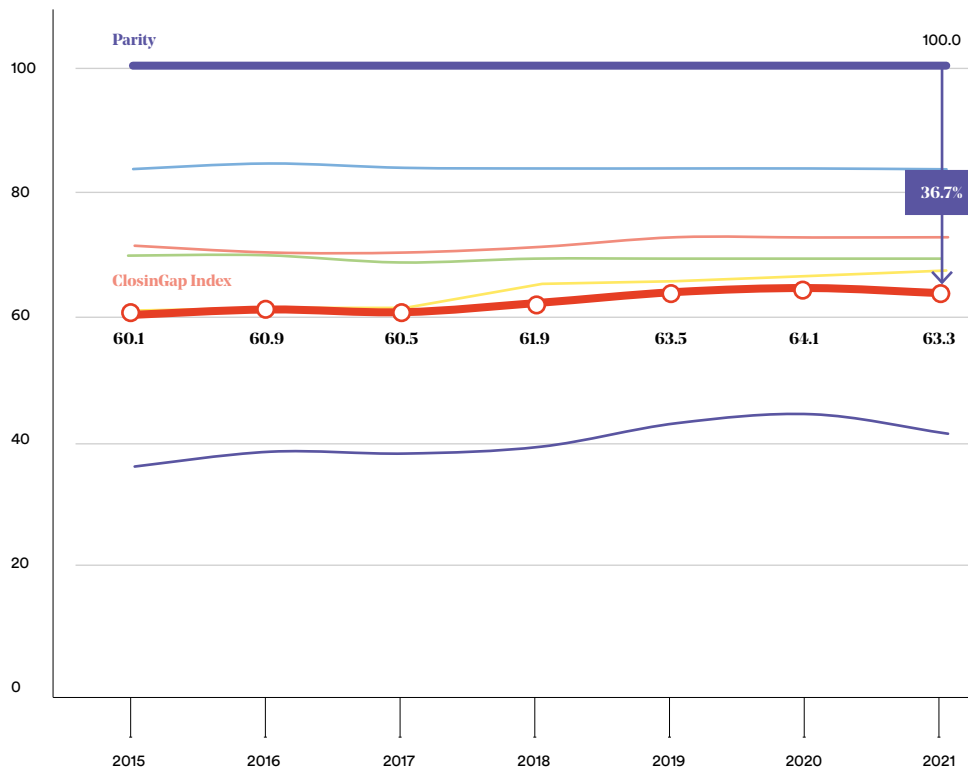


# 3.3

## Key results and evolution

**Figure 4.** Evolution of the ClosinGap Index

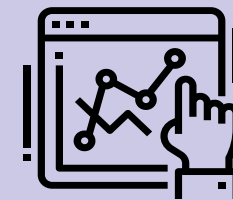
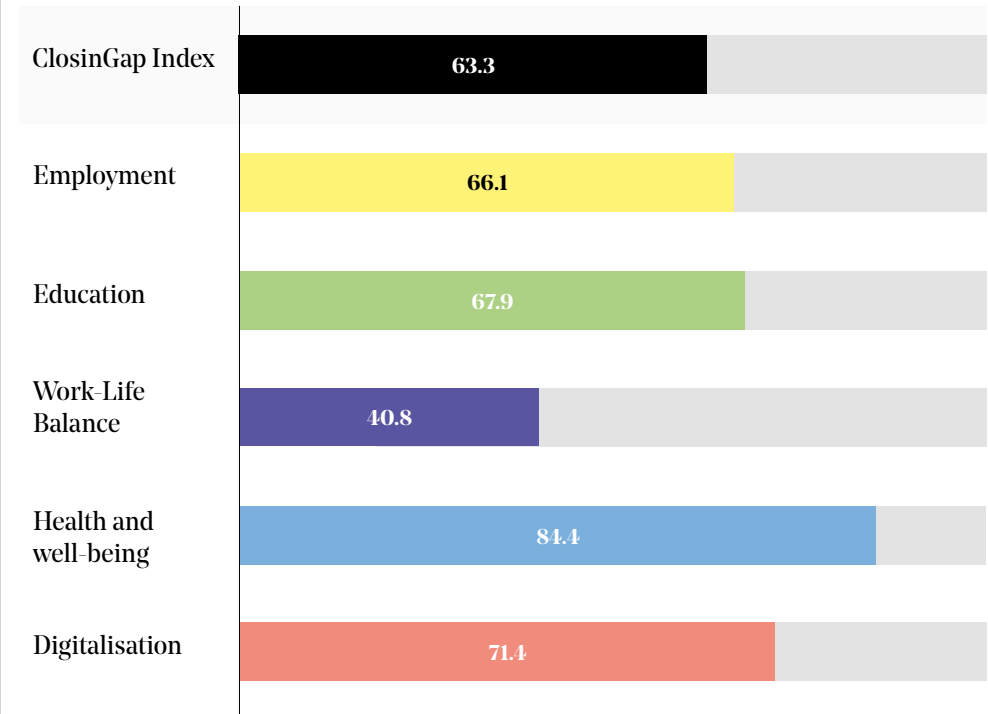
[parity = 100]



It would take **34 years** to close the gender gap in Spain without the effects of the pandemic. However, the pandemic has added two years to the time it would take, i.e. we would not achieve parity until 2058.

**Figure 5.** Disaggregation of the ClosinGap Index 2021

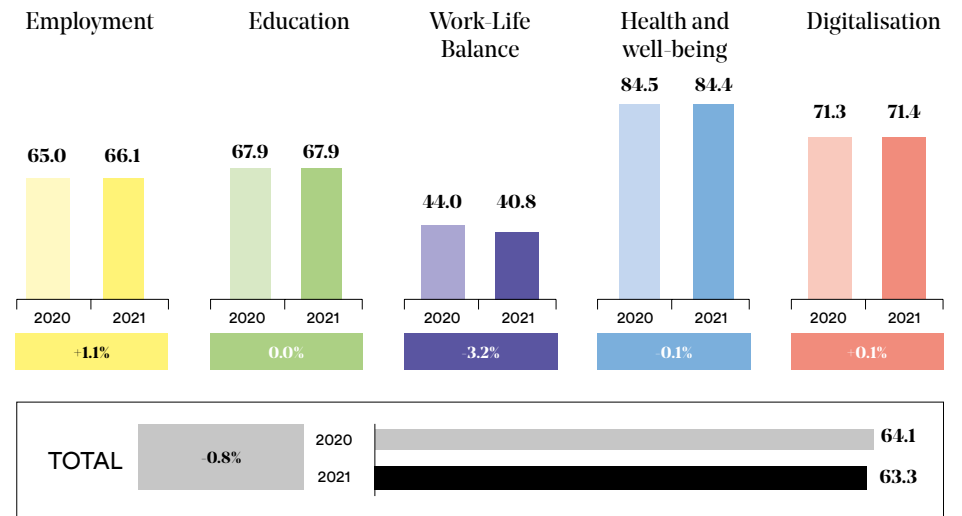
[parity = 100]



