



ClosinGap Index

Measuring the gender gap
in Spain and quantifying its
economic impact

Towards gender parity | Fourth Edition

February 2024

CG
closingap

A message from Marieta Jiménez



We are pleased to present, in collaboration with PwC, the fourth edition of the Closing Index 2024. This index, unique in Spain, is a benchmark not only in terms of measuring the economic impact of the gender gap, but also a faithful reflection of how we are evolving as a country and society on the road to equality.

We now have four editions of this Index, which gives us a valuable historical perspective on the evolution of the gender gap. This is particularly relevant at significant times, such as the COVID-19 pandemic, from which we are fortunately emerging in terms of gender equity. This indicator allows us to focus our efforts and implement measures with a real impact by analysing five key areas: Employment, Health & Well-being, Digitalisation, Education, and Work-Life Balance.

In 2020, the ClosinGap Index revealed a general gap of 64.1%, meaning that there was a 35.9% gender that remained to be closed to achieve equality between men and women. A year later, in our second edition, this percentage increased to 36.7% in 2021, projecting that Spain would achieve full parity by 2058. This reversal was particularly noticeable in the field of work-life balance and co-responsibility, with an increase in the labour bias among women, often due to reasons associated with the pandemic. In 2022, we found with optimism that the gap was down by 1.4 percentage points, placing us at levels close to those of 2019.

In this latest edition, although we did detect a slight closing of the gap, from 35.3% to 35.1%, it was less impressive than desired which is why we will continue to work with determination towards our goal of closing that remaining gap. Even so, the takeaway here at ClosinGap is that we can look to the future with optimism, highlighting one of the most important headlines for us and for our society: The gap is narrowing.

The goal that unites the twelve member companies of ClosinGap - Merck, MAPFRE, Repsol, BMW Group, Mahou San Miguel, PwC, CaixaBank, Grupo Social ONCE, KREAB, Fundación CEOE, Telefónica and Redeia - is to see the gap disappear. All the member companies entities are unified around the common goal of accelerating the transformation towards equal opportunities for women and men, promoting knowledge and debate from an economic perspective and raising awareness of the opportunity cost that the different gender gaps have for the economy and society.

We are on the right path and we are encouraged by the positive evolution of the data, which motivates us even more to accelerate our progress towards the creation of a more egalitarian, prosperous and sustainable society. We thank you all for being a fundamental part of this important change.

Marieta Jiménez
President of ClosinGap

A message from Ana Polanco

The ClosinGap Index, prepared by PwC at the request of the ClosinGap Association, now in its fourth edition, is a unique benchmark tool in Spain - and one of the few in Europe - that measures the evolution of the gender gap in five main categories (employment, health & well-being, digitalisation, education and work-life balance) through a detailed analysis of a total of 28 key variables. The ClosinGap Index is therefore an essential compass for those who work for gender equality and share the aim of the ClosinGap Association to promote social transformation from the business sphere in the field of economics and women.

The fourth edition of the ClosinGap Index shows that the gender gap has improved compared to 2022, when the effect of the pandemic on the gap was still visible, standing at 67.3%, which is 0.2 percentage points closer to parity compared to 2023 (67.2%). In this regard, it is estimated that even at the current rate it would still take 39 years to close the gender gap and achieve parity in Spain.

If we analyse the key categories, we see that employment and work-life balance are the two that have improved, the latter being the one that has grown the most, getting closer to pre-pandemic levels. Notable in the employment category is that there are more women in leadership positions in private enterprise and an increase in the employment rate, as well as a reduction in the wage and pension gap.

By contrast, for the second year in a row there is a noticeable downward trend in the health and well-being category, basically due to two variables: years of good health with regard to life expectancy and mental health problems such as depression or anxiety, as already highlighted in the ClosinGap reports presented by Merck: "The Opportunity Cost of the Gender Gap in Health" and the most recent "The Opportunity Cost of Emotional Health". The

latter showed that depression and anxiety entail a loss of €18.59 billion to the Spanish economy, €6.87 billion of which is due to the gender gap in mood, that is, the worse mood of women, which places them at greater risk of suffering from these mental health problems.

Moreover, in order to quantify the impact of the gender gap on the Spanish economy, the Fourth ClosinGap Index concludes that the GDP associated with closing the current gap in the labour market (in participation, working hours and productivity) is €213.013 billion, which is equivalent to a 15.8% increase in 2022 GDP. In terms of full-time equivalent female employment that is more than €2.9 million.

Measuring things and assigning economic value to social realities is essential to understanding, addressing and improving our society. The ClosinGap reports, quantifying the gender gap and its opportunity cost, not only help to accurately assess the impact of public policies, but also to allocate resources more effectively. By putting a price on what was previously unquantifiable, we can make informed decisions that foment equality and social justice whilst promoting sustainable economic growth.

This has been and will continue to be our goal at the ClosinGap Association: Continue contributing to closing the still existing gender gaps and transforming society to make it more inclusive, fair and productive.



Ana Polanco
*Head of Europe GVAP Operations and
Government & Public Affairs Merck Care and
Chair of the ClosinGap Advisory Board*

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01

Executive Summary

1.1

2023 Edition

CLOSINGAP INDEX 2023

In an effort to drive social transformation from the business world on economic and women's issues, 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 improved slightly over the last year due to a reduction in the employment and work-life balance gap**. Specifically:

- The **employment indicator** continues to trend upward, with notable increases in the business leadership and pension indicators. Despite this positive trend, the percentage of women in leadership positions at the highest levels of government has decreased considerably this last year.



- The **trend in the work-life balance** category is positive. The indicator has improved for women this year due to the decrease in relative terms of women's inactivity due to performing household tasks and the rate of bias for reasons of work-life balance.
- The **digitisation indicator** has worsened due to the decrease in relative terms of the presence of women as ICT specialists. Despite this, parity was observed in two variables this year: Information and problem-solving skills.
- Parity has been achieved in **many variables** that make up the **education** index. On the other hand, the choice of technical careers has worsened, with a decline in relative terms for women.
- Considering the evolution in recent years, it is estimated there would be **39 years left to close the gender gap in Spain**.

ECONOMIC IMPACT 2022

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

In this sense, the **lower rate of employment and activity of women in the labour market**, the **lower number of hours worked** due to more part-time work and the presence of women in **lower productivity sectors have a direct impact on GDP**.

As a consequence of these gaps, although women in Spain represented **51.4%** of the working age population in 2022, they only contribute **42.3%** of Spanish GDP (+0.4% vs 2021).

Against this backdrop, what is the GDP associated with closing the gender gap in 2022?

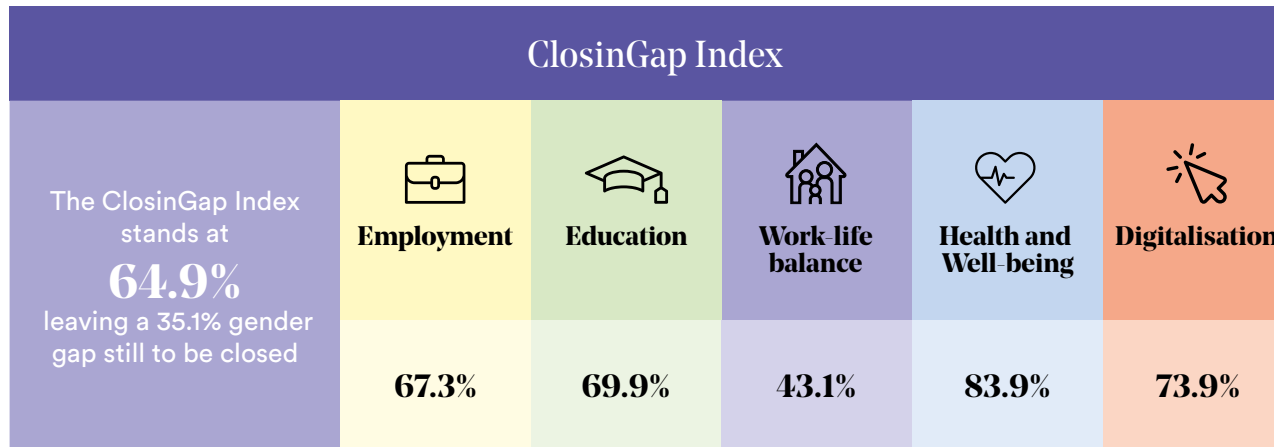
- The opportunity cost of closing the gap for the Spanish economy is **€213,013 billion**, equivalent to a **15.8% increase in of GDP in 2022** (ceteris paribus).
- The opportunity cost of closing the gap in terms of employment is **2.9 million** equivalent full-time female jobs.
- Compared to the year before, women's **working hours are getting closer to men's** and thus contributing to closing the gender gap in GDP. Conversely, **average productivity** in the sectors where **women have a greater presence has declined relative** to men, aggravating the GDP gender gap.



