



DIVERSITY AND
INCLUSION
REPORT
2022



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New 2022-24 Diversity and Inclusion Plan

It has now been six years since at CaixaBank we first included **gender equality in our strategic plans**. We started by organising various workshops with female managers to identify the obstacles and opportunities that they had experienced during their professional lives. It was they themselves that asked us to **raise the visibility of the initiatives being carried out in the company, of the women in the company and their career paths**. The **Wengage programme**, which brings together all the diversity and inclusion initiatives of the CaixaBank Group, arose from this process.



- » During this time we have **increased the percentage of women in management positions by 7.3%** since the start of 2015, to 41.8% in 2022, thanks to the commitment of senior management to diversity and equal opportunities.
- » Currently **40% of the board of directors are women**, one of the highest percentages in the sector.
- » In total, we have developed **more than 45 initiatives**, both internal and external, related to the various aspects of diversity: gender, functional, generational and LGBTI. And, as recognition of our commitment, we were placed fourth in the 2022 Bloomberg Gender-Equality Index. But we want to go further.

- » In order to continue being a leading company for our employees and to continue supporting our customers in their daily lives and in the future, it is key that our organisation is a **reflection of the diverse society that we live in**.
- » Therefore, **diversity and inclusion continue to be a strategic priority for the CaixaBank Group** and, as a result of this, we have developed a **new 2022-24 Diversity and Inclusion Plan**, which will accompany CaixaBank's strategic plan so that our Wengage programme can evolve and continue to take bold steps and establish new challenges.

New 2022-24 Diversity and Inclusion Plan

» In this new plan, we have defined four major goals:

- » One: to strengthen gender diversity in management and pre-management positions, with a special focus on senior management.
- » Two: to continue promoting our inclusive and diverse culture (beyond gender), to ensure equal pay for everyone in the company.
- » Three: to work in order to continue to be the leading financial institution in terms of diversity and inclusion for our customers and to support business segments with differential proposals.
- » And our fourth and final goal: to continue promoting diversity and equal opportunities so that we can continue to be leaders in society too.

- » We have three years full of challenges, learning and lots of hard work ahead of us. **And we are convinced that we will make it happen, thanks to the commitment of all the people that make up the CaixaBank Group and the inspiration that our customers give us every day.**

Because our differences are never as big as our similarities.



New 2022-24 Diversity and Inclusion Plan

- » At CaixaBank we have a **diversity team** composed of the Culture and Diversity manager, two full-time employees specialising in promoting specific initiatives and 16 diversity and inclusion officers who are responsible for guiding diversity policies in the commercial network.
- » We also have our **Diversity Committee**, whose executive sponsor is the General Business Manager, Juan Antonio Alcaraz, and which is composed of other members of the Management Committee and senior management:
 - **David López**, Director of Human Resources and Organisation.
 - **Juan Antonio Alcaraz**, General Business Manager (sponsor)*.
 - **Matthias Bulach**, Head of Financial Accounting, Control and Capital.
 - **Luis Javier Blas Agüeros**, Director of Resources.
 - **María Luisa Retamosa**, Head of Internal Audit.
 - **María Luisa Martínez**, Head of Communications and Institutional Relations.
 - **Ana Díez Fontana**, Director of Business and Entrepreneurs*.
 - **Carmen Gimeno**, Assistant General Manager of VidaCaixa.
 - **Anna Quirós**, Director of Culture and Development.
- » **Objectives of the committee:**
 - › **To drive change and promote diversity.**
 - › **To facilitate the implementation of defined initiatives.**
 - › **To ensure the progress of projects through associated indicators.**

*Subsequent changes to the composition of the Diversity Committee: departure of Juan Antonio Alcaraz and Ana Díez Fontana and arrival of Jaume Masana as Business Manager and Mariona Vicenç as Head of Innovation and Digital Transformation (2023).

CHARACTERISTICS OF THE DIVERSITY COMMITTEE

- A first-level committee**
- Required minimum attendance: simple majority of members**
- Presence: may not be delegated**
- Attendance: in person or electronically**
- Frequency of meetings: quarterly**

We continue to make progress on the road to diversity and equality



Through the publication of this *Diversity and Inclusion Report*, we present the projects carried out and progress made during **2022** as part of our Wengage diversity programme. All of them enable us to continue working on the new diversity and inclusion goals that will accompany the new **2022-24 Strategic Plan**.

2022: a year in figures

» **57.5%** **Women** in the workforce

» **407** employees with **disabilities**

» **41.8%** Women in **management positions***
> **43%** Is the strategic KPI defined as an objective for 2024

» **36,089** employees from **4 generaciones**
Generation Z (after 1992): **2.3%**
Generation Y (millennials, born between 1982 and 1992): **15.6%**
Generation X (born between 1971 and 1981): **68.4%**
Baby Boomers (before 1971): **13.7%**

» **48.2%** of all people that have moved into management positions for the first time **are women**

» **910** people of **73** different **nationalities**

Main diversity and inclusion milestones in 2022



In the global Top 5 in the 2022 Bloomberg Gender-Equality Index



3rd Global Mentoring Walk Madrid with more than **200 participants**, with the Vital Voices network



975 participants in the **5th year** of the WONNOW Awards for female excellence in STEM careers



More than 600 women in mentoring programmes for women since 2017, with the **promotion of 64.3%** of participants



6th year of the Women in Business Award and **2nd year** of the Self-Employed Professional Women Award



New external Diversity and Inclusion Advisory Committee that helps CaixaBank in its strategic decisions in this field



*A and B branch assistant management upwards. 6



Internal goal

#1

To strengthen gender diversity in **management and pre-management positions** and to continue promoting female leadership in the organisation

Profound changes are only possible if they start from within.



New external Diversity and Inclusion Advisory Committee

A committee created to receive advice on strategic decisions in these two fields. This way, we gain new perspectives based on the experiences and knowledge of outstanding employees.

The **Diversity Advisory Committee is composed of five members** and meets every four months. All members work for leading national or international companies.

- **Koro Castellano**, Director of Amazon Prime Video in Spain.
- **Vanina Farber**, economist and political scientist who teaches Social Innovation at the Swiss business school IMD.
- **Carmina Ganyet**, Corporate General Manager at Colonial.
- **Therese Jamaa**, Vice-President of Huawei Spain.
- **Teresa Sanjurjo**, Director of the Princess of Asturias Foundation.



Promoting the culture of mentoring at CaixaBank

Focused on helping **women in management** in the company to **support, advise and inspire other women** in the development of their careers.



» Mentoring programme for women

Mentoring started at the company in 2017 as part of the Wengage programme, to raise the percentage of women in management positions and help them pass on their experience to other female employees. **It has been a success in terms of participation and results. In fact, there is a need to promote a new mentoring initiative in all territories.**

- > Over **600 participants**.
- > **62%** of participants have been promoted.
- > **59.5%** of participants **improve** in their skills development.
- > The number of employees that apply for internal job vacancies has risen: **2.5** compared to **1.1** before the programme.

» 2022 calendar

 **I. CaixaBank Castilla-La Mancha:**
July 2022 - January 2023

 **II. CaixaBank Castilla y León:**
July 2022 - January 2023



Promoting the culture of mentoring at Caixabank

» Internal certification programme in mentoring – Best in class

We have completed the **first year of the programme taught jointly by CaixaBank and IMS-International Mentoring School**. The course is taught via the Virtaula platform and is aimed at **mentors** with experience from a mentoring programme at the company. The 2nd year is planned to launch in March 2023. It is in the process of being certified by AENOR (or another certifier).



74 certified professionals



Score of **4.6** (out of 5)



» III Global Mentoring Walk Madrid

More than 200 participants joined this professional walk, promoted by Vital Voices and of which CaixaBank has been the lead sponsor in Spain since 2019. The aim of the initiative is to facilitate the exchange of experiences and tips between people with an established career and women with a high potential for professional development. The Global Mentoring Walk **means that 100 professionals with established careers (the mentors) can be put in touch with 100 women, the mentees, who are starting to define their careers.**



Report on the Global Mentoring Walk



Interviews at the Global Mentoring Walk

The participants at the event hold management and pre-management positions in the CaixaBank Group and other partner companies of the event, such as Naturgy, Merck, EY and the AED (Association of Spanish Directors). Organised into pairs, all participants had the chance during the walk to exchange experiences and give and receive advice, support and tips, as well as the chance to build a network of contacts in an informal setting.