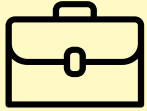


**Figure 6. Evolution of the ClostinGap Index 2020 - 2021**

[parity = 100] - Evolution in percentage points



**The ClostinGap Index stands at 63.3%, leaving a 36.7% gender gap still to be closed. Therefore, it would still take 36 years to reach parity, i.e. it would not be achieved until 2058.**



## Key results: Employment

This category captures information for three key characteristics of women's economic and professional development:

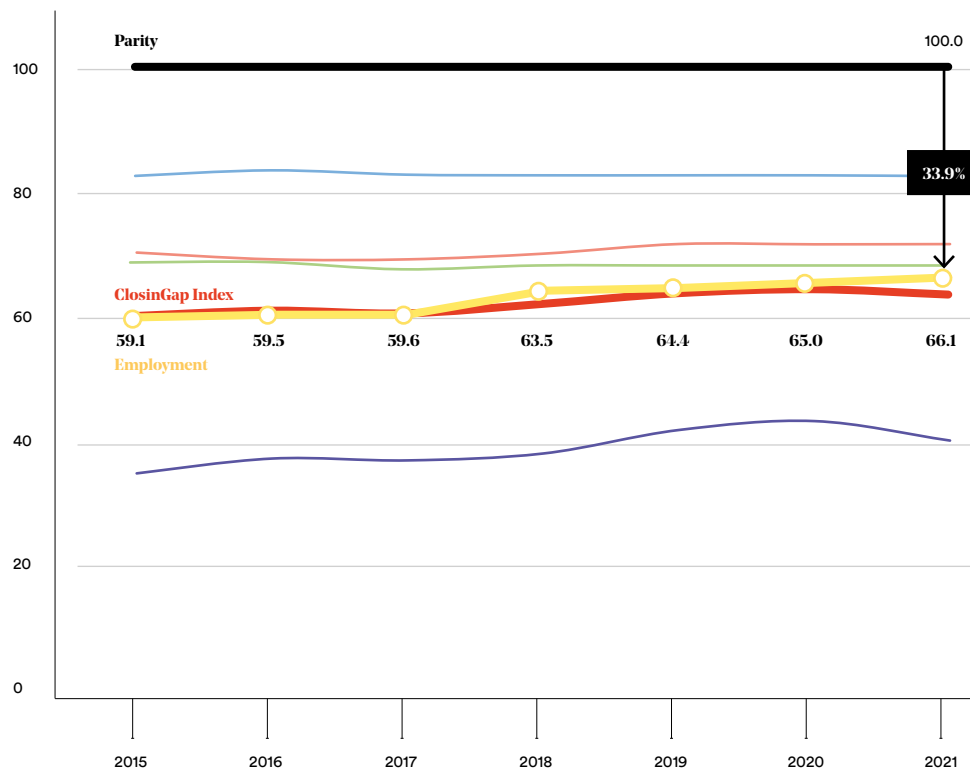
- Labour market participation
- Participation in leadership and decision-making positions
- Wage gap in employment and pensions



**In employment, the indicator stands at 66.1%, so there is still a 33.9% gender gap to be closed.**

**Figure 7.** Evolution of the Employment category

[parity = 100]



### Conclusions

- Employment parity has **increased by 1.1%** compared to last year. This is due to **more women participating in the labour market** compared to men, **less precarious employment, higher hourly wages and a smaller pension gap.**
- The gender gap in employment has been **narrowing** at an annual rate of **1.9%** since 2015.
- It should be noted that **we have not included any new variables**, such as the percentage of people furloughed during the pandemic, which had a more negative impact on women. This is why the negative effect on the employment gap mentioned in the report titled "Covid-19 and Gender Inequality in Spain" published by ClostinGap and ESADE is not readily apparent.

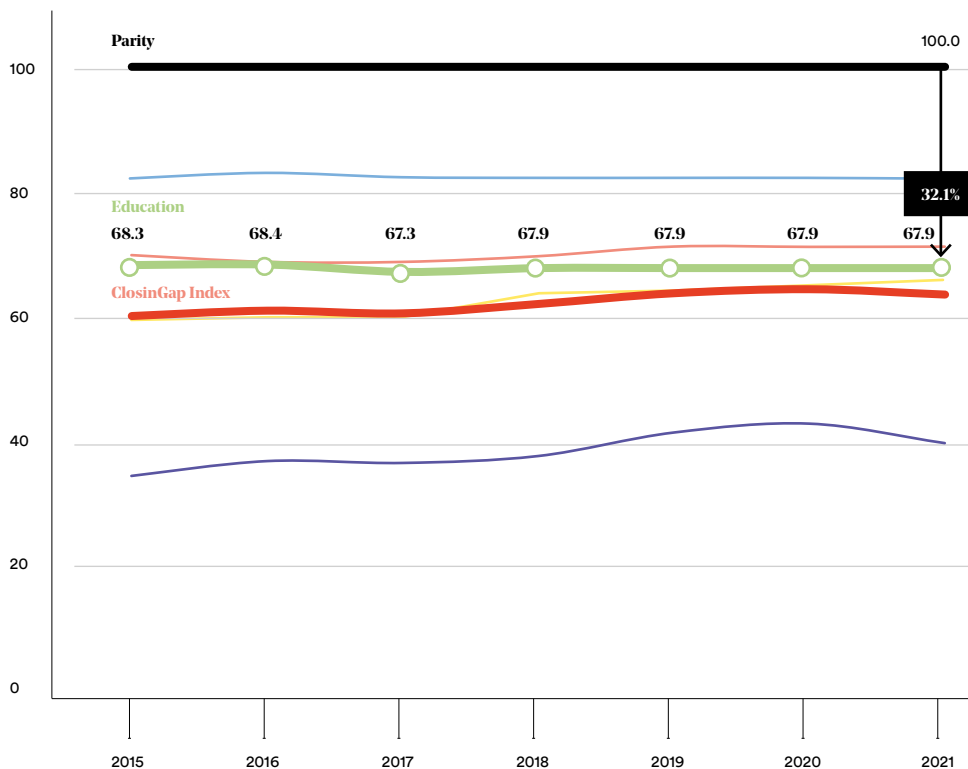


## Key results: Education

Education is a key determining factor in the personal, social, professional and economic development of men and women.