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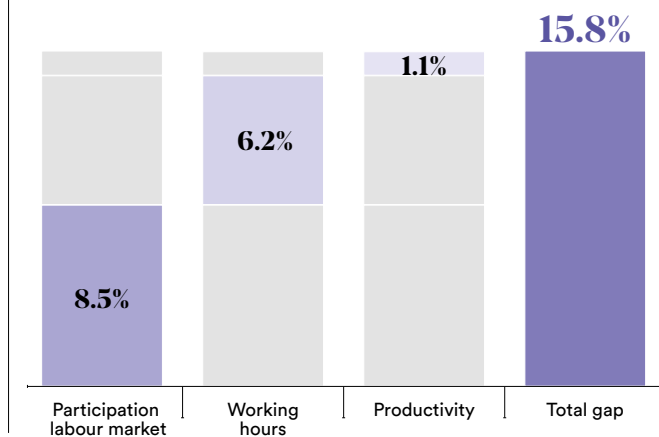
Evolution of the Index

Figure 1. Key results



The GDP associated with closing the gender gap that currently exists in the labour market (in participation, working hours and productivity) is €213.013 billion which would be equivalent to a **15.8% increase in 2022 GDP***






Figure 2. GDP Breakdown



Conclusions	Highlights
<ul style="list-style-type: none"> The ClosinGap Index improved compared to 2022 and is 0.2 percentage points closer to parity in 2023*. This growth of the index is mainly due to improvements in the employment and work-life balance indicators. At the 2015-23 rate, it will take 39 years to reach parity. 	<ul style="list-style-type: none"> The work-life balance gap has by 1.7 percentage points this past year, approaching pre-pandemic values. However, in relative terms, the presence of women in STEM education declined, which then translates into fewer women in ICT professions.

(*) The ClosinGap Index contains updated variables for the most recent year available, which may not refer to 2023 since many of the sources are not available for such recent dates. In this regard, 2022 was the most recent year for which the data needed to calculate the economic impact were published, which is why the impact is for that year.

Figure 3. Evolution of the ClostinGap Index

ClostinGap Index (YoY growth)	2020	2021	2022	2023
		64.1 ↑ 0.9%	63.3 ↓ 1.2%	64.7 ↑ 2.2%
 Employment	65	66.1	67.2	67.3
 Education	67.9	67.9	71.1	69.9
 Work-life balance	44	40.8	41.4	43.1
 Health and well-being	84.5	84.4	84	83.9
 Digitalisation	71.3	71.4	75	73.9

Conclusions

In 2020, the indicator shows an **improvement** in the categories of **employment and work-life balance**, **no change in education and health** and a slight **deterioration** in **digitalisation**.

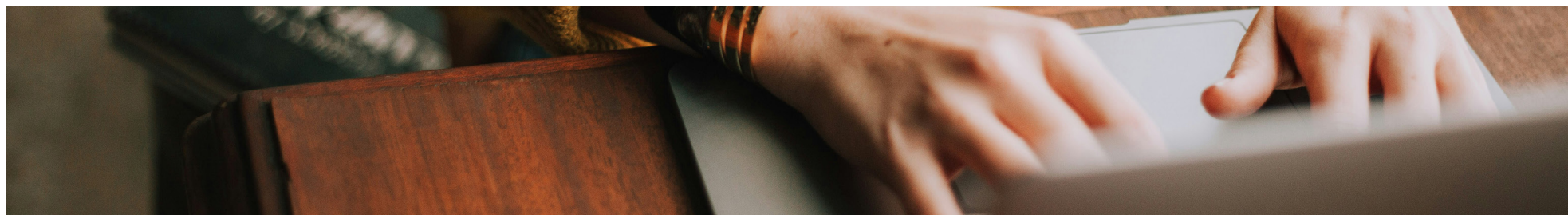
A very positive evolution of the employment category is noted, with an increasing number of women **participating** in the **labour market**.

The calculation of the index in 2021 shows the **impact of the pandemic** on several categories. The category most heavily impacted was work-life **balance**, where the number of women working **part-increased for reasons of work-life balance**.

This indicator **improved** in 2022 compared to previous years. **At the category level, all indicators show improvement** compared to **2020 except for health**, where a downward trend is observed.

Of particular note is the **improvement** of the **digitalisation** indicator for women.

This indicator **improved slightly** in 2023 compared to previous years. **At the level of category, education, health and digitalisation** worsened compared to 2022, **whilst employment and work-life balance** improved, especially the latter.



02

ClosinGap Index

2.1

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 Employment category includes many of the variables that will subsequently be used to calculate the economic impact of the gender gaps.

