



UNIVERSITAT DE
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Facultat d'Economia
i Empresa

COMPARISON OF THE GENDER GAP BETWEEN SPAIN AND AUSTRIA IN THE TECHNOLOGY SECTOR

A BRIEF ANALYSIS OF THE TECHNOLOGICAL SECTOR, THE ROLE
OF THE DIRECTIVE WOMEN IN IT AND THE STUDY OF
COMPARATIVE INDICATORS ON BOTH COUNTRIES

INTERNATIONAL BUSINESS DEGREE

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First of all, I want to thank my family and friends for supporting me when I decided to do this degree. Also, to the company where I am doing my internship for helping me to discover a sector I did not know about and motivated me to do my paper on this subject.

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Finally, I would like to thank each one of the interviewees in this study. Undoubtedly, they have been an inspiration to me and have become a reference to which I want to reflect my future.

I hope that this work will inspire many people to continue researching the concepts I am analysing and that it will awaken the curiosity of many others to think of the most appropriate way of solving the situation that women in business are experiencing. Together, I am sure we can achieve a more equal and fairer world, and I hope that this paper will be a small piece in this great puzzle.

ABSTRACT

The research presented in this paper is on the comparison of the gender gap that exists in the technology sector between Spain and Austria. It is intended to answer the hypothesis of whether it can be concluded that the gap is greater in Spain than in Austria. My goal is to try to demonstrate whether one of the two countries has a gender gap is smaller in one country or another. To respond to this, they have been taken two analysis methods. First, quantitative data has been analysed on the situation of the sector in both countries by extracting information from previous studies and publications. On the other hand, leading women in the technology sector have been interviewed to have a qualitative part that represents the situation these women are experiencing and to draw conclusions based on their personal opinions. The conclusion I have drawn is that it depends on many indicators and in some aspects, Spain is in a better situation than in Austria and in other Austria leads with better results. Therefore, I believe that an even more extensive study, more interviews and more detailed analysis of other indicators should be carried out, so that we could try to draw a clear conclusion. To conclude, the hypothesis is confirmed but the necessity of considering more variables in order to analyse properly the current situation of each country is essential if a good and complete analysis is expected. The ratio of female to male labour participation in both countries has increased but it is still lower in Spain and the female earnings from closing the gender gap are the half in Spain than in Austria. Spain also presents a smaller number of women in the representation board of companies. In the technology sector, the presence of the glass ceiling has also been proved, since there are few companies among the ones with the highest income that have a female CEO.

Key words: Technology Sector, International Business, Gender Gap, Spain, Austria

RESUM

La investigació que es presenta en aquest paper és sobre la comparació de la bretxa de gènere que hi ha en el sector tecnològic entre Espanya i Àustria. Es pretén respondre la hipòtesi de si es pot concloure o no que la bretxa és més gran a Espanya que a Àustria. El meu objectiu és intentar demostrar si un dels dos països té una bretxa de gènere és més reduïda en un país o un altre. Per tal de respondre això, s'han dut a mètodes d'anàlisi. Primerament s'ha fet una anàlisi de dades quantitatives sobre la situació del sector en ambdós països extraient informació d'estudis i publicacions fetes prèviament. Per una altra banda, he entrevistat a dones líders del sector tecnològic per tal de poder tenir una part qualitativa que representés la situació que viuen aquestes dones i poder extreure conclusions a partir de les seves opinions personals. La conclusió que he tret és que depèn de molts indicadors i en alguns aspectes Espanya es troba en millor situació que en Àustria i en altres Àustria lidera amb millors resultats. Per tant, crec que s'hauria de fer encara un estudi més extens, més entrevistes i analitzar més detalladament altres indicadors, de manera que es pogués intentar

treure una conclusió clara. Per concloure, es confirma la hipòtesi, però la necessitat de considerar més variables per analitzar adequadament la situació actual de cada país és essencial si s'espera una bona i completa anàlisi. La ràtio de participació laboral femenina - masculina en els dos països ha augmentat, però continua sent inferior a Espanya i els ingressos femenins per tancar la discriminació de gènere són la meitat a Espanya que a Àustria. Espanya també presenta un menor nombre de dones en el consell d'administració d'empreses. En el sector tecnològic, també s'ha demostrat la presència del sostre de vidre, ja que hi ha poques empreses entre les que tenen més ingressos que tenen una CEO femenina.

Paraules clau: Sector Tecnològic, Empresa Internacional, Bretxa de Gènere, Espanya, Àustria

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1. Introduction

Gender discrimination is a reality in our society. It includes any treatment that is not equal and unjustified, usually associated with having unfavourable or disproportionate effects on the opposite sex merely by reason of being of a particular gender. A clear example of gender discrimination is the gender gap between men and women, the difference between the average wage received by men and women in the course of their work.

This research is about comparing the gender gaps in Spain and Austria, specifically in the technology sector. The main objective of this paper is to know whether it is possible to say which of the two countries has the highest gender gap, so as to confirm or refuse the hypothesis that Spain has the highest gender gap. My objectives are to be able to prove or deny that Spain is in a less favourable situation than Austria as far as women and the technology sector are concerned. Therefore, my objectives are to say which country has the best comparative indicators and which country offers a more favourable scenario for women.

The way I am going to do this is by doing a theoretical search and using a research technique, such as conducting interviews with women leading companies in the technology sector. By using both research techniques, I will be able to complement my work both quantitatively and qualitatively. The interviews will provide me with the relevant opinion of them to justify or disprove the theoretical concepts described.

On a personal level I have always wanted to understand the role of women in society and see what we can do to improve it. When I started my career, I knew that the situation of women in the labour market was at a disadvantage, but I did not expect to find a scenario of so many inequalities in opportunities and wages as I have been able to study within the degree. In my spare time, one of my main interests is to learn about new technologies and to keep up with the progress that is being made. Moreover, I had the great opportunity to do an Erasmus in Austria during the first semester of the last year of the degree. I chose Austria for many reasons; the university, because of the city and because of the landscapes, but also because my concept of Austria has always been to be a more equal country than ours. There, I took a subject called Gender Economics, where I realized that maybe my idea was not so realistic. That is why I want to continue learning about their culture, about their companies and be able to compare the results with those of Spain.

Apart from the personal motivation, there are also data that I received during the race about Spain that indicate that the situation is like this for women in the labour sector. For example, women earn on average 23% less than men in annual terms (European Commission, 2020), with the average annual wage of women in 2020 being €6,522 lower than men. In addition, wage increases between the ages of 35 and 44 for women are slowed down, although men continue to earn more from the age of 55. In addition, women are victims of the phenomenon

of sticky soil, with 50% of women receiving less than €18,866, whereas for men only 25% receiving less than €17,761. As if that were not enough, they are also affected by the phenomenon of the glass ceiling, where the highest paid women earn €38,780 or more, representing a difference of €10,000 compared to the highest paid men, who earn at least €48,109.

This project is structured in three main parts. These parts are the context analysis, the theoretical framework that is used for analysing reports and studies previously carried out and the methodologies used that are the data analysis and the interviews. In this context, I explain the situation in which the technology sector finds itself at world level and especially in Austria and Spain. Regarding the theoretical framework, I expose theoretical concepts and different indicators and indices to be able to contribute verified data to the study and to make comparisons and the necessary analysis afterwards. Finally, I include the analysis of the interviews that have been conducted, being all the interviewees' women leaders in the sector, to compare their opinions and perceptions with the results obtained to see if they coincide.

2. Theoretical framework

2.1. *Classical economic theory*

The ideas imposed by classical economists and, later, by the neoclassics have meant that only those activities directly related to the production of industrial goods or services and therefore remunerated are included in the definition of work, thus excluding all unremunerated household-related activities (Carrasco, 2009). This division is in line with the liberal tradition of separating public activities from those that are private, giving recognition and prestige to the former, assigning them to men, especially those carried out in the political and economic sphere, with power. On the other hand, those private activities, such as activities carried out within the domestic space, are exempt from power and recognition, renouncing them to the oblivion of any economic theory (Pateman, 1988).

Having said this, it should also be mentioned that classical economists give some recognition to all domestic activities related to childcare and reproduction of the population, thus contradicting themselves by recognizing the role of women in the family but excluding it from any economic analysis that can be extrapolated to the global economic system (Smith, 1988). At the end of the classical stage and the beginning of the Neoclassical, this recognition of housework will also be withdrawn.

According to neoclassical economics, the importance of the economic system lies in the market, in exchange and not in labour itself. According to neoclassical theory, individuals pursue their own interests according to their tastes and preferences, regardless of the economic sphere. Public participation would pose a problem for market allocation, causing undesirable results. Neoclassical economics institutionalizes the division between public and private, or domestic, activities, making the latter invisible and marginalized even more. It is important to note that the great shift occurs in the ideas about subsistence needs, the reproduction costs of the labour force and the doctrine of the wage fund by the theory of marginal productivity (Picchio, 1992).

Neoclassical models come to represent the market economy, but their intention is to represent the global economy, thus obtaining a distorted account of reality by ignoring basic processes in the economy, such as all domestic activities, social and human reproduction. By excluding this type of activity, without which the market would not be able to subsist, living conditions are considered to be an end result of production adaptable to accumulation processes.

Although neoclassical theory has obviated the relationship between the processes of production and reproduction of commodities and the process of social reproduction of the labour force, the major criticisms of the model have not gone beyond the mere sphere of commerce or other spheres related to financial theory, but do not fall within the scope of the

non-inclusion of the processes of people's lives and women's work, domestic activities (Carrasco, 2009).

In this way we see how the economy has isolated itself from the social, ignoring people's living conditions, an aspect that is still difficult and shameful to address today. It is also seen that economic theories have excluded women and their role in the economy, since the role of domestic and caring activities, which at the time of the theories were mostly performed by women, had been rendered invisible (Carrasco, 2009).

2.2. *Feminist economic theory*

It was in the 1970s that women's movements began to attach importance to direct care work and to include more domestic activities in the concept of domestic work. This rise in feminist thinking has allowed feminist economics to propose changes in the way we understand social and economic reality to include women's experience and to place the living conditions of citizens as the ultimate goal.

The first aspect to be addressed by the feminist economy could not be other than to give visualization and recognition to domestic work. This was analysed by people of Marxist ideology, saying that it responded to the need of the capitalist economy to reproduce labour power (Borderías, 1993). Thus, the debate was limited only to the reproduction of the workforce and not to the satisfaction of citizens' needs. The idea was that the activities carried out by women, which had previously been invisible to economic theories, should be recognized as work, linking it to the concept of wage labour defined up to now (Himmelweit, 1995).

It was from the academic sphere and from the feminist movement that the values of domestic work were recognized as basic values that were previously hidden. In this way, women were given an active role and not an invisible and secondary role as hitherto (Amoroso et al., 2003). This model of ideas was called production-reproduction, expressing the duality of jobs that are related to each other and equally important in the global economic system.

In this way, the system is expressed as a mixture of the tasks of production and reproduction with equal importance and without a necessary dependence on one on the other. Despite this, more emphasis was still placed on productive activity and reproductive activity was reflected only in the former.

Apart from this, the term "family domestic work" began to be used to express the work of reconciling family needs with the services offered by the welfare state (Balbo, 1976). The term unpaid work was also used, although it only included all activities that did not receive financial remuneration and was not specific to domestic work.

When considering work at home, attention was being given to care needs and care work, placing care at the centre of domestic activity. Everything that a human being needs to live (food, education, health care, bodily well-being...) and that requires a lot of time and resources, was included in the concept of care. In this way, work in the home was seen as a basic need to be met, and not as assignable tasks. Human needs are thus placed at the centre of society, thus placing the activities of the home at the centre of the analysis (Carrasco, 2009).

2.3. *Glass ceiling*

When talking about the glass ceiling, many people will probably understand its meaning, but few know the origin and context of this expression. To many people, it may sound like a contemporary expression that has been used relatively recently, but the truth is that it has been in use for 43 years and has become a basic expression for our society. It is necessary to go back to the 24th of May of 1978 to understand the time when this expression was first used. It was Marilyn Loden, a Labour consultant in the United States, during a roundtable on women's aspirations when she could not keep quiet when she heard the conversation where the women themselves focused only on self-critical behaviour and highlighting their deplorable image.

Although Marilyn agreed with them on certain aspects such as that women in certain situations seemed incapable of moving up their career paths, she tried to change the focus from which they were all analysing it. Perhaps the problem was not theirs, but that there was a barrier, in many cases cultural, to promotion and that was what really prevented women from having better career opportunities or aspirations (BBC News, 2017).

But during the '70s and '80s, there were no laws to protect women in the workplace from assault or harassment. Moreover, entities were not aware of the severity of the problem and were not prepared to propose solutions.

From that moment on, that concept began to become more and more popular. For example, at the Women's Institute for Press Freedom Conference in 1979 with the intervention of Hewlett-Packard employee Katherine Lawrence.

Then, in 1984 the editor of Working Woman magazine, Gay Bryant, pointed out that when women reached a certain point at the top of the company, they stopped. The following year, on October 1, 1985, her book "The Working Woman Report: Succeeding in Business in the 1980s" was published in which the concept appears several times.

Furthermore, in 1986, the Wall Street Journal published an article entitled "The Glass Ceiling: Why Women Can't Seem to Break the Invisible Barrier That Blocks Them from the Top Jobs.". Its authors, Carol Hymowitz and Timothy D. Schellhardt, argued that it was an invisible and

unspoken phenomenon that existed to maintain privileged positions of leadership by men and about the challenges faced in the business world by women.

Then five years after, it ceased to be a concept and started to be a recognized problem that was defined as “artificial barriers based on attitudinal or organizational bias that prevent qualified individuals from advancing upward in their organization into management-level positions.”.

In addition, the Glass Ceiling Act was introduced as part of Title II of the Civil Rights Act of 1991. The same year, the President George Herbert Walter Bush signed the Civil Rights Act of 1991 and established a bipartisan Glass Ceiling Commission composed of twenty-one members. This commission worked to find possible improvements, solutions to the problem and recommendations to the most important leaders of the business world.

Lynn Martin in 1991, the Secretary of Labour, completed the Glass Ceiling Initiative Report, confirming the existence of the concept of glass ceiling in women and minorities when trying to advance up the highest positions.

Furthermore, several studies have been developed to study the glass ceiling in different regions and sectors. A study focused in Europe is (Arulampalam et al., 2007), which states that glass ceiling is actually more common than the sticky floor in Europe. Another study in Europe is (Christofides et al., 2013), who states that there is an important presence of glass ceiling in “better” occupations.

2.4. Sticky floor

The sticky floor is the situation experienced by women which makes it impossible for them to move to higher-paying jobs, and which makes them stuck to the jobs considered at the bottom of the wage pyramid (European Institute for Gender Equality, 2021).

This concept appears from the fact that most women are unable to devote time to their careers, either because they are unable to attend certain company meetings because they coincide with their family schedule or because they are unable to find time outside their working day to train and expand their curriculum. This means that they are unable to take on more demanding positions in the company.

This is caused, as it has already been stated in other sections, by the fact that men do not take on family responsibilities, making women take on them, taking time away from them for training during part of their working hours and even making them have to cut back or leave work.

3. Context

Before starting any analysis of the situation of women in the world of technologies and after the theoretical approximation has been developed in the previous section, it is important to stop and look around in order to get an idea of the situations that surround our field of analysis and that directly influence it. To this end, a series of articles and other documents describing the technology sector itself, as well as the global situation of the gender gap and more specifically in the world of technology, using indicators to divide it by the countries concerned are analysed. In this section of the project, an approach from a gender perspective that includes different concepts relevant to the description and analysis of the situation of women positioned in a company is performed. In order to do it, I will analyse the technology sector in the international business scenario, the gender gap worldwide, describe the situation of the women leaders in the technology sector and other comparative indicators relevant to the comparison.

3.1. *Technology sector in the international businesses*

As in all economic sectors, the technology one can be divided in some industry groups. In concrete, the business included in technology hardware, software and services and semiconductor equipment.

The technology sector has clearly had an upwards tendency in recent years, but its role in business was rather an enablement, a support tool, than a cornerstone. It has been in the last century when its role has experienced a dramatic change. Nowadays, technology is seen as a clear competitive differentiator because of the huge benefits it has on businesses and all activities and personnel involved. An example to demonstrate this growth in the usage of technology is the forecast of revenue for the global public cloud service, which is expected to reach \$308.5 billion in 2021 and \$354.6 billion in 2022 (Dignan, 2020).

COVID-19 has changed our way of living and our work experience has not been an exception. During lockdowns employees had no choice but to work remotely for all their working hours and this led to an increase in the demand of technology products. After the worst days of the pandemic were gone, it seems that remote working is here to stay in most companies. While responding to Deloitte's Q2 2020 CFO survey, 85% of respondents denote that people who remote work in their companies will increase significantly (Dickinson et al., 2020). Moreover, by the end of this year, 30% of US workforce will do remote work frequently (Katsoudas, 2020). According to an article published the 3rd of June of 2021, 2.3 million women left the US workforce in 2020 due to the pandemic. In one year, the 53% of the total US women laborforce of the US exits (Ellingrud, 2021).

Going deeper in this demand for technology products, it is easy to understand that users want platforms which allow them to manage teamwork as well as to perform calls with other employees for the same or another company. Two perfect examples of such platforms are Microsoft Teams and Zoom. Microsoft Teams reported an increase of more than 50% from April to October 2020, having 115 million daily active users (Warren, 2020). Furthermore, Zoom reported 265,400 business customers with 10 or more employees in its February-April 2020 quarter, a year-over-year growth of 354% (Kastrenakes, 2020).

3.2. Gender gap worldwide

The European Institute for Gender Equality defines the gender gap as the difference in participation, access, rights, remuneration or benefits between men and women in any area of a business. This phenomenon is known to be existing in all business areas since the beginning of civilization and it is a shared desire to reduce it until its completely disappearance.

Tech industry is not an exception, but a recent study showed that the situation in this industry is worse than it was in 1984, nearly 40 years ago. Concretely, it shows that nearly 50% of women end up quitting technology careers by when they are 35 and that their rate of leaving those tech jobs is 45% higher than the one for men. In addition to this, women see its future in this sector with scepticism, as just a 21% of them thinks that they could prosper in the industry. This percentage is even lower when referring to women of colour, as just an 8% believes in their possibilities of growing.

The pandemic has even worsened the situation, as many men and women have decided to leave their jobs to take care of their closest ones. As one can imagine for the historic data, numbers show that more women have been forced to leave their jobs than men. That is to say that in August and September of 2020, 865,000 women have left their jobs versus 216,000 men. Another report showed that a 33% of mothers have decided to reduce their working hours or changing their role in the company to a less demanding one. For example, in the case of the US and according to the OECD data, 2020 ended with a female unemployment rate of 6.7%, 3% more than how 2019 ended with. That was because the sharp increase between March and April of 2020, going from a 4.4% to a 16.1%.

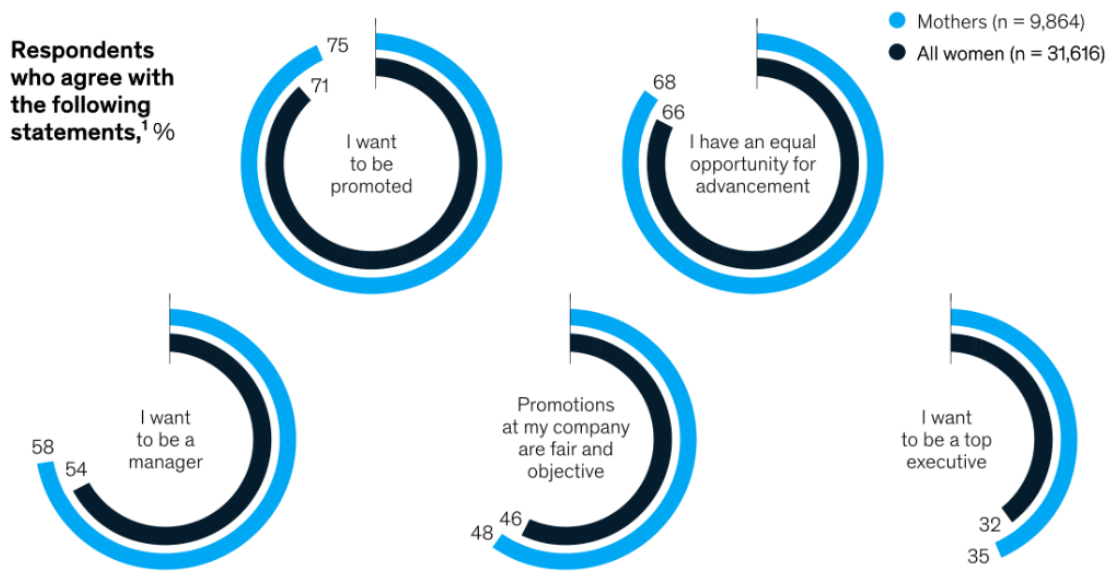
On the other hand, according to the analysis of Price Waterhouse and Coopers each year since 2011 in their Women in Work Index report from the OECD countries, the 33 countries have made gains towards women's economic empowerment. Even though, their analysis highlights that it is necessary more progress to reach gender parity in the workplace. The Index consists of five different indicators that compared together help to understand better both equality in the workplace and women's participation in the labour market. Regarding the proportion of working aged women that are on the labour force (Female labour force participation rate)

in 2011 were a 66% (79% in the case of men) and in 2019 a 70% (compared to the 81% of men). Directly related with this, it is important to consider the percentage point difference in female and male participation rates (Participation rate gap) that was a 13% in 2011 and a 10% in 2019. Furthermore, the percentage point difference in the average level of income for females and males (Gender pay gap), it was a 1% higher in 2011 than in 2019 (16% vs 15%). These variables need to be compared with the shared of female workforce who are unemployed (Female unemployment rate), that rated an 8% in 2011 (8% also for men) and a 6% in 2019 (in comparison with a 5% of men).

Considering the progress of the five previous indicators made in the last decade, it is estimated that the countries of the OCDE would have to wait since now 4 years more to have the female unemployment rate at the same amount to the actual men's unemployment rate, 22 years to catch up the men's current participation rate in the labour force, 24 years to end with the participation rate gap, 60 years to find the share of female employees in full-time at the same amount of the actual share of male employees and 112 years to get finish and close the gender pay gap. That is why, even though the indicators have indicators have been improved over the last few years, the process must be speeded up to see equality results sooner rather than later.

According to McKinsey & Company, between January 2015 and January 2020, the number of women in senior vice president positions increased from 23 to 28 percent, and in senior management from 17 to 21 percent.

Historically, mothers have shown higher levels of ambition at work than women overall.



¹Representative of Canada and US data.
Source: *Women in the Workplace 2019*, LeanIn.Org and McKinsey, 2019, womenintheworkplace.com



Figure 1: Ambition at work comparing mothers and women in general. Source: (Huang et al., 2021)

Although this was the case, this year’s study by McKinsey and Company shows that this trend has changed because of the pandemic and concludes that about 33% of working mothers have considered leaving their jobs altogether or asking for shorter working hours this year.

It also concludes that in the U.S. for every 100 men promoted to managers, only 85 women are promoted and that this situation is even more unfavourable for Black and Latino women since only 58 Black and 71 Latino women are promoted for every 100 men of the same race (Huang et al., 2021).

According to McKinsey and Company’s analysis of data extracted from the current U.S. Census Population Survey, the U.S. Census population survey U.S. (CPS) as of November 2020, although women make up 48 percent of the U.S. workforce, 56 percent of all outflows since the beginning of the pandemic are women. This analysis also concludes that women with a primary education level had an unemployment rate 10 percentage points higher than men in the same situation compared to pre-pandemic levels, thus showing that the most vulnerable groups are still at a greater disadvantage.