**Figure 8.** Evolution of the Education category

[parity = 100]



**The gender gap in education has remained at the same level as last year, where the indicator shows that a gap of 32.1% remains to be closed.**

### Conclusions

- The gender gap in education **remains** unchanged since last year. This is because the ratio of women to men has remained constant vis-à-vis the different variables.
- The variable that most significantly affects parity in education is women's restricted access to **careers in Science, Technology, Engineering and Mathematics (STEM)** which, as a general rule, lead to more women working in high value-added industries.
- The ratio of **women with tertiary or university education remains higher** than for men.





## Key results: Work-Life Balance

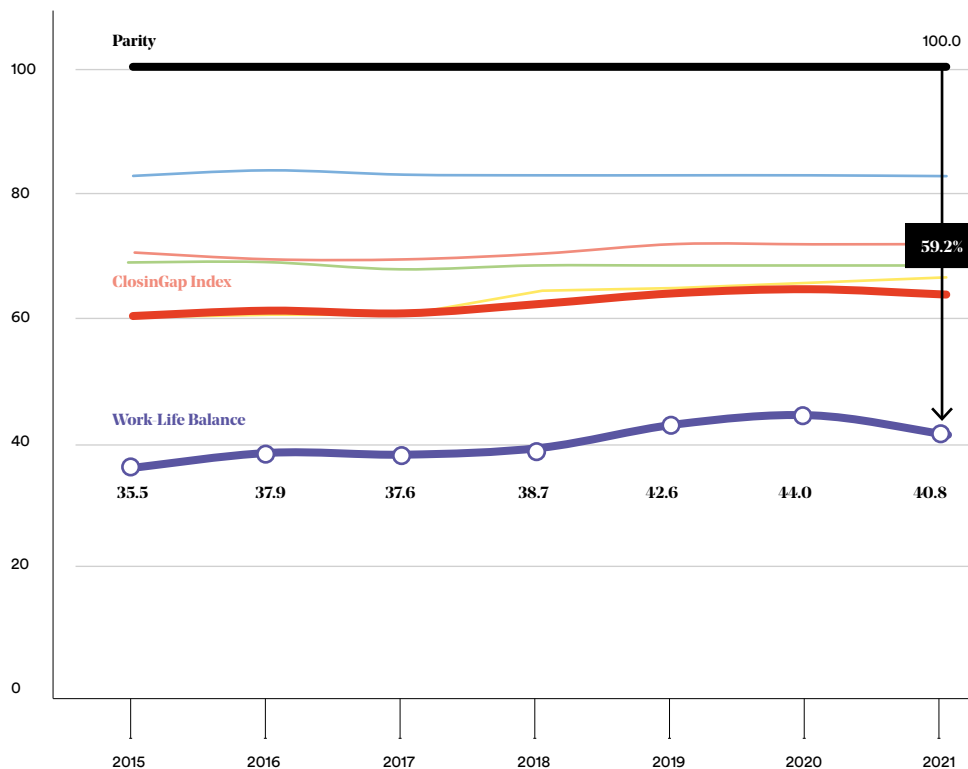
Work-life balance is a key determinant in the personal, social, professional and economic development of men and women. It is one of the aspects that has held women back from professional and economic progress for many years (and continues to do so), aside from the implications for health and well-being.



**For work-life balance, a key determining factor of progress, the indicator stands at 40.8%, leaving a 59.2% gender gap to be closed. Of all the indicators analysed, this is the one with the widest gap and the one that has grown the most.**

**Figure 9.** Evolution of the Work-Life Balance category

[parity = 100]



### Conclusions

- This sub-indicator had improved significantly between 2015 and 2020 from 35.5% to 44%. However, due to the pandemic, this sub-indicator **has dropped by 3.2%** compared to last year.
- The **pandemic** has had a **clear effect on work-life balance** as the number of women **who are working part time due to work-life balance issues has increased** to a greater extent than for men. Women take on most of the unpaid work such as homemaking and childcare, an added difficulty when it comes to reconciling work and family life.
- **In line with the ClosinGap Report** on the effects of the pandemic on women, a study published by ClosinGap with ESADE in 2020 highlights that **women take on more of the burden of housework during COVID-19 confinement** than men.

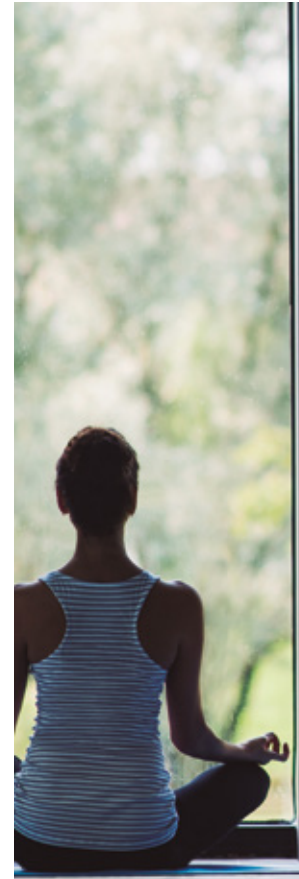
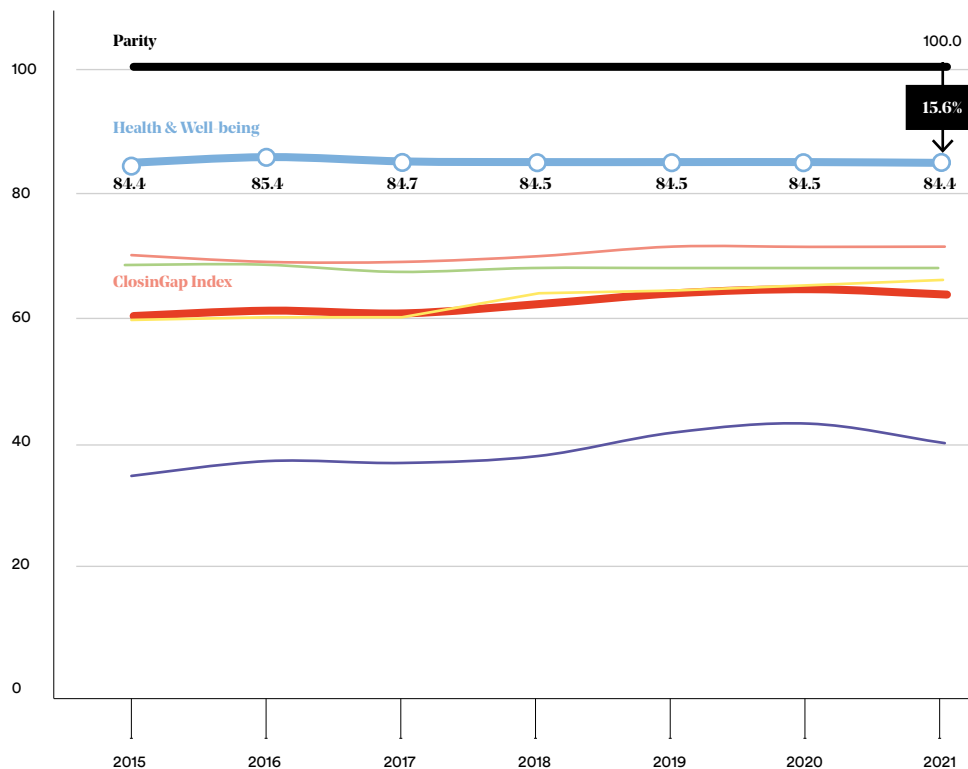


## Key results: Health and well-being

This category provides an overview of the differences between men and women in health and well-being, key aspects for the personal, social, professional and economic development of men and women.