Over **200** participants

100 mentors

100 mentees



Promoting the culture of mentoring at CaixaBank

» 2nd Women Cross Mentoring with the AED (Association of Spanish Directors)

We organised the 2nd year of this online programme, which promotes the presence of women directors at leading companies in Spain using the mentoring methodology. Our objective is to create a **space for learning and the exchange of experiences between people from different companies and sectors.**



28
companies



118 participants,
59 pairs

» Closinggap cross mentoring programme

We participated in this programme aimed at women who work in organisations that form part of the **Closinggap alliance, a benchmark platform that analyses the economic impact of gender inequality** and initiatives to reduce it. The close collaboration between public and private sectors to develop joint mentoring programmes enables the exchange of experiences and learning between member companies.



Meritocracy and equal opportunities in leading positions

» **We improved the shortlisting in internal promotion processes:** one in three pre-candidates have to be a person from the least represented sex. We also promoted diversity on the Talent Committee and in the publication of vacancies for management positions.



 Internal goal #2

To strengthen our inclusive and diverse culture (beyond gender), and to ensure equal pay for everyone in the company.

We can only help our talent shine in places that genuinely value us for who we are.



W

Relaunch of the Wengage 2022 programme



We broadened our focus to expand our vision beyond gender equality, considering numerous types of diversity: functional, generational, cognitive, LGBTI and cultural diversity, among others. We also created a **new Wengage portal** on the internal communications space PeopleNow, with a **channel for news and exclusive content**, aimed specifically at different collectives and types of diversity.



GENDER DIVERSITY

2022 Equality Week

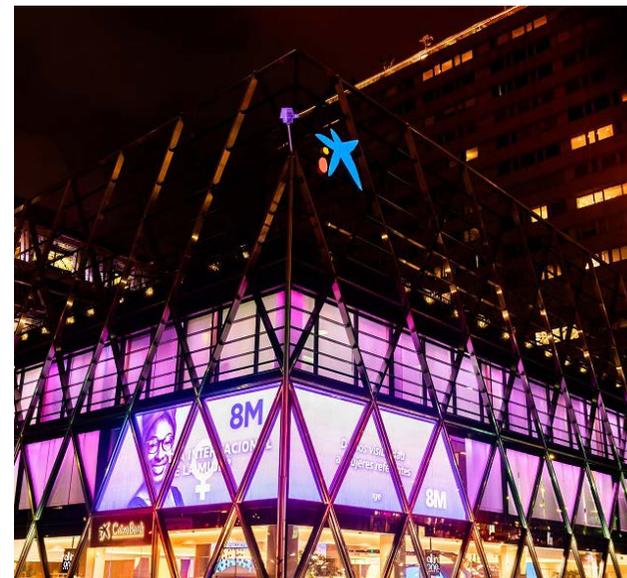
We carried out lots of actions around **8th March, International Women's Day**.

» Internal actions:

- › Joining the board of the Diversity Foundation (the first financial institution to do so).
- › CaixaBank Talks with Pilar Jericó (expert in change management and leadership).
- › Participation in the PeopleNow internal channel: Who has inspired you to be who you are?
- › News and reports from all territories to raise the visibility of leading women.

» External actions:

- › Events at territorial offices to promote female leadership.
- › Customisation of the All in One Madrid office on 8th March.
- › Talk at ImaginCafé and CaixaBank Talk for customers.

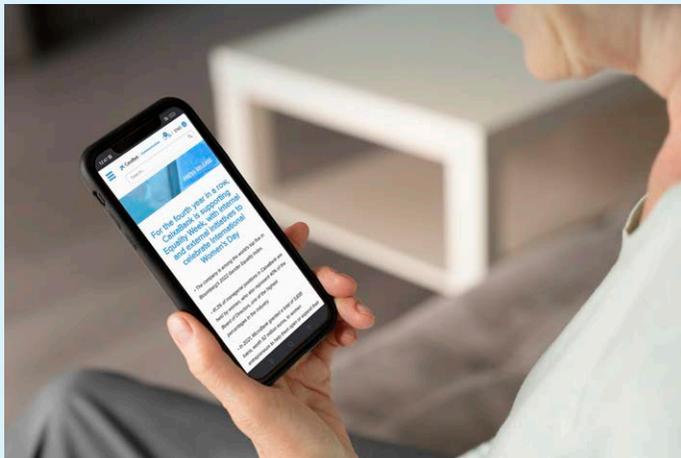


GENDER DIVERSITY



2022 Equality Week

- » Over 700 spectators at the events.
- » 1,103 live spectators for the internal CaixaBank Talk.
- » 3,500 likes in the news section and posts on the PeopleNow channel and more than 300 messages in communities.
- » 40 news items published across all channels.
- » On social media:
 - » 54 posts (10% more than the previous month).
 - » 13.5 million views of diversity content, 100% more than in January and February that year.



Equality Plan

» We adapted the CaixaBank Equality Plan signed in 2020 with all trade unions to comply with new legislation

In 2022 we revised our plan regarding the salary register and salary audit, in accordance with Royal Decree 902/2020 of 13th October, establishing equal pay between men and women.





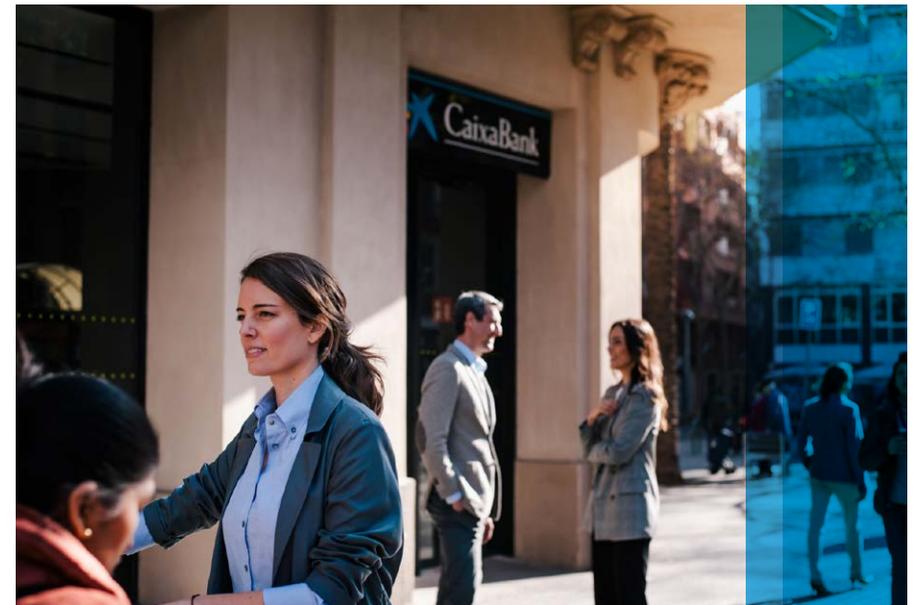
GENDER DIVERSITY



Equal pay and diversity in human resources processes

- » We carried out a **study on equal pay** between men and women, fulfilling our obligation to adapt the Equality Plan to comply with new legislation.
- » We studied **professional careers to identify differences** between men and women and propose actions to reduce the gender gap.
- » **The adjusted gender pay gap**, which makes it possible to compare similar jobs and is calculated by comparing salaries between male and female employees with the same years of service with the company, that carry out the same duties and from the same professional level, **was 0.7% in 2022**. The salary calculation includes fixed and variable remuneration and company benefits: savings and risk contributions to the pension fund, financial aid for courses studied by employees and their children, health insurance and other perks (subsidised meals, vehicle rentals, etc.).
- » **The gross pay gap** (a comparison of remunerations calculated by subtracting the average remuneration for women from the average remuneration for men and dividing the result by the average remuneration for men) **was 16.8% in 2022**. Carrying out this calculation using the overall remuneration average puts the pay gap at 10.2%.

- » Although it is not necessary to adopt action plans if the pay gap does not exceed 25%, the Equality Plan Monitoring Committee studies potential action plans that could be adopted to reduce the pay gap in pay bands with the same value as required.
- » We ensure that CaixaBank managers have annual goals and targets that are connected to gender equality, diversity and inclusion. Also, the whole Management Committee has objectives connected to the improvement of employee commitment, and therefore connected to the overall action plan to improve this commitment with specific actions for areas.





GENDER DIVERSITY



Protocol for the prevention, handling and elimination of harassment

» As part of the Equality Plan, **this protocol regulates the mediation process**, including **an external mediator** as an additional measure for the resolution of disputes. It also introduces **additional confidentiality guarantees**.



Download our protocol for the prevention, handling and elimination of harassment

- » The harassment management protocol begins when the external body determines that there are signs of harassment. The company then begins an internal investigation procedure involving legal/employment advice and will issue a conclusion. If the conclusion states that there has been harassment, the case will be sent to the company's Incident Committee, which will decide on the disciplinary sanctions to be imposed on the people involved.
- » **CaixaBank staff must take the mandatory Code of Conduct course, which includes training regarding sexual harassment.**
- » Our Ethical Code of Conduct shows part of the course content (page 7). You can view the content by clicking [here](#).