In the economic recovery after the last two economic recessions, women experienced similar or lower unemployment rates than men. On the contrary, the pandemic caused the largest gap between women and men in unemployment rates since 2000, with women’s unemployment rate 2.5 percentage points higher in November 2020. This initial disparity has

resulted in a long-term employment gap. Despite representing 48 percent of the workforce, almost 450,000 more women than men have been displaced from work by the pandemic as of November. In addition, women account for 56 percent of all labour force exits since the beginning of the pandemic and 100 percent of net job losses in December (Dua et al., 2021).

Although the personal situation is decisive for many women, there are laws that make it easier for women to remain in the world of work and enable them to make their working life easier together with their working life. For example, laws favouring women in situations where women are less represented than men¹. In addition, plans for equality between men and women² and systems to try to ensure that there is no direct or indirect discrimination between men and women have also been put in place³.

¹ For more information, we can read the Royal Legislative Decree 2/2015, of 23 October, approving the consolidated text of the Law on the Statute of Workers. (España. Ministerio de Empleo y Seguridad Social, 2015). TITLE I: Individual employment relationship. CHAPTER II: Content of the employment contract. Section 2: Rights and duties arising from the contract. Article 17: Non-discrimination of persons at work. Subparagraph 4. "Without prejudice to the preceding paragraphs, collective bargaining may provide for affirmative action measures to promote women's access to all professions. To this end, it may make provision for reservations and preferences in the conditions of recruitment so that, on an equal footing, persons of the sex under-represented in the occupational group concerned are given preference for recruitment. Collective bargaining may also provide for such measures in the context of occupational classification, promotion and training, so that, on equal terms of suitability, preference is given to persons of the under-represented sex to facilitate their access to the occupational group or job in question."

² More information in relation with the topic can be read in the Royal Legislative Decree 2/2015, of 23 October, approving the consolidated text of the Law on the Statute of Workers. (España. Ministerio de Empleo y Seguridad Social, 2015). TITLE I: Individual employment relationship. CHAPTER II: Content of the employment contract. Section 2: Rights and duties arising from the contract. Article 17: Non-discrimination of persons at work. Subparagraph 5. "The establishment of equality plans in companies shall comply with the provisions of this law and Organic Law 3/2007 of 22 March for the effective equality of women and men."

³ According to the employment contract, relevant information can be founded in the Royal Legislative Decree 2/2015, of 23 October, approving the consolidated text of the Law on the Statute of Workers. (España. Ministerio de Empleo y Seguridad Social, 2015). TITLE I: Individual employment relationship. CHAPTER II: Content of the employment contract. Section 3: Vocational classification and promotion at work Article 22: System of occupational classification. Subparagraph 3. "The definition of occupational groups shall be based on criteria and systems which, based on correlational analysis between gender bias, jobs, criteria for management and remuneration, aim to ensure that there is no discrimination, both direct and indirect, between women and men. These criteria and systems shall in any event comply with the provisions of Article 28. 1."

3.3. *Women leading companies*

An UNDP (United Nations Development Programme) study reveals that almost half of the world's population still believes that men are better political and business leaders than women, impeding further progress towards gender equality.

The study concludes that there is not a single woman inhabiting the planet today who will know about gender equality because a girl born today would have to live more than 202 years to experience what it means to have the same opportunities, pay, rights, power, voice. . . as men. In addition, he said that by 2020, 47. 4% of the world's population said that men were better political leaders and 41. 4% believed that men were better suited to run business. There are also worrying figures such as that 30% believe that it is justified for a man to hit his partner and 50% of men believe that they have a better right to a job.

Moreover, in the 75 countries (81 per cent of the global population) surveyed, 91 per cent of men and even 86 per cent of women admit to having such macho thoughts at some point.

The study also talks about the number of girls graduating in technology, science and math, accounting for only 15% of all their graduates (UNDP, 2020).

The paper states that "senior-level women are significantly more likely than men at the same level to feel under pressure to work more and as though they have to be "always on." And they are 1.5 times more likely than senior-level men to think about downshifting their careers or leaving the workforce because of Covid-19. Almost 3 in 4 cite burnout as a main reason" (Thomas et al., 2020).

SENIOR-LEVEL WOMEN ARE MUCH MORE LIKELY THAN SENIOR-LEVEL MEN TO PRACTICE ALLYSHIP

% of men in senior leadership vs. women in senior leadership who consistently take allyship actions

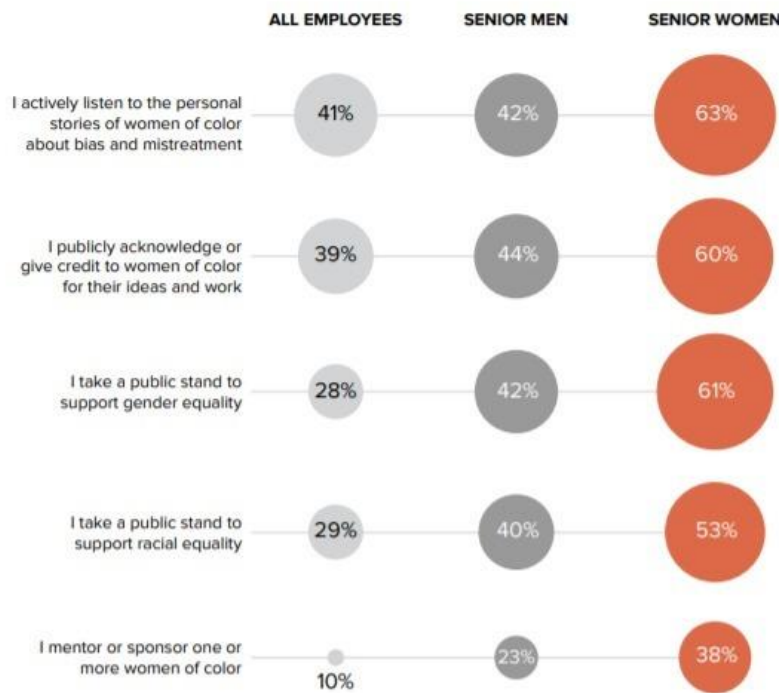


Figure 2: Allyship actions depending on the gender of the leadership. Source: (Thomas et al., 2020)

Even though, the paper states that research shows that when women are well represented at the top, companies are 50 percent more likely to outperform men (Dixon-Fyle et al., 2020).

SENIOR-LEVEL WOMEN ARE BURNING OUT AT A HIGHER RATE THAN SENIOR-LEVEL MEN

— SENIOR MEN — SENIOR WOMEN

In the past few months, % of employees who have consistently felt . . .

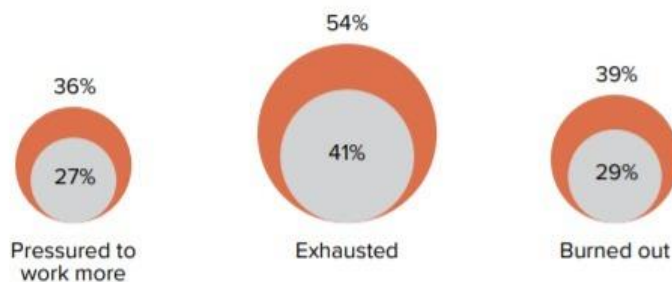


Figure 3: Burning rate of male versus female. Source: (Thomas et al., 2020)

In this paper, the author writes and analyses the traditional gender roles assigned to women and men and describes the profile of Spanish entrepreneurs in our country, having in common high levels of technological and educational skills. Even so, it highlights the difficulty they must be enterprising and the little support they receive.

The author describes situations where women have been redirected to positions more in line with what is expected of them and explains that it is necessary to incorporate directives into companies, because it will be only the prestige of many valuable women that will be able to counteract the social devaluation of the feminine.

In addition, Sara Berbel takes the opportunity to make the reader analyse whether there are differences between a female and a male leadership. It studies and describes the different models of leadership and how they have been described throughout history.

She argues that the future of most business organisations must be understood from the point of view of overcoming the traditional management and leadership model so that women can be allowed to be included in management positions.

On the other hand, the figure below shows a difference in the logarithms of wage between men and women of 9 for high-level education people. The presence of this gender gap is more important from the 65 quantiles, whereas below the 25 quantile the gender gap is lower than the average. With data obtained from (Instituto de la Mujer, 2005).

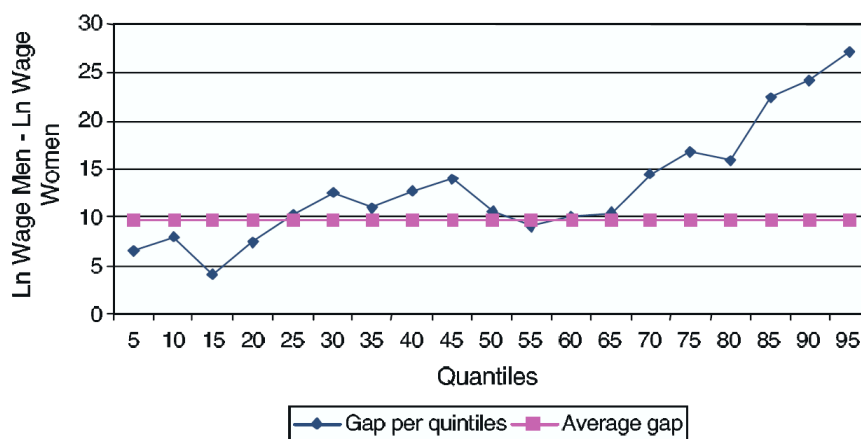


Figure 4: Gender wage gap among high educated (Spain, 1999). Source: (de la Rica et al., 2008)

Also, the presence of the sticky floor in Spain can be shown by Figure 5, which shows the difference between the natural logarithms of male’s wage and female’s wage. It can be easily seen that if there was no gender gap, the difference between the natural logarithms would be 0. However, this approximate value of 23 in the difference of logarithms can be traduced in saying that there is an important difference in the wage people earn by their gender when they do not have high levels of education. The data is provided by a study developed by the Spanish Government and published in (Instituto de la Mujer, 2005).

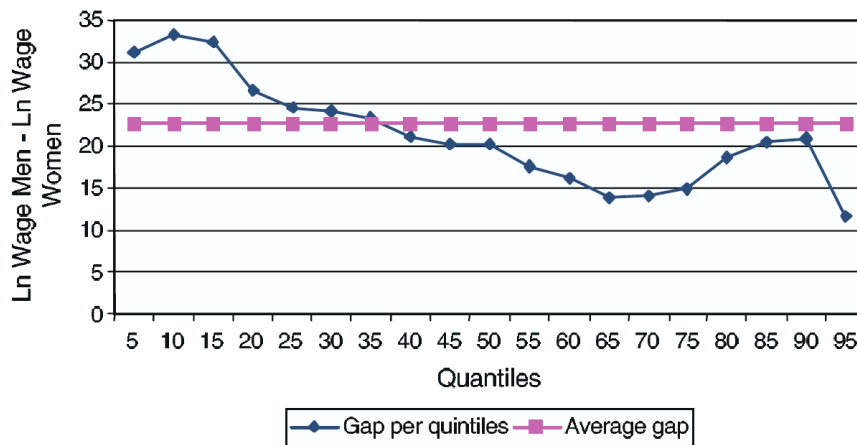


Figure 5: Gender wage gap among less educated (Spain, 1999). Source: (de la Rica et al., 2008)

3.4. Women leaders in the technology sector

My main objective is to know and analyse the opinion on many of the concepts explained in this paper based on the empirical method that is used by carrying out interviews to women leading technology companies. Even so, I make a first context of the situation of women in the technology sector to complement with the analysis of future data the role of women.

In order to analyse existing data from previous studies on the situation of women in the technology sector in both countries, different reports and articles describing the situation in each country will be analysed.

A study conducted by El Confidencial and published in 2018 analysed the presence of women on the management teams of 18 innovative technology companies in Spain (Plaza, 2018). The article notes the fact that there are few women in senior positions, since on average only 26.7% of managerial positions are held by women. Apart from their low presence in high-level occupations, the same study shows that they are subject to segregation at the horizontal level of the company since most of the directives lead areas belonging to the marketing, communication and human resources sectors and not areas directly related to technologies.

On the other hand, a study carried out by Womenalia in 2016 found that 70% of jobs in the technology sector are held by men and that, in addition, only 4% of CEOs in Spain are women (Womenalia, 2016). She also provided data from the OECD stating that most of her countries had only 15 to 40 per cent of women in the technology sector and that women held 30 to 50 per cent of jobs with technological qualifications, while women held only 10 to 20 per cent of jobs with ICT skills.

Differentiated by European Union countries, the proportion of women working in ICT ranges from 6% in Luxembourg to 41% in Lithuania. Looking at company management positions, 66% of telecommunications companies have no women on their management team. If this analysis is centralised in the 14 largest ICT companies, only 10% of board members are women, while in telecommunications this number is reduced to 6%.

As far as public companies in Spain are concerned, only about 20% of them have parity on their boards of directors, which is the same, 80% of public companies in Spain do not have equal numbers of men and women on their boards of directors (Quanticae, 2018).

Table 1: Women on the presidents and boards of directors of IBEX 35 companies (%).

	2016	2015	2014	2013	2012	2011	2010
Board Total	19.1	19.4	18.2	15.6	13.3	7.2	10.1
Chairwomen	5.9	5.7	8.6	5.7	2.9	1.7	0.0
Vice-chairwomen	2.8	2.4	7.1	8.0	7.0	3.5	8.0
Board Members	22.5	23.1	20.7	17.6	15.3	8.2	11.4
Secretaries of the Board	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Source: (INE, 2014).

The presence of women leading technology companies is considered higher in Spain by María Gómez del Pozuelo, while Elena Gómez del Pozuelo, Mónica Cabrera Peña estimates that the number will be very similar given the low numbers that exist. The third point of view is that it is in Austria where there are a greater number of women leading technology companies, an opinion of Helena Vallés Teixidó.

3.5. Other comparative indicators

To be able to make a correct analysis of the data included in this project, it is important to remember that they cannot be analysed in the same way. The specific characteristics of the two countries and the differences between them must be considered so that the results achieved can be put into context. Probably one of the most appropriate analyses to make this comparison is that of the 6 cultural dimensions of Hofstede.

This analysis allows us to make a good overview of the Austrian and the Spanish cultures in relation to the other cultures of the world.

According to the power distance, that is considered the acceptance of the power distributed unequally for the less powerful citizens, Austria has a much better index. While Spain has a score of 57, Austria scores 11. This is translated into a decentralization of power and an avoidance of control by the employees. Communication in Austria is more direct and participative, whereas in Spain employees assume that the boss will tell them what to do.

Hierarchy is very present and accepted in Spain but in Austria accessibility to superiors is considered a must.

Even though, when considering individualism, Spain has a better score (Spain 51 – Austria 55). An individualist society is the one structured in a way that everyone only takes care of their closest relatives. On the other hand, there are the collectivist societies, where citizens want to be part of a group looking for protection and loyalty. Austria is considered an individualist society whereas Spain a collectivist one in relation with the other European countries.

A masculine society is defined as the one which is conducted by winners. This means that the functioning of society will be based on achievements, competition, and success, with this last concept is defined by the winner in each field. In our case, Austria with a score of 79 is clearly a masculine society, where people are expected to have high success and to work and with managers expected to have an important and decisive role, having a clear importance on equity and performance. On the other hand, countries with lower scores, such as Spain (42) focus on social values such as caring for others and their quality of life. In those societies, what motivates their citizens is to like what you do and not what you are meant to.

The prediction of future is always important in businesses and in private life and each society. The problem comes when wanting to control the future or just accepting what it is to come. This situation can produce anxiety to citizens and to avoid so, each society has their way of addressing this matter. Spain has clearly a higher score in this area (Spain 89 – Austria 70), in fact it is the second noisiest country in the world. It is citizens like to be controlled by rules but, in some manner, they must avoid those rules and laws which make their life more difficult. Confrontation is not liked because it can provoke stress that can be transferred to a personal level quickly. With a similar but lower punctuation Austrian citizens also avoid uncertainty. Its citizens feel the need to be busy and work hard, with precision and punctuality, as it is believed that time is money. Their decisions are made after a long meditation and analysing all its consequences with all available information.

Another indicator that facilitates people to realize how a country and its citizens are, is the long-term orientation and how it is addressed by different countries. In the case of Hofstede, this variable analyses the importance to have present and maintain the links of the past to deal with current and future issues. In the case of Austria, it scores 60, making it a pragmatic culture. That means that its citizens have perseverance in achieving their goals, are propense to invest and save money and think that there is no one truth as it depends on each context. On the other hand, Spain is considered a normative country with a score of 48. It is considered to mean that Spanish people prefer to live in the moment than thinking about the future. Furthermore, clear structures and defined rules are needed.

Finally, the last dimension considered by Hofstede is indulgence. It analyses how people try to control impulses and desires. Austria is considered an indulgent country with a score of 63, what means that its citizens have a positive attitude and are optimistic. Moreover, they consider important to have enough leisure time and have fun. In the case of Spain and its score of 44, it is not considered an indulgent society and believes that there is a present tendency for pessimism. In line with that, it is considered a restrained society that gives low importance on the gratification of achievements and desires and that leisure time is not valued at all.

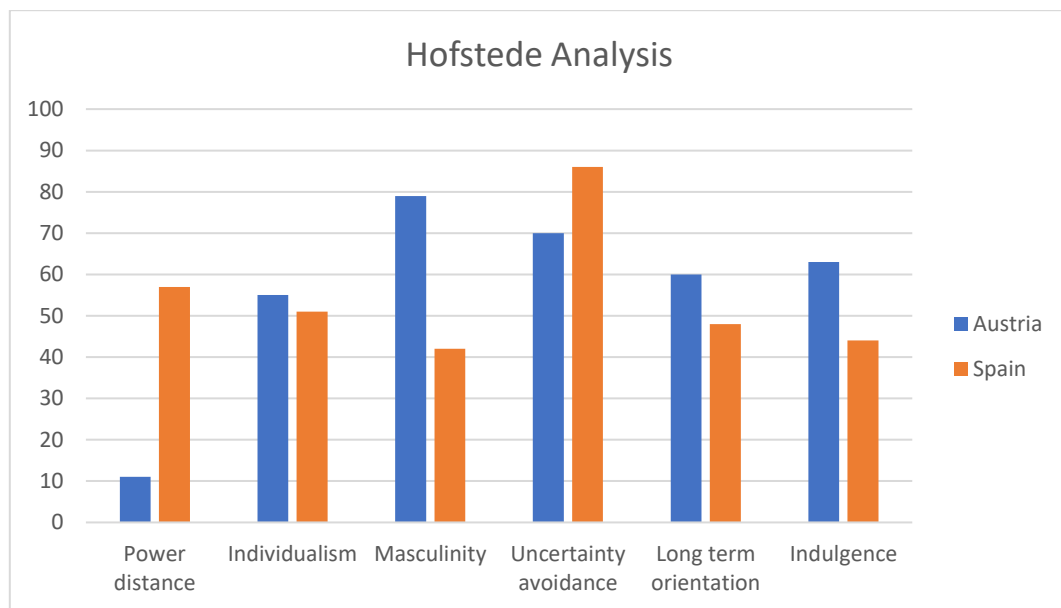


Figure 6. Hofstede analysis. Source: Own. Data source: (Hofstede, 2020).

4. Methodologies and sources

In this case, the comparison of the gender gap between Spain and Austria in the technology sector has been the subject I have chosen to analyse in my final paper.

After analysing the poor and difficult position of women in most sectors on several occasions during the race, I was surprised to learn that in the technology sector the situation was even worse. In my undergraduate internship, I am in a tech company led by a woman, and I was amazed by the experiences and comments she told me. This just got me curious, and I decided I needed to know more about this subject with this work.

To do so, I had to do a theoretical framework to better understand and analyse many concepts such as gender gap, glass roof and sticky floor. My objective is to describe and compare the situation of women in technology companies in Austria and Spain. To do so, I have analysed several studies, articles and analyses previously done on the subject.

From this information I have been able to make a further analysis and a careful search from the extracted data. It was important to use this technique to be able to present real and up-to-date information on the situation in the sector. In addition, it was necessary to be able to describe at a more global level and then focus more and more on the profile and percentage of women leading companies in the technology sector.

Even though, I wanted to check to what extent the data were representative and whether there would be opinions that did not agree with what some data were saying. For this reason, I decided to use another technique, the empirical one. First, I searched LinkedIn for profiles of women leading tech companies that could add value to my studio. I then contacted them and explained what my goal was. Some of them did not answer me, but many others liked the idea and decided to help me. I then prepared a semi-structured interview that I tailored to each of the women interviewed, including personalized questions based on their experience on their LinkedIn profile.

The search technique was interesting to do and discover every day and with every article I read something new. But the empirical technique has been the one that has contributed the most to me as a person. I have been able to interview people with great professional backgrounds, women who admire many people for what they have achieved and whom I have been able to meet by video call or phone. In them, phrases have been said that will remain recorded for me for a long time and they have entrusted me with situations that they have experienced that still amaze me. In the end, real experiences are the ones that I think contribute the most to the formation and learning of something, and this has not been an exception.

4.1. Data analysis

The first technique to have been used in this paper is the analysis of conceptual data related to the theoretical aspects described in the different sections. This has been the first method used as I consider it to be an essential component of ensuring data integrity after the correspondent analysis of research findings. These data analysis tools have been used to extract and obtain useful information from relevant data and make the data analysis process easier so as to include the most important results on this paper. Based on the reading and analysis of studies previously done by professionals in the sector, I have collected and summarized in this paper those that I consider to be the most relevant and those that can help me to justify the situation of women in the technology sector. For this purpose, studies have been read, databases have been consulted, published articles, reports and annual reports of data published by large and important leading companies in the sector have been summarized. By doing this, it is possible to have a broader view of the object of study, getting a closer approach to the technology sector with the interviews performed.

4.2. Empiric methodologies

To understand the situation that women experience in companies and the limitations or otherwise they may suffer, I believe that the most appropriate method is to use interviews (empirical methodology). This resource allows you to have first-person opinions and to collect non-verbal data that cannot be obtained in any other way only by analysing studies and that is very relevant to be able to obtain additional data to those extracted from previous studies.

The interview technique aims to go beyond the data understood as "objective", in order to investigate in a more qualitative, subjective - though rigorous and concrete way of the realities that concern them. The Catalan Youth Agency (2011) points out that the in-depth interview makes it possible to obtain information not only from what is from what the interviewee makes explicit, but also from his or her subjective position (what he or she emphasises). As this is an academic study with scientifically rigorous, professional conversations have been carried out, with defined aims and objectives.

The interviews were modified according to the person being interviewed. Even though, all of them had a main script that structured the interview, part of the questions were personalised to the career of each of the interviewees.

From the point of view of the structural context, although spontaneity and improvisation has always had their place - as they can enrich the interview – there is a previous preparation and marked questions, which can be seen in the Annexes. Semi-structured interviews are very useful for the qualitative methodology to deepen the opinions qualitative methodology the opinions, views and ways of understanding of the actors involved in a social phenomenon (Flick, 2004).

The interviewees are Elena Gómez del Pozuelo, a consolidated Internet entrepreneur with 25 co-founded companies. Expert in e-commerce and digital marketing and currently president of Adigital⁴.

Then, Joana Sanchez, the president and founder of Incipy⁵, a digital transformation consultancy and Inesdi Digital Business School⁶. Advisor and founder of Indigital Advantage⁷ digital profiling headhunter, Increnta⁸ and Incúbame (Ingroup)⁹. She has founded or relaunched more than ten companies, all of them on the Internet and the Digital Economy such as Womenalia¹⁰, Voltimers¹¹ and Telemaki¹². She was the Vice President of Adigital and she is currently on its board of directors. Furthermore, she is the CEO of Grupo Planeta's Ecommerce division¹³, the president of the Muchoviaje.com Group¹⁴ and the Director of Marketing and Innovation at Deutsche Bank¹⁵, among other positions in different companies.