**Figure 10.** Evolution of the Health & Well-being category

[parity = 100]



**The pandemic has affected women in such a way that the risk of poverty or exclusion has increased slightly more for women than for men. The health & well-being gap is at 15.5%.**

### Conclusions

- Women's health has declined slightly compared to men's. The pandemic has affected women in such a way that the **risk of poverty or exclusion has increased slightly more for women** than for men, having previously been higher for women.
- The gender gap in health & well-being is **lower** but has been **stagnating** for years. The variables do not improve more for women than for men, but remain similar.



## Key results: Digitalisation

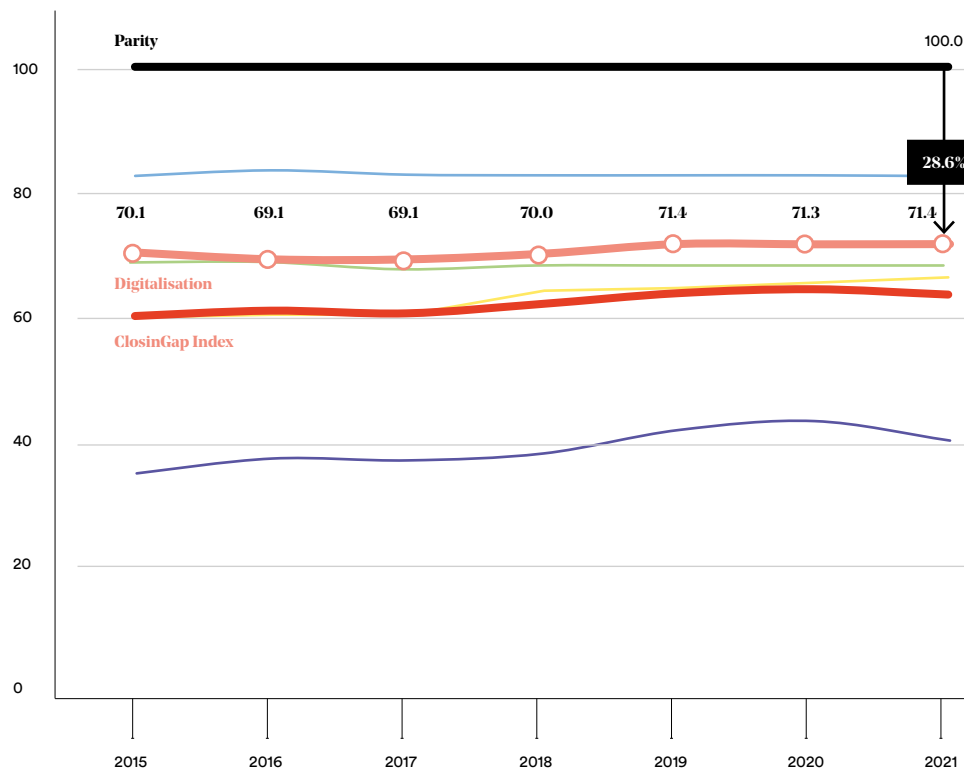
This category provides an overview of the differences between men and women in digital skills and jobs, key aspects for the personal, social, professional and economic development of men and women.



**In digitalisation, the indicator stands at 71.4%, leaving only 28.6% of the gender gap to be closed.**

**Figure 11.** Evolution of the Digitalisation category

[parity = 100]



### Conclusions

- The digitalisation indicator has increased by 0.1% due to a slight increase in the number of women ICT specialists compared to men. However, the ratio is still very low considering that for every woman ICT specialist there are four men.
- As mentioned in the ClosinGap report on the "Opportunity Cost of the Digital Gender Gap" sponsored by Vodafone, the problem is not in the use of digital technologies but in the jobs related to them, which is where the gap is observed.
- The gender gap in digitalisation has narrowed at an annual rate of 0.3% since 2015.



