



TARGET
GENDER
EQUALITY



Target Gender Equality – Case Study Series - CaixaBank

“The establishment of targets has been key so that the entire organization can move forward in the same direction, to consolidate our commitment in terms of gender diversity and to involve all employees.”



[Hear from CaixaBank directly in this interview!](#)

Quick facts: CaixaBank – Spain – Financial Sector – 27,000+ Employees

Target: 43% women in management positions by 2021

Date Set: 2021

Progress Made: Currently, 41.3% of management positions are held by women and the board of directors is comprised of 40% women – one of the highest levels in the sector.

What is driving your company's ambition to advance gender equality?

A fairer world with equal opportunities for everyone does not only benefit the company, but society as a whole. CaixaBank is committed to creating an environment that values and develops the diversity of internal talent, meritocracy, and inclusion. Diversity forms part of the company's strategic plan including specific targets regarding women's representation in management positions. CaixaBank has used the Women's Empowerment Principles as a guide to focus its gender equality targets and initiatives, both internally and externally.

What are concrete actions your company is taking to reach your target and help move the needle on women's representation and leadership?

- **Establishment of an executive Diversity Committee** with decision making powers delegated by the management committee. This committee reports every quarter to the CEO and chairperson of CaixaBank. An exclusively dedicated team carries out the actions decided on by the Diversity Committee.
- **Development of a specific scorecard** to analyze the progress of the main indicators that have an impact on women's representation in management positions.
- **Use of gender diverse shortlists** in management promotion processes, and distribution of a guide to ensure gender-sensitive communications.
- **Regular focus groups and networking sessions** among managers in order to identify barriers and springboards for their career development, to share concerns and define future challenges in terms of gender diversity and equality.
- **Diversity programme** called Wengage involving employees across levels. Wengage develops and implements internal actions to encourage flexibility, a work-life balance as well as training and mentoring for women.

What is one lesson or pitfall to avoid that other companies could learn from?

Communication. Gender diversity and equality affect everyone in our daily lives and in our smallest actions - that is why it is vital that the commitment to gender equality is made by top management but engages each employee of the company. It is important to make the whole organization aware of quantified targets, the impact of initiatives and realistic and time-bound KPIs. They can be used as key springboard to involve all employees of the company.