GENDER DIVERSITY



Support for victims of gender-based violence

- » We have prepared and shared a compilation of **recognised employment rights** victims of gender-based violence.
- » We have a **new confidential centralised inbox** so that CaixaBank employees who might be victims of gender-based violence have the chance to report their situation. This means that we can manage their request in the company, recognise their situation and provide them with all existing rights and resources legally and internally.
- » We share **awareness content** on the PeopleNow internal channel.



AWARENESS AND TRAINING



Unconscious bias training classes

Aimed at human resources employees and the workforce as a whole.

- » **Training of human resources employees.** We have carried out two online courses, composed of three 90-minute modules, to raise awareness about stereotypes that could have an influence when selecting, preparing or receiving promotions within teams.



76 participants

- » **Training for the whole workforce.** We started a new course on Virtaula, our e-learning platform, which deepens understanding of unconscious biases, stereotypes and prejudices and chains of discrimination, in order to raise awareness about what we can do to promote an inclusive and fair organisation.



Over
50 participants



Average
score:
4.6

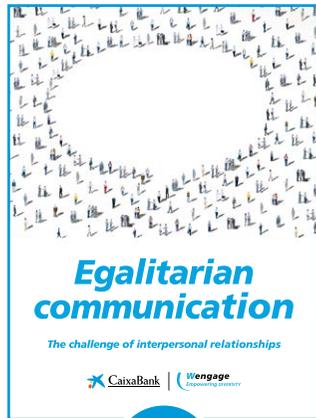


AWARENESS AND TRAINING



Other actions

- » We provide **courses** on diversity and inclusion on Virtaula and internal CaixaBank Talks.
- » We develop **communication and awareness campaigns** on PeopleNow, our intranet.



- » We promote our **Egalitarian Communication Guide**, a guide to promote more empathetic and egalitarian communication among the workforce and with customers.
- » We provided the **gender test**, a tool that any CaixaBank employee can use to check that communication campaigns, both internal and external, are free of gender stereotypes.

- » We improved the **Network of Diversity and Inclusion Officers**, which ensures that the Wengage programme reaches all territories and the whole workforce, as well as promoting its own initiatives.
 - » 15 CaixaBank employees specialising in diversity and inclusion
 - » Leaders in each territory
 - » Quarterly meetings

WORK-FAMILY BALANCE AND FLEXIBILITY



FRC certification

- » The **FRC (Family-Responsible Company)** certification, awarded by the Másfamilia Foundation, has recognised our management model for work-family balance and equality since 2010. In 2021, we were the first Spanish financial institution to reach the **A Level of Excellence**.
- » And in 2022 we were awarded the FRC certification again, after passing **two audits**, one internal and one external. **To achieve this renewal**, we suggested **2 specific actions**:

- A** Online training to raise awareness about the leadership model and role
- B** Listening to employees voices





WORK-FAMILY BALANCE AND FLEXIBILITY



FRC certification



A Online training to raise awareness about the leadership model and role for human resources managers and employees, in order to make them aware of the importance of their role, as leaders, in implementing the FRC model of levels of excellence.

B Listening to employees voices:

- » We have held 8 focus group sessions with 86 participants: mothers and fathers, young talent, senior talent and employees without children. At the end of each session, the participants complete a survey about their perception of work-family balance and flexibility measures at CaixaBank.
- » We give a survey every three years on the efficiency of our flexibility measures to a sample of employees. Through this survey we hope to discover detailed information about the use and level of satisfaction of the workforce regarding these measures.



290 people completed the survey

- » 100% of the flexibility range of measures were rated positively.
- » 72% of the flexibility range of measures perfectly satisfy the personal/professional needs of the people surveyed.
- » 46% of the flexibility range of measures is perfectly understood (positive percentage > 60%).

Strategic orientation:

Our **strategic orientation** regarding the FRC certification seeks:

- » To promote talent, diversity and meritocracy.
- » To define and implement the best value proposition for the workforce.
- » To promote the attributes of flexibility and cooperation.
- » To encourage leadership that facilitates the well-being of people.
- » To ensure a high level of commitment and satisfaction among people.



WORK-FAMILY BALANCE AND FLEXIBILITY



FRC certification

» A wide range of measures included in a catalogue

We currently have a total of **156 flexibility and well-being measures** that we define within the FRC model, of which **148 are above those in the collective bargaining agreement**. All of them are included in the catalogue posted and shared on the PeopleNow internal channel, on the Wengage portal.

Distribution of measures by category	No.
Quality of employment	46
Temporal and spatial flexibility	19
Family support	39
Personal and professional development	20
Equal opportunities	32
FRC total	148
Agreement total	8
Total work-family balance measures	156

» We invest in work-family balance

Every year, in order to maintain the FRC certification, we analyse 12 indicators related to well-being, flexibility and equality. We also submit our investment in work-family balance*. In 2021, this indicator represented 13% of the payroll, which reaffirmed us as an FRC company with a level of excellence.

*This percentage is calculated based on the investment made in the management and range of work-family balance options (healthcare insurance, financial study aid, pension plan, maternity/paternity allowance) as a part of the total gross payroll, excluding social security.

» We renewed our commitment to the FRC initiative and are committed to continue improving in:

- » The new culture and leadership model.
- » New ways of working on diversity, inclusion and sustainability.
- » The model for the development of people.
- » The employee experience.
- » Raising awareness about the FRC model, especially among managers.
- » Awareness of the flexibility measures throughout the workforce.
- » The expansion of the FRC to the value chain.

The measures that guarantee equal opportunities, contribute towards gender equality and facilitate work-family balance are included in the work-family balance Protocol as an annex to the Equality Plan.

Thus plan was negotiated and agreed with 100% of the workers' legal representation in January 2020, and was updated in February 2023. The measures can be consulted by the entire workforce on the corporate intranet.



WORK-FAMILY BALANCE AND FLEXIBILITY



Assistance plan for families

» Opening of nursing rooms in company buildings.

At the company headquarters in Barcelona and the Innovation HUB in the same city, we have opened a new nursing room for mothers. We also have two nursing rooms at our company offices in Madrid.



4 nursing rooms

» New online workshop. "Welcome Mums and Dads!" as part of the "Somos Saludables" (We are Healthy) programme.

A workshop created to support employees who return to work after birth, adoption or foster care leave.

» A campaign for every birth among the workforce.

When human resources is notified of the birth of an employee's child, a gift is sent, consisting of a basket that includes gifts for the baby and a reminder of all the benefits that are associated with having a child.





FUNCTIONAL DIVERSITY



New 2022-24 plan

» We want to continue making progress so that everyone will have the same opportunities and will be able to develop their talent within our organisation, and continue promoting what unites us and raising awareness about differences. That is why in 2022 we designed a new Functional Diversity Plan focussing on integration and support for employees with disabilities and to raise awareness throughout the organisation.

» Our actions are part of three main objectives:

- 1 We include and integrate people with disabilities
- 2 We promote equal opportunities
- 3 We raise awareness throughout the organisation

An inclusive policy for people with disabilities, a pioneering initiative in the banking sector.

Promoted since 2020, this policy includes:

- » Commitments so that each year there are more people with disabilities in our company, by encouraging their employment and inclusion.
- » Measures such as:
 - > Adapting the workplace for people.
 - > One day of paid leave to attend to medical needs.
 - > Free advice service for legal affairs.

PRINCIPLES OF THE POLICY



Non-discrimination



Promotion of open attitudes



Fighting against stereotypes and prejudices



Recognition of abilities, achievements and skills



Inclusion



Accessibility

FUNCTIONAL DIVERSITY



New 2022-24 plan

1 We include and integrate people with disabilities

- » **We analysed the present disability situation in the company.** We organised a focus group with human resources professionals from all territories and the recruitment team, plus in-depth interviews with employees with disabilities and managers of employees with functional diversity.
- » **We included the conclusions in a report.** After the analysis phase, we determined CaixaBank's degree of maturity in relation to disability and suggested areas for improvement with a positive impact on the employee experience for people with disabilities.
- » **We promoted the Aflora Plan with the Alares Social organisation.** We promoted an internal campaign to encourage employees with disabilities to bloom in the company and we raised awareness throughout the organisation in terms of inclusion and diversity.



» 407 cases of recognised disabilities.

» 2 new cases in 2022.

2 We promote equal opportunities

- » **We promoted the Family Plan with the Adecco Foundation.** This is a programme of care, guidance and intervention for children of employees with a disability equal to or greater than 33%. The Family Plan is aimed at promoting competencies and skills to improve personal autonomy, as well as to provide greater possibilities for future employment.