# 04

## Economic Impact

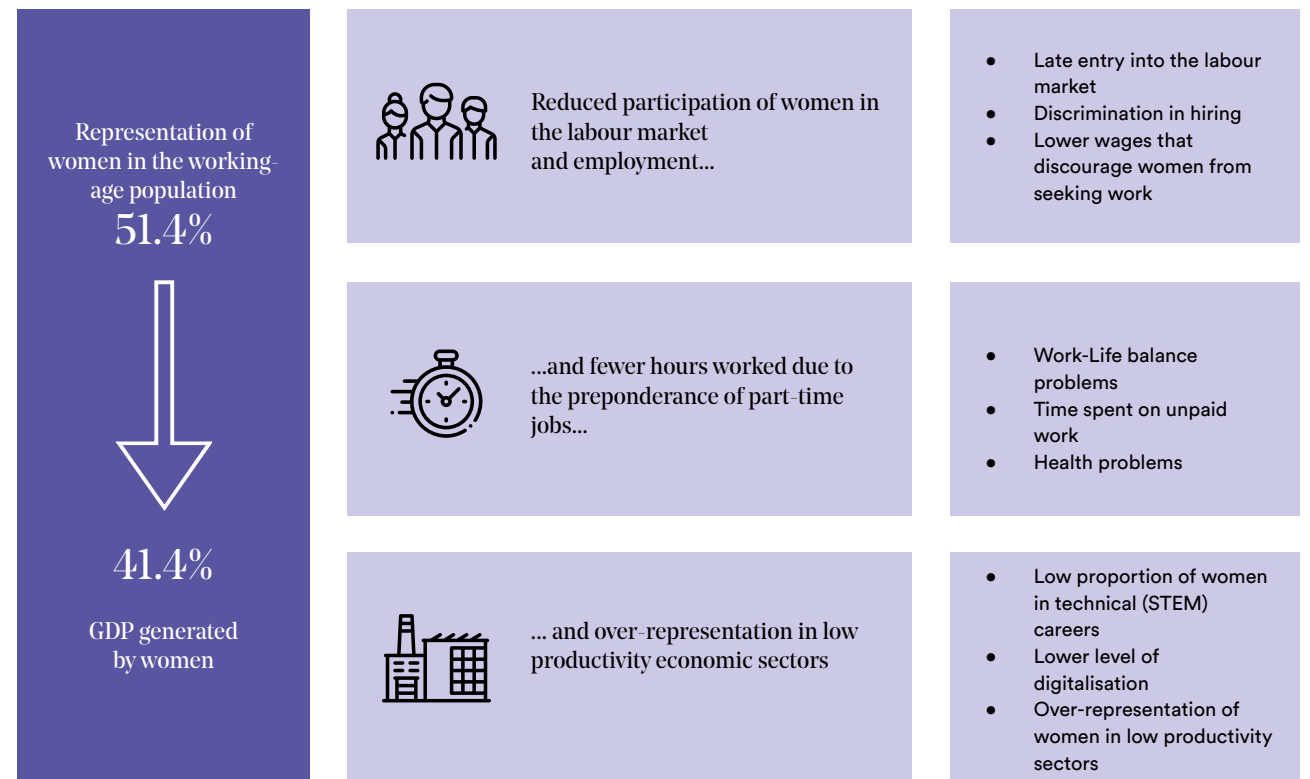
### 4.1

#### How does the gender gap impact the economy?



**Figure 12.**

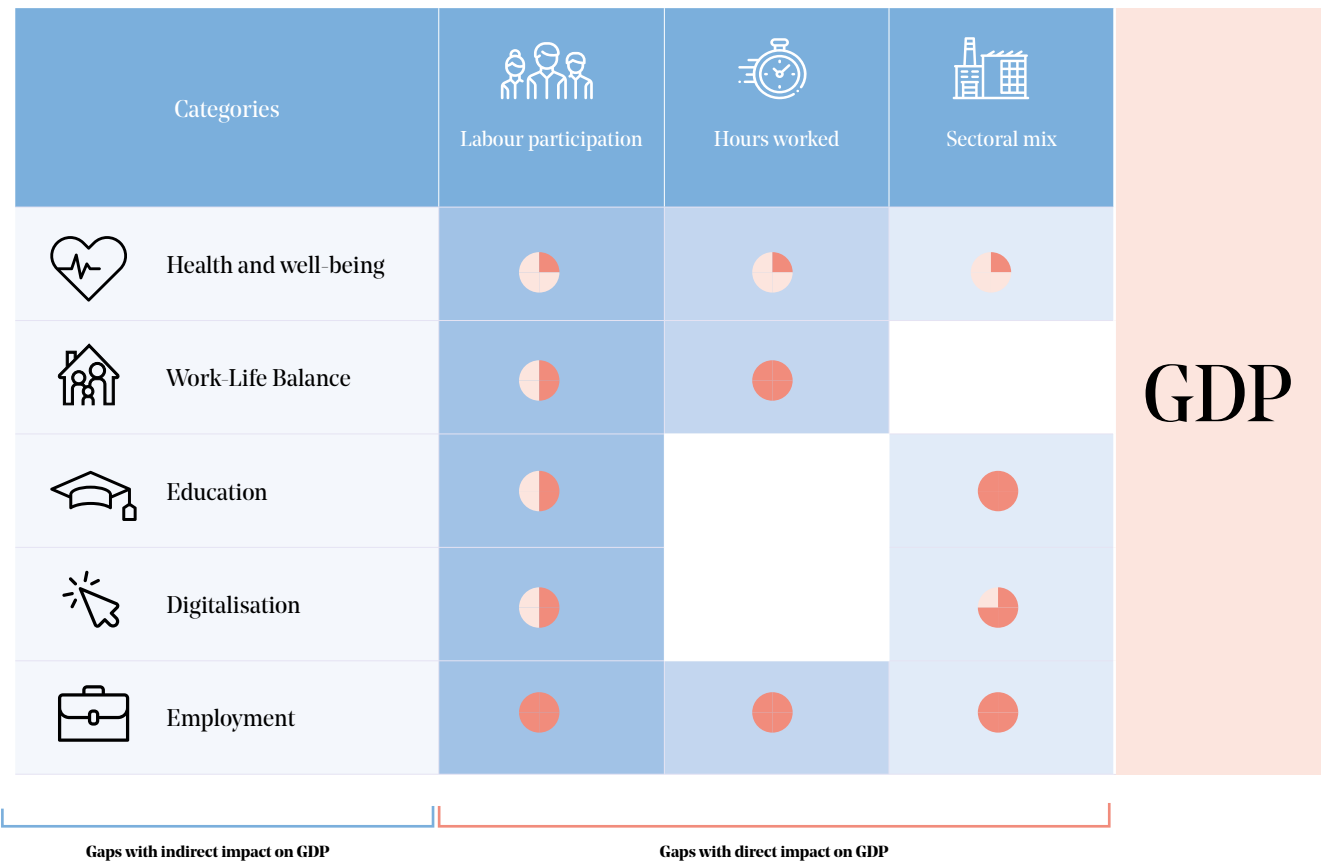
The gender gap has a direct impact on GDP through three key elements of the labour market





**Although women represent 51.4% of the working age population in Spain, they account for only 41.4% of our country's GDP.**

**Figure 13.** All gaps directly or indirectly affect GDP through the labour market

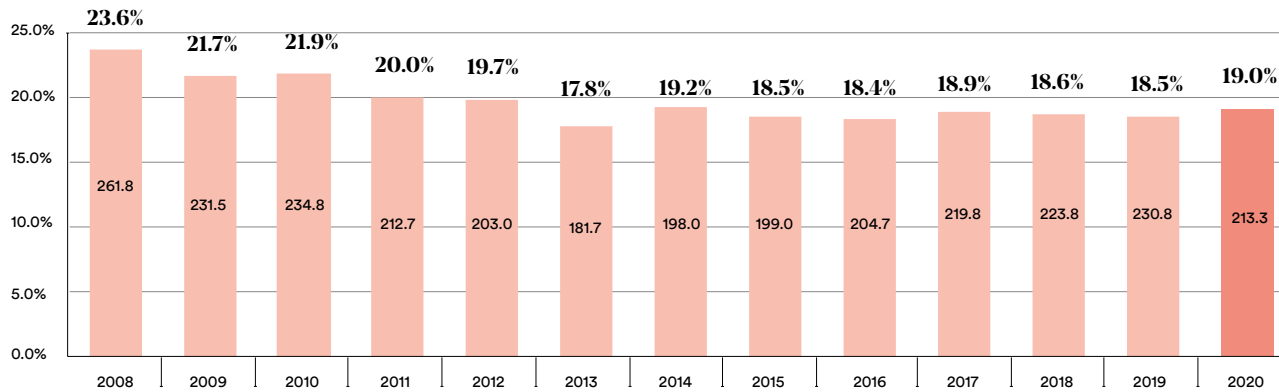


# 4.2

## Key results and developments: What impact would closing the gender gap in Spain have on GDP?

**Figure 14.** Impact of closing the gender gap on GDP

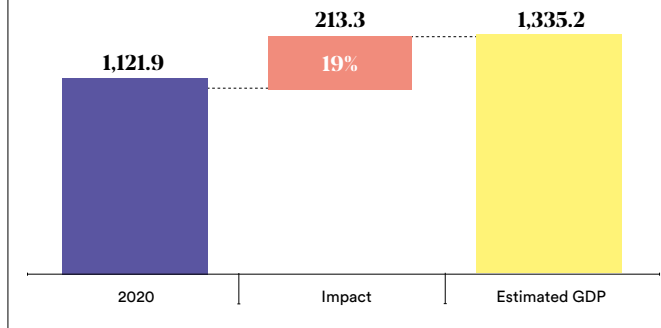
[%, billions of €]