Another interviewee is María Gómez del Pozuelo, CEO and founder of Womenalia, the professional network to promote women's talent and presence in the company. She has a degree in Marketing from the M&B School of Marketing – current ESEM and Master in Digital Economy at ESIC. She is a national and international lecturer, and she has made more than 80 speeches in several cities in Spain and other international ones

Then, Andrea Halfpap has been also interviewed. She is the Founder and Design Director of an AI platform for cameras and sensors enabling them to see and understand real-time human movement and behaviour in any environment or context.

In addition, in the paper the interviews from Helena Vallès Teixidó, Esther Manzano and Mónica Cabrera Peña are included. They are part of the Young IT girls' team¹⁶, where activities are organized for different age groups to bring technology closer to the students to make it more interesting and closer to them. In this way, they seek to change the mindset of students and promote gender equality in the technology sector. Its aim is to inspire a vocation in the students and to be able to introduce references of professional women in the field of technology and innovation.

⁴ For more information, please visit the following link: <https://www.adigital.org/>

⁵ For more information, please visit the following link: <https://www.incipy.com/>

⁶ For more information, please visit the following link: <https://www.inesdi.com/>

⁷ For more information, please visit the following link: <http://indigitaladvantage.com/>

⁸ For more information, please visit the following link: <https://increnta.com/>

⁹ For more information, please visit the following link: <https://www.ingroupconsultoria.com/>

¹⁰ For more information, please visit the following link: <https://www.womenalia.com/>

¹¹ For more information, please visit the following link: <https://www.voltimers.com/>

¹² For more information, please visit the following link: <https://www.telemaki.com/>

¹³ For more information, please visit the following link: <https://www.planeta.es/es>

¹⁴ For more information, please visit the following link: <https://www.muchoviaje.com/>

¹⁵ For more information, please visit the following link: <https://www.db.com/>

¹⁶ For more information, please visit the following link: <https://youngitgirls.org/>

5. Results and findings

From a more analytical point of view, it is necessary to search for and find real data that allow the quantification of different theoretical concepts presented above. This section will explain data relevant to the study that will facilitate and allow comparisons between the two countries and that will be necessary to draw the relevant conclusions. These data are obtained after using both methodologies explained in the previous section, combining them for a better result.

5.1. Gender gap

The gender gap is the difference in participation, access or remuneration between men and women within the company. As explained in the respective section to contextualize it, the gender gap in the technology sector is worse now than it was 40 years ago, showing that 50% of women drop out of technology careers at 35 and that their dropout rate is much higher than that of men in the same sector.

As expressed by María Gómez del Pozuelo, the technology sector requires much more work than in other sectors, but at the same time it is more flexible in terms of hours and fees, which makes it more female-friendly. For her part, Mónica Cabrera Peña states that the fact of being a recently created sector has made companies have a more adapted human resources policy than other companies.

Joana Sánchez (Founder of Incipy) described that she has been the only CEO of the board of directors of *El Grupo Planeta*. She also explains her experience in Silicon Valley where she could just find a very few women. She considers herself a defender of diversity as it provides better results for individuals and society.

“When I studied economics at the UAB, we were four women. I’ve been the sole CEO of the Planet Group Executive Committee. In my case, spaces with very few women have been my personal motivation. Of course, there are few women in the world of technology management today. When I went to Silicon Valley I saw a lot of men, but very few women and that was a shock to me. I thought that in the world of innovation we would find more women, and there have been in digital communication, but the technology part is still a challenge for all of us. The more diversity in general, the better results and the better for society as a whole.”

In the case of Elena Gómez del Pozuelo, she states that she has never thought about the difference of being a man or a woman, she just decided to entrepreneur when she was already 32 years old and had three children.

“I didn’t really think about it. I started working for the Association of Distance Selling Companies, which were all the mail order companies in the ’90s. In 1995 ecommerce began to enter. In the year 98 we created the Spanish Association of Electronic Commerce. When I had been in the association for ten years, I really wanted to take the step and be a businesswoman. When I took the step I already had my

three children and I was 32 years old. I never thought about the difference between man and woman, I just threw myself. It was an idea, I wanted to put it into practice and I didn't think any further."

When Elena considers if she has had more limitations for being a woman, she believes that she has had a lot of difficulties but just for being an entrepreneur and not a woman. She is sure that being an entrepreneur is very difficult for both women and men. Even though, she recognizes that she felt disappointed with herself on many occasions when thinking about not being next to her children as other mothers did. Also, she has noticed that founding is a tough limitation. She thinks that it is related with the objectives when creating a new company, that are very different depending on the gender.

"To know that I would have to see actually born a man. In my life I have had many difficulties, but because of the fact of being enterprising. Being an entrepreneur is hard, whether you're a man or a woman. Perhaps for women there are two harder things, first the struggle against herself that occurs when you have children and work makes you travel or move. I felt guilty about it, but my husband who was in the same situation as me didn't feel that way. We have to think that nothing happens, that life is long, but that the children need attention and there comes a day when they ask you what because you won't pick them up like other mothers. But now the two eldest have started to do business, in the end the most important thing is to be a good mother and you don't have to go looking for them at school to be a good mother. That's why the biggest fight is against yourself.

The second biggest constraint we face is funding. When you create tech startups, 95% of venture capital partners are with men. In general, women think of projects that solve a problem of social impact and maybe they don't see it because they don't have that problem around them. If half of venture capital partners were women, the reality would be very different, but the reality is that only 5% of venture capital funds in Europe go to women's projects."

Mónica Cabrera Peña also says that she has never thought about having more limitations just for being a woman. She also states that she was not aware of the low representation women have in the technology sector until she started high school and realized that she was one of the four women in the whole class.

"I didn't really think so. The moment when I set out for my career in the technology sector is very early, 16 years when I decided to take the technology baccalaureate. I do not really think he was aware of how under-represented women were in this sector. It's not until I get to class in the first grade that I really find out we're 4 out of 30 in class."

5.1.1. Gender gap in Spain

After having introduced the situation of the gender gap in the world, it is time to focus in the two countries of interest of this report. According to the Global Gender Gap Report 2020 (World Economic Forum, 2020), Spain was included in the Top 10 economies of the most gender-equal countries in the world (the 8th with a 79.5%). Even though, according to the Global Gender Gap Report 2021 (World Economic Forum, 2021) published on March 2021, Spain is now in the 14th position with a score of 78.8%.

Furthermore, Spain was included in the top five most-improved countries in the overall index in 2020 with an increase in the presence of women in institutions and had seen their gaps closed by at least 3.4 percentage points. Despite of that, Spain is not included in this group of countries in the Report of 2021.

This report also analyses interesting data and facts in relation with women and men.

In concrete, this section is about the gender gap in Spain and its situation in the whole OECD. Figure 3 states the evolution of this parameter through time until the last data available and it clearly shows and improvement since the first edition despite having had some increases in certain years. This reduction in the gender pay gap is related to the increase in the female board representation seen in Figure 12 and, thus, it explains the positive tendency in the index score of Figure 13.

Furthermore, females within working-age have been employed in a higher percentage since the beginnings of the sample and have reached a stabilised level of approximately a 70%. With comparison to the male rate, they have always had a rate near the 80% and because of the raise on the female's rate, the gender gap has been decreased (Figure 8).

As an average in Spain, female's earnings (Figure 11) have increased between 14% and 17% for the last 5 years, which is translated in absolute numbers to between USD 43bn and USD 52bn (Figure 14). Despite having a diminishing tendency in the rate of increase in the GDP per annum from an 18% to a 14% (Figure 11), the increase in the GDP in absolute numbers had an increase in 2017 to later recover the downwards evolution (Figure 15).

All these variables, and specially the index score, are what determines the position of a country in the ranking of the entire OECD but, as a ranking, the effect of considering all performances of all countries in the OECD can mean that a great improvement in a country's situation is not translated into a big change in its position in the ranking. In the Spanish case, there was a 4 positions improvement between 2000 and 2007 but it felt back 3 positions the year after. For the last four years, Spain has held the same position in the ranking, 28 (Figure 9).

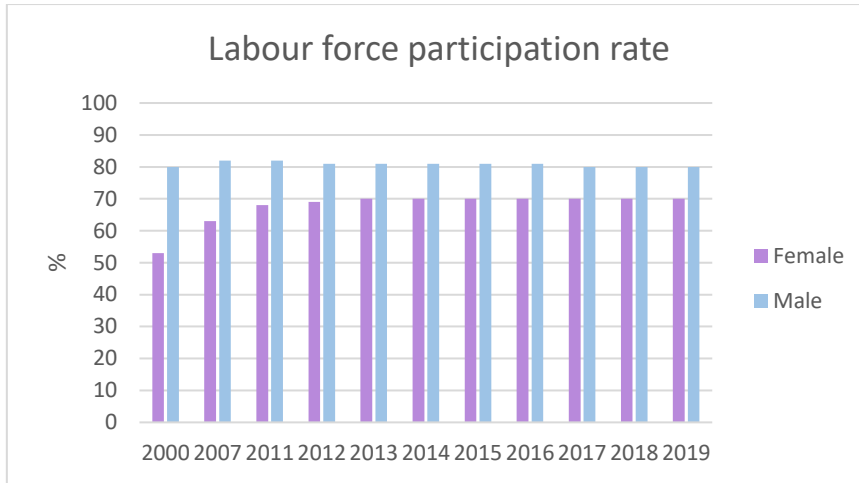


Figure 7. Labour force participation rate in Spain. Source: Own. Data source: (PWC UK, 2021)

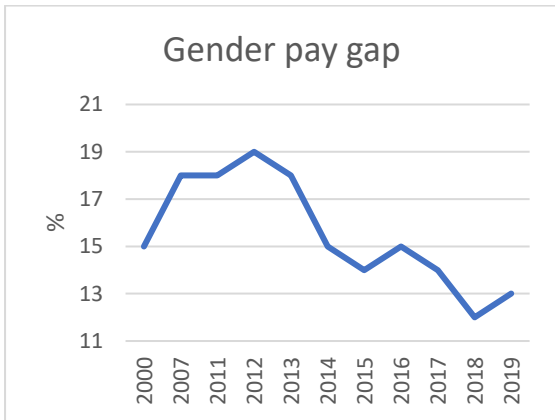


Figure 8. Gender pay gap in Spain. Source: Own. Data source: (PWC UK, 2021)

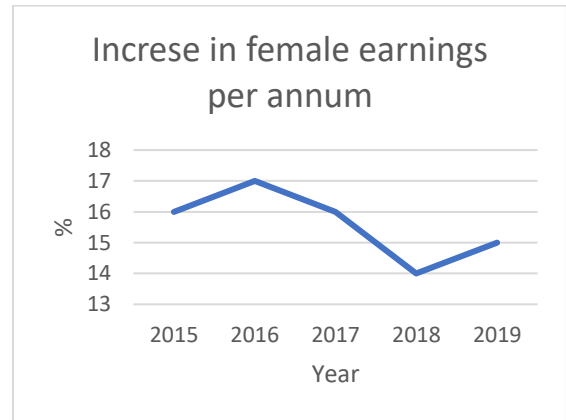


Figure 10. Percentage of increase in female earnings per annum in Spain. Source: Own. Data source: (PWC UK, 2021).

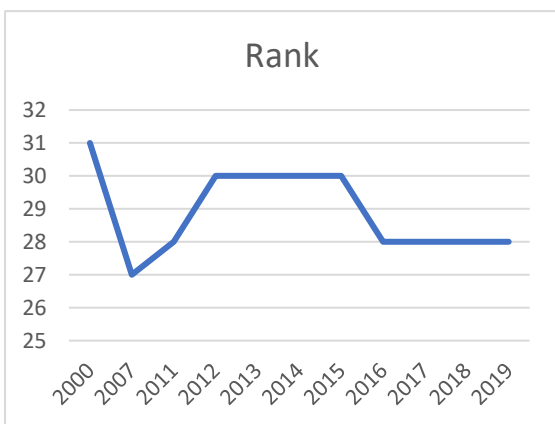


Figure 9. Rank in the OECD of Spain. Source: Own. Data source: (PWC UK, 2021)

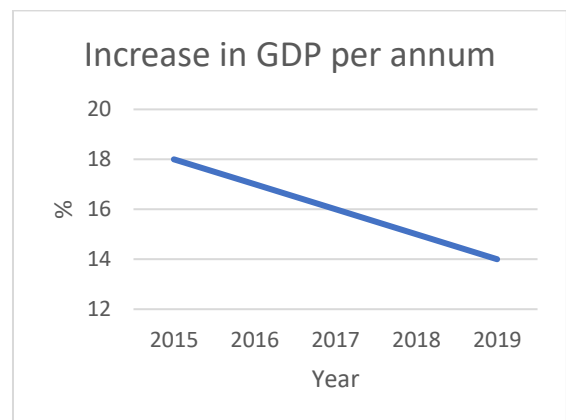


Figure 11. Percentage of increase in the GDP per annum in Spain. Source: Own. Data source: (PWC UK, 2021).

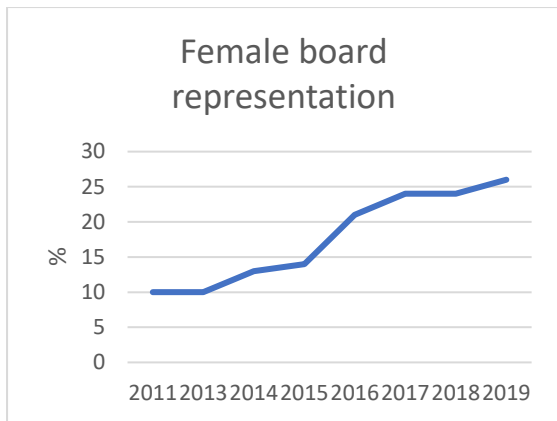


Figure 12. Female board representation in Spain. Source: Own. Data source: (PWC UK, 2021).

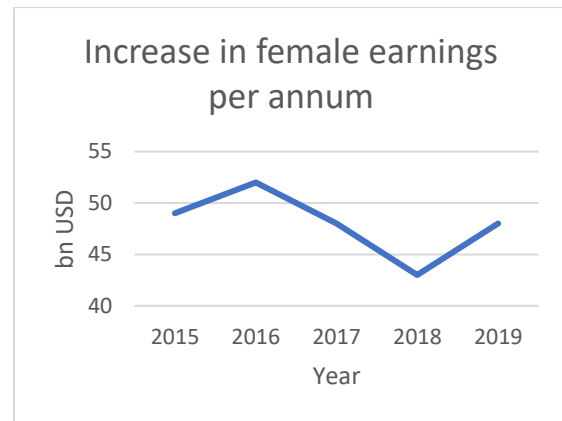


Figure 14. Increase in female earnings per annum in USD in Spain. Source: Own. Data source: (PWC UK, 2021).



Figure 13. Index score of Spain. Source: Own. Data Source: (PWC UK, 2021).

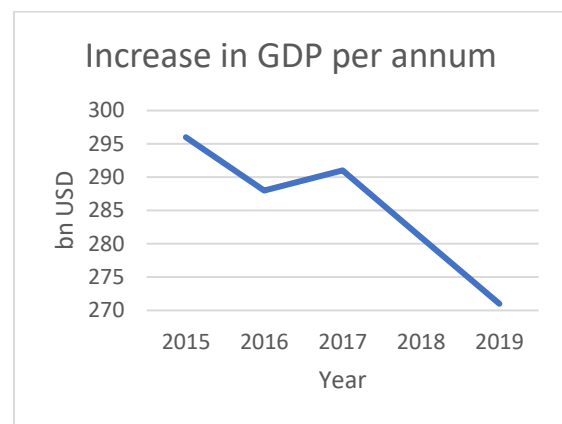


Figure 15. Increase in the GDP per annum in USD in Spain. Source: Own. Data source: (PWC UK, 2021).

As can be seen from the data shown in the graphs, the number of women in the labour market has increased in recent years by up to 70 per cent, increasing their participation in decision-making positions, leading to some improvement in their income per year. But their increased presence in companies and their decision-making positions has other consequences not represented in the graphs, including the strong influence of the working day and career on their projects at a personal level.

For Spanish interviewees, they have different opinions on whether their personal projects are being influenced by their professional ones. In the case of María Gómez del Pozuelo (CEO of Womenalia), she argues that she would have done the same in the case of being a man. She considers that this is because of the education received at home when she was a child and concludes that it is important to have your couple supporting you and reconcile together their family projects.

“In my case I would have thought exactly the same thing, it has never influenced me and I am sure that it is partly because of the education I have been given at home. Having children so young what happens

to you is that you don't sleep and you're more tired than those who don't have children, but if you get organized you can make it phenomenal so that everything works out. In addition, it is important that your partner accompanies you in your decisions and supports you, because otherwise your day to day becomes really hard and to do business you need all the energy in the world."

Elena Gómez del Pozuelo (CEO of Baby Friendly Companies) recognises that she has felt less integrated because of being a woman in a company. She states that she used to think twice before talking and that getting into a man world is more difficult than it seems, generally due to self-imposed limitations.

"If I have felt in many situations inhibited. As president of Adigital I had to represent the company on the COE Board. You are more careful when you speak, and it is difficult to enter the world of men, but because of our own limitations. They have always treated me great and now I think that I was too cut off in many situations and that this was for myself."

Esther Manzano (Young IT Girls) believes that:

"Our decisions are always conditioned by every experience that we live in our lives and I am sure that the fact of being from one sex or the other conditions the way in which I, and we all, take decisions on every aspect of our lives, including projects."

Mónica Cabrera Peña (Young IT Girls) also states that her professional career has changed a lot her personal life. She says that she has always tried to keep apart the genre and just take brave decisions. Also, she believes that the questions are similar among men and women, but the considerations considered are different among us.

"Totally, my professional life has marked the staff since the beginning of my career. I've moved up to three times, one of them international, for work reasons. I have always tried to ensure that gender issues did not prevent me from taking courageous decisions. I don't know if, if I were a man, I would make different decisions, but I do think I wouldn't put certain things on the balance when it comes to making a decision. In general, I think that the issues we raise are similar, but the points we value in deciding whether to move forward with them are different."

It is also the case of Helena Vallés Teixidó (responsible of communications), as she did not consider changing her decisions just for being a woman. Even though, she recognizes that she was afraid of being the only girl and sometimes felt on her a lack of confidence, situation that I have noticed that is common among women in a men environment.

"Don't ask me if being a woman would make me more difficult. If I was afraid of being the only girl and not being able to feel in place and feel like I was part of something. I also thought I wouldn't be able to take my grade. A clear lack of self-confidence. I've noticed that generally girls in grades where we're a minority have more self-confidence issues."

Therefore, according to what the interviewees say, although they acknowledge that many limitations have been imposed on themselves, they say that they would have posed the same

thing if they were a man and that the treatment with them (except in specific situations) has been positive.

5.1.2. Gender gap in Austria

According to the Global Gender Gap Report 2020 (World Economic Forum, 2020), Austria was ranked the 34th country according to its score (74.45%). Even though, in 2021 its score and, thus, its rank improve as it is 21st in the ranking with a score of 77.7%. It is considered a fast-improving country as it has closed its gender gap by 3.3 percentage points. Furthermore, data shows a sustained progress in the percentage of women in the parliament, something considered also significant.

When analysing the OECD study for Austria, it can be seen that it follows tendencies which diminish the gender gap until a 20% of the last data available (Figure 17). This decrease in the gender pay gap is also explained thanks to the more presence in representation boards, as it is clearly seen in Figure 18. Although this significant decrease in the gender pay gap, both absolute and relative increase in female earnings per annum show a downwards tendency. The relative increase felt 3 percentage points from 2015 to 2019 (Figure 21) and the absolute increase felt USD 1 bn for three years, but it then recovered its original level of USD 24 bn (Figure 22).

As it has been done with Spain, an analysis of the increase in the GDP has been performed. It is here where it can be appreciated a small increase for three years in the rate of increase to 10% to later fall back to a 9% (Figure 23) but the absolute increase has an upwards tendency until 2018, where it decreases USD 2 bn to USD 45 bn (Figure 24).

Finally, the evolution shown in Figure 16 is stable, as male participation rate is always near 80%, and the female one does not change much from 2012. This makes the difference between these two rates to be nearly constant through the term of analysis.

All this data provokes the index score to grow for the period of interest up to a score of nearly 62 points (Figure 20), but the Austrian ranking position is not so well reflected, since they went from position 12 in 2000 to position 25 in 2019 (Figure 19).

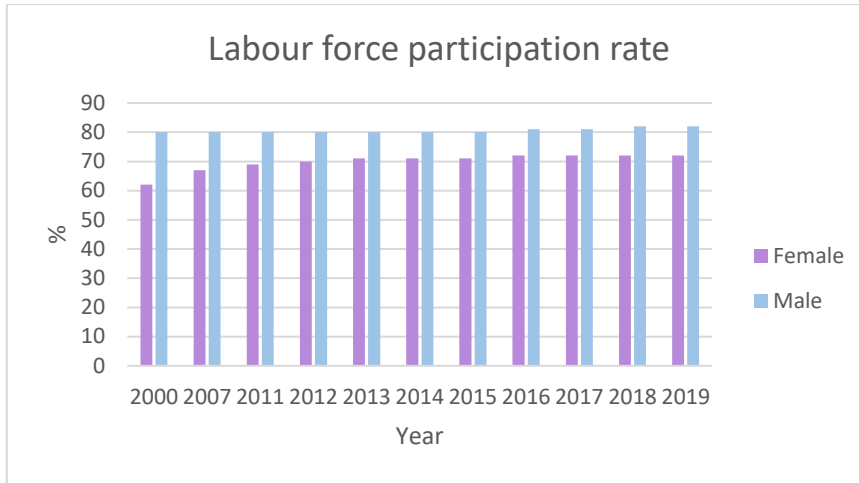


Figure 16. Labour force participation rate in Austria. Source: Own. Data source: (PWC UK, 2021).

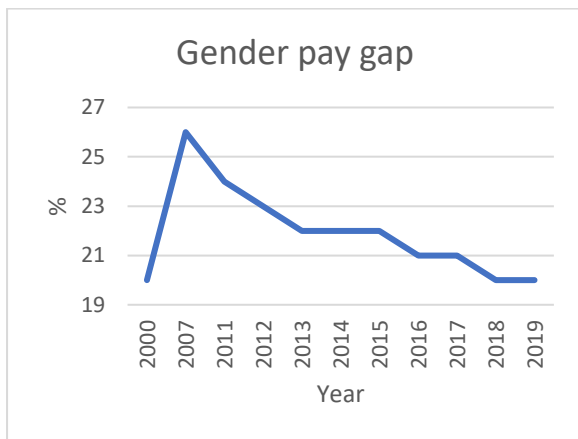


Figure 17. Gender pay gap in Austria. Source: Own. Data source: (PWC UK, 2021).



Figure 19. Rank in the OECD of Austria. Source: Own. Data source: (PWC UK, 2021).

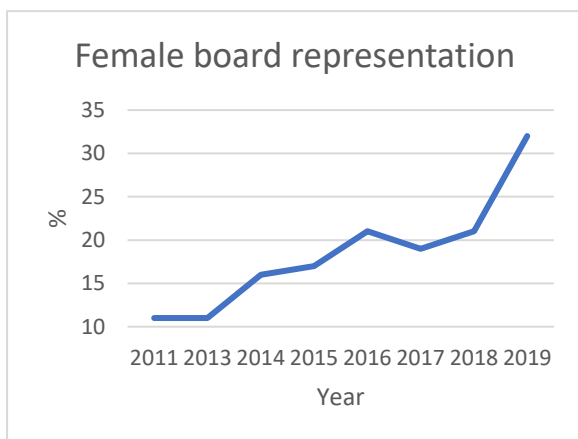


Figure 18. Female board representation in Austria. Source: Own. Data source: (PWC UK, 2021).