271 beneficiaries



FUNDACIÓN ADECCO

- » **We incorporated two employees with ASD** (Autistic Spectrum Disorder) in the IT Service and Quality Control (Resources Area) for software revision projects through the SPECIALISTERNE company.

SPECIALISTERNE



Passion for details



FUNCTIONAL DIVERSITY



New 2022-24 plan

3 We raise awareness throughout the organisation

And we do so based on:

- » A new guidance and advice service on disability and dependence for employees and their families. With Alares Social, we guide and advise our staff in any situation or reality related to functional diversity through a service that is anonymous and free of charge.
- » New “Diversity, Disability and Appropriate Treatment” training course on Virtaula. A voluntary online course provided by the Adecco Foundation to discover the reality of people with with disabilities without stereotypes or biases, and how these people enrich companies and society.
- » Recurrent communications on PeopleNow, such as the celebration of International Disability Day and other content with families that are part of the Family Plan on PeopleNow.





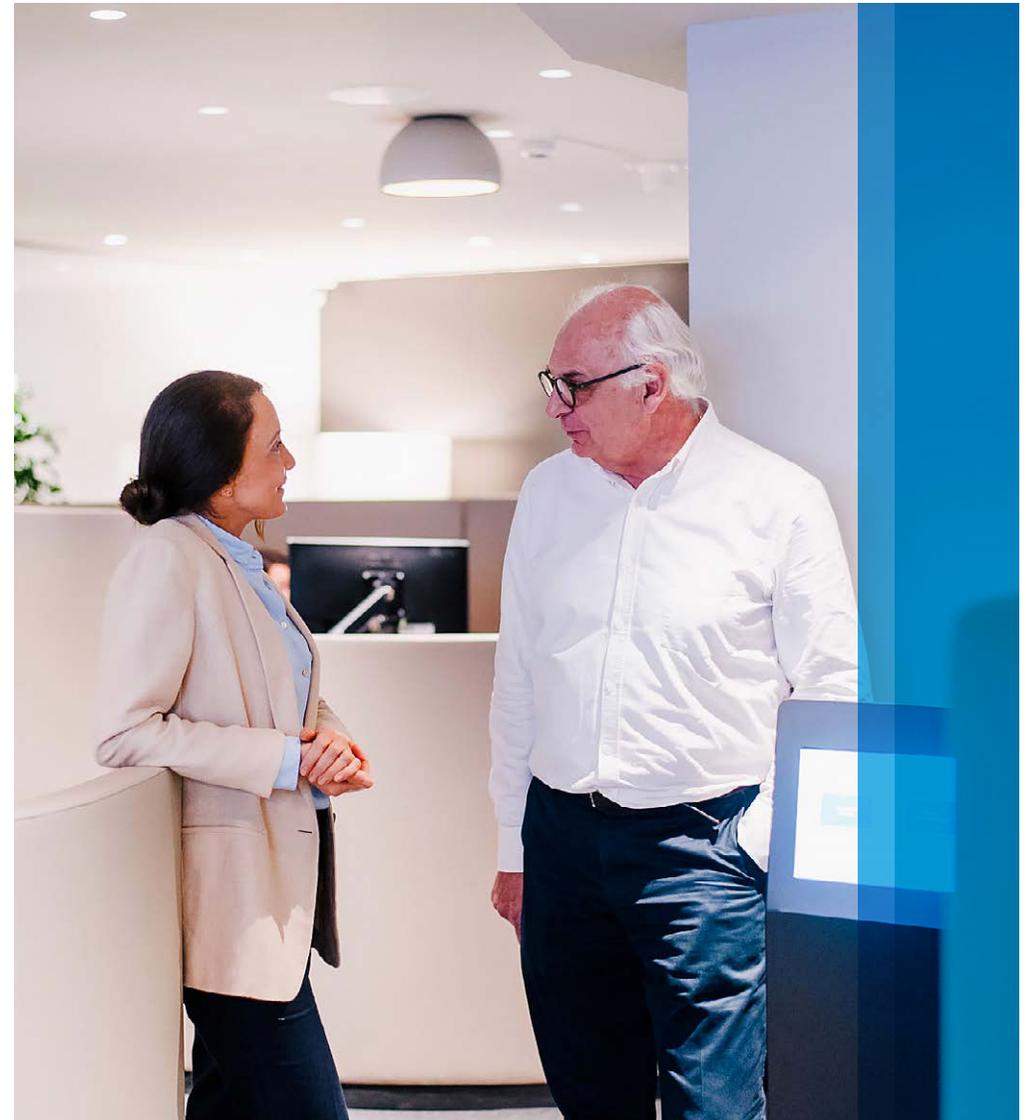
GENERATIONAL DIVERSITY



Goals

Every generation contributes different lessons, knowledge and intuition. That is why we work internally to create mixed teams and **promote the value of generational diversity**. And we do so specifically through a programme based on a diagnosis of the situation in the company, analysing demographic changes and the impact on structural indicators.

- » The **objectives of the generational diversity programme** are as follows:
- » To integrate generational diversity into the corporate strategy and the employee experience.
 - » To anticipate problems resulting from the workforce ageing.
 - » To identify actions that improve the coexistence of different generations in the organisation.
 - » To take advantage of the knowledge of each generation to drive and guide the company's strategy.



GENERATIONAL DIVERSITY



New initiatives to incentivise generational diversity

- » **Somos Saludables (We Are Healthy) programme** with a generational approach that includes content and articles of interest, workshops, webinars, challenges and healthy routines.
- » **Ongoing training** and healthy ageing plan, to support the employability of people throughout their professional career.
- » **Raising the awareness of everyone** through specific content on diversity and inclusion and unconscious biases to combat prejudices and eliminate the labels given to each generation.



At CaixaBank, we are partners of the **Generation and Talent Observatory** and therefore in April 2022 we participated in the self-image study into health and well-being in the work of different generations, which was also aimed at developing good health in the workplace.

ObservatorioGT
Generación y Talento

LGBTI DIVERSITY



Our approach

At CaixaBank we promote LGBTI diversity because we believe that people must be able to be themselves in both their private and professional lives. And because we believe that, when people can show who they are, their talent flourishes in an organisation, their well-being improves and they feel more committed and pride in belonging.

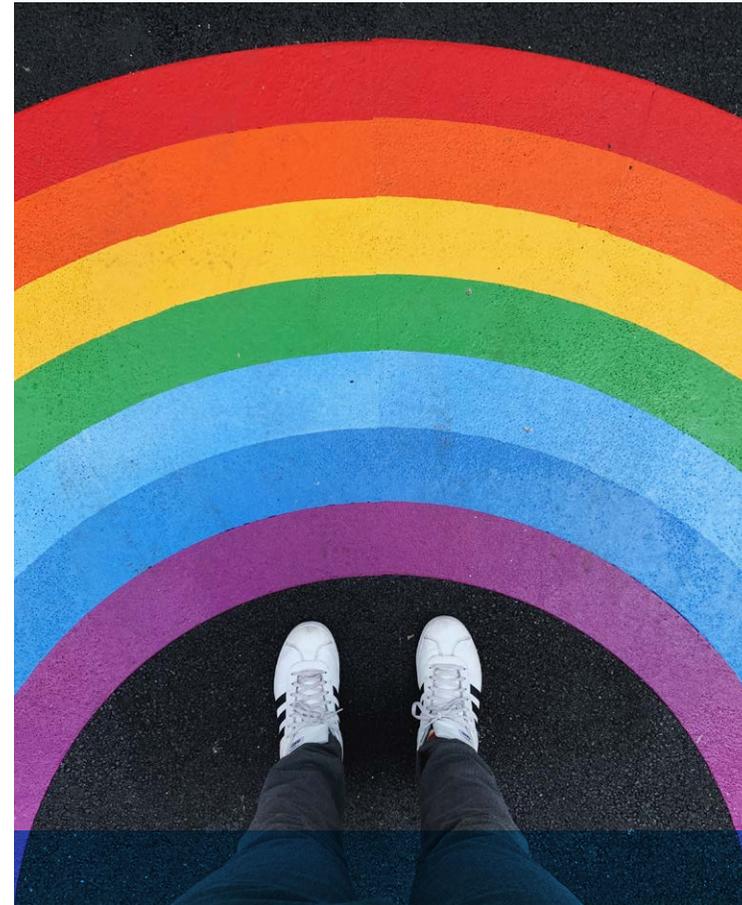
For these reasons, in 2022 we promoted the following actions in order to deepen our commitment to LGBTI diversity:

» We joined REDI (Business Network for LGBTI Diversity and Inclusion). Being associated with REDI means being committed to its mission to value talent regardless of gender identity, gender expression and sexual orientation. This way, we help to create more respectful societies and promote an LGBTI-inclusive culture, so that all our employees can be themselves and develop their full potential.