**If the gender gap were closed in 2020, Spanish GDP would have been 19% higher.**

**Figure 15.** Impact on GDP of closing the gender gap by 2020

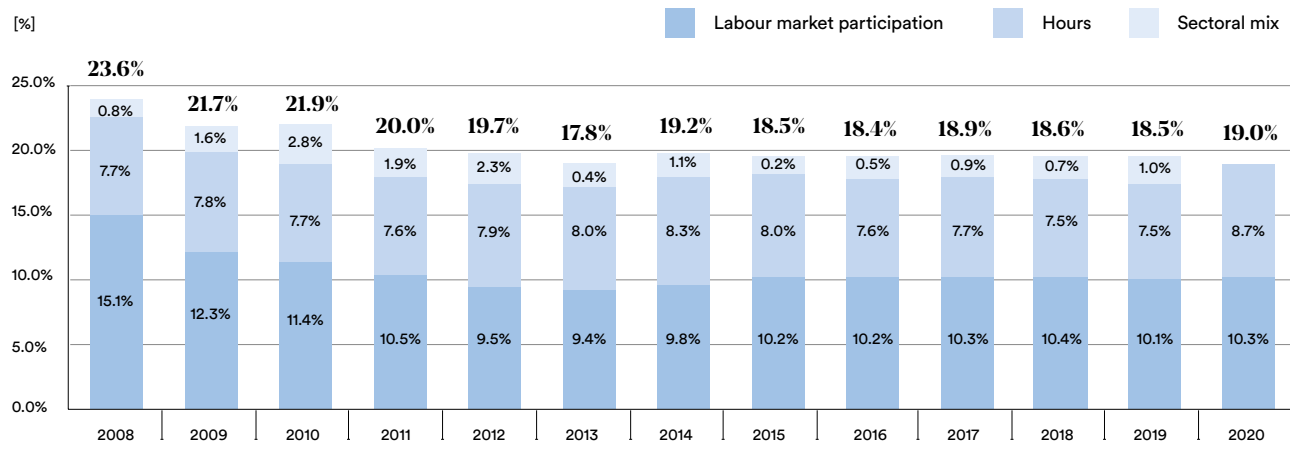
[billions of €]



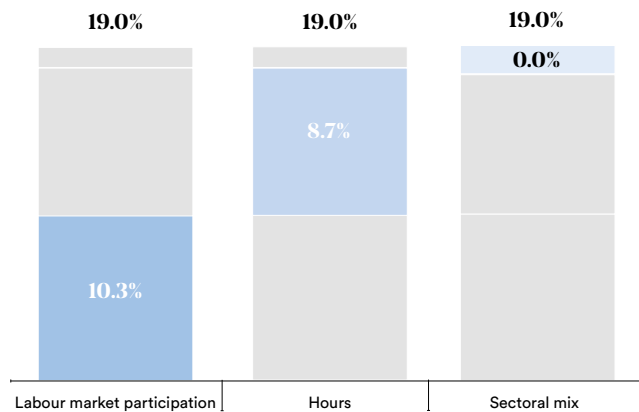
### Conclusions

- If the gaps in the participation rate, employment rate, hours worked and breakdown of employment by sector were closed, Spanish GDP could be increased by **€213,269 millions**, which would translate into a 19% increase over 2020 GDP.
- This potential increase would be driven by the creation of around **2.8 million** full-time equivalent female jobs.

**Figure 16.** Breakdown of the impact of closing the gender gap on GDP



**Figure 17.** Breakdown of the impact on GDP of closing the gender gap in 2020



**Conclusions**

- Despite women gradually entering the labour market, the gap remains wide. If women's participation in the labour market were equal to men's, Spanish GDP could be 10.3% higher.
- Women work fewer hours than men due to the fact that they are more likely to work part-time jobs, which has been **exacerbated by the pandemic**. If women worked the same number of hours as their male counterparts, Spanish GDP could be 8.7% higher.
- Historically, women have been over-represented in less productive economic sectors. **However, women have a strong presence in sectors like health care and education, whose productivity rates have increased due to the pandemic, compensating for this gap.**









“  
**If women's participation in the labour market were equal to men's, Spanish GDP could be 10.3%.**








# 05

## Conclusions

### 2021 vs. 2020 at a glance

ClosinGap Index	
	Time it will take to achieve gender equality in Spain: <b>↑ 36 years vs. 34 years</b>
	Gender gap - employment: <b>↓ 33.9% vs. 35% v</b>
	Gender gap - education: <b>= 32.1%</b>
	Gender gap - work-life balance: <b>↑ 59.2% vs. 56%</b>
	Gender gap - health & well-being: <b>↑ 15.6% vs. 15.5%</b>
	Gender gap - digitalisation: <b>↓ 28.6% vs. 28.7%</b>

Economic Impact	
	Women's contribution to GDP: <b>↓ 41.4% vs. 41.5%</b>
	Impact that closing the gender gap would have on GDP: <b>↑ 19.0% vs. 18.5%</b>
<b>Impact on GDP of:</b>	
	Same labour market participation: <b>↑ 10.3% vs. 10.1%</b>
	Same hours worked: <b>↑ 8.7% vs. 7.5%</b>
	Same sectoral breakdown: <b>↓ 0% vs. 1%</b>



**The gender parity index has deteriorated compared to last year due to the effects of the pandemic which negatively impacted work-life balance and increased the rates of part-time work. The risk of poverty and social exclusion has increased more for women.**

---

## ClosinGap Index 2021

---

In an effort to promote the social transformation of women and the economy from the business realm, ClosinGap has developed the **ClosinGap Index**: an indicator that analyses the advances made towards general equality in five key categories with a total of 28 variables that are crucial to the personal and professional development of a society.