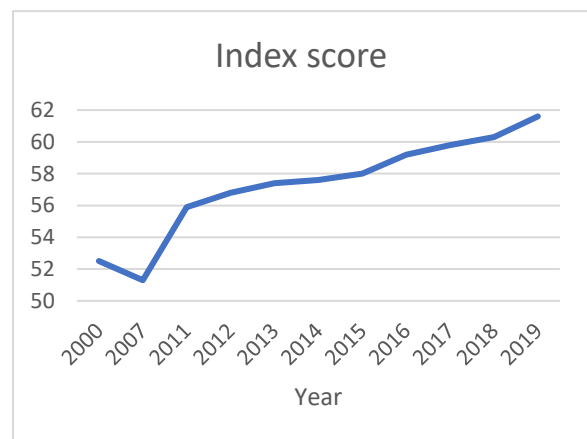


Figure 20. Index score of Austria. Source: Own. Data source: (PWC UK, 2021).

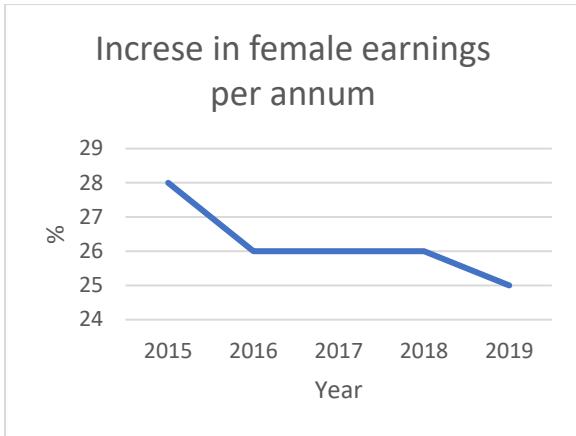


Figure 21. Percentage of increase in female earnings per annum in Austria. Source: Own. Data source: (PWC UK, 2021).

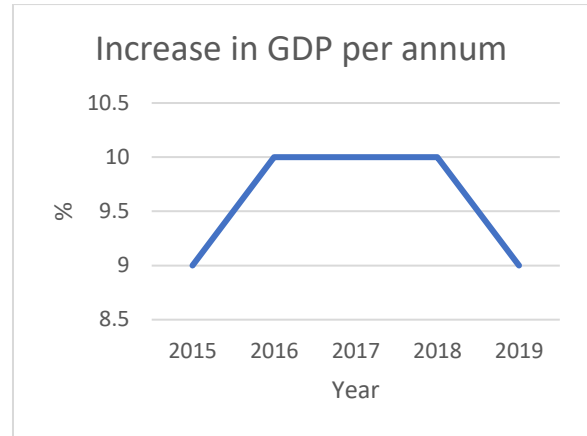


Figure 23. Percentage of increase in GDP per annum in Austria. Source: Own. Data source: (PWC UK, 2021).

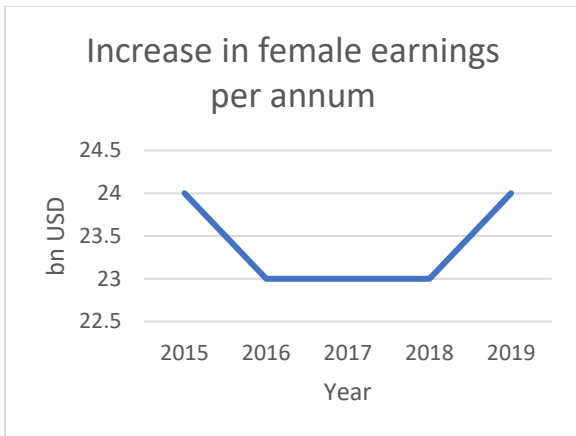


Figure 22. Increase in female earnings in USD per annum in Austria. Source: Own. Data source: (PWC UK, 2021).

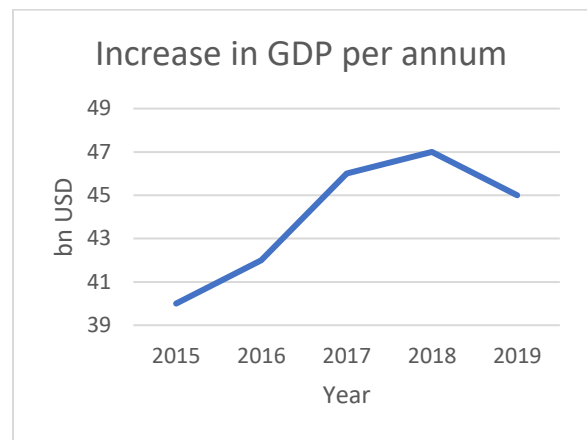


Figure 24. Increase in GDP in USD per annum in Austria. Source: Own. Data source: (PWC UK, 2021).

It is interesting to see the comparison of the labour force participation of women in the two countries of interest, in addition to the EU average and the world average. As can be seen from the graph, there is clearly a positive trend both for the two countries and for the European Union. It should be noted that the large difference between the shares of Austria and Spain in 1990 is now very small, showing the effect of the policies implemented and the change in attitudes of the generations. It should also be noted that both countries are above the European average and therefore above the world average, since the latter is not only worse than the previous one, but also has a slightly negative trend.

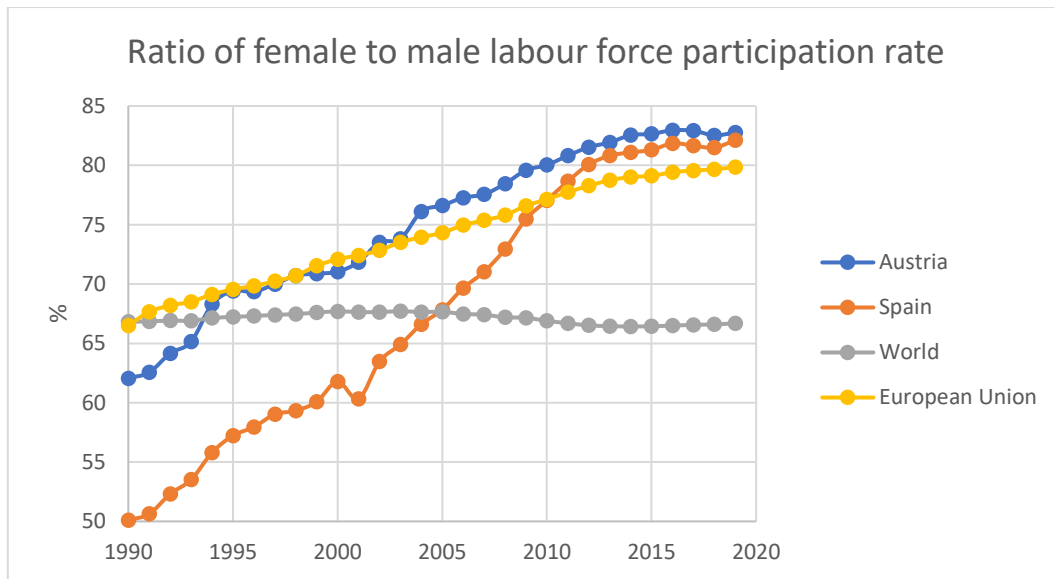


Figure 25. Ratio of female to male labour force participation rate. Source: Own. Data source: (World Bank Group, 2021).

All these data, added to those previously seen for Spain, as well as those obtained after averaging the values for the whole of the European Union for the case of the participation rate, show the presence of a gender gap in both Austria and Spain. But one interesting aspect is to know how this is perceived from the inside. When asked about the gender gap, the interviewees believe that it is very similar between the two countries, and may be somewhat higher in Spain, less Andrea Halfpap who expresses that the gender gap may be greater in Austria because in Spain women are used to working at full-time in general and especially after giving birth.

When asked about the limitations of being a woman in the technology sector, Tanja Sternbauer (Co-founder and CEO of The Female Factor) said that,

“For me, the gender was never the issue or an extra challenge. To start-up field in Austria is very male dominated but I always saw it as an advantage to be a woman as, at least here, you appear easily in the Press and people know easier you are there as you are one between hundreds of men. That is because for me, it was always encouraging. In general, they are always more into IT, but I was too so it was not a problem for me to be a woman between all those guys.”

When talking about family conciliation, she believes that her projects are not influencing her to make decisions on a personal level:

“I am in my thirties and reproduction¹⁷ is a topic but is it never a thing that worries me. I have always done the things that I wanted to do, and I think that my decisions have never been gender specific. I am also having quite a high confidence level, so I have never questioned my abilities on anything.”

¹⁷ In the case that she or any other Austrian woman decides to have children, some regulations which are applicable to help conciliate their personal life and professional career are:

Your social security rights in Austria (European Commission, 2010). CHAPTER IV: Maternity and paternity benefits. Maternity leave and maternity benefit: “Maternity benefit is calculated on the basis of average net earnings in the previous 13 weeks (three months). If there is no continued payment of salary by the employer, the maternity benefit is provided for eight weeks before and after confinement. It may be prolonged to 12 weeks

After being asked for real cases of men earning more than women, she believes that it is just about negotiation. She stated that:

“I know some examples about this and sometimes it is because men negotiate their conditions differently and since from the very beginning women tend to negotiate less. This is probably because some women are just happy of having a job or because their values do not contemplate this negotiation. I believe that they think that men are not directly paid more, but the negotiation or the perceived experience of the employee is a very decisive part.”

According to the experience of Michaela Ernst (co-founder of SHEconomy) regarding the difficulties she could have encountered because of her gender, she said that:

“No - on the contrary. Precisely because I am a woman, this allows me different approaches than the traditionally male ones. And I also believe that women who deal with technology enjoy proper attention!”

The reasons they have given to explain the personal situation they feel they have within their companies show that there is more male presence in the Austrian technology sector and that they negotiate their working conditions more than women simply because their presence and dominance is more normalized. Austrian women see their contracts well because they appreciate their presence in this sector and have to make more efforts and sacrifices on a personal level.

in case of premature birth, multiple births or Caesarean section. Self-employed women are entitled to a flat-rate benefit, over the same period. For voluntarily insured persons with earnings below the threshold for compulsory insurance, the support amounts to € 8.45 per day.”

Furthermore, in Austria they have a subsidy for each child as stated by the law:

Your social security rights in Austria (European Commission, 2010). CHAPTER IX: Family benefits. Child benefit: “The amount of child benefit depends on the age of the child. In addition, a supplement is paid for two or more children. If a child is severely disabled, child benefit may be increased. Child benefit amounts to € 105.40 per child per month. This amount is increased as the child gains age: at 3 (to € 112.70), at 10 (to € 130.90), and again at 19 (to € 152.70). From 1 January 2008, the monthly total amount of child benefits has been increased to € 12.80 for two children, € 47.80 for three children, € 97.80 for four children and € 50.00 for each subsequent child. For severely handicapped children, an additional € 138.30 per month is provided. Together with the child benefit, a school start allowance (Schulstartgeld) of € 100 is paid in September for each child aged 6 to 15; no separate application required. Child benefit is normally provided until the child matures (18 years of age). The receipt may be prolonged until 24 for children in training for an occupation or receiving further college training in an occupation they have learnt (in special cases until 25: pregnant women, women with a child, military conscripts, persons with disabilities, persons following a long-term study, persons performing voluntary social service). Child benefit is provided without age limit for children with permanent earning incapacity (if the earning incapacity occurred before the age of 21 or during vocational training, but in either case before the age of 25). Child benefit is not granted if a child who has reached the age of 18 has an income above a certain monthly amount (€ 10,000 per year).”

5.2. *Glass ceiling and sticky floor*

The glass ceiling refers to the invisible barrier that prevents women from being promoted to managerial positions within a company. Otherwise, the sticky floor is a discriminatory employment pattern that keeps female workers in the lower ranks of the job scale, and this arises when they decide to take care of their relatives instead of continue working full-time.

When analysing these two concepts and talk about them with the interviewees, every single one of them was aware about glass ceiling but none of them knew the concept of sticky floor by this name.

Considering the glass ceiling and how can the society proceed in order to break it, they have proposed several options:

Tanja Sternbauern (CEO and Co-founder of The Female Factor): "I believe that by implementing regulation on the top managements of each country and then in every single business we would see some changes and we will manage to break the glass ceiling. If the company is aware of the different situations and look for inclusion and awareness, it is important that it looks to the way of helping to solve this problem."

María Gómez del Pozuelo (CEO of Womenalia) recognises that the actual situation derived from the pandemic has made the situation worse. This has forced some members of the family to leave the labour force and generally coincides with the one earning less, that is the woman:

"It's there, it's a reality and it exists. The factual data is there, and we just need everyone to see it. The current situation does not help to improve this. As we have said, we have returned to the level of 10 years ago, many children in many countries are still at home unable to go to school and some of the tutors will most likely have to take a career break to make up for the new situation. It tends to be the person with the lowest income, and it tends to coincide with the woman. If we could measure together what women contribute to GDP, it would be the same as if they had a wage of 2%. If all ratios were equalised at the level of the Directorate-General, Spain would increase its GDP by 14% in one year. And this is scientific data that cannot be ignored."

Analysing their answers on the sticky floors, they all recognize that it has been present since the beginnings.

The CEO of Womenalia states that this is a part of education and sometimes women are the ones that take the wrong decisions without having in mind what will they bring in the future. She recognizes the important role of the suffragists in London that fought for women's rights:

"For me this is all part of education and sometimes we are the ones who make bad decisions on our own and sometimes without considering what it will mean for our future. We must give them knowledge and information, and then each one can choose. But it's important to have this experience and knowledge early and not at 40 when you're feeling trapped in your career. Fortunately, this goes

back over 2000 years of history and we're changing it on a massive scale since 1913 with the suffragette in London who planted bombs to fight for women's rights."

When asked about this concept, Mónica Cabrera Peña believes that despite taking steps on the right path with equality policies to distribute the burdens borne by women, they are still insufficient as well as scarce, which makes the concept of land sticky is totally valid today. She provides a very interesting idea when wondering how many known fathers and mothers have taken leave of absence, pointing out that the latter are the ones who ask for it because it seems that women's work is in second place, no matter how qualified they are.

Regarding the opinion of Michaela Ernst (co-founder of SHEconomy), she states that:

"Yes, especially in conservative countries like Austria or Germany, where external childcare is still a problem."

Undoubtedly, knowledge of these metaphors cannot be limited to a concept for describing the situation; we should use the data we collect to try to reverse the situation and ensure that women encounter fewer constraints and barriers in their professional careers, at least the same as men.

5.3. *Women leaders in the technology sector*

As it has been explained in the methodology section, the interviews have been done to women leaders in the technology sector. After analysing the interviews, all of them have stated that they know women leaders because they are also part of this sector. When it comes to the comparison of the number of women leading a company in Spain or Austria, they do not have a unique opinion. On the one hand, there is the opinion of Tanja Sternbauer (CEO and Co-founder of The Female Factor):

"I would personally think that the number of women leading a company is higher in Austria, but that the gender gap is higher in Spain. Even though, I am not very sure as the markets are very different and it would make more sense to compare the Austrian market with the German one. And I know that in that case, there are more women leading a company than in Austria."

On the other hand, María Gómez del Pozuelo (CEO of Womenalia) states and provides data that demonstrates that Spain is an atypical example because among the top 10 technology companies in Spain, all of them have a female or a woman as a CEO, general director or executive president:

"Right now Spain is a very atypical case because among the 10 technology companies they have their CEO are women. For example, IBM, Microsoft, HD, Google, Facebook, Cobra, etc. It is a privilege that our country has decided for CVs that a woman should lead these multinationals."

María Gómez del Pozuelo, as a CEO of Womenalia, states that in her company, she is looking for parity in the board of directors, even though she recognizes that if the company is related with a service offered to women, it makes sense to have more employed women:

“Right now I’d say 70% women and 30% men. In Womenalia, men are generally on the technological side and technological development. All other positions are filled by women, because in the end we are developing a product by and for women. There is parity on the board of directors, we have always wanted our project to be inclusive and we want to set an example. They are also part of our lives, our parents, siblings, friends and we need them to bring about the change in the society we are fighting for.”

She also argues that when both genders work together, the productivity increases, and the perspective contemplated when creating projects is different depending on being a man or a woman. She really thinks that we all should have 50% of possibilities of getting a job and concludes that female is now, due to COVID, on the quantitative level from 10 years ago but there have been qualitative improvements:

“When men and women work together, productivity increases by 18% at all levels. This is why the batteries are being put in place and because it has a direct impact on the bottom line working with these diverse teams. In addition, we bring different skills and varied points of view to those of men. We lead 80% of the buying campaigns and now there are studies that already speak of an increase of this percentage to 87 or 89%. If we are the ones who buy all of them and can offer all these services at a strategic level, I don’t understand why a company doesn’t decide to put its batteries in place. Finally, considering equality and the whole legislative framework behind it, it is a right that we have a 50% chance of being able to hold these positions. With COVID we have quantitative data from 10 years ago, but on a qualitative level there has been a pink tsunami.”

Furthermore, it was wanted to know their opinion about the business world demanding more of women than men. In this case, Tanja Sternbauer (CEO and Co-founder of The Female Factor) believes that:

“Honestly, I think that women are measured by a higher standard, at least this is what happened to me. We put a lot of hard work into what we are doing to get to a higher level. We really need to pay attention in what we do to get the same opportunities, especially in start-ups. Usually, I think that we need to be better prepared, and we need to know more. We need to be very sophisticated to convince investors or any business partner since it is not usual for them to trust you since the very beginning. Sometimes we need to overachieve to get to the same treatment that a guy could get from the very beginning.”

According to whether any of them have been told certain comments or have experienced certain situations just for being a woman, all of them stated different examples of themselves. That is also the case of Michaela Ernst (co-founder of SHEconomy) that said the following:

“At the age of 27 (1989), I was offered the position of editor-in-chief of a very popular women’s magazine. Shortly after, I found out I was pregnant, and the offer was rescinded. I don’t think anything like that has ever happened to a man.”

Finally, it was wanted to ask them what advise they would give to a high school student who wants to focus her future in technology sector. This answer can probably be considered one of the most interesting ones. In the case of Tanja Sternbauer (CEO and Co-founder of The Female Factor):

“Just do it and get into it. See in what technology parts are you interested in as it does not have to be coding, there are a lot of parts of innovation that they can work on and even if she thinks that she cannot do it, technology is really open to all of us and you can just go out and explore. It will be the future, so the earlier you get in, the better for you to be part of this sector.”

The CEO of Womenalia states that it will be harder for the student, but she can get wherever she wants as everything depends on her. She likes to think that every day is a white sheet of paper that we write on our own, so it is important to work hard and believe in yourself. Also, she says that if anytime she does not believe in herself, she just has to talk with an expert in order to get advice.

“I would tell them to go for everything, that it will cost them more than their colleagues, but that if they propose it, they can go anywhere they want because everything depends on them. Every day we wake up with a blank paper and we are the ones who write our script, so you have to work really hard and believe it. If you don’t believe it, talk to an expert to make you believe it because the reality is that any woman can go anywhere, she wants. It’s hard, yes, but possible too.”

Esther Manzano (Young IT girls) also encourages this hypothetical student that is asking for advice whether choosing or not the technology sector:

“Go for it! Path is going to be tough, but reward can be incredible! If this is something that passionate you, there is a great potential behind a technological career.”

Andrea Halfpap (Director of Design and Founder of Gestoos) has the following advice:

“Go for it and claim your space. When you are a woman, think as a men would do and learn the rules of communication of a men dominated space. Play by those rules.”

As they themselves explain in their interviews and it is a fact that the students of our society think, there are no female references to reflect on and try to imitate. First, the role of women managers in the company should be normalized, more women should be given the opportunity to take up management positions, so that society can learn from real cases and increase the presence of women in this sector.

5.4. *Comparative indicators*

5.4.1. *Better life index*

In 2011, the OECD created the Better Life Index with the main objective of bringing together measures of well-being to address concerns that other macroeconomic statistics fails to describe the real situation of the countries. By its use, now the measures are internationally comparable, and it is easier for experts to analyse and predict each country situation.

In the case of Spain (OECD, 2017c) and Austria (OECD, 2017a), as it can be seen in the graphic below, both countries have different measurements, especially in some variables like life satisfaction and jobs.

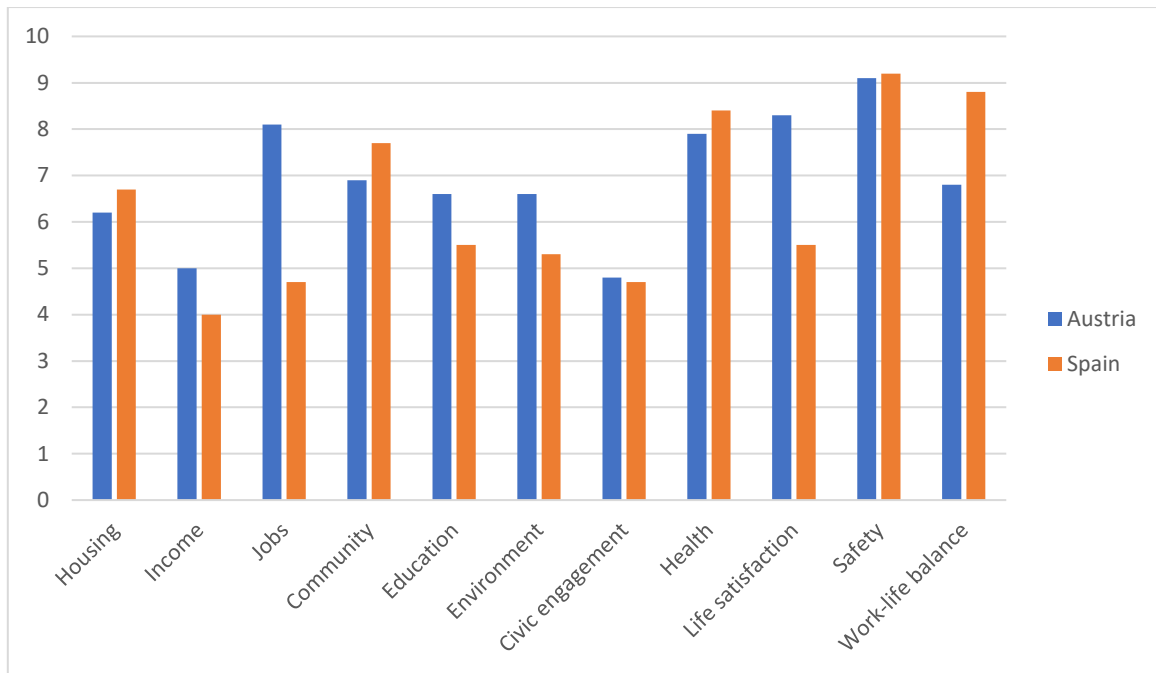


Figure 26. Better life index. Source: Own. Data source: (OECD, 2017).

