

Dear Chair, Dear Pannellists, Dear ECE colleagues,

Improving women's representation and leadership in policy and decision-making is a priority for the Spanish Government.

The main lines of action of Spain's Strategic Plan for Equal Opportunities for Women and Men for the period 2014-2016, approved last March, are the three following ones:

- Ensuring the application of the principle of balanced representation in the public sphere;
- Increasing the participation of women in economic decision-making;
- And promoting women's associative movement.

Although the incorporation of Spanish women to political decision-making has been important in recent years, women continue to be underrepresented in leadership positions and more efforts need to be done in this regard.

In the present term, women account for 36 percent of the Congress, 33 percent of the Senate and 38% of the Government. Women represent 32% of senior positions in the administration of the state, but, unfortunately the situation worsens greatly when it comes to the judiciary and University's boards.

With respect to the representation of women in the corporate boards of listed companies, in 2012 women represent only 13.27%.

The Spanish Government has a special interest in promoting equality actions in the companies, mainly through equality plans in the companies and equality distinctives. In addition, the Government is promoting awareness-raising actions and training in the companies in collaboration with the employers' organisations to promote a balanced presence in decision making.

Finally, I would like to stress that in January 2014 more than 30 collaboration agreements were signed with private companies to encourage the presence of women in decision making.

My question for the pannellists will be the following one:

- What measures, not linked to quotas, have been, empirically more successful to encourage the participation of women on management boards, and in that case, what factors have been decisive for their success?