The results show that **the gender parity index has deteriorated compared to last year as a result of the pandemic**. Specifically:

- The **pandemic has had a negative impact on work-life balance**, increasing the **rate of part-time work** for reasons of work-life balance among women more than men. In line with the study by Lidia Farré and Libertad González (2020) mentioned in the ClosinGap Report, **women assumed more of the burden of domestic tasks during COVID-19 confinement** than men.
- More **women** have **university degrees** than men, yet **men** are the ones who predominate in **technical careers**.
- The **risk of poverty and social exclusion** has **increased more** for **women** than for men in the last year, an impact that can most likely also be attributed to the pandemic.
- There is barely any difference between men and women in the use of new technologies at the user level compared to last year, although the reduced number of **women ICT specialists** in the labour market is noteworthy.
- The trend observed in 2020 continued in 2021, with a higher increase in the participation of women **in the labour market than of men**. For methodological and comparative reasons, the indicator does not include new variables such as the percentage of people furloughed during the pandemic, which affected women more negatively.

Had the pandemic never occurred, it is estimated that there would be **34 years left to close the gender gap in Spain**. However, assuming a prolonged effect through 2023, the negative impact of Covid-19 on the gender gap has added two years to the estimate. Thus, it will now take **36 years to achieve parity**.

---

## Economic Impact

---

All gender gaps addressed in the ClosinGap Index directly or indirectly affect GDP through the labour market.

In this regard, **GDP is directly impacted** by the **lower employment and activity rates of women in the labour market** and the **fewer number of hours worked** due to the higher preponderance of part-time work.

As a consequence of these gaps, although women in Spain represent **51.4%** of the working age population, they only contribute **41.4% of Spanish GDP**.

Against this backdrop, we ask ourselves: What would be the economic impact of closing gender gaps?

The results are compelling:

- If the **labour market gap were closed**, in hours worked and in the breakdown of employment by sector, Spanish GDP could increase by **213,299 million euros, 19% of GDP in 2020**.
- This potential increase would be driven by the **creation of 2.8 million** full-time equivalent female jobs.
- As an update to the previous year's findings, the sectors where women have the greatest presence (education, health care, etc.) have **increased their productivity**, bringing women to the **same average level of productivity as men**.

In conclusion, it is essential to **boost female talent in the labour market as a driver of economic recovery**. Closing gender gaps is not only a matter of social justice and equity, but would have an enormously positive impact on the economy, society and well-being.

# 06

## ANNEX

### 6.1 Methodology for calculating the ClosinGap Index

The ClosinGap Index is built from the female to male ratios of 28 key variables

#### METHODOLOGY

There are two basic concepts underlying the variables included in the ClosinGap Index:

**The gap between men and women.** The Index does not consider the level of each one of the variables, but only the difference between men and women (ratio of women to men).

**Outcome variables.** The Index includes outcome variables but does not take political, cultural or social customs into account. This allows for an objective analysis of gender parity.

In choosing the variables, priority has been given to those from public sources that are updated annually. For years in which there is no data, including variables that are not published annually and those that are published annually

but the data ends before 2021, we have chosen to use the latest available data to ensure that the values are not biased due to the lack of information.

#### CONSTRUCTION OF THE INDEX

##### Step 1. Conversion to ratios

In order for the Index to capture differences between men and women rather than levels, all data entered are converted to female to male ratios. However, variables with negative connotations (precarious employment, drop-out rates, unpaid work, inactive homemakers, part-time work for work-life balance reasons, health problems and risk of poverty or social exclusion) are converted to male to female ratios.

##### Step 2. Data truncation

Because the Index seeks to measure gender parity, i.e. how close women are to achieving parity with men, it does not reward or penalise gaps that go in the other direction. For example, although there are more women than men with tertiary education, the ratio is truncated at 100 as the maximum value.

##### Step 3. Grouping of data and calculation of sub-indices (one per category)

Once converted to ratios and truncated, the data for the different variables are grouped into five sub-indices (one per category) using the Euclidean distance formula on a scale of 0 to 100, where 0 is the minimum parity and 100 the maximum parity.

##### Step 4. Grouping the sub-indices and calculating the ClosinGap Index

#### Aggregation into sub-indices

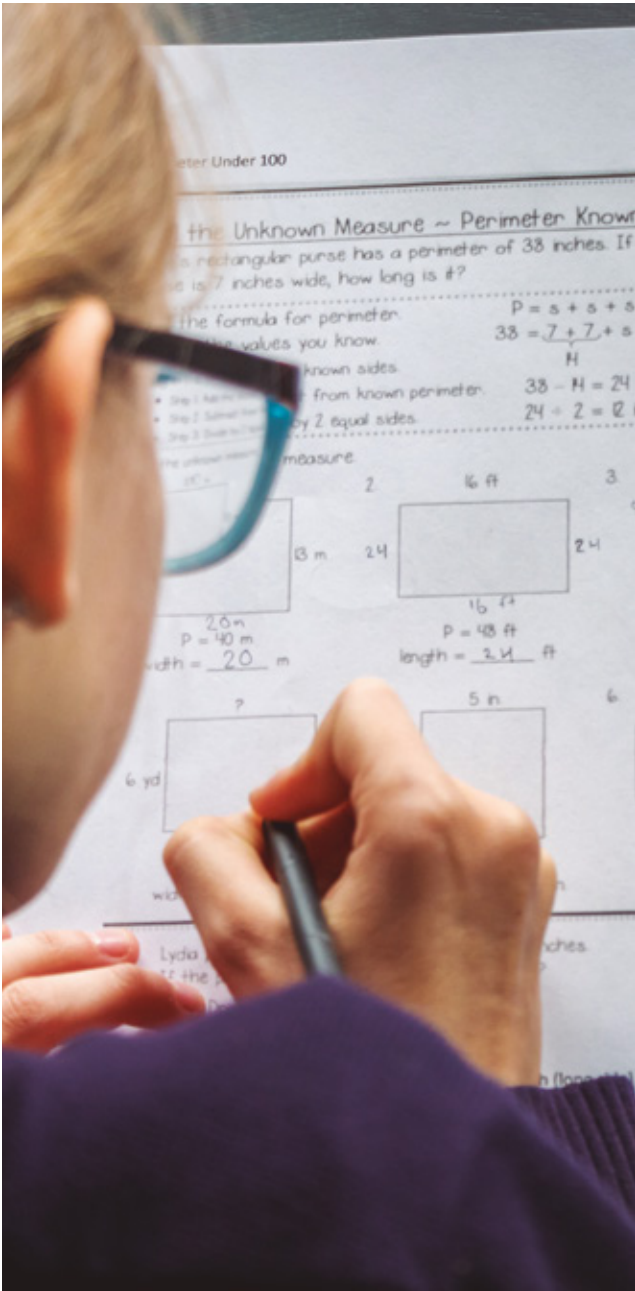
$$\text{Sub-index}_i = 100 - \sqrt{\frac{(100 - x_1)^2 + (100 - x_2)^2 + \dots + (100 - x_n)^2}{n}}$$

Where  $x_1$  = ratio M / H x 100 of variable 1,  $x_2$  = ratio M / H x 100 of the variable 2, ...,  $x_n$  = ratio M / H x 100 of variable n.  
Where i = category (employment, education, ...) and n = number of variables.