Starting with housing, it is important to consider housing costs as well as other indicators related with a good housing conditions, like considering the number of rooms per person or the private access to an indoor flushing toilet. These things are important when influencing on physical and mental well-being of the households in each country. In Spain, families spend on average 22% of their income on housing costs by adding rent, gas, electricity, water and other basic concepts. Normally, these houses have an average of 1.9 rooms per person and a 99.9% of them have a private access to an indoor toilet. On the other hand, Austrian families spend on average 21% of their incomes on keeping their housing bills paid, considering that these houses contain on average 1.6 rooms per person and that a 99.1% of them have access to a private indoor toilet. It is important to notice that the OECD average of housing costs is a 20% of incomes, with both countries above it, that the OECD average for rooms per person is of 1.8, with Austria having a lower rate, and that the OECD average access to a private indoor toilet is of 95.6% of houses, with both countries having a higher rate but Austria being lower than Spain.

The next aspect to be considered is family's income. It is obvious that money is something important when living and analysing incomes helps to understand citizens well-being. The first quantity to be analysed is the average household net adjustment disposable income. It can be defined as the money left after paying taxes and transfers and, thus, available for spending on goods or services. The OECD average in this field is of USD 33,604 and Spain and Austria's average is 23,999 and 33,541, both levels lower but clearly different. The other quantity to be analysed is the average household net wealth, which is the total value of financial and non-financial worth that a citizen has. In this case, the OECD average is USD 408,376, Spain's

average is USD 373,548 and Austria's average is USD 308,325. It can be seen that both countries have lower values on both values, but it is appreciated that in this last field Spain outcomes by far Austria's value.

A very related topic to the ones which have just been listed is job analysis. In Spain, near a 62% of working-aged citizens with ages between 15 and 64 has a paid job. This value is one of the lowest in the OECD, with an average of 68%. On its side, Austria's employment rate is a 72% of working-age citizens, a higher value. A negative effect on people's well-being is being unemployed for a year or longer as it can affect not just their mental well-being but also diminish their skills. Austria's level is just on the OECD average in 1.8% but Spain has a larger number, a 7.7%. These aspects influence the wages citizens perceive, earning on average USD 38,507 for Spanish citizens and USD 50,349 for Austrian ones. The OECD average is placed between these two values, achieving a value of USD 43,241. Related to the concepts of having and losing a job, there is the idea of the loss of earnings when becoming unemployed. Considering that the OECD average is a 7% of earnings loss, Spain has a huge difference with it, being its average a 23% of loss of earnings and Austrian value is placed on the half of the OECD average, a 3.5%. This clearly means a major insecurity in jobs in Spain.

We, as humans, are considered social creatures and, thus, have a strong social network which can help during hard times. This aspect can be somehow measured by asking citizens their believe on having this special person which would help them if needed, and it is considered in the community field. In Spain, 93% of its inhabitants have this believe, while this percentage is one point lower for Austrian citizens (92%) and the OECD average is placed in the 89%. As both values are above the average, citizens of both countries are provided with emotional support, a possible access to jobs during bad times and other actions which could benefit them.

Another essential aspect for our society is the education we receive, since this determines the knowledges, skills and competences acquired which will allow to participate in the economy and the society. A better education leads to more chances of finding a job to earn enough money to live in good conditions. In this sense, the average time a OECD citizen is expected to study is 17.2 years, with this duration of education for Austria being slightly lower than the OECD value (17 years) and the Spanish value of 18 years of education between ages of 5 and 39 years. Another indicator related to the education of a country is the number of adults between 25 and 64 years which have completed their upper secondary education. The great majority (85%) of Austrian population between these ages has successfully finished their upper secondary education, whereas only a 59% of Spanish adults has done so, being a much lower value than the OECD mean value of 78%.

An aspect that directly influences human health and well-being is the environment. Urban air pollution has a strong impact on the health, specially to children and the elderly, since it continues to worsen. The way this pollution is measured is through PM2.5 levels, PM2.5 are molecules smaller enough to be inhaled into the deepest part of the lung and thus cause health issues. In Austria, PM2.5 levels are 16.3 micrograms per cubic meter, whereas in Spain these are of 11.5 micrograms per cubic meter. Although both values are higher than 10 micrograms per cubic meter, limit set by the World Health Organization, the Spanish one is lower than 13.9 micrograms per cubic meter, the OECD average value. In relation with water quality, 72% of Spaniards say that they are satisfied with water quality, a lower value than the OECD average (81%) and of the one of Austria which is a 92%.

In a country, trust in government is key for society's well-being. The way citizens trust in their political system is reflected via their participation in political processes. In the closest elections until the elaboration of this index, there was an 80% of voter turnout in Austria and a 70% of voter turnout in Spain. Both values are higher than the OECD average of 68%.

Earlier in this section, health of citizens has been mentioned. The best manner to measure a country's health is by the life expectancy. Spain has the third highest life expectancy of the OECD group with 83 years, three years more than the OECD average of 80 years. Austria's life expectancy is also higher than average, but it does not perform so well with 82 years. Furthermore, 70% of Austrian people reported to be in good health, while 72% of Spanish people thought so. In this indicator both countries perform better than the average of the OECD of 69%, again.

All these aspects lead to ask whether their citizens are happy with their life or not. Life satisfaction measures their happiness with their life as a whole and not just with their actual emotions. When asked to rank their satisfaction from 0 to 10, on average Austrians gave it a 7.1 and Spaniards a 6.3, being the average of the OECD on a 6.5.

Another important aspect for human well-being is personal security. When asked if they feel safe or not in their country, 81% of Austrians believed to be safe when walking alone at night, while an 82% of Spanish people believed so too. These are really high scores since the average of the OECD is a 68%. However, a better and more reliable way to measure this indicator is through the number of murders per 100,000 habitants. The average homicide rate of the OECD is 3.7, a really high value compared to the one of Spain, 0.6, and Austria, 0.5.

Finally, the last indicator of life quality is the work-life balance, a historic challenge for workers and especially for parents. In Austria, almost 7% of employees work long hours while this percentage is a 4% in Spain, being both lower than the OECD average of 11%. Furthermore, Austrian workers spend 14.6 hours a day (61% of the day) to non-working activities, lower than the 15 hours of the OECD average and than the 15.9 hours (66%) of Spain.

5.4.2. Gender equality index

Having kept data since 2010, the European Institute for Gender Equality has published in 2013, 2015, 2017, 2019 and 2020 seven different aspects to analyse in order to compute the gender equality index. Figure 23 and Figure 24 summarise these variables among the last years.

In the case of Spain, it is ranked the 8th position according to the index with a 72 percentage points. Highlighting that the European median index is at 67.9, Spain is 4.1 points above the European score. Furthermore, it is important to consider that since the beginning of the collection of data in 2010, Spain has increased its score by 5.6 percentage points. Its higher score is in part due to the high domain of health (90.1 points) and money (77.8 points). The variable that has improved the most is the domain of power with almost 17 points (European Institute for Gender Equality, 2020b).

On the other hand, Austria is ranked the 13th position according to the index with a 66.5 percentage points, which is 1.4 points below the European median and 5.5 points below the Spanish one. Even though, this score has increased 7.8 percentage points since 2010. Together with Spain, it has a high score in the domain of health (91.9 points) and money (86.7 points). Coinciding with Spain, the biggest improvement has been in the domain of power, with almost 16 points. Even though, the score that remains the lowest is the one in the domain of power, performing worse than other states (European Institute for Gender Equality, 2020a).

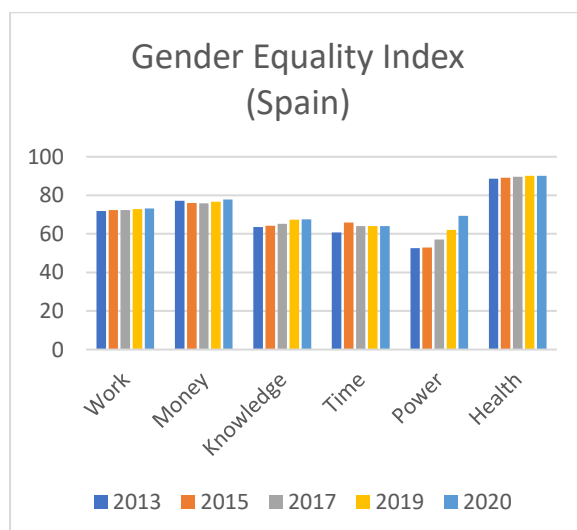


Figure 27. Gender equality index for Spain. Source: Own. Data source: (European Institute for Gender Equality, 2020b).

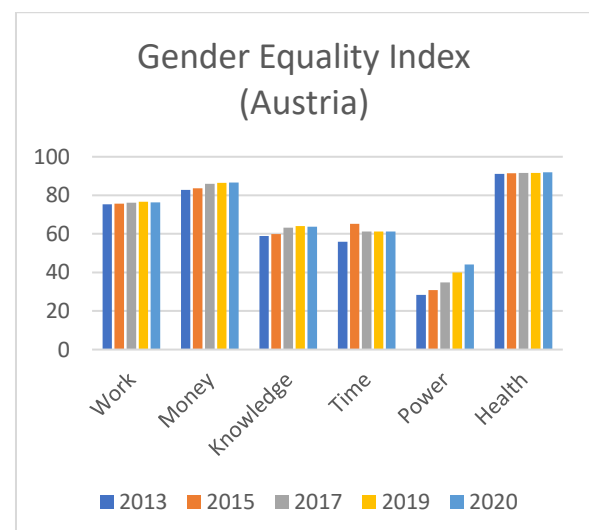


Figure 28. Gender equality rate for Austria. Source: Own. Data source: (European Institute for Gender Equality, 2020a).

5.4.3. Purchasing power parity data

An indicator which can be used to compare the economic situation between countries is the purchasing power parities (PPPs). This parity can be defined as a rate of currency conversion which eliminates differences in prices between countries to standardise purchasing powers. A sample of goods and services which form the final expenditures, such as final consumption of families and governments, fixed capital formation and net exports, are considered. The result is this indicator as a relation of the national currency per US dollar.

As it can be seen in the graph, both countries started with a very different indicator and the tendency is to Spain reach the levels of Austria. Even though, nowadays Spain shares with Austria the downward sloping tendency that was imposed after the 2008 crisis. We can conclude that Spain has experienced more evolution in the last fifty years than Austria.

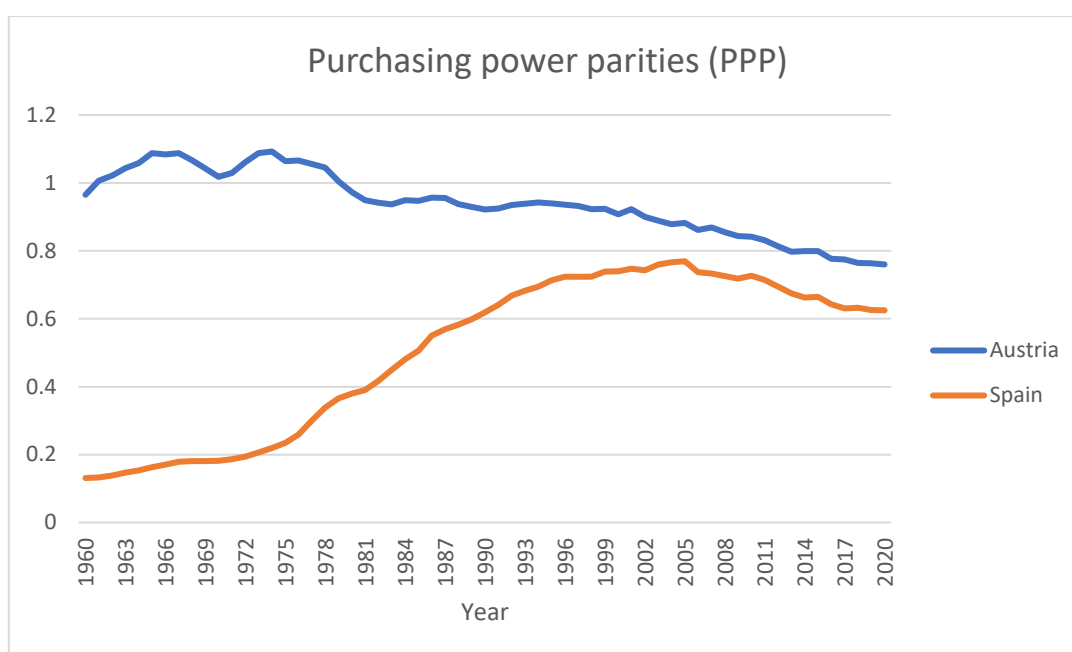


Figure 29. Evolution of the purchasing power parities index. Source: Own. Data source: (OECD, 2021b).

5.4.4. Part-time employment rate by sex

Another indicator that easily help us to understand how the employment situation is distributed is the part-time employment rate by sex by the Eurostat. In Europe, 31.2 million women and 9.5 million men aged 20 to 64 worked part-time in 2018, representing a 19% of total employment.

Different reasons were reported, but most of them were common among females and males. Even though, the percentage points were different ones from the others.

In the case of women, they reported that the main reason for working part-time was the necessity to look after children or incapacitated adults (29%), followed closely by the impossibility of finding a full- time job (23%).

On the other hand, men reported that they worked part-time because of the impossibility of finding a full-time job (36%) followed by the scenario of both working and training/being educated at the same time (16%).

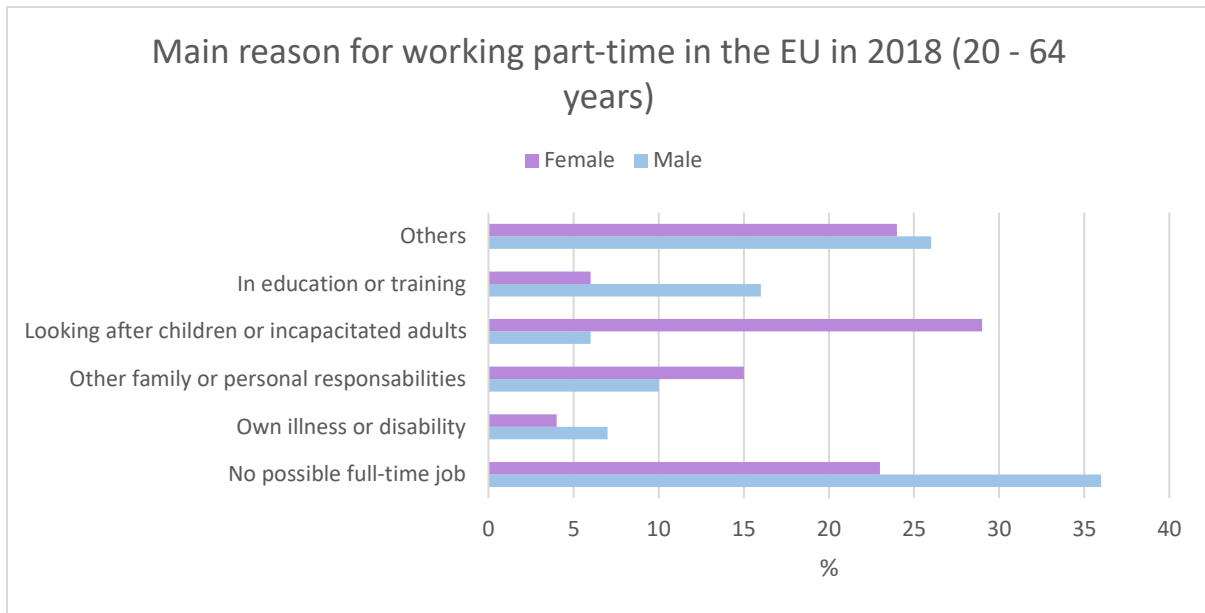


Figure 30. Main reason for working part-time in the EU in 2018. Source: (European Commission, 2019).

In concrete, in the case of Spain and Austria, both countries have a much higher percentage of part-time employment when considering females rather than males. In Austria, they have a higher percentage of part-time employment (average of 32-35%) compared with Spain with Spain (average of 20-23%).



Figure 31. Share of employment in part-time employment in Austria. Source: Own Data source: (OECD, 2021a).

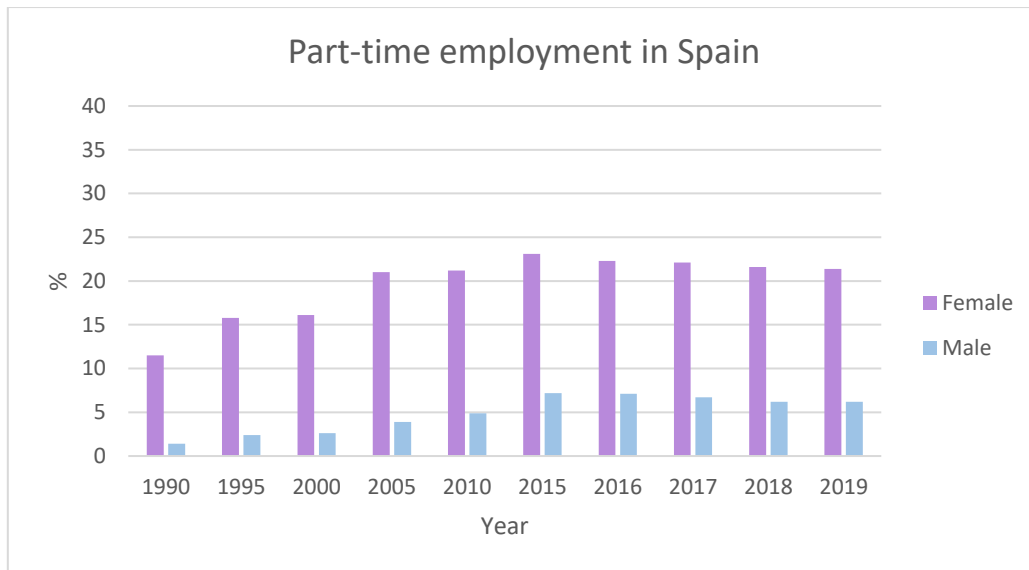


Figure 32. Share of employment in part-time employment in Spain. Source: Own. Data source: (OECD, 2021a).

When asking the respondents about this field, the CEO of Womenalia, María Gómez del Pozuelo, affirms that of the total requests for reduced working hours that are generated, 95% are requested by women. Another opinion in this regard is that of Mónica Cabrera Peña, who estimates that the distribution of women working part-time compared to men is 60% - 40%, while Andre Halfpap places this distribution at 80% - 20%. The rest of the respondents share the same opinion of a majority of part-time work by the female gender despite not daring to give a numerical estimate.

5.4.5. Fortune 500 list

An indicator that can be used as a representation of the real situation according to the number of women in the technology sector is the Fortune 500 list. The Fortune 500 is a list that is published annually by Fortune magazine. In it we find the 1000 largest companies considering the amount of total income they have had in the previous year. For terms of comparison, this list is filtered with the technology sector first, and the ones with a female CEO which are included in the technology sector then. The results of such process can be appreciated in the figure below.

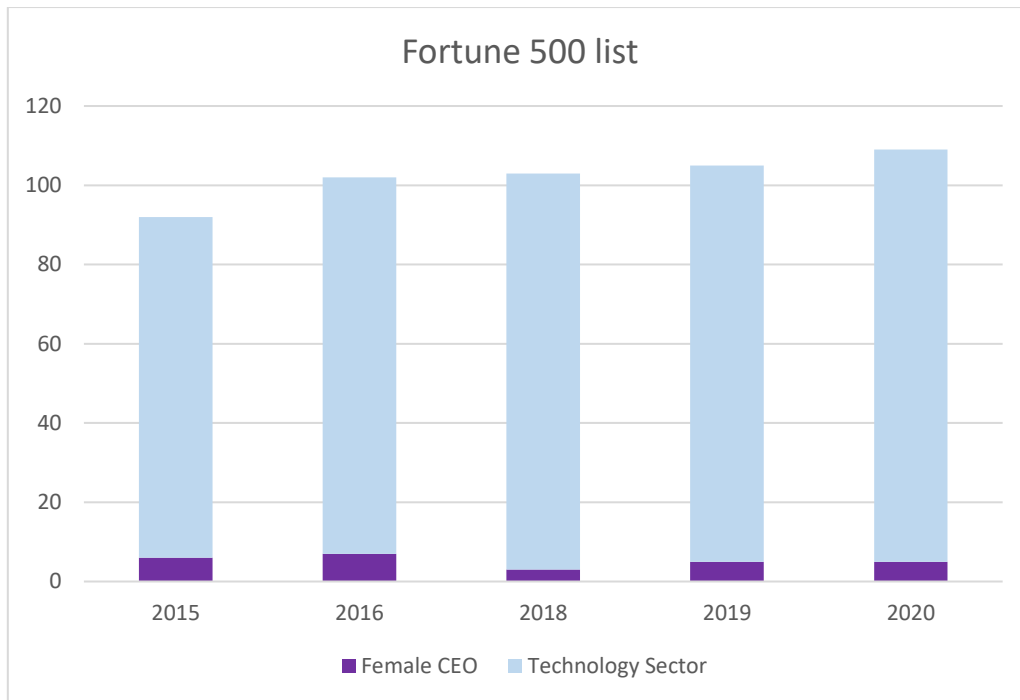


Figure 33. Fortune 500 list. Source: Own. Data source: (Fortune Magazine, 2020).

5.4.6. Unemployment rate for women

Another aspect which can be considered when analysing the situation of women is the rate of unemployment they have in both countries and their comparison to the men's one. This indicator simply considers the share of female and male workforce who are unemployed every year. When analysing the situation in the whole OECD, data show that given its evolution from the first edition of Women in Work until the current one (9 years of difference), it would take 4 years for female unemployment rate to fall to men's current unemployment rate.

When focusing on Spain, it can be seen that after the 2008 crisis the unemployment rate of both genders raised to its maximums, and it was diminishing until 2019. Looking just at the years of the edition of Women in Work (2011-2019), the tendency of the relation of both genders is quite stable. Female unemployment rate was reduced until its equality with male's one in 2012, but since then the gap has been increased despite its decrement in absolute values.

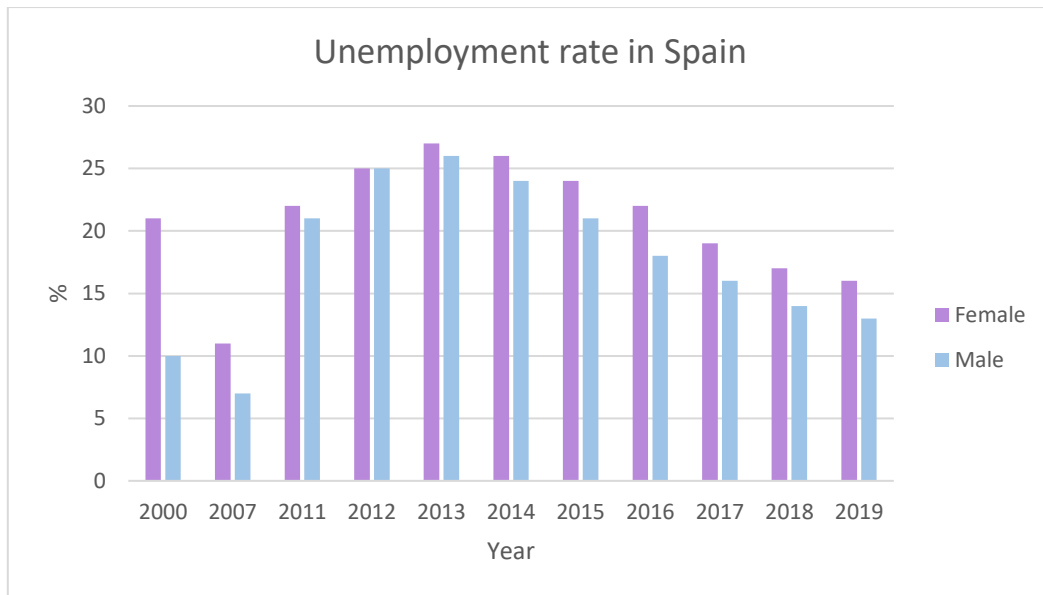


Figure 34. Unemployment rate for gender in Spain. Source: Own. Data source: (PWC UK, 2021).