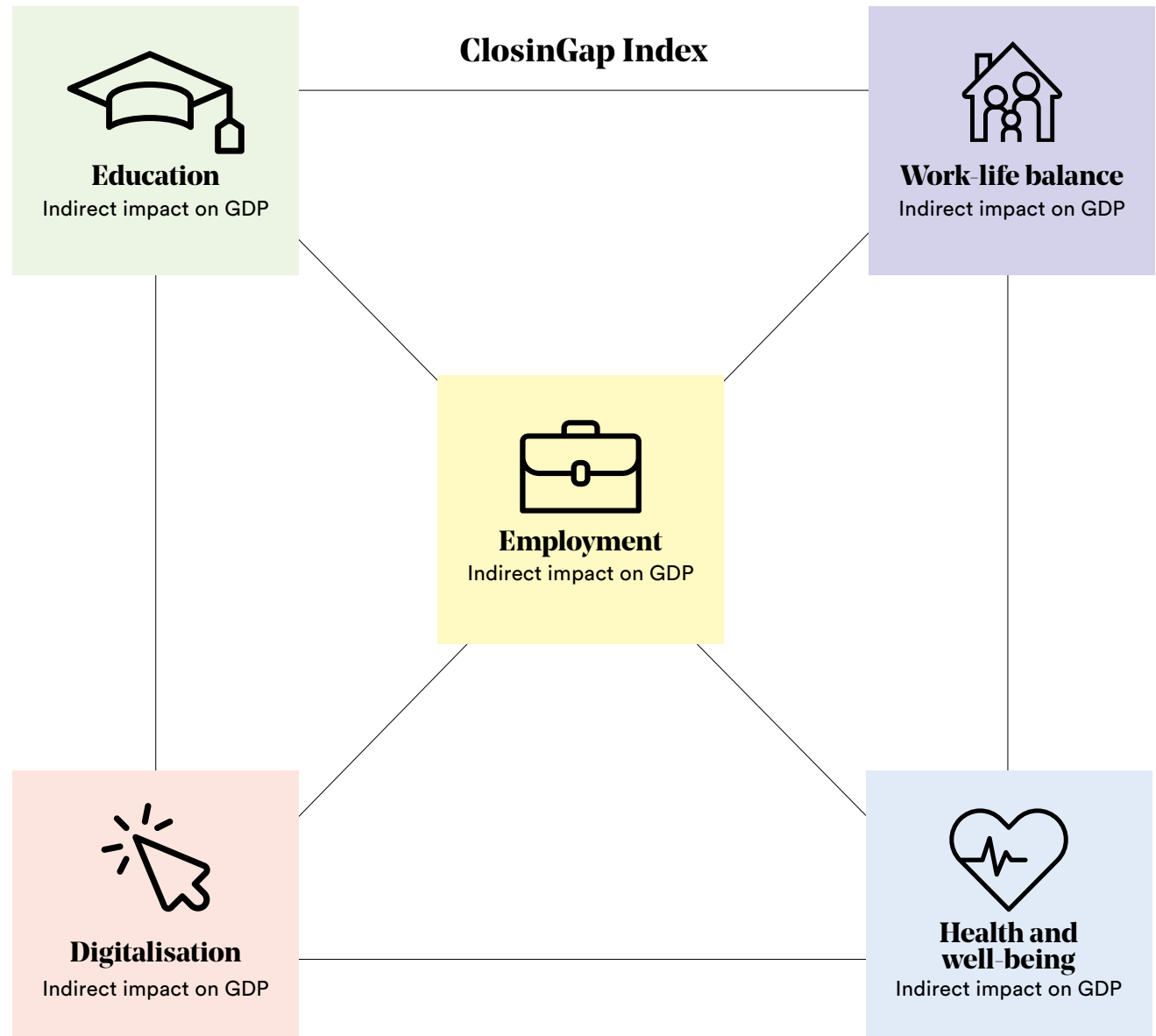




**The ClostinGap Index
quantifies gender parity
in five critical categories**



Figure 4. Categories in the ClostinGap index



2.2

Composition of the ClostinGap Index

The five categories in the ClostinGap 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 ClostinGap 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).

Figure 5. Illustrative example of the composition of the ClostinGap Index
Women to men ratio

Variable	Categories	ClosingGap Index	
Variable 1	Employment		ClosingGap Index
...			
...	Work-life balance		
...			
...	Digitalisation		
Variable 28			



**The ClostinGap Index
comprises five broad
categories and 28 variables**





How were the variables chosen?



Relevance

Representative data of what we are trying to measure



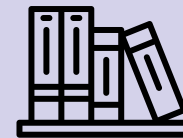
Reliability

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



The 28 variables that make up the index have been updated from last year

Figure 6. Composition of the ClostinGap Index

Categories	Variable	Description
 <p>Employment</p>	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 central government	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
 <p>Education</p>	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

Categories	Variable	Description
 Work-life balance	Unpaid work*	Ratio of women to men in terms of time spent doing 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

(*) Variables not updated due to lack of data



2.3

Methodology and construction

The ClosinGap Index is built from women/men ratios for the 28 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 variables that were not updated due to lack of new data, we chose to use the latest available data to ensure that the values were not biased due to lack of information.

CONSTRUCTION OF THE INDEX

Step 1. Conversion to ratios

In order for the Index to capture differences between men and women, all data entered are converted to female / 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.

Aggregation into sub-indices

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

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.

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

Once the sub-indices are calculated by 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.

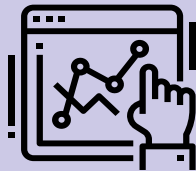
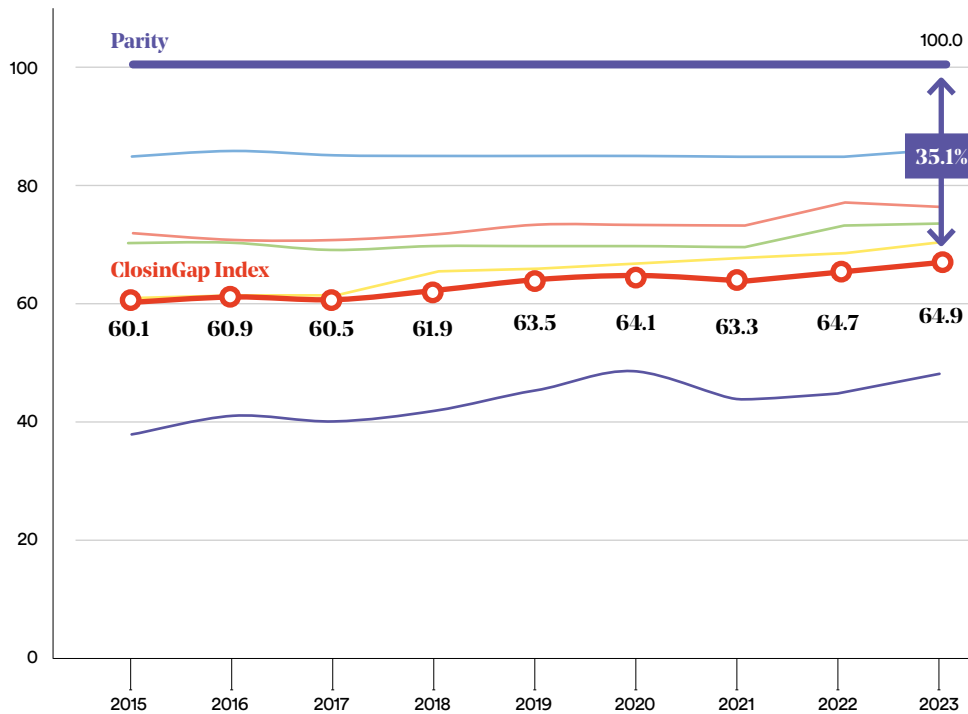
Aggregation in the ClosinGap Index

$$\text{CG}_i = 100 - \sqrt{\frac{(100 - \text{Subindex } 1)^2 + \dots + (100 - \text{Subindex } 5)^2}{5}}$$

2.4

Key results and evolution

Figure 7. Evolution of the ClosinGap Index
[parity = 100]



It would take **39 years** to reach gender parity in Spain if we were to continue making the same progress as in 2015-2023

Figure 8. Disaggregation of the ClosinGap Index 2023
[parity = 100]