Once the sub-indices are calculated (one per category), the data are grouped into a single index (the ClosinGap Index) using the Euclidean distance formula on a scale of 0 to 100, where 0 is the minimum parity and 100 the maximum parity.

#### Aggregation in the ClosinGap Index

$$\text{CG Index}_i = 100 - \sqrt{\frac{(100 - \text{Subindex}_1)^2 + \dots + (100 - \text{Subindex}_5)^2}{5}}$$

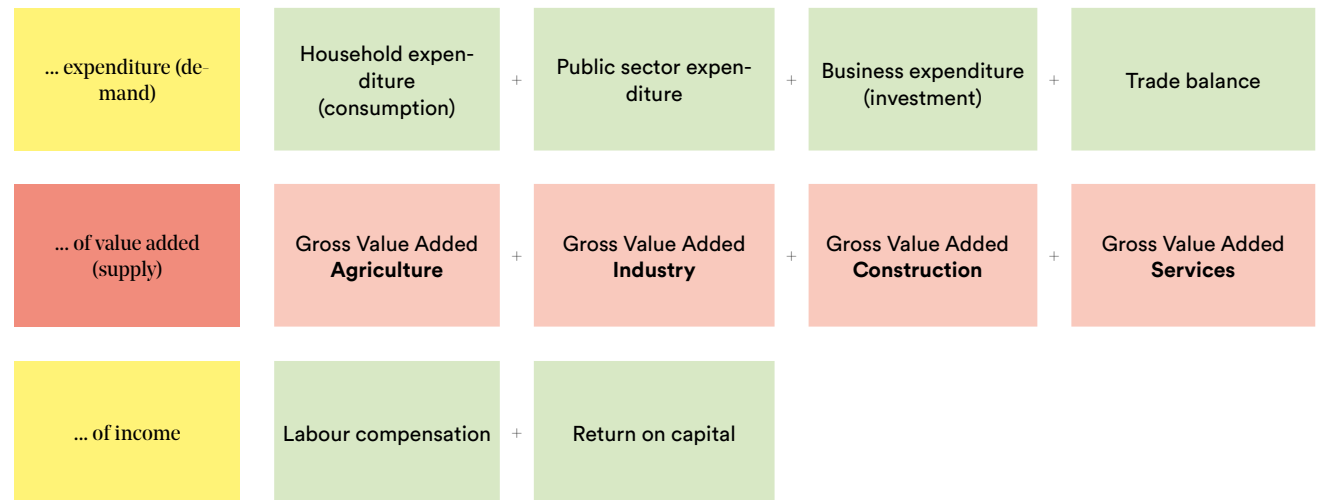


# 6.2

## Method for calculating economic impact of the gaps

This approach involves analysing the impact on GDP from the supply side, which is the one most commonly used by institutions.

### THE METHOD...



In order to quantify the economic impact of gender gaps, we break down the GDP generated by men and women starting from some basic assumptions.

### GDP breakdown

To calculate the economic impact of closing the gender gaps, we have broken down the GDP generated by men and women by considering:



### Assumptions

- Men and women have the same labour productivity per full-time equivalent employee in each sector.
- The difference in average productivity derives from differences in the composition of male and female employment in the different sectors.
- Neither the presence of men in the labour market, nor the number of hours worked, nor the productivity are reduced due to higher female participation.
- Any negative effect on productivity due to higher labour supply is excluded.
- The model does not include second-order effects from increased female labour market participation (such as higher female consumption).





## Women for a healthy economy

### 1. What is ClosinGap? Women for a healthy economy

At the initiative of Merck, twelve leading companies have come together to create a cluster to constructively and rigorously analyse the opportunity cost to the economy of not using female talent to its fullest potential as a cause of persistent gender gaps.

### 2. Who are the members of the cluster?

The companies that have joined this cluster are Merck, MAPFRE, Repsol, Meliá Hotels International, Mahou San Miguel and Solán de Cabras, BMW Group, PwC, CaixaBank, Grupo Social ONCE, KREAB, Fundación CEOE and Telefónica.

#### ClosinGap Board

Chairwoman: Marieta Jiménez (Merck)

Members: Carmen Muñoz (Repsol), Antonio Huertas (MAPFRE), Manuel Terroba (BMW Group), Gabriel Escarrer (Meliá Hotels International), Eduardo Petrossi (Mahou San Miguel and Solán de Cabras), Manuel Martín (PwC), Juan Alcaraz (CaixaBank), Miguel Carballeda (ONCE Social Group), Eugenio Martínez Bravo (KREAB), Fátima Báñez (CEOE Foundation) and José María Álvarez-Pallete (Telefónica).

#### ClosinGap Executive Committee

Chairwoman: Ana Polanco (Merck)

Members: María Pilar Rojas (Repsol), Eva Piera (MAPFRE), Pilar García de la Puebla (BMW Group), Lourdes Ripoll (Meliá Hotels International), Patricia Leiva (Mahou San Miguel y Solán de Cabras), Isabel Linares (PwC), Anna Quirós (CaixaBank), Patricia Sanz (Grupo Social ONCE), Elena de la Mata (KREAB), Ángel Sánchez (Fundación CEOE) and Elena Valderrábano (Telefónica).

### 3. What kind of work are we doing?

The cluster publishes, on a bimonthly basis, detailed reports on the impact on Spanish GDP of the persistence of the different gender gaps in areas such as health, pensions, work-life balance, information technologies, and consumption and leisure, along with other group activities.

### 4. What are our objectives?

To promote social transformation from the business realm in the area of women and the economy, in close collaboration with the public and private sectors. To generate knowledge and spark debate, to become a source of innovation, as well as a driving force and agent of change.

### 5. Where can you learn more about us?

You can find out more by visiting [www.closingap.com](http://www.closingap.com) or our Twitter (@ClosinGap) and LinkedIn profiles.



---

More information at  
**[www.closingap.com](http://www.closingap.com)**  
or on our Twitter  
(@ClosinGap) and LinkedIn profiles.

**Authors**  
PwC Spain  
Anna Merino Castelló, Director of Strategy & Economics  
at PwC  
[es\\_contacta@pwc.com](mailto:es_contacta@pwc.com)