RED EMPRESARIAL POR LA
DIVERSIDAD E INCLUSIÓN LGBTI

- » We had a **working session with REDI** to design a roadmap for our promotion of LGBTI diversity.
- » We have posted **news items** on PeopleNow to inform people about our membership of REDI, to celebrate International LGBTI Pride Day and strengthen our commitment to the LGBTI community.



- » We **attended** the event organised by the British ambassador in Madrid to **celebrate the 50th anniversary of the first Gay Pride** in London.
- » Since 2020, we have **followed the United Nations standards of conduct** to combat discrimination against LGBTI people (Global LGBTI Standards for Business).



Certification and indices

CaixaBank has been recognised with the following certifications and indices for its work on diversity:



- Caixabank has been included for the fifth consecutive year in the **Bloomberg Gender Equality Index**, the international index that acknowledges efforts in transparency and advancing women in the business world. We are ranked among the world's top five companies.



- We have renewed, for the twelfth consecutive year, our **Family-Responsible Company (FRC) certification, maintaining our A Level of Excellence**. This is a certificate awarded by the Másfamilia Foundation in recognition of the promotion of a balance between business, work and family through the implementation of policies and measures that support it.



- We have renewed the **Equality in the Company label** awarded by the Institute of Women. This is a mark of excellence awarded by the Ministry of Equality to companies and other organisations that are outstanding in the development of equality policies between men and women in the employment field, through the implementation of equality plans and measures.





External goal

#3

To be the leading financial institution in terms of diversity and inclusion for our customers and business segments

Embracing inclusion enables us to understand and provide solutions for the people of today and the modern world.



CaixaBank companies

We redoubled our efforts to recognise the talent of leading entrepreneurs.

» Caixabank Women in Business Award

In 2022, we held the 6th year of these awards, which recognise the talent and professional excellence of 14 leading businesswomen in Spain, **renowned for their career, strategic vision, capacity for innovation and transformational leadership.** We promoted their visibility and participation in national and international networks (IWEC).



84 territorial winners between 2017 and 2022

» First face-to-face event of the CaixaBank Women in Business Community

After the meeting with the winners of the awards in the sixth year, the **Women's Leadership forum was held, the first face-to-face event of the CaixaBank Women in Business Community.** This community, created in 2020, is a virtual network that brings together the winners of all the years of the awards in Spain, and is used as a platform and meeting point for the exchange of knowledge, ideas and experiences between award-winning female executives.



More than **40** award-winning participants

» IWEC Madrid 2022



The 15th Annual IWEC Conference took place from 13th to 15th November 2022 in Madrid, under the title "Connecting Women Businesses Globally: The Transformational Power of Women in Business". This is an annual, international event that **brings together women entrepreneurs from around the world with the aim of increasing the visibility, credibility and accountability of women in business** in the development of the global economy of the 21st century. CaixaBank is the founding sponsor with IESE Business School.



Businesses

» Award A - Self-Employed Professional Female

The second year of these awards acknowledging the leadership and talent of self-employed professional Spanish women.

The national winner was **Milagros Cabral, founder of Mariquita Trasquilá**, a company in the fashion sector specialising in the making of party dresses at affordable prices. She was selected by the Territorial Management of Western Andalusia and Extremadura.



14 regional winners
and 1 national winner



1,023 candidates

» Study into the contribution of women to the Spanish economy

We funded the quantitative study by PIMEC (micro, small and medium-sized enterprises of Catalonia) in collaboration with the Faculty of Economics and Business Studies of the University of Santiago de Compostela and CaixaBank Research. The study analyses the contribution of women in all socio-economic dimensions and from a gender perspective, in order to recognise their current and future value. The study arises from the need to **develop quantitative tools to facilitate the balanced and equitable management of socio-economic policies**, especially in the context of the implementation of European funded Next Generation schemes, to ensure a fair and equal gender distribution.





AgroBank, with rural women

» We promoted the empowerment of women in places with great inequality

» We renewed our membership of strategic alliances with the main associations supporting women in rural areas: FADEMUR (Federation of Rural Women's Associations), AFAMMER (Association of Rural Families and Women) and Spanish agri-food cooperatives.

» We launched the 3rd AgroBank Chair Award, which recognises the best final master's degree project by women (University of Castilla-La Mancha).

» We attended events in the sector: Rural Environment Conferences and Excellence Awards for innovation by rural women.

» We joined ClostinGap. Women for a Healthy Economy, the leading platform on analysing the economic and social cost of gender gaps and the impact of initiatives aimed at reducing them. This cluster collaborates closely with the public and private sectors to develop joint mentoring programmes and exchange experiences between the member companies. At CaixaBank we produced and led the "Gender Gap in Rural Areas" cluster report in collaboration with Analistas Financieros Internacionales (AFI), on the opportunity cost of the gender gap in rural areas.

AgroBank

» We have promoted the new Chair for AFAMMER, the Confederation of Federations and Associations of Families and Women in Rural Areas, of the University of Castilla-La Mancha. Through this chair we intend to create a permanent multidisciplinary research forum that generates results of interest in the field of gender studies, rural areas and economic development. The chair also aims to disseminate the results obtained and support activities to promote equality and the contributions of women to society, especially in rural areas.

» We collaborated with MAPA (Ministry of Fisheries, Agriculture and Food) to offer microcredits to entrepreneurs.

» We opened a call for applications for rural areas, through the "La Caixa" Foundation, with 1 million euros available to improve living conditions and generate opportunities for women and young people.





Diversity and Inclusion Plan with a focus on customers and the commercial network

We analysed and adapted the value proposition for customers, and our relationship with them, to make it as diverse and inclusive as possible. In this regard, we developed actions to improve customer service processes and commercial systems, and made customers aware of CaixaBank's commitment and track record.

» CaixaBank Seniors

This is a value proposition aimed at the senior sector with a relationship model based on financial advantages and added value services.

» We created the figure of the Senior Manager, who are people committed to providing care and service to the senior group, with specific training in gerontology, products and the relational model, with the dual objective of profitability and engagement. They carry out the comprehensive management of a portfolio of customers and support them in their daily operations, helping them to use the appropriate tools to encourage their autonomy. They also support those who have not adapted to the digital banking transformation process. Their training combines a theoretical part developed professionals who specialise in the field of care for the elderly, with participatory sessions in which the managers themselves share their experiences and best practices.

» For the introduction of this figure we have received the **Generation Award**, in the Inside Company category, awarded by the Generation & Talent Observatory. These awards recognise good practices in awareness-raising and the management of generational diversity in organisations.

Premios

Generación

Observatorio Generación & Talento

CaixaBank | Sēniors





Diversity and Inclusion Plan with a focus on customers and the commercial network

» CaixaBank Seniors

- > We provide an **ecosystem of services beyond the financial**, with specific products and services for any point in the lives of these customers.
- > **We improve the senior customer experience:** we develop and implement measures both in branches and through other channels to improve the customer's experience with the bank.
- > CaixaBank Seniors has a **presence in the media**, as well as in the main **opinion forums** on the Senior segment: The Senior Economic-Forum, its own category in EXXI and the UB Longevity Institute Chair.
- > We strengthened our commitment to the segment by **signing the Financial Inclusion Protocol for the Elderly (23-02-2022)**.
- > We have been **the first financial institution to obtain AENOR certification as an Organisation Committed to the Elderly**.



2,000 exclusively specialised professionals



Extended cashier service



Support of 1,350 people at branches for personal care



Personal support in using cash machines



User-friendly cash machines adapted for account books



The bringing forward of the monthly payment of pensions to the 24th of each month



Over 3,000 face-to-face training sessions



Personal service by Telephone and WhatsApp



The most extensive network of branches and cash machines in Spain (more than 2,200 towns and cities)



We do not abandon towns and we are extending the ofibus service (currently in 426 towns)



Value proposition for customers with disabilities

we created initiatives to improve the experience and accessibility of customers with functional diversity.

- › Addressing their multiple realities
- › Researching and understanding their experiences and needs
- › Developing customer-centred solutions

To achieve this, we developed the following innovative actions:

- › Accessible CaixaBank branches for people with functional diversity. The 24-hour accessibility of CaixaBank branches is now a reality, with branches adapted to include access ramps or lifts. So is the accessibility model based on the Apsis4All programme, which makes it possible to overcome problems in accessing and using cash machines.
- › A website with an AA standard of accessibility (in accordance with the Web Content Accessibility Guidelines).
- › A new project to improve service for customers with hearing disabilities. We want to learn about their needs, expectations and use of banking (face-to-face and digital), with the aim of guaranteeing their inclusion by improving interaction, their experience and the resources available to managers.





Value proposition for customers with disabilities

» Braille pack: an accessible experience for all our customers

We are the first financial institution in Spain that offers the entire contracting process of a card in an accessible way.