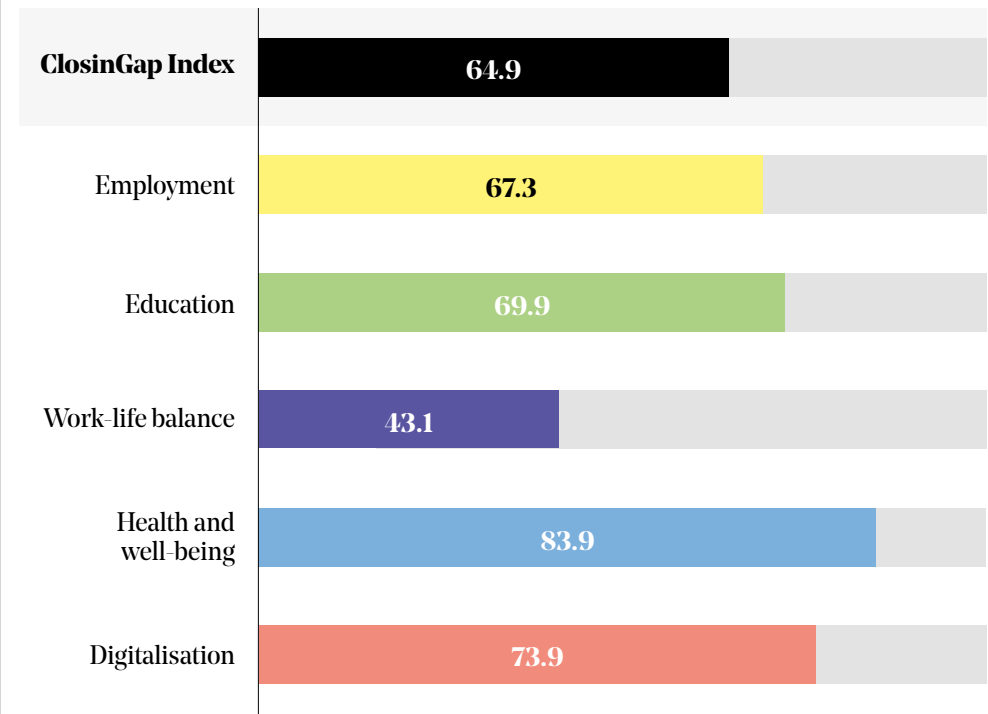
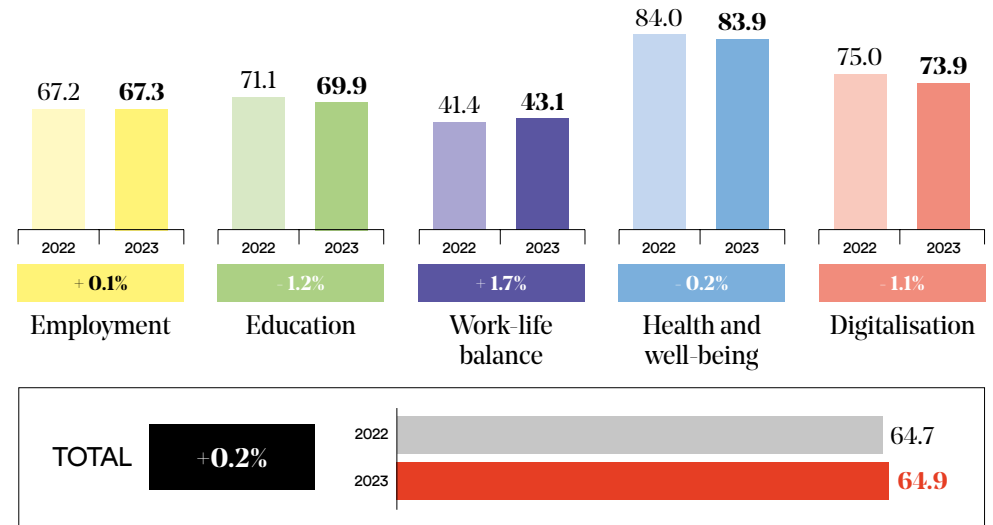


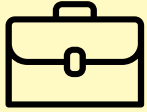


Figure 9. Evolution of the CloSinGap Index 2022 - 2023

[parity = 100] - Evolution in percentage points

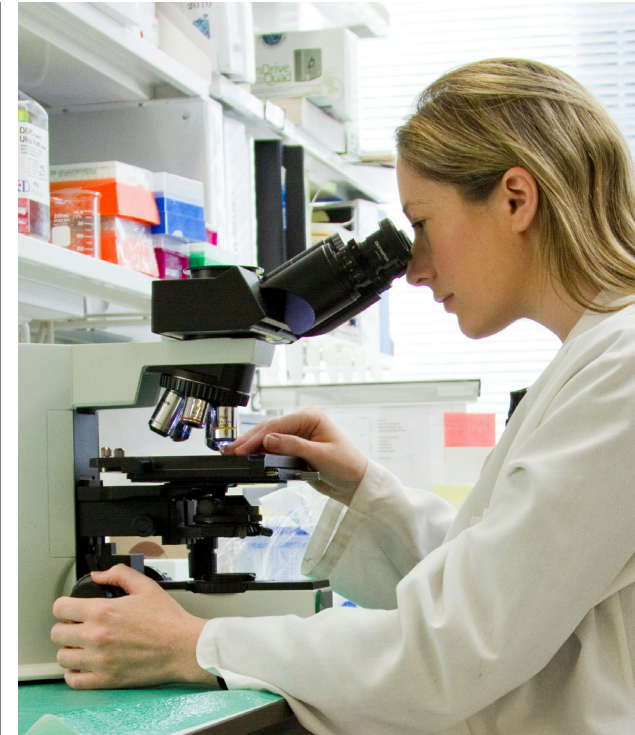


The CloSinGap Index stands at 64.9%, leaving a 35.1% gender gap still to be closed



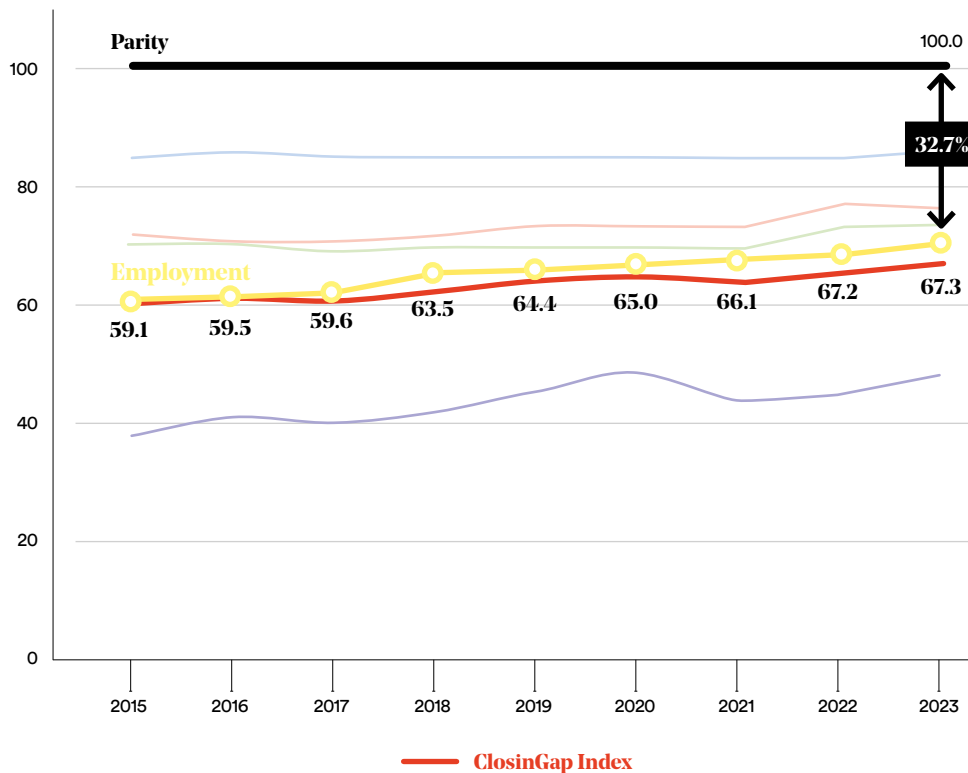
Key results: Employment

This category captures information for three key characteristics of women's economic and professional development: Participation in the labour market, participation in leadership and decision-making positions and the wage gap in employment and pensions.