Regarding Austria, its relation between female and male unemployment rates has a much better tendency than Spain. Since 2007 both rates have been equal or lower for women and despite a small increase in 2016 in terms of absolute values, it is confirmed the non-existence of a gender gap for female in this field.



Figure 35. Unemployment rate for gender in Austria. Source: Own. Data source: (PWC UK, 2021).

When asking the respondents about the unemployment comparison between Spain and Austria, it can be seen that there is some division. While María Gómez del Pozuelo, Ester Manzano and Helena Vallés Teixidó think that Spain has a higher unemployment rate than Austria, Mónica Cabrera Peña and Andrea Halfpap believe the opposite, thus positioning Spain in a better position.

On the other hand, Tanja Sternbauer (CEO and Co-founder of The Female Factor) correctly believes according to data that:

“I am not sure about these numbers. but I would say that Spain has higher rates of unemployment. Also, I believe that now both have higher rates due to Covid, so we would need to check for the actual situation.”

María Gómez del Pozuelo confirms the tendency and affirms that in Spain the unemployment rate is between 17-19% while in Austria it is around a 3-5%. Furthermore, she describes that among the total of the request for a reduction of working hours, a 95% is requested by women.

“In Spain we are between 17-19 and in Austria we would be around 3% and 5%. Of the 100 per cent of short-time leave, 95 per cent are requested by women.”

The differences between the unemployment rates of men and women between Spain and Austria are uneven, since in Austria the trend has been reversed and the unemployment rate for women has been lower than that for men, situation which Spain has failed to achieve. In addition, the global average indicates that we are still almost a decade away from equalizing the ratios for both genders. Popular opinion expresses that there is a certain division in the perception of the situation of the indicators, coinciding with the thinking of the majority with the reality.

6. Conclusions

To conclude this paper, I must admit that there have been different results and data that have surprised me and that I did not expect them.

Although the hypothesis was that the gender gap was greater in Spain, and this has been confirmed, after doing this analysis it has been possible to see that there are many more indicators to consider than just this one. It is true that the gender gap in Austria is lower than in Spain, but in terms of the gender pay gap, Spain has a smaller difference between both genders. Spain has always had a lower ratio of female to male labour force participation, but their difference has diminished until now. Furthermore, both countries have had a similar tendency and values for their female board representation, but Austria is performing better in this field nowadays with a 32%. The data also shows that impact on female earnings from closing the gender gap is also higher in Austria with an increase of 25% in 2019 compared to the 15% of Spain.

On the other hand, it has been interesting to learn how women professionals in the sector have as different opinions on the same subject as on the percentage of unemployment, where there are some who disagree and place Spain in a better position than Austria, despite more than doubling their female unemployment percentages. They also disagree in the country with more women leading technology companies, since they all answer that they country has the most. However, there are many aspects that the interviewees agree with, like that the great majority of part-time employees are women since their need to look after children or elderly and their difficulties of finding a full-time job after having had children. This field is greater in Austria with a 34% of female than in Spain with a 21.4% of female. Another aspect in which there is an agreement is that women earn less money for the same job than men, probably because men negotiate their contracts more because of their positioning within the industry.

After analysing different indicators, it can be said that the concept of glass ceiling is the most obvious and the one that is most present in society. Surprisingly, the interviewees were not familiar with the metaphor of the sticky floor, although this concept affects all working women and not only those with aspirations to higher positions, so we should know more about it. Technology sector is not an exception of their presence but as the experience of the interviewees has proved, they are more friendly since it is a new creation sector, and its values are more modern. The number of females as CEO of technology companies is still very low, as only 5 companies among the 104 with the highest income have them as their CEO according to Fortune 500. Finally, the gender equality index considers the positive evolution of both countries though time but denotes the differences between both countries as Austria

performs better in the health, money and work domains and Spain in the knowledge, time and power ones.

I have learned a lot more with this thesis than I expected. I have been able to learn a lot of data and indicators that I did not know, allowing me to know more about my home country and where I lived during my Erasmus. Furthermore, apart from gaining knowledge related to the study, it has also allowed me to gain experience doing interviews.

Regarding the limitations of doing the thesis, one of them has been the large number of articles and data on the subject and the difficulty of knowing how to choose what is most relevant. On the other hand, I have discovered firsthand the limitations of an empirical technique such as interviews. The high level of work of the women interviewed and the added difficulty of the current situation has made it difficult to conduct the interview. Even so, I think it has been the part that has brought me the most personally from the work and the part that I am sure I will remember in the future.

Finally, I think that this is a first step that I wanted to take, but that I think there are many possible aspects to study and relate to other academic aspects. I believe that this work is a good basis for a future comparative study between Austria and Spain and that it will make it easier for the next person to study this subject.

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Annexes

Annex 1: Interviews

Interview with Tanja Sternbauer

1. To begin with, I would be grateful if you could summarize your career and current employment situation.

I'm leading a couple of companies from the last six years. Years ago I started in the innovation field when I was managing an start-up. Then I started my own company when I was 25 and I decided it after reading one book of entrepreneurship, even though I had it in mind from many years. My mum and dad used to be entrepreneurs, and I knew since I was young that I would do the same but it was after reading this book that I decided to go ahead.

Since 2019 I'm the cofounder and CEO of the Female Factor, which is a female development platform forming millennials in a group of pioneer companies that look for female leaders.

2. When you decided to join the technology sector, did you think that this would be more difficult for you than if you had chosen another sector just because of being a woman?

For me, the gender was never the issue or an extra challenge. To start-up field in Austria is very male dominated but I always saw it as an advantage to be a woman as, at least here, you appear easily in the Press and people know easier you are there as you are one between hundreds of men. That is because for me, it was always encouraging. In general, they are always more into IT, but I was too so it was not a problem for me to be a woman between all those guys.

3. Why do you think there are still few women (or do we think there are few) in the technology sector?

In the female factor we separate into three levels when it comes to leadership, even though for every male dominated area it is very similar. We divide it into individual level, systemic level and the society level. Specially, when it comes to tech, society plays a huge role in terms of role models and in how women in tech are perceived. These things need to change, of course, and our institution is trying to do it. Even though, kindergarten schools and high schools need to go also on the right direction and support them better since women are young. The point we need to get is that students need to be treated more equally and given the same opportunities. Then, also in the tech sector, many women are afraid to be the only ones in their department and sometimes they think that they can not do it as it is tech and seems that are a lot of guys there. So, I believe that the first thing is to start looking in yourself, work for becoming more confident and trust in your abilities as we can do exactly the same as men.

Since I was a child, my dad loved to show me about computers and learn a lot of stuff related to tech. Now, I think this is the most important part of the education and it should begin when we are all very young in order to take away the fear in some sense that women experience.

4. Along your career, how many women leading companies have you met? How many of them are from the same sector?

Because of my job, I meet a lot of women leading companies in different sectors. In the entrepreneurship sector, the thing is that we find more women leader in sustainability, beauty and sports. That is because we are more present in these industries and the representation is more usual. Because of having less women in tech, also there are less leaders there. Even though, I could meet a lot of them.

5. What has it meant for you to be nominated among the 100 most influential businesswomen in Austria and as Female Rolemodel in 2019 in Austria?

For me, it was great to have gained the recognition because of the impact of my company. I feel that all recognitions and awards of any kind, always give you a boost for your business and yourself as society has noticed the value and time you are putting in it.

6. Do you think you had more limitations because she was a woman to become, among many other things, co-founder of The Female Factor?

During my life I have had a lot of opportunities and I had a lot of mentors in my career that open some doors for me. Specially, most of them were male mentors that believed in me and my abilities. That is why I can say that I had never have any limitations. Even though, thinking more in detail, I had some troubles when I was looking for fundraising and investors as some of them do not respect me the way they should and I know that they do not treat me the same way they there would have done if I were a man But that was the only moment that I believed I was having more limitations just for being a woman.

7. In your company, what percentage of women and men are there? (If there are few women, the reason is because of the preference on having men hired in this sector or because there are not so many women technologist applying in the company)

We actually have 99% of women, so we are actually looking for more men, but because of both the nature and the name of the company is being quite hard for us. Even though, we are not exactly a tech company, but we are working from the tech sector.

8. In your case, do you think your projects are influencing you to make decisions on a personal level? Do you think you would ask yourself the same questions if you were a man?

Probably yes. In my case I am in my thirties and reproduction is a topic but is it never a thing that worries me. I have always done the things that I wanted to do, and I think

that my decisions have never been gender specific. I am also having quite a high confidence level, so I have never question my abilities on anything.

9. At any point in your career, have you felt less accepted for being a woman in your company? Do you know any woman who felt that way?

I know a lot of women that have been less accepted because of being a woman. But I think that it depends a lot on your position and in which company you are in. I had always the privilege to choose the company, when I felt that I did not want to belong more to the business I just left. I know that is a privilege that I could do and that many people can take the same decisions even they realize they are not completely themselves where they work. Here are a lot of positions open that are very inclusive and that do not focus on this system of the men in power and the louder the better. As a leader you encounter more barriers than just a guy being an idiot, so in many occasions it is easier than it seems to just put it away.

10. Do you know any certain cases of men who earn more than women doing the same job?

Not in our area, I was always treated equally as my male business partners and now we are treating also equally our employees, so I do not have this problem near me. But I know some examples about this and sometimes is because men negotiate their conditions differently and since the very beginning and women tend to negotiate less. This is probably because some women are just happy of having a job or because their values do not contemplate this negotiation. I believe that the think is that men are not directly paid more, but the negotiation or the perceived experience of the employee is a very decisive part.

11. Lean In is a company that helps women to achieve their ambitions and has the objective to create a more equal world. In what way is it helping women? What results are you obtaining from it?

Lean In is a mother company and the Female Factor is in the Lean In circle. We are doing more or less the same, but they have more awareness and the society level in their scale of scope. By giving the opportunity to learn more and make things better, fighting to create an equal world.

12. The European Institute for Gender Equality defines the concept of “sticky floor” as: “Expression used as a metaphor to point to a discriminatory employment pattern that keeps workers, mainly women, in the lower ranks of the job scale, with low mobility and invisible barriers to career advancement.” This concept encompasses the preferences of many women at certain times in their lives to choose to take care of children or adult children, thus conditioning their working life and limiting their access to training outside their working hours.

- a. **What do you think about this concept?** I did not know this concept before. But of course, I think it is present. We can see it more clearly now in the Covid era and the huge amount of unpaid or unfair paid jobs for many women.

- b. **Do you think it is present in contemporary society?** It is clearly present, and companies should work more on it in order to make some regulation that support that and works against this unfair situation, like encouraging taking time off. The first thing we need not do is not to judge any women for the decision they make, especially other women.

13. The European Institute for Gender Equality defines the concept of “glass ceiling” as: Artificial impediments and invisible barriers that militate against women’s access to top decision-making and managerial positions in an organisation, whether public or private and in whatever domain.

- a. **Do you think it is present in contemporary society?** Definitely it is. And I believe that by implementing regulation on the top managements of each country and then in every single business we would see some changes and we will manage to break the glass ceiling. If the company is aware of the different situations and look for inclusion and awareness, it is important that it looks to the way of helping to solve this problem.

- b. **In the technology sector, do you think it is more or less present than in other sectors?** I am pretty sure that the glass ceiling is across all sectors, not just the technology one.

14. What do you think is the unemployment rate for women in Austria? Do you realize that in Spain it may be lower or higher than in Austria?

I am not sure about these numbers. but I would say that Spain has higher rates of unemployment. Also, I believe that now both have higher rates due to Covid, so we would need to check for the actual situation.

15. What do you think is the large-scale distribution of part-time employment between men and women?

Women take more part-time employment jobs than men in every industry in a, for sure, much higher scale.

16. Do you think that, in Spain, the number of women leading a company in the technological sector is higher or lower than in Austria? In which of the two countries do you think the gender gap is higher?

I would personally think that the number of women leading a company is higher in Austria, but that the gender gap is higher in Spain. Even though, I am not very sure as the markets are very different and it would make more sense to compare the Austrian market with the German one. And I know that in that case, there are more women leading a company than in Austria.

17. What was your main goal when founding in 2016 “Female Founders Global”? Are you achieving it?

The main goal was to connect women in tech and leverage each other network and things achieved. Also, we wanted to build an entrepreneurial ecosystem for women

across Europe and I think that with the accelerator and everything that is related with the community were pretty fast. I left the company two years ago but I know that they are still doing a good job.

18. As an ambassador of the “Women Startup Competition”, have you realized of important differences among all over Europe according to female entrepreneurs?

Yes, there is a huge differentiation across different countries, and we cannot put them altogether. It is important to know how the women is perceived in every country, if they are judge or not, if they are confident or not, the average age of having children... many indicators needed to be considered. I saw so many countries with no women pitching, so this is still a problem.

19. Based on your experience and knowledge of the industry, do you think that the business world demands more of women than men? Could you give us an example?

Honestly, I think that women are measured by a higher standard, at least this is what happened to me. We put a lot of hard work into what we are doing to get to a higher level. We really need to pay attention in what we do to get the same opportunities, especially in start-ups. Usually, I think that we need to be better prepared, and we need to know more. We need to be very sophisticated to convince investors or any business partner since it is not usual for them to trust you since the very beginning. Sometimes we need to overachieve to get to the same treatment that a guy could get from the very beginning.

20. Do you think you can share with me any situation or comments received that you feel would have been different if you were a man?

A potential investor told me that I was a bitch when it comes the negotiations of some parts of the contract. Afterwards, we complained with another of our advisors about the same and just because of how I said things and that I said what I was thinking about the parts of my contract.

Also, in my first corporate job I got promoted quite fast because I was good in what I was doing but my female colleague did not see it in that way and she put out a false rumour about me sleeping with the boss to get to this position.

21. What would you say to a high school student who is considering focusing her future on the technology sector? Any advice you have been given that has been helpful?

Just do it and get into it. See in what technology parts are you interested in as it does not have to be coding, there are a lot of parts of innovation that they can work on and even if she thinks that she cannot do it, technology is really open to all of us and you can just go out and explore. It will be the future, so the earlier you get in, the better for you to be part of this sector.

1. To begin with, I would be grateful if you could summarize your career and current employment situation.

In September 2018 I founded together with Andreas Dressler, Sigrid Raditschnig, Carina Felzmann and Hermann Sporrer "SHEconomy. Die neuen Seiten der Wirtschaft", which was the first Business Magazine for Women in the German-speaking world. Today we are the first omnipresent media platform in the German-speaking world (Ö + D), which opens on all channels "the new pages of the economy". Our mission is to encourage women in their career ambitions and to make their successes visible.

In addition, I am an author. Most recently, my book "Error 404" was published, in which I write about how we can use digitalization in a critical and questioning way. It also includes the results of a scientific research project I conducted in 2016, in which I analyzed how digitalization and Industry 4.0 affect the everyday working lives of factory workers.

2. When you decided to join the technology sector, did you think that this would be more difficult for you than if you had chosen another sector just because of being a woman?

No - on the contrary. Precisely because I am a woman, this allows me different approaches than the traditionally male ones. And I also believe that women who deal with technology enjoy proper attention! ;-))

3. Why do you think there are still few women (or do we think there are few) in the technology sector?

Education, Stereotypes, lack of self-confidence, lack of support from trainers/profs

4. Along your career, how many women leading companies have you met? How many of them are from the same sector?

Not many, because they are still extremely underrepresented. But they can be found in all industries - especially at the second management level.

5. In your company, what percentage of women and men are there? (If there are few women, the reason is because of the preference on having men hired in this sector or because there are not so many women technologist applying in the company)

In the leading team we're 3 women and 2 men

6. **At any point in your career, have you felt less accepted for being a woman in your company? Do you know any woman who felt that way?**

No because I'm a Co-Founder ;-)). But in my previous career, I've seen situations like this time and time again, especially in situations where the "Boys Groups" put their heads together.... I am convinced that all women with career ambitions experience such moments. Most of the strength then goes into not getting discouraged and keeping your eyes on your goal.

7. **In the web of SHEconomy in the section Über Uns, you state that "Unser Ziel ist es, Inspiration, Spaß und Rückenstärkung zu geben – für Frauen, die sich etwas trauen!". Do you think that you are achieving it? What do you do for getting it?**

Yes, absolutely. When we founded the magazine, it was the only Business Magazine in the German speaking world. My ex-colleagues patted me on the back at the time and said: well, how many issues do you want to fill with your 'career women' - two or three? In the meantime, we have written a success story, are also published in Germany and have numerous activities besides journalism. Today, we are a platform, a competence center with conferences, seminars, deep dives when it comes to tech or financial literacy. We make women visible on many channels and we encourage them to pursue their way.

8. **The European Institute for Gender Equality defines the concept of "sticky floor" as: "Expression used as a metaphor to point to a discriminatory employment pattern that keeps workers, mainly women, in the lower ranks of the job scale, with low mobility and invisible barriers to career advancement." This concept encompasses the preferences of many women at certain times in their lives to choose to take care of children or adult children, thus conditioning their working life and limiting their access to training outside their working hours.**

- a. **What do you think about this concept?** True 😊
- b. **Do you think it is present in contemporary society?** Yes, especially in conservative countries like Austria or Germany, where external childcare is still a problem. France for example has since the 1970ies the "creches" for children from 4 months and a female board quota of 45,5 percent.
- c. **In the technology sector, do you think it is more or less present than in other sectors?** Definitely. See also articles on the topic of "Silicon Valley and women"...

9. What do you learn the most as a journalist who is close to women entrepreneurs and leaders in their sector?

The biggest challenge is not fighting for opportunities, but not getting discouraged. Opportunities to make a career are available, but they are not always presented as attractively as they are for men, and the language used is geared to the male world. As a result, women don't always feel addressed - even when it could be about them.

10. Based on your experience and knowledge of the industry, do you think that the business world demands more of women than men? Could you give us an example?

Yes. Women have to submit more references than men when applying for jobs, and they then have to do a lot more upfront work on specific jobs than men do. They have to prove much more often that they really, really want the job and the career.

11. Do you think you can share with me any situation or comments received that you feel would have been different if you were a man?

At the age of 27 (1989), I was offered the position of editor-in-chief of a very popular women's magazine. Shortly after, I found out I was pregnant and the offer was rescinded. I don't think anything like that has ever happened to a man.

12. What would you say to a high school student who is considering focusing her future on the technology sector? Any advice you have been given that has been helpful?

Go for it! Seek out female mentors in key positions to keep your confidence boosted and male co-thinkers and supporters who can push you further up the ladder (in top positions, they are in the majority). Get male supporters on your side by appealing to their modernity and innovative spirit. Join international women's networks, such as the Female Founders or TheNewITGirls.

1. Para empezar, agradecería que nos resumiese su trayectoria y situación laboral actual.

Empecé a trabajar con 16 años, en el CIMO que es como el instituto de tecnológicas compaginándolo con muchos trabajos como organización de eventos y fiestas. Luego tuve la suerte de vivir en Bruselas y aprender muchos idiomas y cuando acabé las prácticas y la carrera me incorporé en el sistema de multinacionales americanas y ahí empezó mi gran trayectoria. Hice prácticas en una empresa de publicidad donde me contrataron. En mi caso fui madre muy joven, tengo tres hijos y los tuve con 20, 26 y 33 y seguí mi carrera profesional hasta que un día decidí dejarlo todo para hacer algo de impacto y por eso me lancé a emprender. Mi primer emprendimiento fue un fracaso, lo hice todo mal, desde la idea al socio. Pero cuando cerré ese tema, mi hermana Elena me propuso una idea que tenía con otros dos socios, habían analizado todos los problemas que tenía la mujer a nivel de datos cuantitativos y decidí emprenderme en el camino de la mujer y desde hace años es mi proyecto de vida, mi misión y he conseguido trabajar consiguiendo el impacto social que he buscado toda mi vida. Llevo casi 10 años y mi objetivo es llegar a ayudar a millones de mujeres en todo el mundo.

2. Cuando decidió formar parte del sector tecnológico, ¿pensó que eso le supondría más dificultades que si hubiese decidido otro sector por ser mujer?

Yo nunca me lo llegué a plantear porque en mi entorno nunca he visto diferencias. Quizá un motivo es porque en las compañías que yo he trabajado el tema de igualdad estaba muy bien implementado y si que te daban las mismas oportunidades. Por otro lado, con mis íntimas amigas por suerte nunca hemos hablado del tema porque ninguna ha sentido esta discriminación. Nuestros amigos además son feministas, así que nunca hemos hablado de esto. Por esto, cuando me proponen la idea de crear Womenalia y hacemos un estudio muy en profundidad con un compañero muy que fue socio de McKinsey y que llevaba muchos años en el tema de gender. Fue en el momento que los datos cuantitativos me demostraron que es un gran problema y te das cuenta que no debería ver extraño que a mi no me hubiese pasado, sino que es como deberían estar todas las mujeres.

3. ¿Por qué cree que aún hay pocas mujeres (o se cree que hay pocas) en el sector tecnológico?

Ahora mismo España es un caso muy atípico porque dentro de las 10 empresas tecnológicas tienen a su CEO, directoras generales o presidentas ejecutivas son mujeres. Por ejemplo, IBM, Microsoft, HD, Google, Facebook, Cobra, etc. Es un

privilegio que nuestro país haya decidido por los CVs que una mujer deba liderar estas multinacionales.

4. ¿Qué ha significado para usted a nivel laboral haber creado una red de mujeres profesionales y emprendedoras de habla hispana con formada por más de 350.000 mujeres? ¿Y a nivel personal?

A nivel profesional lo ha significado todo. Fue cuando me di cuenta que puedo implementar y saber que soy una privilegiada educándome en las empresas que he trabajado porque me han dado todo el conocimiento. Aún así, cuando te lanzas a emprender y pasas de ser una directiva a llevar a una empresa y fundarla no tiene nada que ver. Los problemas se ven muy diferente y hay algunos que se ven más fáciles pero otros son horribles. Durante el emprendimiento pasas mucho miedo pero es una parte interesante para forjar el carácter de la personal al final. Mucha gente cree que emprender es ganar tiempo para ti, pero es todo lo contrario. Trabajas mucho más, siete días a la semana y 24 horas al día y más en una empresa tecnológica que está conectada a internet constantemente y no puedes cerrar nunca.

A nivel personal estoy muy agradecida. Mi equipo es muy bueno, invierten muchas ganas y tiempo y dedicación. Hemos impulsado a muchas mujeres, registradas en la plataforma, que hemos conocido en eventos o a través de nuestros clientes. Todos los días recibimos mensajes muy inspiradores y motivadores de gente a la que hemos ayudado, sin ir más lejos hoy he recibido un mensaje del Director General de Innovación y Desarrollo de Tecnología del Banco BBVA que me ha emocionado. Me ha dicho unas palabras preciosas sobre la conferencia en la que me escuchó el otro día. Cada día a través de las redes recibimos mensajes de mujeres y hombres que estas iniciativas les está ayudando a mayor o menor escala en su día a día y lo quieren compartir con nosotros.

De hecho, queremos sacar un libro muy pronto, con las ideas y relatos de todas vosotras, para hacer un homenaje a todas las mujeres que Womenalia está ayudando.

5. En Womenalia, ¿Qué porcentaje de mujeres y hombres hay trabajando?

Ahora mismo te diría que un 70% mujeres y 30% hombres. En Womenalia los hombres están en general en la parte tecnológica y desarrollo tecnológico. Todas las demás posiciones están cubiertas por mujeres, porque al final estamos desarrollando un producto por y para mujeres. En el consejo de administración hay paridad, siempre hemos querido que nuestro proyecto sea inclusivo y queremos dar ejemplo. Ellos también forman parte de nuestra vida, nuestros padres, hermanos, amigos y les necesitamos para que haya el cambio en la sociedad por el que luchamos.