After successfully completing a pilot project that began in May 2022, in collaboration with the ONCE Foundation and with CaixaBank Payments & Consumer, any CaixaBank card (credit, debit, and prepaid) can now be contracted in Braille code. Any customer who wishes to have a card adapted to the Braille system can request the pack at any branch.

This launch has meant the adaptation of the whole process, from the contracting to the activation of cards, so that help from other people is not required and it can be carried out with all confidentiality and privacy guarantees, independently and without having to share sensitive information. Customers receive the pack composed of two cards, along with a welcome card in Braille and ink with instructions for use and activation.

The pack consists of two cards:

- › **Financial card** printed in Braille to make payments at physical shops and cash machines. There are several accessible activation options available and there is a voice-guided menu (2222) at cash machines.
- › **ECommerce card** that includes, in Braille, the information required to carry out any online transaction, such as the PAN, the expiry date and the CVV number.



Our commitment to accessibility

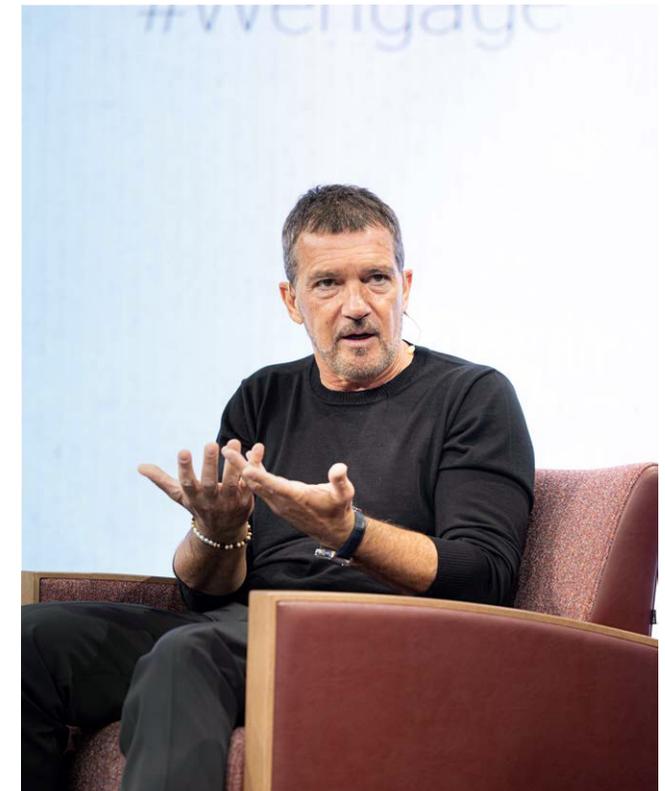
The launch of the card in Braille represents another step forward in becoming an inclusive and accessible bank for everyone. We offer our customers the highest possible number of access channels to their products and services and are working to make sure that these channels can be used by as many people as possible.



Diversity events at All in One Madrid

» A meeting with Antonio Banderas: "Diversity in a New World"

We held this event at All in One Madrid to reflect on the role of diversity and, in particular, of women, in the present and future of our society; part of the CaixaBank Experience.





External goal

#4



To continue promoting diversity and equal opportunities in society through awareness initiatives and strategic alliances

We share the same goal: to ensure the inclusion of everyone and make a positive impact on society.

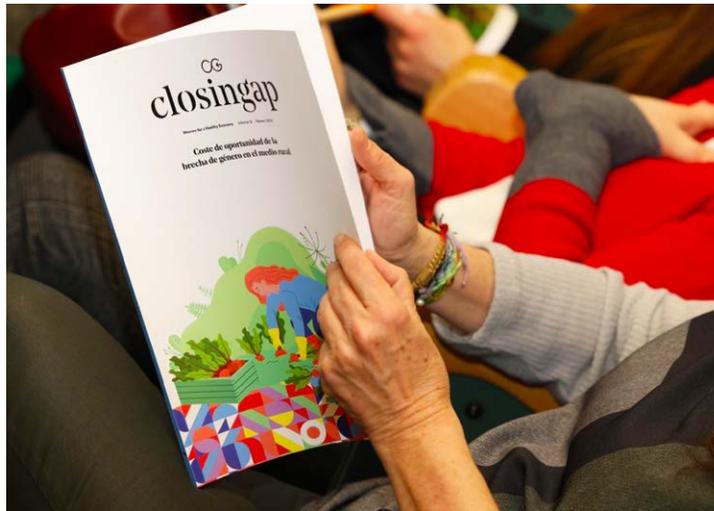


Leadership, entrepreneurship and business initiatives

» ClosinGap alliance

We participated in this cluster that analyses the economic and social opportunities of gender gaps and that includes 12 major business organisations: Merck, MAPFRE, Repsol, Meliá Hotels International, BMW Group, Mahou San Miguel y Solán de Cabras, PriceWaterhouseCoopers, CaixaBank, the ONCE charity, KREAB, the CEOE Foundation and Telefónica.

- > We prepared and presented **our part of the study into the gender gap** in the rural sector.



- > We celebrated **the 4th anniversary of ClosinGap** at its 4th annual Economic Equality Summit. At this space for debate and reflection on how female talent is a springboard for economic growth, we also presented the ClosinGap Awards.

» WIB. Women in Banking

We are an active part of this initiative promoted by several networks of women in the banking sector, which seeks to promote equality, diversity and gender inclusion to overcome barriers that limit the participation of women. WIB has the participation of **16 financial institutions** and the support of the Spanish Banking Association (AEB). Its aim is to lead and drive informed change about the value of women in decision-making positions in banking in Spain.



» And also:

- > We presented the **Actualidad Económica-Telva Awards** to the best businesswomen in Madrid.
- > We reached an agreement with the Hearst Group (publishing brand with magazines such as Elle, etc.).
- > We sponsored the FEDEPE (Federation of Female Executives and Business Owners).
- > We participated at the 4YFN event at the Mobile World Congress, at the DayOne stand, with an inspiring talk about female empowerment and entrepreneurship that was attended by the winners of the Wonnnow Awards.





Innovation and education initiatives

We continue to stress the importance of promoting careers in science, technology and mathematics through the **WONNOW Awards and other initiatives.**

» We held the **5th WONNOW Awards** with Microsoft Iberica. Through these awards we recognise the academic excellence and talent of STEM (science, technology, engineering and mathematics) degree students. The 10 winners of the scholarship award joined the CaixaBank Group (CaixaBank, CaixaBank Tech and CaixaBank Business Intelligence) on 3rd October 2022 and began the mentoring programme with Microsoft in the following months. As well as promoting gender equality in STEM professions, through this initiative we promote the increase **in hiring women with these profiles as part of the CaixaBank workforce.**



975 registered candidates
(34% more than in the 4th year)



Promotion and follow-up through the **WONNOW Community** on LinkedIn



» We have launched the **STEM ROOM project**, an initiative co-created with the WONNOW winners to inspire scientific-technological vocations in children of 12 and 13 years of age, breaking gender stereotypes and providing role models. There are activities such as an escape room that sets a puzzle that the youngsters have to solve by putting into practice various STEM-related skills. The **WONNOW winners play the role of STEM MASTERS**, and are responsible for setting the puzzle and guiding the teams through the activities, sharing information about their professional careers and personal stories to create role models. In November 2022 we held the first **pilot test at three first-year secondary education classes** at the Virolai School in Barcelona.



Innovation and education initiatives

» We awarded two CFA Young Women in Investment scholarships, an initiative to raise awareness, instil interest and provide an entry route for women into investment management.



» We participated at #ChicasImparables (#UnstoppableGirls) from 50&50 and the IE Business School, with the participation of the Chairman of CaixaBank in the Finance masterclass.

» We finance **scholarships for young people with disabilities** in partnership with the Randstad Foundation and the Prevent Foundation.



» **Evaluation and social and employment assistance project for young people with ASD (Autistic Spectrum Disorder)**, which consists of a course that assesses skills and provides occupational guidance, led by the SPECIALISTERNE international organisation through its team of occupational coaches. (Sessions held in 2023).



» Our team of volunteers also promotes the inclusion of people with disabilities. During 2022 these are the figures related to **our activity connected with functional diversity**:

› **Activities:** 2,735

› **Volunteers:** 4,109

› **Hours of voluntary work:** 30,097

› **Beneficiaries:** 44,271





Sport initiatives

We continued to strongly support **women's sport**, a sector where there is still some way to go to achieve gender equality. Therefore, we continued with sponsorships and initiatives to reach as many people as possible, including sport adapted for people with disabilities.