“
In employment, the indicator stands at 67.3%, so there is still a 32.7% gender gap to be closed”

Figure 10. Evolution of the Employment category
[parity = 100]



Conclusions

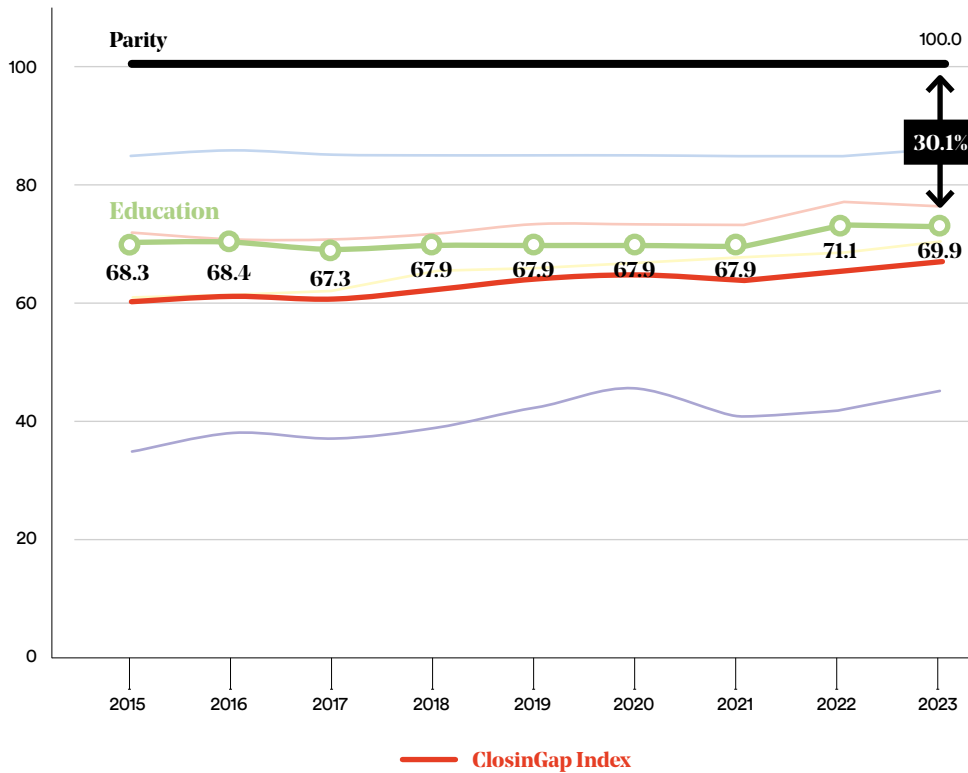
- Employment parity **increased by 0.1% compared** to last year.
- This is due to several significant increases that show a decrease in the gap within the employment category: **more women in leadership positions in private enterprise and an increase in the employment rate, as well as a reduction in the wage and pension gap.**
- Despite this positive trend, the percentage of women in leadership positions at the highest levels of government has decreased, precarious employment has decreased to a lesser extent for women than for men, and the length of working careers has increased less than that of men, thus counteracting much of the previous improvements.



Key results: Education

Education is a key determining factor in the personal, social, professional and economic development of men and women. This category mainly considers school drop-out rates, higher education rates and students in STEM programmes.

Figure 11. Evolution of the Education category
[parity = 100]



“
In education,
the indicator
stands at
69.9%, so there
is still a 30.1%
gender gap to
be closed

Conclusions

- The gender gap in education **has worsened** compared to the previous year, **decreasing 1.2 percentage points**.
- This is because the values of variables such as **school dropout rates, tertiary education rates and adult continuing education** have reached and exceeded parity with more positive results for women in all cases. Meanwhile, in terms of gap in women's **access to STEM (Science, Technology, Engineering and Mathematics)**. This variable has improved compared to previous years but there is still a gap of more than 50% for women.



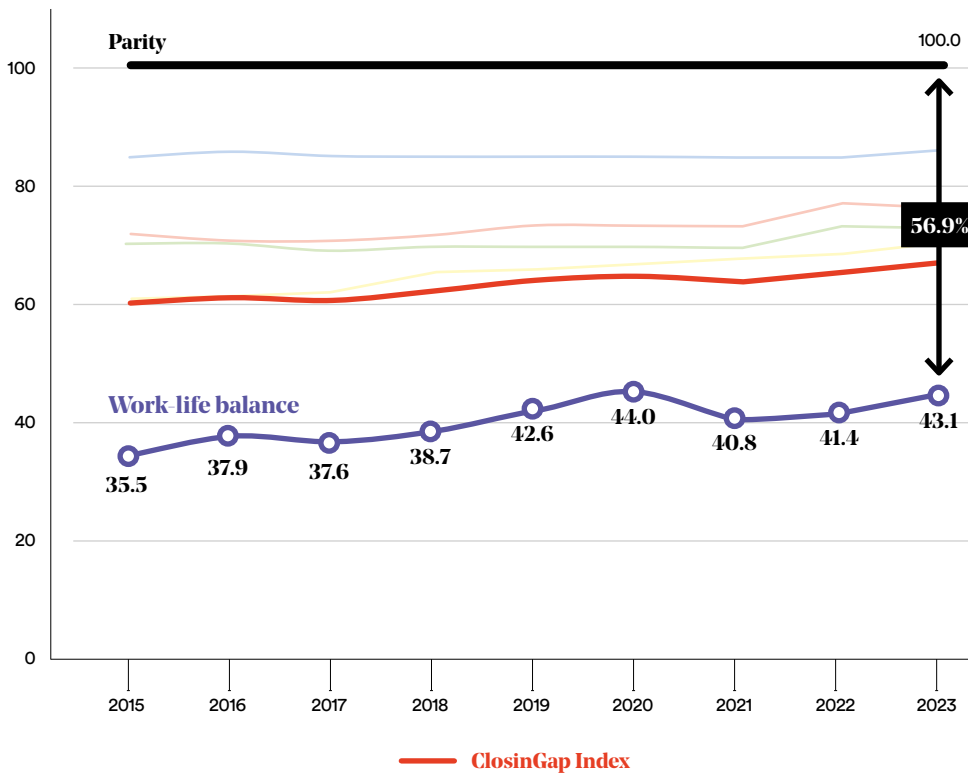
Key results: Work-life balance

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.



“
In work-life balance, the indicator stands at 43.1%, so there is still a 56.9% gender gap to be closed

Figure 12. Evolution of the Work-Life Balance category
[parity = 100]



Conclusions

- The sub-indicator **increased by 1.7 percentage points** compared to last year, although it continues to be the category with the widest gap, in **excess of 50%**.
- The work-life balance Index has managed to approach pre-pandemic levels, since the variable that was most affected, partiality for conciliation reasons, suffered an exponential decrease due to COVID-19, from which it has managed to practically recover to date.
- In addition, the number of **women who are inactive due to household responsibilities** has **fallen in relative terms**.



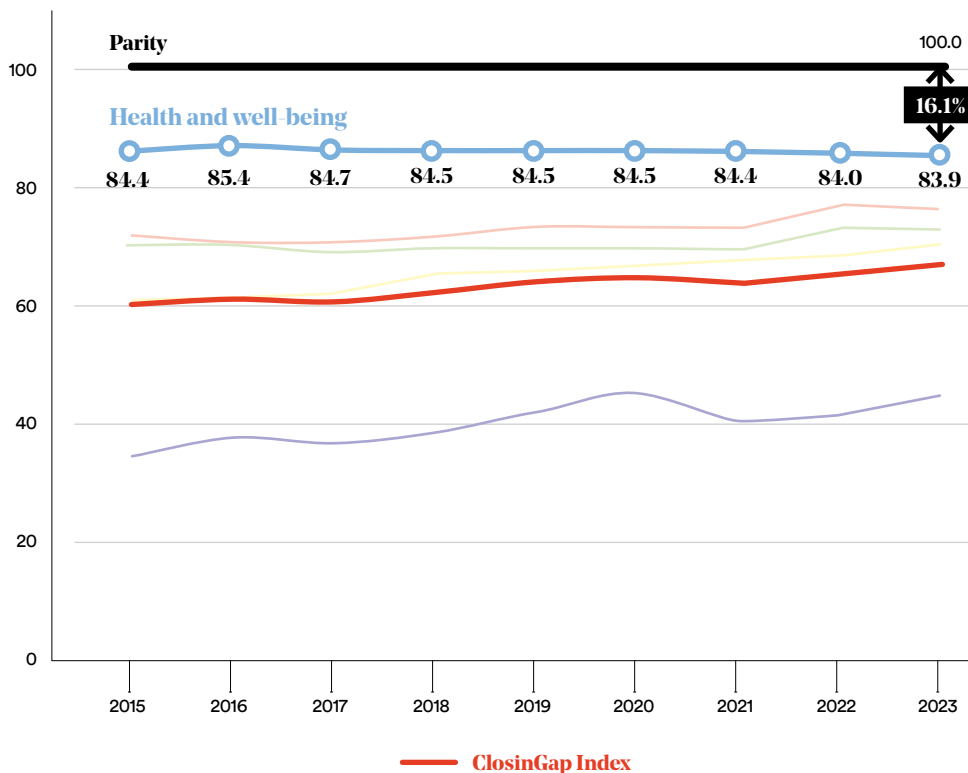
Key results: Health and well-being

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. Includes variables on health status outlook, risk of social exclusion and health problems.