6. Teniendo en cuenta a las más de 350.000 usuarias de Womenalia, ¿ha visto alguna tendencia en el porcentaje de mujeres en el sector tecnológico durante los últimos 8 años?

Womenalia es una empresa de impacto social y ayudamos a empoderar a las mujeres desde que salen de la universidad. A nivel función sí que vamos avanzando muy bien y en el caso de España sobre todo, porque en países de Sud América el porcentaje medio de mujeres liderando empresas tecnológicas en el equipo directivo no llega al 5%. Luego cuando empiezas a bajar posiciones y salarios sí que ganas un 21% menos que ellos. Además, en Big Data, programación y puestos relacionados con este ámbito aproximadamente un 70% son hombres. Un motivo principal es que no hay cantera y muchas niñas no se plantean estudiar estas carreras.

7. En su caso, ¿cree que sus proyectos le están influyendo a tomar decisiones a nivel personal? ¿Cree que se plantearía las mismas cuestiones si fuese un hombre?

En mi caso me hubiese planteado exactamente lo mismo, nunca me ha influenciado y estoy segura de que en parte es por la educación que me han dado en casa. Teniendo hijos tan joven lo que te pasa es que no duermes y estás más cansada que los que no tienen hijos, pero si te organizas lo puedes hacer fenomenal para que todo salga adelante. Además, es importante que tu pareja te acompañe en tus decisiones y te apoye, porque si no el día a día se hace realmente duro y para emprender necesitas toda la energía del mundo.

8. ¿Conoce o sabe con certeza casos de hombres que cobren más que mujeres realizando la misma actividad laboral?

El INE por ejemplo hace una encuesta a las compañías, que las empresas tenemos obligatoriedad de rellenar o si no se recibe una sanción administrativa. Estos datos y los de varios estudios que hacen grandes multinacionales nos confirman esto.

9. Womenalia ha apoyado a un gran número de empresas (más de 250) con sus planes de igualdad y comunicación y en la búsqueda, desarrollo y retención del talento femenino. ¿Cree que las empresas le dan el valor que tienen estos aspectos? ¿Hay cada vez más empresas que quieran incorporar estos servicios y consultoría en términos de igualdad?

Yo creo que le dan muchísimo valor y los resultados de los estudios de los que te hablo lo demuestran científicamente. Trabajando hombres y mujeres juntos, en todos los estamentos se incrementa un 18% la productividad. Por este motivo se están poniendo las pilas y porque tiene un impacto directo en la cuenta de resultados trabajando con estos equipos diversos. Además, aportamos habilidades diferentes y puntos de vista variados a los de los hombres. Nosotras lideramos un 80% las campañas de compra y ahora hay estudios que ya hablan de un incremento de este porcentaje hasta un 87 o 89%. Si nosotras somos las que compramos todas y podemos

ofrecer todos estos servicios a nivel estratégico no entiendo que una compañía no decida ponerse las pilas.

Por último, valorando la igualdad y todo el marco legislativo que hay detrás, es un derecho que tengamos un 50% de posibilidades de poder ocupar estos cargos.

Con el Covid estamos a datos cuantitativos de hace 10 años, pero a nivel cualitativo si que ha habido un tsunami rosa.

10. Después de haber hecho más de 80 intervenciones como Conferenciante nacional e internacional alrededor del mundo, me gustaría preguntarle si ha percibido alguna tendencia en la participación de la mujer en estos eventos tecnológicos.

Soy conferenciante porque a mí me hubiese gustado ser cantante, y es una forma de subir al escenario donde te sientes genial. Además es una obligación que te impones para estar siempre muy bien formada y la tecnología cada día avanza y necesitas estar actualizado.

Las conferencias que me gustan son más motivacionales enfocadas a las mujeres. Si que he visto una evolución en la participación de las mujeres en conferencias. Nosotras hacemos conferencias para mujeres , más de 52 al año antes del Covid. Si en un foro que no participa una mujer ya no voy y si no hay hombres lo mismo. Intento hablar con los organizadores, igual que debe haber siempre hombres y mujeres, debe haber diversidad de raza.

11. El Instituto Europeo de Igualdad de Género define el concepto de “suelo pegajoso” como: “expresión utilizada como metáfora para apuntar a un patrón de empleo discriminatorio que mantiene a las mujeres trabajadoras, principalmente, en los niveles más bajos de la pirámide laboral, con baja movilidad y barreras invisibles para su avance profesional”. Este concepto engloba las preferencias de muchas mujeres en determinados momentos de la vida a elegir llevar a cabo el cuidado de hijos o mayores, condicionando así su vida laboral y limitando su acceso a la formación fuera de su horario.

a. **¿Qué opinas sobre este concepto?** No conocía el concepto como tal, aunque si su significado. Para mi todo esto es parte de la educación y a veces nosotras mismas somos las que solas tomamos malas decisiones y a veces sin tener en cuenta lo que comportará para nuestro futuro. Debemos darle conocimiento e información y que luego cada una pueda elegir. Pero es importante tener esta experiencia y conocimiento pronto y no a los 40 cuando te sientes atrapadas en tu carrera profesional.

b. **¿Cree que está presente en la sociedad contemporánea?** Esto se remonta a más de 2000 años de historia y lo estamos cambiando a gran escala desde 1913 con las sufragistas en Londres que pusieron bombas para luchar por los derechos de las mujeres.

- c. **En el sector de la tecnología, ¿crees que está más o menos presente que en otros sectores?**

La suerte que tiene el sector tecnológico es que está en la punta de lanza en una de los cuatro pilares a nivel mundial de desarrollo económico y social, tiene más facilidades. Aunque se trabaje más, se gana más y es mucho más flexible de horarios y honorarios. Por eso es un sector mucho más woman-friendly.

- 12. El Instituto Europeo de Igualdad de Género define el concepto de “techo de cristal” como: obstáculos artificiales y barreras invisibles que impiden que las mujeres lleguen a puestos más altos en el organigrama de la empresa, ya sea pública o privada y sea cual sea el ámbito.**

- a. **¿Qué opinas sobre este concepto?** Está ahí, es una realidad y que existe. Los datos objetivos están ahí y solo necesitamos que todos lo vean.
- b. **¿Cree que está presente en la sociedad contemporánea?** La situación actual no ayuda a que esto mejore. Como hemos dicho hemos vuelto al nivel de hace 10 años, muchos niños en muchos países siguen estando en casa sin poder ir al colegio y alguno de los tutores es muy probable que deba interrumpir su carrera profesional para compaginar la nueva situación. Suele ser la persona con menos ingresos y suele coincidir con la mujer. Si pudiésemos medir en conjunto lo que aportan las mujeres al PIB equivale si tuvieran un salario al 2%. Si se igualaran todos los datos ratios a nivel de dirección general, España incrementaría su PIB en un año en un 14%. Y esto son datos científicos que no se pueden ignorar.

- 13. ¿Cómo cree que es la tasa de desempleo de la mujer en España? ¿Intuye que en Austria puede ser menor o mayor que en España?**

En España estamos ente un 17-19 y en Austria estaríamos entorno un 3% i un 5%.

- 14. ¿Cuál cree que es, a gran escala, la distribución del empleo a tiempo parcial entre hombres y mujeres?**

Del 100% de las bajas por reducción de horario el 95% lo solicitan las mujeres.

- 15. ¿Cree que, en Austria, la cantidad de mujeres liderando una empresa del sector tecnológico es mayor o menos que en España? ¿En cuál de los dos países cree que el gender gap es más elevado?**

Creo que en España claramente mayor, por los motivos que te he comentado antes. Creo que España tiene el gender gap más elevado o similar, si hay diferencia creo que debe ser corta.

16. Según su experiencia y conocimiento del sector, ¿cree que el mundo empresarial exige más a las mujeres que a los hombres? ¿Podría poner algún ejemplo?

Por supuesto. Los datos están ahí, en situación de igualdad de conocimiento y trayectoria, la promoción directa en la gran mayoría es para los chicos. Un ejemplo que conozco es de un fondo de inversión muy muy importante en España, que estaban cambiando la dirección y a mi amiga no la tuvieron en cuenta, aunque cumplía todos los requisitos porque tenía hijos, aunque sus compañeros que si estaban la lista también tenían hijos.

17. ¿Cree que puede compartir conmigo alguna situación o comentario recibido que considera que habría sido diferente en caso de ser un hombre?

Sin ir más lejos, el otro día en una mesa redonda donde estaba con tres hombres más, me preguntaron como hacía yo para conciliar mi vida familiar, y le dije que porque a ellos tres no les preguntaba nada de eso. Son preguntas que siempre nos hacen a nosotras y el principal problema es que ni se plantean hacérselas a ellos.

18. ¿Qué le diría a una estudiante de bachillerato que se plantea enfocar su futuro en el sector tecnológico? ¿Algún consejo que le hayan dado y se haya sido útil?

Les diría que vayan a por todas, que le va a costar más que a sus compañeros, pero que si se lo propone puede llegar donde quiera porque todo depende de ella. Cada día nos despertamos con un papel en blanco y nosotras somos las que escribimos nuestro guion, así que hay que trabajar muy duro y creérselo. Si no te lo crees, habla con una experta para que te lo haga creer porque la realidad es que cualquier mujer puede llegar donde quiera. Es difícil, si, pero posible también.

1. Para empezar, agradecería que nos resumiese su trayectoria y situación laboral actual.

Soy presidenta de Incipy, una consultora de transformación e innovación digital, ayudamos a las empresas que se constituyeron a empresas con mentalidad post revolución industrial a adaptarse a innovar y a sobrevivir en el nuevo entorno digital. Sobre todo lo hacemos trabajando el mindset y la cultura de la visión de las personas. A parte de ser la presidenta de esta compañía que formé hace 12 años, he fundado varias compañías del sector digital y entre ellas Inesdi, una digital business school que forma las nuevas profesiones que aparecen sobre el impacto de la tecnología y de la economía digital. A parte participo y he sido cofundadora de otras empresas de base internet.

Soy economista y mis primeros pasos fueron en el ámbito de las finanzas y del control de gestión en el Grupo Planeta. Al poco descubrí de casualidad una parte del marketing y me nombraron directora de una unidad de negocio del Grupo Planeta que hacia el llamado marketing directo en los inicios del marketing y del comercio electrónico. Lanzábamos colecciones y preparamos e hicimos el Club Planeta. Después me fichó el Deutsche Bank como Directora de Marketing e innovación en Deutsche Bank España y Portugal. Estuve unos años en el sector financiero creando canales comerciales e incorporando internet como canal de comunicación con los clientes, aparte de mis labores en marketing.

El presidente del Grupo Planeta me vuelve a fichar en el momento de la primera crisis de internet para crear la división de comercio electrónico del Grupo Planeta, entrando como ejecutiva. En ese momento creamos la Casa del Libro, Planeta Directo y además adquirimos algunas compañías como Muchoviaje.com. Es decir, las primeras ecommerce del país eran editoriales y de viajes, los primeros sectores que se digitalizaron, el sector de los contenidos, de los libros, de los medios de comunicación y el de los viajes. Hace 14 años aparecieron las redes sociales y es en aquel momento donde decidí dejar de seguir la línea ejecutiva y pasar a ser emprendedora. Llegué a un acuerdo con el Grupo Planeta porque seguía siendo presidenta de Muchoviaje.

En estos años hemos acompañado a más de 200 clientes, grandes empresas como BBVA, laCaixa, ChupaChupa o Grifols. Les acompañamos ayudando a como transformar la forma de trabajar con todo el tema del teletrabajo, con esta nueva forma de entender el liderazgo y los medios de negocio a los clientes. Este es nuestro expertise. Lo hacemos en formato consultoría con Incipy y con Inesdi. Vendí Inesdi al Grupo Planeta en la división de formación. Formo parte del consejo de Inesdi y de Three Points, otra business school del Grupo Planeta. Con una socia alemana fundamos Indigital Advantage, un headhunting de perfiles digitales. En Inesdi formamos y transformamos a las personas, en Indigital

Advantage seleccionamos perfiles digitales y tecnológicos para las empresas y en Incipy transformamos las empresas, las organizaciones. A parte estoy muy vinculada con el mundo de la mujer en el mundo empresarial con el blog mujeresconsejeras y soy accionista minoritaria y de las primeras socias fundadoras de Womenalia. Me gusta acompañar a jóvenes que crean empresas, como la primera empresa de sushi a domicilio, donde estoy en el consejo y estoy en el consejo y junta directiva de la Asociación Española de la Economía Digital.

2. Cuando decidió formar parte del sector tecnológico, ¿pensó que eso le supondría más dificultades que si hubiese decidido otro sector por ser mujer?

Cuando yo estudié economía en la UAB éramos 4 mujeres. He sido la única CEO del comité ejecutivo del Grupo Planeta. En mi caso los espacios con muy pocas mujeres han sido mi motivación personal. Evidentemente hoy en el mundo de la dirección de tecnológicas hay también pocas mujeres. Cuando fui a Silicon Valley vi a muchos hombres, pero muy pocas mujeres y eso fue un shock para mi. Pensé que en el mundo de la innovación encontraríamos a más mujeres, y las ha habido en la comunicación digital, pero la parte de tecnologías sigue siendo un reto para todas nosotras. Cuanta más diversidad en general, mejores resultados y mejor va para la sociedad en general.

3. ¿Por qué cree que aún hay pocas mujeres (o se cree que hay pocas) en el sector tecnológico?

Lo tengo muy claro. Es porque ha habido muy pocas referencias. Las mujeres nos movemos por referentes. Al principio no había mujeres médicas y en este momento la facultad de medicina está formando a más mujeres que hombres. En la ciencia ha pasado algo parecido, al principio no había mujeres referentes y ahora hay cada vez más. Se han trabajado las referencias en el mundo de la abogacía y de las ciencias sociales, pero no en el mundo tecnológico. Creo que es un tema de referencia por un lado, y de educación por otro. Ahora estamos empezando a los niños y las niñas en la misma línea. Hasta ahora la tecnología no estaba en las escuelas, se descubría después y ya éramos más mayores. Por interés, a los chicos de manera natural les ha atraído más la mecánica y la tecnología y a nosotras menos, con las relaciones humanas. Con una educación desde la base esto se puede revertir, por ejemplo diciendo que con la tecnología se pueden salvar vidas. Creo que se ha vendido mal la tecnología, vendiéndola desde la creación del código y no desde la aplicación del mismo. Creo que si básicamente trabajamos en tres líneas: educación del código y lenguaje tecnológico, tener referentes mujeres y directivas que tengan un estilo distinto y ver casos concretos donde la tecnología ayude a conseguir todos los ABS.

4. En su entorno, ¿cuántas mujeres liderando empresas ha podido conocer? De ellas, ¿cuántas son de su mismo sector?

De todos los Ceos que conozco diría que un 10% o menos son mujeres. Curiosamente, si me dices que elija los CEOs más potentes que conozco la gran mayoría son mujeres.

5. ¿Cree que ha tenido más limitaciones por ser mujer para llegar a ser, entre muchas otras cosas, presidenta de INCIPY y fundadora de Inesdi?

Por supuesto, muchas más y además en todos los sentidos. En el primero, en el tema personal laboral y la conciliación que ahora por suerte está cambiando. En mi época incluso casi no se podían coger ni las bajas laborales por maternidad. A nivel personal, siempre tenías que estar demostrando más por el echo de ser mujer. No tenía ninguna mujer madre ejecutiva de referencia cuando yo decidí ser madre, las mujeres que en mi época tenía poder no eran madres. Yo quería tener una buena carrera profesional pero no quería dejar de cuidar a mis padres, mis hermanos o mis hijos cuando fuese necesario.

Después, yo creo que hay algo histórico en nuestro ADN que es la carga que como mujer nos ponemos y que siempre nos preguntamos si hacemos lo correcto entre triunfar profesionalmente y ser una buena madre. Aparte tenemos todos los tópicos, que por algo lo son. En mi caso, mi primera reunión de directivos me envió a buscar café. También me llegaron a decir que al ser la primera mujer directiva de mi empresa que fuese un ejemplo para las demás trabajadoras, y que no me cogiese muchos días libres. Nuestra generación creo que es la que ha dado el cambio, nos hemos incorporado en la vida directiva sin tener referentes y hoy en día por suerte están cambiando las cosas.

Me pone nerviosa saber que aún hoy en día hay muchas menos mujeres en altos cargos directivos y creo que no solo se pierden tener allí a una mujer en vez de a un hombre, sino el punto de vista diferente que nosotras aportamos. Se ha demostrado que las empresas con mayor número de mujeres en los consejos de administración y los comités ejecutivos tienen mejores resultados.

6. En INCIPY, ¿qué porcentaje de mujeres y hombres hay? (Si hay pocas mujeres, saber si el motivo es por preferencia a tener hombres contratados en este sector o porque no hay oferta de mujeres tecnológicas que apliquen en la empresa)

Yo cuando trabajo o busco personal no miro el género. Si que es verdad que, si pienso en mi equipo, siempre ha estado más formado por mujeres que por hombres, así que quizá hacía discriminación positiva sin ser del todo consciente.

En una de las multinacionales me llegaron a llamar la atención por tener a “demasiadas mujeres” en mi departamento, que quizá era alrededor de un 70%. Cuando al revés nadie le hubiese parecido mal.

7. En Inesdi, siendo la primera escuela empresarial especializada en la innovación digital, dirigida a los profesionales que quieran desarrollarse en el ámbito de la economía digital, ¿qué porcentaje de mujeres hay aproximadamente en las aulas? ¿Se ha podido ver alguna tendencia en la inscripción de mujeres desde que se funda en 2010?

En general en Inesdi, siempre hemos tenido más mujeres. Cuando la fundamos, siempre hemos tenido más, aunque depende del posgrado. En el de analítica y big data hay más hombres, pero en el de Marketing Digital prácticamente todo son mujeres.

Para las mujeres no hay referentes, ni nos han educado para hacer ciertos tipos de profesiones, en general sobre tecnología y dato. Me da mucha rabia porque al final esto supondrá un problema si en el punto de desarrollo digital que estamos ahora, prácticamente todos los desarrolladores son hombres.

8. En su caso, ¿cree que sus proyectos le están influyendo a tomar decisiones a nivel personal? ¿Cree que se plantearía las mismas cuestiones si fuese un hombre?

Totalmente, en mi caso mi marido en aquel momento no quería viajar. Por ejemplo, yo entré en Deutsche Bank con la condición pactada de que no me podían trasladar a otros países y que en el momento que lo hiciesen, yo me podía ir y ellos me debían de indemnizar. Imagina ahora que tontería.

Por otro lado, hay muchas cosas que yo misma me limité. Entré en una multinacional, pero limitada porque mi pareja no quería que nos mudásemos y a no arrastrar a la familia a otros países. Después, me ha costado mucho en algunas empresas que he estado el eje que hay entre Madrid y Barcelona. Yo tenía un despacho en Madrid y uno en Barcelona, y si hubiese sido un hombre yo hubiese ido a trabajar de lunes a jueves allí y luego de vuelta a casa. Yo, iba y venía cada día para poder volver y ver dormir a mis hijos. Esto te condiciona y te condiciona en las posiciones que nos han ofrecido y los nos que decimos por pensar que no lo podremos compaginar.

Yo todo esto lo he vivido como un reto, y ahora te puedo decir que para mí me ha compensado hacerlo. Aun así, esto no quita que me haya perdido cosas. Ahora que mis hijos ya son mayores me dicen que han tenido demasiadas canguros en sus vidas. Probablemente si pudiese volver atrás, hubiese incorporado más a mis hijos en mi vida y hubiese sido más flexible. Ahora con el teletrabajo esto ha mejorado e incluso ellos me

ven más ahora que hace años. Todo esto ha sido una etapa, y gracias a yo ser asó les he marcado ser personas libres e independientes y con sentido muy crítico.

9. ¿Conoce o sabe con certeza casos de hombres que cobren más que mujeres realizando la misma actividad laboral?

En este tema no tengo datos. Si que es verdad que sé que es cierto, pero yo no lo he vivido. Como directiva, sin darme cuenta prácticamente he tenido siempre más mujeres que hombres en mis equipos, y todos cobraban por responsabilidad. Lo que sí que es cierto es que se cobra en relación con la responsabilidad y a las mujeres no se nos han ofrecido muchos puestos de responsabilidad. También es posible que el empresario haya decidido pagarle menos a la mujer porque sabe que en pocos cuando decida ser madre. En las pymes es más probable esta discriminación de salario y en las corporaciones grandes es más difícil que se de este cargo.

10. Como vicepresidenta de la Asociación Española de la Economía Digital, ha contribuido al crecimiento económico y social a través de la tecnología y la digitalización. ¿Ha podido ver alguna tendencia en el número de empresas fundadas por mujeres entre la red de empresas que forman la asociación?

Yo te diría que, en esta asociación, la presidenta es una mujer y en la junta directiva hay un 40% de mujeres. En general, el número de empresas que se crean se hace más por mujeres que por hombres, pero a las mujeres les cuesta mucho más obtener financiación. Esto se debe en general a que la mujer está menos preparada y que nos focalizamos tanto porque pensamos que no es necesario. Por otro lado, los business angels suelen ser hombres y a veces no entienden los modelos de negocio fundados por mujeres. Desde el punto de vista del emprendimiento, la mujer busca más proyectos relacionado con los valores y esto cuando van a buscar fondos de inversión les supone un problema porque la cadena de valor financiera no los acaba de entender.

11. El Instituto Europeo de Igualdad de Género define el concepto de “suelo pegajoso” como: “expresión utilizada como metáfora para apuntar a un patrón de empleo discriminatorio que mantiene a las mujeres trabajadoras, principalmente, en los niveles más bajos de la pirámide laboral, con baja movilidad y barreras invisibles para su avance profesional”. Este concepto engloba las preferencias de muchas mujeres en determinados momentos de la vida a elegir llevar a cabo el cuidado de hijos o mayores, condicionando así su vida laboral y limitando su acceso a la formación fuera de su horario.

- a. **¿Qué opinas sobre este concepto?** Desconocía el concepto con este nombre, aunque si que sabía su concepto.

- b. **¿Cree que está presente en la sociedad contemporánea?** El equilibrio del cuidado a los demás es importante. Esto está cambiando, pero aún así está presente. Por ejemplo, mi hija es médico y le sorprendió ver que, en la gran mayoría de visitas, la que acompañaba al menor era la madre.
- c. **En el sector de la tecnología, ¿crees que está más o menos presente que en otros sectores?** En general creo que no tiene sector. Incluso te diría al revés, que las generaciones están cambiando y es un sector joven. Las nuevas generaciones vienen con conceptos claros que antes no teníamos, como la necesidad de compaginar la vida laboral y personal, horarios flexibles... El mundo laboral para ahora los jóvenes no tiene la misma importancia que la que tenía en mi época, ahora el mundo laboral es una parte más de la persona, pero no su principal preocupación.

12. ¿Cómo cree que es la tasa de desempleo de la mujer en España? ¿Intuye que en Austria puede ser menor o mayor que en España?

Creo que en España hay más mujeres trabajando que en Austria, si lo comparo con lo que sé de Alemania. No estamos peor que muchos países, aunque nosotros lo pensemos.

13. ¿Qué le diría a una estudiante de bachillerato que se plantea enfocar su futuro en el sector tecnológico? ¿Y a una estudiante de máster en Inesdi que dude si está enfocando su futuro en la dirección correcta? ¿Algún consejo que le hayan dado y que personalmente le haya sido útil?