- » We are the **official sponsor of the Spanish women's national football and basketball teams**, as well as of several women's football teams (Liga F - Professional Women's Football).
- » We sponsor **other sports** with strong local roots and with significant female participation.
- » We promote **reports and content** on gender equality in sport.
- » We support **adapted sport** with the sponsorship of the Spanish Paralympic Committee (CPE) and collaborate with the Spanish Federation of Sports for People with Physical Disabilities (FEDDF) to promote **wheelchair basketball**. All of this with the aim of supporting our athletes on the road to achieving their goal, a road full of shared values such as effort, dedication and self-improvement.
- » We promote #INCONFORMISTASDELDEPORTE (NONCONFORMISTSINSPORTE).

**#INCONFORMISTAS
DEL DEPORTE**





Awareness-raising and empowerment content and projects

» We participated in **diversity events in all territorial offices**, at ImaginCafé and CaixaBank Talks for customers.



Over **700** participants
(1 quarterly talk)

» We share **recurrent content on diversity and inclusion on social media and the CaixaBank blog**.

» We sponsored the **European Diversity Month in Spain** for the second consecutive year. This European Commission initiative involves more than 26 countries from the European Union, and its objective is to promote diversity and inclusion in companies and society by:



- » Celebrating and promoting diversity and inclusion.
- » Raising awareness of its benefits.
- » Motivating companies and organisations to give visibility to their actions and commitments.

» Focusing on building bridges between organisations and policy areas of diversity and inclusion.

The Diversidad Foundation, which is in charge of coordinating this European initiative in Spain, helps to disseminate our commitment at a national and international level, positioning us as a leading organisation in diversity and inclusion.



» We collaborated in the **8M Challenge** of the Eurofirms Foundation, **which is a job placement project for women with disabilities**. Its goal is to place 1,000 women with disabilities in the labour market in one year. Thanks to CaixaBank's human resources volunteers with previous training, four women have been coached and trained.



3 of the 4 participants
have now got jobs

» We organised the 1st **Womanthon Sport & Corporate Hackaton**, which is an event with women from the sporting and corporate fields to promote their leadership and create synergies between sport and business.



Awareness-raising and empowerment content and projects

» We launched the first “Triunfa en tu entrevista” (Succeed in your interview) programme

Wengage, together with the Quiero Trabajo Foundation and with the support of CaixaBank’s volunteers, has promoted this **initiative, which was created to help women at risk of exclusion find work**. We financed this project, which was supported by 20 CaixaBank volunteers, who gave **2 individual mentoring sessions** to the female participants. To do this, the volunteers received prior training to be able to guide the participants, highlighting their skills and talents and empowering them to feel ready to re-enter the labour market. As well as the mentoring, the programme has various learning methods, such as a **training platform** where the participants were able to acquire new knowledge, and **group training sessions** where everything they learnt was reviewed and improved.



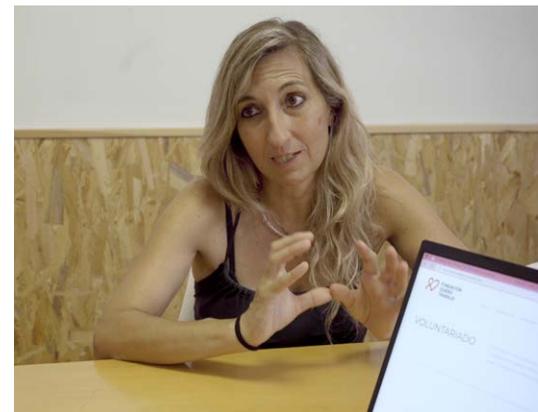
85% of the 20 trained participants have now found work



45% have a permanent contract



20 CaixaBank volunteers





Membership of organisations and adherence to initiatives that promote diversity



» Adherence to the Code of Good Practices for Talent Management and the Improvement of Business Competitiveness.

In support of

**WOMEN'S
EMPOWERMENT
PRINCIPLES**

Established by UN Women and the UN Global Compact Office

» Adherence to the UN Women initiative and the UN Global Compact, through which we make a public commitment to align its policies to advance gender equality.



» Adherence to the United Nations Global Compact initiative to accelerate women's representation and leadership in business.



» Adherence to the STEAM Alliance for female talent "Niñas en pie de ciencia" (Girls in Science) of the Ministry of Education and Vocational Training, with the aim of promoting scientific vocations in female children and youngsters.



» A voluntary agreement with the Institute of Women, which promotes greater representation of women in management. This initiative seeks to promote a balanced participation of men and women in decision-making in the business and economic field.



» A Diversity Charter signed in 2011, which represents a voluntary commitment at a European level, to promote equal opportunities and the adoption of anti-discrimination measures.



» Adhesion to the CEO Alliance for Diversity, the first European alliance to unite CEOs around innovation in diversity, equity and inclusion. This alliance was founded in 2019 and is promoted by the CEOE Foundation and the Adecco Foundation. It is currently made up of 75 companies.



» Adhesion to this alliance of companies that acts as a cluster of reference, in close collaboration between the public and private sectors, and analyses the economic and social opportunity cost of gender gaps.



» Since 2022 we have held the Diversity Leading Company seal, in recognition of our commitment to female leadership and talent, and our promotion and management of diversity.



» Since May 2022 we have been a member of REDi, the Spanish non-profit association that fosters an inclusive and respectful environment for LGBTI diversity in the workplace.



Together we
are stronger

Grupo  CaixaBank

As the CaixaBank Group,
we also promote diversity
and inclusion in all
group companies

*Because we always travel further
as a team.*



Together we are stronger

» Signing of the Diversity Charter (European Diversity Month) by CaixaBank Group companies



It is a **charter composed of 10 principles** that companies and institutions from the same country sign **voluntarily**, irrespective of their size or sector. By doing this **they assume the commitment to promote the fundamental principles of equality, diversity and inclusion.**



» Workshop for female executives at All in One Barcelona

A networking event for female executives from group companies where **the Wengage programme was promoted with a focus on gender diversity.** All the directors of the management committees from CaixaBank Group companies attended.

» Mentoring

At the CaixaBank Group we have also launched various mentoring calls:

» 4th mentoring programme for women at VidaCaixa.



» 4th multi-subsiidiary female mentoring programme, with the participation of women from different group companies. As a new feature, this year both men and women were included in the mentor roles to guide the participating mentees, from different companies in the CaixaBank Group.



» 1st inclusive reverse mentoring programme. A group of young, digitally talented professionals act as mentors to a group of senior managers (mentees) from different companies in the CaixaBank Group.

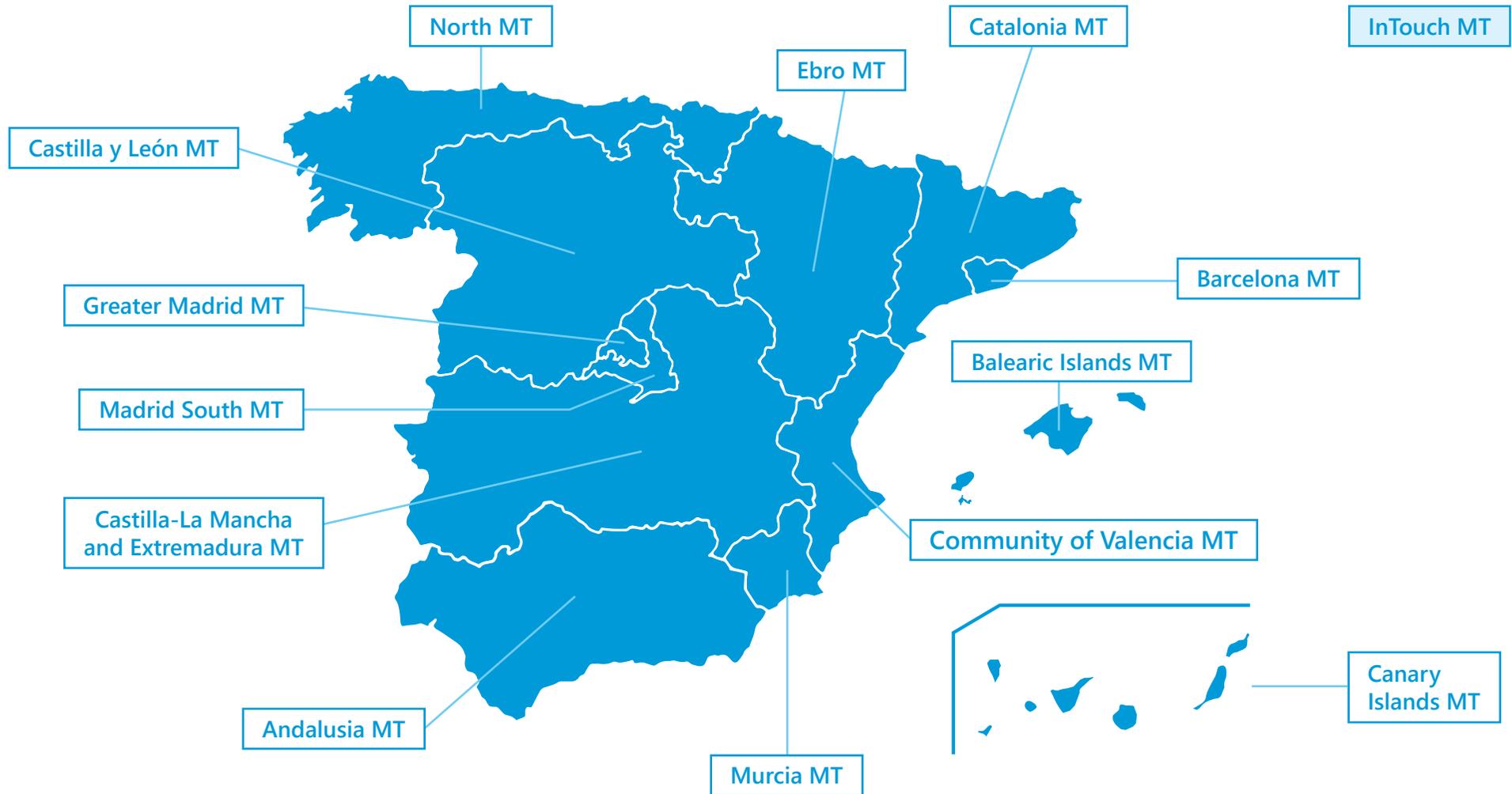
» Communication campaign for the International Day for the Elimination of Violence Against Women