“
In health and well-being, the indicator stands at 83.9%, so there is still a 16.1% gender gap to be closed”

Figure 13. Evolution of the Health & Well-being category
[parity = 100]



Conclusions

- Health is the area where we see the greatest parity, with a gender gap of approximately 16% to be closed. However, the evolution of this indicator shows that the **trend is not favourable for women**, having **decreased by 0.2% in the last year**.
- The drop is mainly due to 2 variables: years in good health with respect to life expectancy and cases of health problems, both of which have continued to decline progressively. Current data show that they have declined to a greater extent for women, especially in the area of mental health problems such as depression or anxiety, as shown in the ClosinGap report: "Opportunity cost of the gender gap in emotional health."
- The **risk of poverty or social exclusion has improved** substantially compared to previous years, and especially since last year.



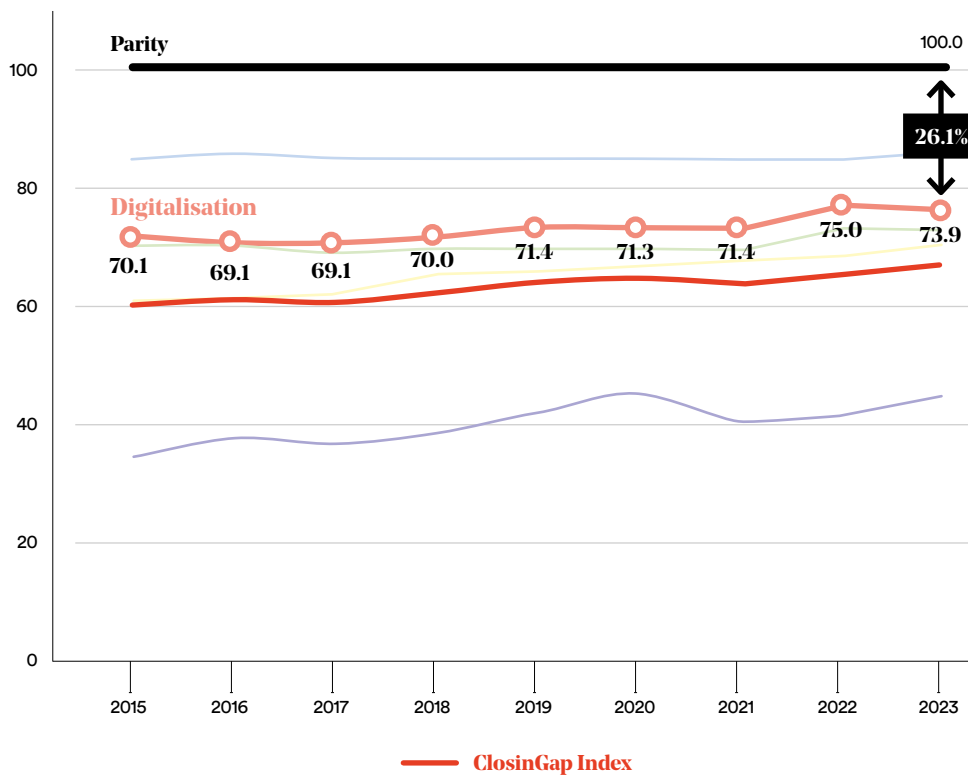
Key results: Digitalisation

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. Variables related to digital skills and people employed in digital professions are considered.



In digitalisation, the indicator stands at 73.9%, leaving a gender gap of only 26.1% to be closed

Figure 14. Evolution of the Digitalisation category .
[parity = 100]



Conclusions

- The indicator in terms of digitalisation has worsened compared to the previous year by 1.1 percentage points.
- This is due only to the variable that measures the ratio between men and women **professionals in the field of ICT**, where the increase for women is not enough to offset the increase for men.
- Even though the indicator has worsened globally, at a particular level this year parity has been achieved in two additional variables, the variable of **information skills and problem-solving skills**.

03

Economic Impact

3.1

How does the gender gap impact the economy?



Figure 15. The gender gap has a direct impact on GDP through three key elements of the labour market