An internal communication action (PeopleNow) to spread awareness about violence committed against women and to remind people of the support channels available through human resources at CaixaBank Group companies.

» Communication campaign for the International Day of People with Disabilities

An internal communication action (PeopleNow) to spread awareness of the day and announce the launch of the new online course in Virtaula on Diversity and Inclusion by the Adecco Foundation, available for all CaixaBank Group employees.

Diversity in CaixaBank territorial management teams



Territorial actions



ANDALUSIA

- » **Atrévete (Dare) programme:** development and training of female assistant sales managers to guide them in their professional careers. Working since 2021 in order to increase the number of women in management positions. New feature for 2022: carrying out preliminary interviews to confirm interest and identify ideal candidates.
- » **Female leadership breakfast/working session.** Based on a prior selection of female managers, assistant managers and other middle-management positions, we promote female leadership and access by women to management positions. The initiative was very warmly welcomed.
- » **We promoted two activities during MALAGA MOBILE WEEK.**
 - » We presented the **WONNOW Awards**. One winner from 2018 and two finalists from 2020 participated in a talk/discussion in front of 60 secondary and higher education female students. In collaboration with the School of Telecommunications Engineering.
 - » **Meeting to bring technology closer to the public.** Three female executives from different fields (finance, hospitality and fashion) share their progress as professionals and talk about how they have adapted to technological changes. 50 people attended and it was very well received.



Territorial actions



MURCIA

- » **Assistant manager development programme** to improve professional careers and promote diversity, with a focus on the management skills and abilities of the participants. In total, 19 employees (16 women and 3 men) rotated in different departments and took part in tutoring, mentoring and training programmes.
- » **Women's Breakfast.** On the occasion of International Women's Day, there was a meeting of 13 women from the region of Murcia with responsibilities in various sectors and 10 female executives from CaixaBank.



Territorial actions



MADRID SOUTH

» Internal actions:

- › **Empodera-T (Empower Yourself):** self-reflection workshops for women in the management of barriers and unconscious biases.
- › **Diversity Cafe | Breakfast with Women like YOU:** informal talks with female executives and Store Branch Assistant Managers' Breakfast.
- › **We are Diverse and Inclusive:** monthly section in PeopleNow.

» External actions:

- › **Talks with Talent:** we invited leading diversity figures, such as the triathlon paralympian Eva del Moral who gave the talk "Impossible is a mental barrier" at the Alcorcón-Centre Store Branch. Next talk: "The Value of Helping", with José de Luna (actor).
- › **Entrepreneurial support:** we offer the chance to get to know first-hand the day-to-day life of self-employed women and female entrepreneurs who are successful in their sector. We create alliances and give visibility to our commercial network. (Laura Martínez, Self-Employed Women Award 2022, and Myriam Bonilla, Women in Business Award 2022).
- › **Madrid South Diversity Event** to share the Diversity Action Plan with executives, spread awareness about the activities we are developing and increase participation.
- › **Roundtable "Promoting Female Leadership"**, moderated by the Atresmedia journalist Lary León and, as guests, Anna Quirós, Director of Culture and Development at CaixaBank, Marisa Camacho, CEO of Tipsa, and Elisa Gil, CEO of the Gil Automoción Group.



Territorial actions



GREATER MADRID

» Internal actions:

- › **Visibility actions** under the slogan “Be Brave, Not Perfect”.

» External actions:

- › **Sponsorships** to support gender and functional diversity and the LGBTI community. These include events related to the Support Plan for Paralympic Sport (ADOP) and the Global Diverse Awards.
- › **Collaborations** with **strategic partners** such as the Hearst Group.
- › Events at the **Ágora space at All in One Madrid** to bring the diversity programme closer to different audiences:
 - › **International Women’s Day Breakfast 8th March.** A meeting with female managers to share personal experiences.
 - › **Participation in Madrid Woman’s Week.** Leading women in science and the world of technology are the stars of this event.
 - › **ELLE Talks on “The Metaverse, Female Leadership and Body Positive”.** Discussions about various issues, with a focus on gender equality.



Territorial actions



CASTILLA Y LEÓN

» Internal actions:

- › **Generational diversity action:** the Director of HR of Castilla y León and the retail sales director share a working day with junior employees.

» External actions:

- › **1st Women's Conference** organised by the *La Gaceta de Salamanca* newspaper in collaboration with CaixaBank. The Director of Salamanca Business Centre, Isabel García Canellada, and the Minister for Family and Equal Opportunities in Castilla y León, María Isabel Blanco Llamas, participated.
- › **Leading Transformation Event** for participants in the Award A - Self-Employed Professional Female in Castilla y León. Belén Martín (Territorial Director of Castilla y León) and Elisa Barrio (Director of HR) participated, with women from the political and business fields.



Territorial actions



CANARY ISLANDS

» Internal actions:

- » **Wengage day.** A meeting with the winner of the regional Self-Employed Professional Female Award this year and with representation of women business managers. We studied challenges and obstacles for professionals and made suggestions, and recognised the work carried out by women in the company.

» External actions:

- » **Collaboration with Hiperdino supermarkets to adapt their first shop for people with autism.** JWith the DinoSol Foundation and the Asperger's Association – Canary Islands ASD (AsperCan), we provided support for the first supermarket chain in Spain to install pictograms and helpful instructions to improve universal accessibility. In just over two months five more shops have been adapted.
- » **We support adapted sport** at the CaixaBank Ecomy Gran Canaria Accessible School. The wheelchair basketball team finished second in the CaixaBank Under-22 Spanish Championship.



Summary of diversity and inclusion indicators



Només sorrida
d'emergència
Solo salda
de emergencia

Table of 2022 diversity and inclusion indicators



>> Key gender indicators

 **Women in the workforce: 57.5%**

Women in management positions (A and B branch assistant management upwards): 41.8%

Women in middle management: **44%**

Women in TOP management: **31%**

Women in revenue positions: **43%**

Women in non-managerial positions: **60.2%**

Women promoted: **59.6%**

Access to a management position (1st time, women): **48.2%**

Appointments of women/Total appointments: **58.4%**

Appointments/Applications – women: **20.6%**

Women hired: **46.1%**

Women in IT and engineering staff: **34.8%**

Women who left the company: **47.4%**

Women who after maternity leave continue at the company 12 months after returning: **99.5%**

Employees with flexible working hours – Percentage of women: **53.9%**

>> Board of Directors

 **Women on the Board: 40%**

Board of Director Committees chaired/co-chaired by a woman: **33.3%**

Women on the Executive Committee: **57%**

Women on the Risks Committee: **33%**

Women on the Appointments and Sustainability Committees: **20%**

Women on the Remunerations Committee: **50%**

Women on the Innovation, Technology and Digital Transformation Committee: **60%**

Women on the Audit and Control Committee: **50%**

>> Management Committee

 **Women on the Management Committee: 15.38%**



>> Key diversity indicators

Generational diversity:

Generation Z (after 1992): **2.3%**

Generation Y (millennials, born between 1982 and 1992): **15.6%**

Generation X (born between 1971 and 1981): **68.4%**

Baby Boomers (before 1971): **13.7%**

Functional diversity:

Employees with disabilities: **407**