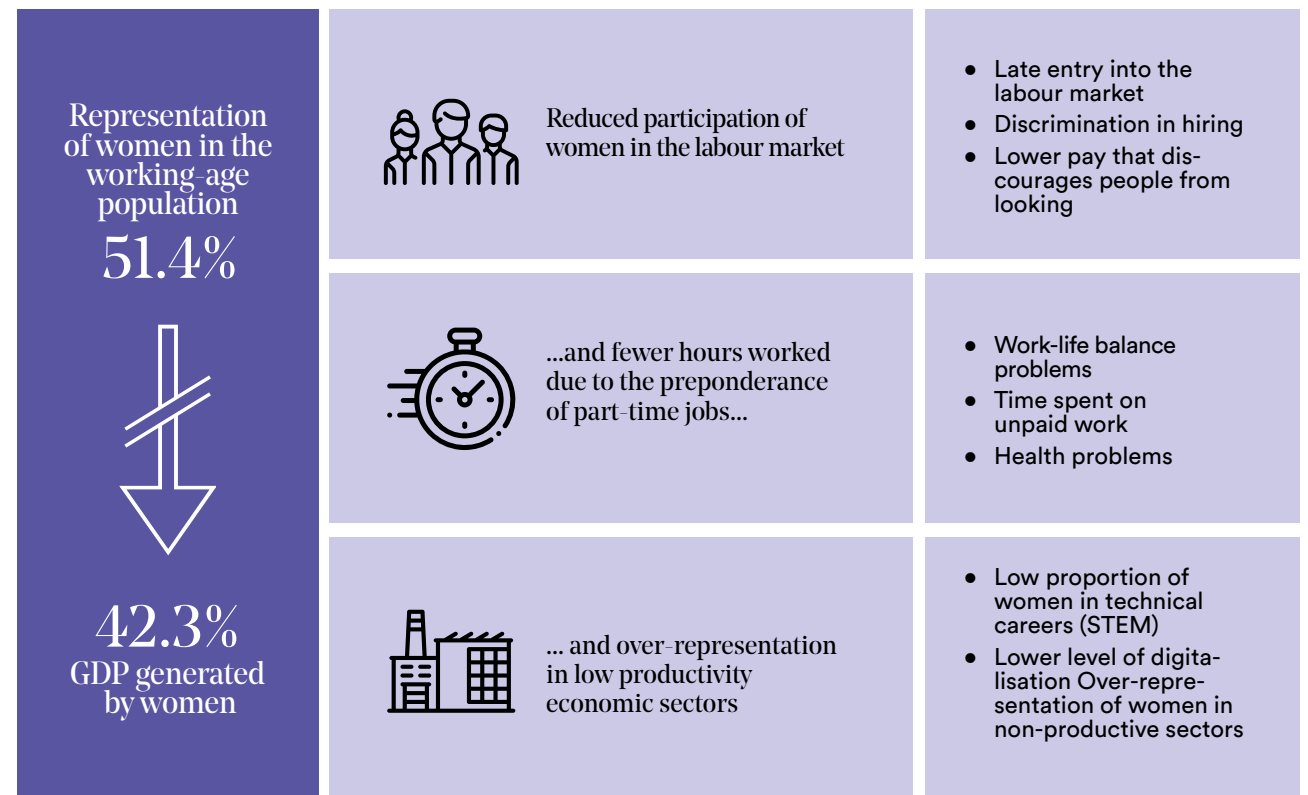
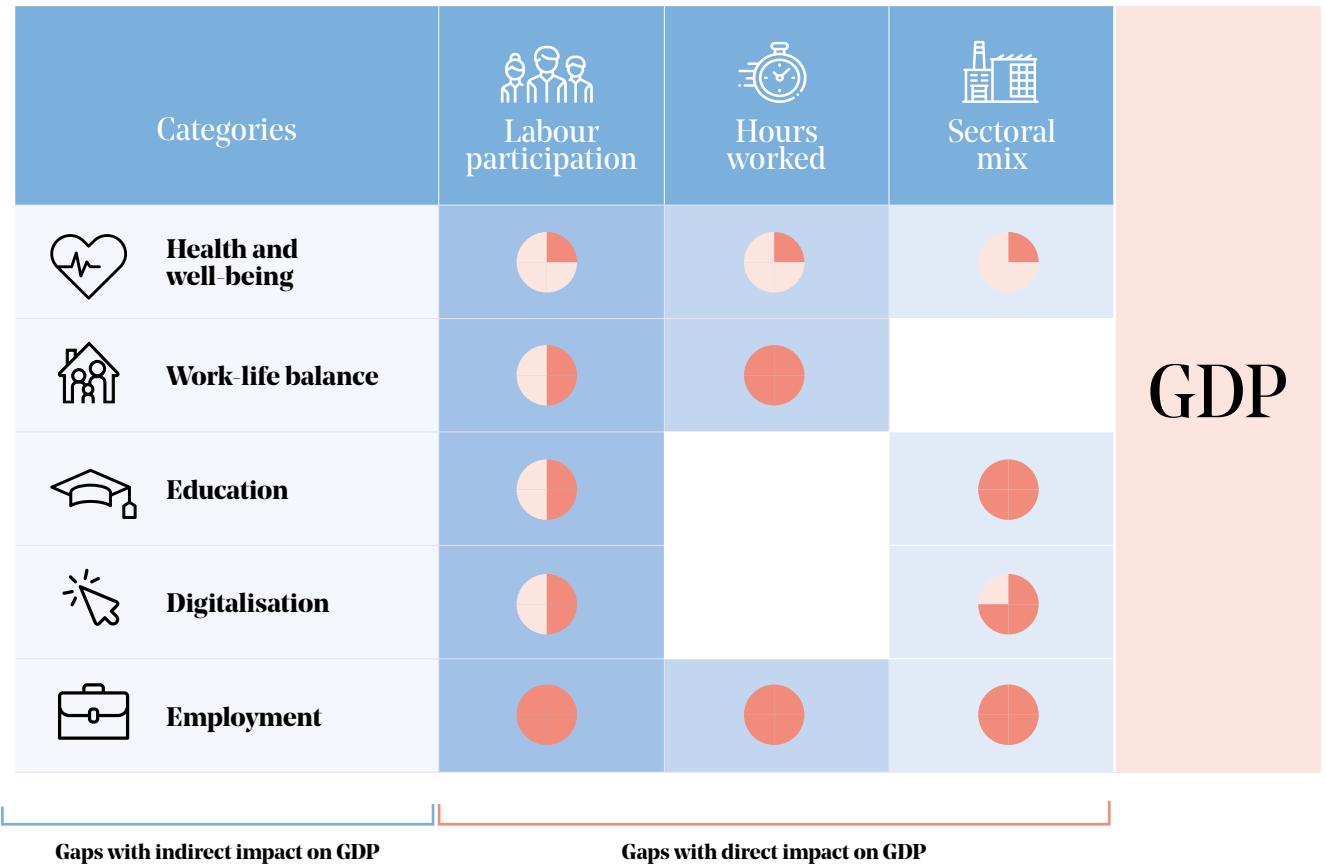




Figure 16. All gaps directly or indirectly affect GDP through the labour market

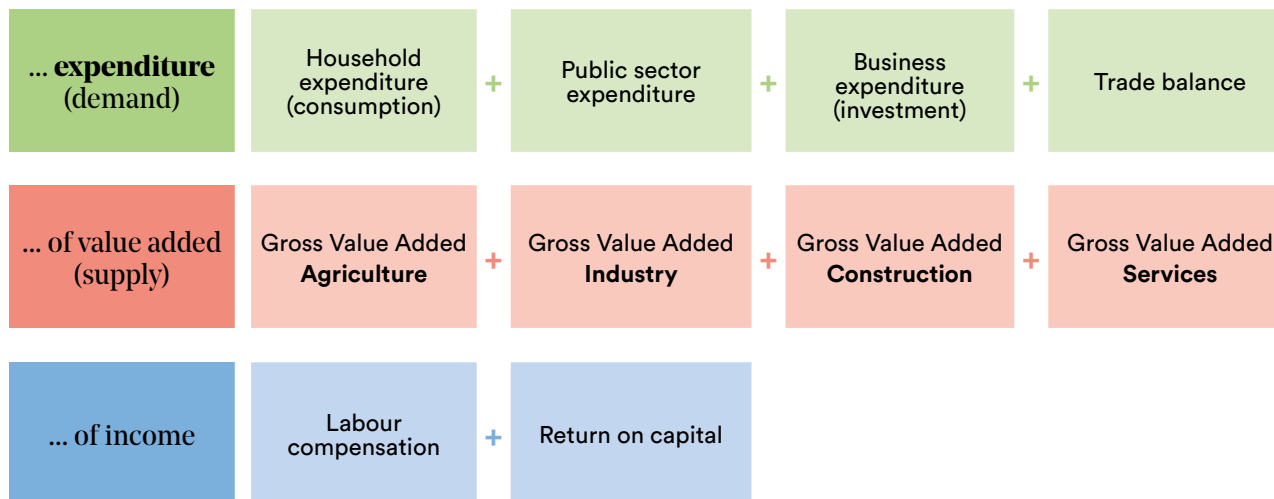


3.2

Methodology for calculating the economic impact of 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 baseline assumptions.

Disaggregation of GDP

In order to quantify the economic impact of gender gaps, we break down the GDP generated by men and women taking into account:

GDP =	
Population of working age x Activity rate x Employment rate	 Labour market participation of men and women by age ranges (16-24, 25-54, +55)
x Full time Equivalence	 Full-time % for men and women
x Full-time equivalent employee productivity	 Labour productivity per full-time equivalent employee, weighted by the share of male and female employment per sector

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).

3.3

Key findings

What is the GDP associated with closing the gender gap in Spain in 2022?



The opportunity cost of closing the gender gap in 2022 is equivalent to a 15.8% increase in Spanish GDP

Figure 17. Impact of closing the gender gap on GDP
[% , billions of €]

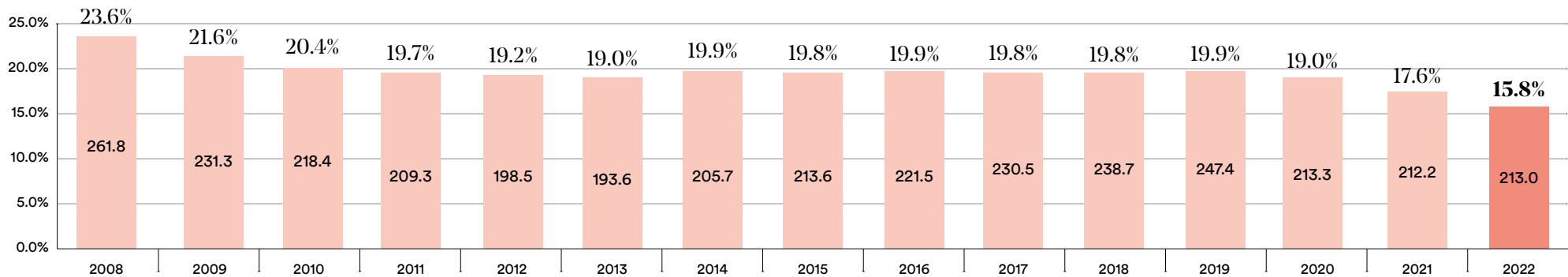
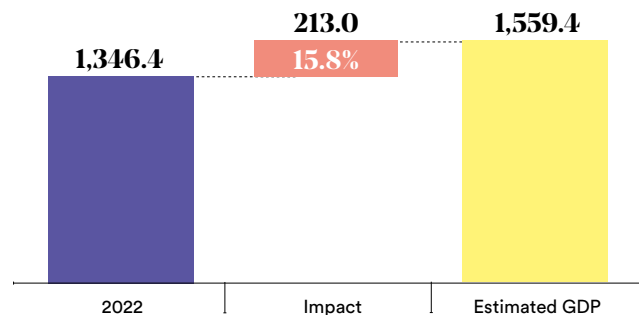


Figure 18. Opportunity cost of the gender gap in 2022.
[billions of €]



Conclusions

- The opportunity cost has decreased thanks to an increase in hours worked by women compared to 2021.
- The GDP associated with closing the gaps in the participation rate, employment rate, hours worked and breakdown of employment by sector is **€213.013 billion**, which is equivalent to a 15.8% increase in GDP in 2022.
- The opportunity cost of closing the gap in terms of equivalent female employment is 2.9 million full-time jobs.

Figure 19. Breakdown of the impact of closing the gender gap on GDP

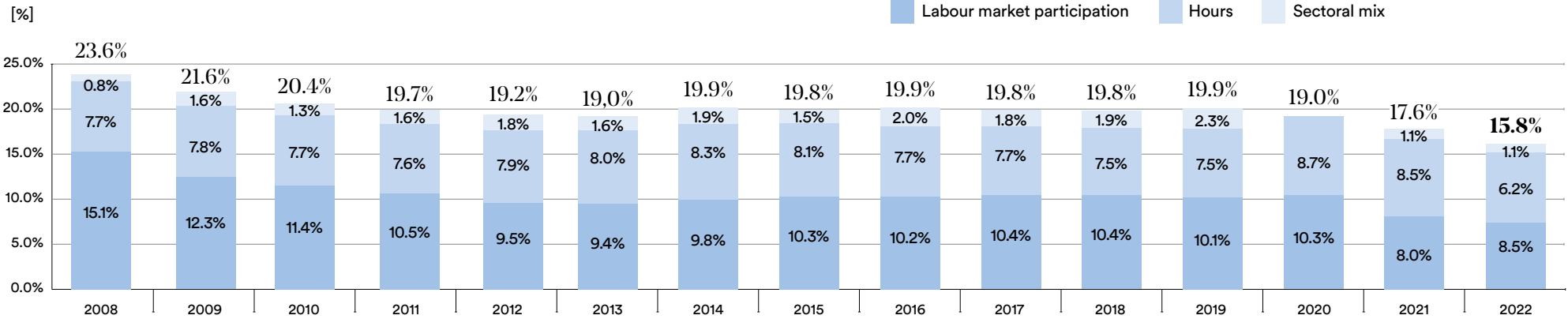
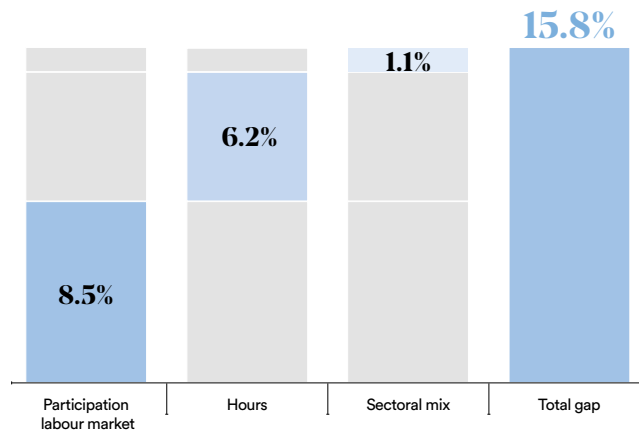


Figure 20. Breakdown of the impact on GDP of closing the gender gap in 2022



Conclusions

- Women have a lower share in the labour market (employment rate and employability rate) than men. If women's participation in the labour market were equal to men's, Spanish GDP would increase by 8.5%.
- 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, GDP in 2022 would be 6.1% higher.
- The productivity gap remains unchanged compared to last year.



We must join forces to close the gender gap and drive economic growth. It is essential to boost female talent in the labour market as a driver of economic recovery





ClosinGap

1. What is ClosinGap

Is a Spanish non-profit association that was created to promote **economic growth from a gender equality perspective**.

Formed by 12 large companies (Merck, MAPFRE, Repsol, BMW Group, Mahou San Miguel, PwC, CaixaBank, Grupo Social ONCE, KREAB, Fundación CEOE, Telefónica and Redeia) united behind the goal of accelerating the transformation in favour of equal opportunities for women and men and achieving the Sustainable Development Goals using a three-pronged strategy:

- Promoting knowledge and debate on inequality from an economic perspective.
- Serving as a source of innovative initiatives connected to the economy and women.
- Acting as a driver of social and economic transformation through initiatives that help to close these gaps.

2. Who have joined this association

The member companies of the Association are Merck, Merck, MAPFRE, Repsol, Mahou San Miguel, BMW Group, PwC, CaixaBank, Grupo Social ONCE, KREAB, Fundación CEOE, Telefónica and Redeia.

ClosinGap Board of Directors

President: Marieta Jiménez (Merck) Antonio Huertas (MAPFRE), Carmen Muñoz (Repsol), Manuel Terroba (BMW Group), Eduardo Petrossi (Mahou San Miguel), Manuel Martín (PwC), Gonzalo Gortázar (CaixaBank), Miguel Carballeda (Grupo Social ONCE), Eugenio Martínez (KREAB), Fátima Báñez (Fundación CEOE), José María Álvarez-Pallete (Telefónica) and Beatriz Corredor (Redeia).

ClosinGap Advisory Board

President: Ana Polanco (Merck). Members: Eva Piera (MAPFRE), María Pilar Rojas (Repsol), Pilar García de la Puebla (BMW Group), Natalia González-Valdés (Mahou – San Miguel), Isabel Linares (PwC), Anna Quirós (CaixaBank), Patricia Sanz (Grupo Social ONCE), Cristina Fontgivell (KREAB), Ángel Sánchez (Fundación CEOE), Raquel Fernández León (Telefónica) and Resurrección Barrio (Redeia).

3. What kind of work are we doing?

The Association publishes detailed reports on the impact on Spanish GDP of the persistence of different gender gaps in various areas such as health, pensions, work-life balance, information technologies, consumption, leisure, positions of power, employment, disability, mobility or tourism, among others, in addition to developing other common actions.

4. 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 obtain more information by going to www.closingap.com or our X, LinkedIn and Instagram profiles (@ClosinGap).



More information at www.closingap.com
or on our X, LinkedIn and Instagram accounts
(@ClosinGap).

Authors: Anna Merino Castelló, Director of Strategy &
Economics at PwC es_contacta@pwc.com