Le diría que no entender de tecnología es como no saber hablar, necesitamos entenderla para que nos dé una gran ventaja competitiva y la capacidad de aplicarla de manera distinta. Esto es como hace unos años el que no sabía inglés, debemos adaptarnos todos a este cambio. La tecnología es apasionante cuando la sabes utilizar y aprender sobre ella, nos va a aportar unas dimensiones que no nos imaginamos y vamos a poder aportar tanto a la sociedad como a nosotras mismas.

1. Para empezar, agradecería que nos resumiese su trayectoria y situación laboral actual.

Yo empecé a emprender hace 25 años y siempre he emprendido en Internet. Mi primera empresa fue Secretariaplus.com en el año 2000. A los 7 años vendimos la empresa muy bien, aunque lo pasamos mal unos años, por la burbuja de internet que exploté, el conflicto de las Torres gemelas... y eso nos permitió poder invertir en otras start-ups. A partir de ahí he ido invirtiendo en otras más, como Cocunat, Incipy, Womenala, Inesdi. Ella es CEO DE Baby Friendly Companies.

2. ¿Cuándo decidió formar parte del sector tecnológico, pensó que eso le supondría más dificultades que si hubiese decidido otro sector por ser mujer?

La verdad es que no lo pensé. Yo empecé trabajando para la Asociación de empresas de Venta a distancia, que eran todas las que vendían por catálogo en los años 90. En el 1995 empezó a entrar el ecommerce. En el año 98 creamos la Asociación Española de Comercio Electrónico. Cuan llevaba diez años en la asociación, me apetecía muchísimo dar el paso y ser empresaria. Cuando di el paso yo ya tenía mis tres hijos y tenía 32 años. Nunca pensé en la diferencia de hombre a mujer, simplemente me lancé. Era una idea, la quería llevar a la práctica y no pensé más allá.

3. ¿Por qué cree que aún hay pocas mujeres (o creemos que hay pocas) en el sector tecnológico?

Yo no soy ni ingeniera ni informática, yo estudié derecho. Y si volviera a empezar estudiaría empresariales, tampoco me haría informática. Realmente la carrera te sirve para tener una base, yo no sé programar, pero tengo la cabeza bien amueblada para poder emprender, que al final es lo más importante.

Esta situación es cierta, es las carreras más técnicas hay muchas menos mujeres. Yo creo que faltan referentes. Hay mujeres en el sector de la tecnología, aunque muchas menos. Las mujeres hacemos menos show-off, estamos más en el backstage, no ns gusta tanto enseñarnos y somos más de currar y sacar la empresa adelante. Esto es una pena, porque realmente la sociedad lo que necesita es tener referentes de mujeres que salgan a la palestra y que otras chicas le quieran copiar.

4. ¿Qué ha significado para usted estar nominada por Forbes entre las 10 personas más influyentes de España? ¿Y estar también en la nominación de las 10 personas más influyentes de España en LinkedIn?

Yo no me considero influyente ni nada. He seguido haciendo lo mismo, esto no me ha servido de nada, no te da para comer. Si que te los premios y reconocimientos te dan cierto prestigio, pero nadie vive del prestigio sino de los clientes.

En LinkedIn quizá fue por los posts de LinkedIn que compartía. En LinkedIn tengo más de 29.000 contactos porque es una red muy útil que utilizo muchísimo para todo lo

relacionado con mi empresa. La utilizo mucho para captar talento para mis equipos, para buscar posibles clientes o proveedores.

5. ¿Cree que ha tenido más limitaciones por ser mujer para llegar a ser, entre muchas otras cosas, presidenta de Adigital y cofundadora de BebedeParis.com y Womenalia.com?

Para saberlo tendría que a ver nacido hombre en realidad. En la vida he tenido muchas dificultades, pero por el hecho de ser emprendedora. Ser emprendedor es muy duro, seas hombre o mujer. Quizá para la mujer hay dos cosas más duras, primero la lucha contra si misma que se da cuando tienes hijos y el trabajo ten hace viajar o moverte. Yo me sentía culpable por ello, pero mi marido que estaba en la misma situación que yo no se sentía así. Tenemos que pensar que no pasa nada, que la vida es larga, pero si que los hijos necesitan atención y llega un día en que te preguntan qué porque no vas a recogerlos como las demás madres. Pero ahora los dos mayores se han lanzado a emprender, al final lo más importante es ser buena madre y no es necesario irlos a buscar a la escuela para serlo. Por eso, la mayor lucha es contra ti misma.

La segunda limitación más grande que nos encontramos es la financiación. Cuando creas startups en el sector tecnológico, el 95% de los Venture capital partners con hombres. En general, las mujeres pensamos en proyectos que solucionan algún problema de impacto social y quizá ellos no lo ven porque no tienen ese problema alrededor. Si la mitad de Venture capital partners fuesen mujeres la realidad sería muy diferente, pero la realidad es que solo el 5% de los fondos de Venture capital en Europa van a proyectos de mujeres.

6. En su empresa, ¿Qué porcentaje de mujeres y hombres hay? (Si hay pocas mujeres, saber si el motivo es por preferencia a tener hombres contratados en este sector o porque no hay oferta de mujeres tecnológicas que apliquen en la empresa)

En la empresa somos 14, hay 6 hombres y 8 mujeres. Yo suelo publicar la oferta el LinkedIn y miro solo el CV, nunca miro el sexo. De hecho, en la fase final intento a tener de ambos sexos y ya decidir por la persona.

7. En su caso, ¿cree que sus proyectos le están influyendo a tomar decisiones a nivel personal? ¿Cree que se plantearía las mismas cuestiones si fuese un hombre?

Sin duda. Baby Friendly sin ir más lejos. Cuando una mujer es madre, el 70% de sus carreras laborales se ven frenadas o interrumpidas y cuando un hombre es padre este porcentaje pasa a ser un 4%. Si lo que buscamos es buscar la igualdad en las empresas, este proyecto ha nacido por y para conseguirla. No creo que esta empresa o Womenalia hubiese surgido nunca de la idea de un hombre, porque ellos desconocen un mucho casos el problema que sufrimos.

Cuando los niños eran pequeños, mi marido no se daba cuenta de la carga en la espalda que yo llevaba. Ahora si se está dando por mi hija, y lo ve más reflejado en ella que cuando nosotros lo vivíamos. La madurez tiene mucho que ver y tener ayuda

cera par que te te permita compaginar familia y trabajo. Ahora hay más herramientas y es todo mucho más flexible, pero antes el trabajo era siempre presencial y sin ayuda de una persona interna en casa que cuidaba de mis hijos hasta que llegásemos.

8. ¿En algún momento de su carrera, se ha sentido menos aceptada por ser mujer en su empresa? ¿Conoce alguna mujer que se haya sentido así?

Si me he sentido en muchas situaciones cohibida. Como presidente de Adigital yo tenía que representar a la empresa en la Junta de COE. Tienes más cuidado al hablar, y es difícil entrar en el mundo de hombres, pero por las propias limitaciones que nos ponemos. A mi ellos siempre me han tratado genial y si que ahora pienso que estaba demasiado cortada en muchas situaciones y que esto era por mí misma.

9. ¿Conoce o sabe con certeza casos de hombres que cobren más que mujeres realizando la misma actividad laboral?

La verdad es que quizá esto pasa en grandes empresas porque en las PYMES todo se sabe. De cerca no conozco ningún caso, pero por amigos y conocidos sé que los hay. Y en este muchas veces es culpa nuestra también por permitirlo. En muchos casos pensamos que por hacer bien nuestro trabajo ya nos va a subir el sueldo, pero esto no es así. Hay que negociar y luchar por nuestros sueldos, igual que ellos lo hacen.

10. El Instituto Europeo de Igualdad de Género define el concepto de “suelo pegajoso” como: “expresión utilizada como metáfora para apuntar a un patrón de empleo discriminatorio que mantiene a las mujeres trabajadoras, principalmente, en los niveles más bajos de la pirámide laboral, con baja movilidad y barreras invisibles para su avance profesional”. Este concepto engloba las preferencias de muchas mujeres en determinados momentos de la vida a elegir llevar a cabo el cuidado de hijos o mayores, condicionando así su vida laboral y limitando su acceso a la formación fuera de su horario.

a. **¿Qué opinas sobre este concepto?** No conocía el concepto.

b. **¿Cree que está presente en la sociedad contemporánea?** Creo que el mundo occidental y hasta el momento de la paternidad y la maternidad, tenemos exactamente las mismas oportunidades hombres y mujeres. Las mismas oportunidades hay de buscar, estudiar, viajar, aprender... ahora o hay excusa, son codos y es moverte. En el momento de la maternidad es donde se produce el cambio. Nosotras mismas nos echamos toda la responsabilidad a la espalda de la crianza de los hijos. Para tener una buena carrera profesional hay que estudiar mucho y trabajar mucho. En el momento que tienes hijos el horario te limita mucho. Después también había muchos comentarios de si no iba a los networkings de las 19 de la tarde y yo decía que no podía, porque tenía otras prioridades. Ahora con los eventos online es algo más fácil y nos facilita muchas situaciones.

c. **En el sector de la tecnología, ¿crees que está más o menos presente que en otros sectores?**

Es multisectorial, el caso está en ser madre o no principalmente. Depende también de los estudios que tengas y de lo que te has movido en la vida.

11. El Instituto Europeo de Igualdad de Género define el concepto de “techo de cristal” como: obstáculos artificiales y barreras invisibles que impiden que las mujeres lleguen a puestos más altos en el organigrama de la empresa, ya sea pública o privada y sea cual sea el ámbito. ¿Qué opinas sobre este concepto?

Los hábitos de las personas son difíciles de cambiar. Los consejos de administración de las empresas habitualmente eran todos hombres y los hombres buscaban a su alrededor y sus amistades y acababan eligiendo hombres. Creo que sería necesario poner unas cuotas del número de mujeres en los consejos de administración, para que se obliguen a buscar a mujeres valiosas y que se den cuenta que las mujeres pueden ser igual de buenas consejeras que los hombres. Esto, crearía un hábito y entonces ya no sería necesaria una ley porque ya estarían allí presentes. Yo creo que en la diversidad está la riqueza, y estas medidas ayudarían a dar el impulso que necesitamos para llegar a estos puestos y luego dejaría de ser necesario porque habríamos cambiado los hábitos que hay ahora.

Las empresas de automoción son muy masculinas, pero todo su consejo de administración son hombres. Nosotras representamos un 50% de los coches que se compran y además tenemos el poder de veto del coche familiar, aun así no ven que están perdiendo clientes por solo enfocarse en un público masculino y se olvidan de que nosotras decidimos también nuestro coche.

12. ¿Cómo cree que es la tasa de desempleo de la mujer en España? ¿Intuye que en Austria puede ser menor o mayor que en España?

Todo depende de la preparación de la mujer y del hombre. Una persona preparada encuentra empleo. Donde más está la tasa de desempleo es en los jóvenes y en los mayores de 50 años. La tasa de desempleo depende de la preparación de cada uno de nosotros y no de nuestro sexo.

En España tenemos el récord de desempleo, aquí hay mucha economía sumergida y empleos en negro. Por eso siempre será peor para hombres y mujeres. Por eso, puedo imaginar que la tasa de desempleo será mucho menor en Austria.

En Austria no lo sé, pero en Alemania tienen un gran problema para cuidar a sus hijos. Por ejemplo, allí no tienen tanta inmigración como tenemos aquí. Allí tener una persona interna te puede costar mucho más que lo que cobra un miembro de la familia trabajando. Y la mayoría de las guarderías están disponibles de 9 a 12, por lo que dificulta que hacer con ellos.

Allí tampoco tienen la solidaridad en España que hay aquí con los abuelos, allí esto no se da. Los jóvenes salen a los 18 años de casa y no vuelven a entrar.

13. ¿Cuál cree que es, a gran escala, la distribución del empleo a tiempo parcial entre hombres y mujeres?

Creo que después de ser madres, aproximadamente el 70% de las madres pedían jornada reducida. Ese es el gran freno, porque por este motivo no se puede ir a la misma velocidad en tu carrera empresarial que los compañeros que no lo han pedido. Si estás trabajando menos, se ralentiza el crecimiento y esto no es un motivo de discriminación.

14. ¿Cree que, en Austria, la cantidad de mujeres liderando una empresa del sector tecnológico es mayor o menos que en España? ¿En cuál de los dos países cree que el gender gap es más elevado?

Personalmente creo que Austria tiene un mercado tan pequeño que es difícil de decir. No conozco a ninguna fundadora o fundador de allí.

Yo creo que más o menos el gender gap será el mismo, porque tenemos las mismas oportunidades en ambos países.

15. ¿Cuál fue su objetivo principal para fundar su blog “Mujeres Consejeras”?

Lo fundé con dos de mis mejores amigas, empezamos como diversión, como personal branding y hablando cada una de lo que más sabe y nos obligamos a hacer un artículo cada tres semanas. Esto me gusta hacerlo porque para escribir esto te debes informar e interesar y nos va bien seguir formándonos y estar actualizadas.

16. Según su experiencia y conocimiento del sector, ¿cree que el mundo empresarial exige más a las mujeres que a los hombres? ¿Podría poner algún ejemplo?

Yo creo que exige lo mismo. La profesión más dura es ser emprendedor y emprendedora, el tener que pagar nóminas es igual de duro seas hombre o mujer. Incluso te diría que es a veces más exige más a los hombres. Desde siempre, se le ha asociado al hombre el tener que traer el dinero a casa y esta responsabilidad. Si el hombre si fracasa en su tarea de emprender, es mucho más duro socialmente hablando que si le sucede a una mujer. Creo que te mira peor la sociedad si eres hombre y fracasas que si eres una mujer.

17. ¿Cree que puede compartir conmigo alguna situación o comentario recibido que considera que habría sido diferente en caso de ser un hombre?

A mi no me ha pasado, pero sí que conozco muchos casos. Recientemente vi un tweet que estaban jugando el fútbol femenino el Real Madrid contra el Eibar y eran dos hombres y decían: “se debería prohibir que las mujeres jugaran a fútbol, son unas feminazis y no sé como se les permite jugar”. Hay mucho machismo en la sociedad y aún queda mucho trabajo por hacer.

18. ¿Qué le diría a una estudiante de bachillerato que se plantea enfocar su futuro en el sector tecnológico? ¿Algún consejo que le hayan dado y se haya sido útil?

Le diría que el mejor consejo que le puedo dar es que luche por sus sueños, que, al final luchando, con persistencia y los pies en el suelo se llega donde quieras.

A mí me dijeron una vez que “lo mejor es enemigo de lo bueno”. Me aconsejaron que no me esperase a tenerlo todo perfecto porque si no no sales nunca, que me lanzase y lo fuese mejorando posteriormente.

Interview with Esther Manzano

1. To begin with, I would be grateful if you could summarize your career and current employment situation.

I am currently working in the HQ financial department of Zurich Insurance Ltd, a company fully dedicated to the insurance industry. More specifically, my current role is data analyst and some of my main functions are to check and ensure good quality in the data received, analyzing financial trends and giving summarized conclusions to group, management and stakeholders.

Prior to my current job experience, I also gained professional knowledge working as a financial auditor for the consulting firm PwC and working as a financial controller, performing analytics and reporting tasks, for Qufan Internet Technology, Ltd.

2. When you decided to join the technology sector, did you think that this would be more difficult for you than if you had chosen another sector because you were a woman?

Holding a bachelor's degree in Economics and a master's in Data Science, my transition to the technological sector was probably smoother in my case. Additionally, same scenario happened with my professional career, where my roles and functions in the organizations transitionally shifted from a “core finance based” role to a “tech-finance related” role.

Being said that, and probably because of this casuistics, I never really thought about the difficulties of entering the technological sector when starting my studies and applying to a more tech oriented job position.

3. Why do you think there are still few women (or do you think there are few) in the technology sector?

I fully believe we are totally influenced by our surroundings when it is time to make a decision, any kind of. In this case, if we take as an example the studies or professional career decision, same scenario applies.

When we are about to choose which studies we are going to perform, we base our decision on many different factors such as society beliefs, personal experiences, family and friends opinions, and of course, our own passion for the topic.

Against any odds and without being fully aware of it, society beliefs plays a very important role on this. Not having technological female references, not seeing engineering or mathematics degrees as something achievable for a women or not being enough informed on what it means to start a technological degree or

professional career are aspects that make the technological sector less women populated.

- 4. What percentage of students were in your class at the University of Barcelona undergraduate degree in International Business Economics? What about the graduate degree at UPF in Financial Controlling? What about the Master's degree he did at the UOC in Data Science? Do you think there is a trend in the percentage of female students in studies that are increasingly focused on technology and programming?**

Roughly speaking, I would like to say that both in my degree and postgraduate program, the ratio of male-female was even at 50% each. It is worth taking into consideration that these studies are not fully considered to be technological.

However, when pursuing the master in Data Science, there was a clear tendency of having more male students than female in the classroom, being the ratio around 80% to 20% in favor of male.

I am sure tendency is slowly shifting up for women in the technological field, however still being this much slower than we would like to.

- 5. Do you think you've had more limitations by being a woman to become, among many other things, member of the KPIS team at Young IT Girls? Do you think you'll have them in your future career?**

Young IT Girls, being YITG from these lines on, is a non-profit organization with the aim of encouraging women to take the lead on the technological world. By informing and mentoring girls at a young age in schools and giving them the tools to properly choose their paths, YITG wants to make technological careers as an achievable goal for women.

It is for this reason that, once being a full member of YITG, choosing to be in the KPIS team was not a challenge and I did not encounter any limitation on it. YITG encourage any member to be part of any team they feel they can add value on and would like to contribute.

On the other hand, limitations on the professional environment are present for women and not only in the technological sector, and this is something we should all aim to be reduced.

- 6. Speaking specifically about Young IT Girls, how did you get to know the organization? At what point did you know you wanted to stay and be part of the team?**

I first knew about YITG organization through LinkedIn platform. From some time before I contacted them, I already followed their posts in this social media platform and I always felt very close to their beliefs. After some time, I decided to investigate a

little bit more on what was that they were doing and how they were internally functioning as an organization.

After doing so, I felt very convinced that being part of this project was something that would enrich both, myself and the organization, and it was at this point when I decided to contact them for a first touch base point with their current members.

- 7. As a Data Analyst at Zurich Insurance Company, what is the approximate percentage of women and men in your section? (If there are few women, know if the reason is to have men hired in this sector or because there is no supply of women technology to apply in the company with this profile).**

I would roughly say about 35% - 65% in favor of men in the sex segregation percentage in my section in Zurich Insurance Ltd. I would like to point out that, as positions become more managerial, percentage of women in the workplace radically decreases. In this case, I am not aware and not in a position to truly know the underlying motivation of the company to have more men than women hired for technological related positions.

- 8. In your case, do you think your projects are influencing you to make decisions on a personal level? Do you think you'd ask the same questions if you were a man?**

Our decisions are always conditioned by every experience that we live in our lives and I am sure that the fact of being from one sex or the other conditions the way in which I, and we all, take decisions on every aspect of our lives, including projects.

- 9. At any point in your career, have you ever felt less accepted for being a woman in a company? Do you know any woman who's felt that way?**

I have never experienced rejection in any company I worked for, for the fact of being a women. However, I am aware I am a lucky one. Unfortunately, I have heard many stories from colleagues and friends who received rejection for their sex condition.

- 10. Do you know or know for certain cases of men earning more than women doing the same job? Have you heard of these situations?**

I am fully aware that this is something that happens. I have never known for sure if a men was receiving a higher salary than myself for the same position and responsibilities, as unfortunately salaries are not usually shared among society. I do believe in an open salary policy to help reduce these inequalities, or at least make them visible.

- 11. Have you noticed that you have been treated differently when you were working/studying in Malta, Switzerland, San Diego, the Netherlands and elsewhere in Spain? Were there a similar number of women in your section in all three countries?**

Probably conditioned by the type of job, industry and years of experience I had when I worked on those countries, I have experienced different men-women ratios.

In my case, in Spain and Malta I was working on a more financial/consulting based position with just few years of experience and in those cases, the ratio was 50-50%. In Switzerland though, where I am currently working in a financial/tech position in a senior level, the ratio has decreased for women, having these less impact in the workplace.

I believe it is important to take all variables into place before taking any conclusion.

12. I have seen that you have published an article on the effect of the pandemic on the situation of women and have spoken about concepts like the two that I present below. The European Institute for Gender Equality defines the concept of “sticky soil” as: “an expression used as a metaphor to point to a discriminatory employment pattern that keeps working women, mainly, at the lowest levels of the labour pyramid, with low mobility and invisible barriers to career advancement.” This concept encompasses the preferences of many women at certain times in their lives to choose to take care of children or elderly people, thus conditioning their working life and limiting their access to training outside their working hours.

- a. What do you think about this concept?
- b. Do you think it's present in contemporary society?
- c. In the technology sector, do you think it is more or less present than in other sectors?
- d. You can add any additional information you think might be included in the work.

13. The European Institute for Gender Equality defines the concept of “glass roof” as: artificial barriers and invisible barriers that prevent women from reaching higher positions in the organisation chart of the company, whether public or private, and in any field.

- a. What do you think about this concept?
- b. Do you think it's present in contemporary society?
- c. In the technology sector, do you think it is more or less present than in other sectors?
- d. You can add any additional information you think might be included in the work.

Answering both 12th and 13th questions, I fully believe that both concepts defined in the lines above are fully present in our society. Those are scenarios affecting mainly women and playing a detrimental role in their professional careers and sometimes in their personal lives. Although some times this is by choice, we should be fully aware that society believes play an important role in it. In this case, I do believe that all industries and job are very much affected by those factors.

14. What do you think is the unemployment rate for women in Spain? Do you realize that in Austria it may be lower or higher than in Spain?

Without having proper data figures in front of me and just by making an assumption, I would say that it should be greater by women than by men in Spain. I assume (again, this is an assumption), that the ratio remains the same in Austria being probably, the overall unemployment ratio less than in Spain.

15. What do you think is the large-scale distribution of parttime employment between men and women?

My assumption would be that there are more women working part time schedule than men are.

16. Do you think that in Austria the number of women leading a company in the technology sector is higher or lower than in Spain? In which of the two countries do you think the gender gap is higher?

My assumption would be that there are the same number of women (unfortunately very few) in front of technological companies (or in front of few company). I assume that gender gap is similar in both countries.

17. Based on your experience and knowledge of the industry, do you think that the business world demands more of women than men? Could you give us an example?

I do believe that when a position is given to you, no difference is done on expectations between men and women. On the other hand, we should take into consideration that less opportunities to work in managerial positions are given to women in relation to men.

18. Do you think you can share with me any situation or comments received that you feel would have been different if you were a man?

I cannot think of any that happened to me at the moment, in the workplace.

19. What would you say to a high school student who is considering focusing her future on the technology sector? Any advice you've been given that personally helped you?

Go for it! Path is going to be tough but reward can be incredible! If this is something that passionates you, there is a great potential behind a technological career :)

1. Para empezar, agradecería que nos resumiese su trayectoria y situación laboral actual.

Después de cursar el bachillerato tecnológico, me gradué en 2015 como Ingeniera en diseño industrial y desarrollo de producto por la UPC. Tras las prácticas decidí vivir un período en UK donde empecé mi carrera laboral. En estos 6 años desde mi graduación he trabajado paradistintas empresas y sectores. Empecé como delineante y responsable de la documentación técnica de los productos (Gafas, camillas para ambulancias, servidores o impresoras 3D) para irencaminando mi carrera profesional hacia una gestión mas transversal de los productos. Actualmente trabajo como Improvement Project Manager para Freshly cosmetics. Donde gestiono proyectos de mejoras de producto.

2. Cuando decidió formar parte del sector tecnológico, ¿pensó que eso le supondría más dificultades que si hubiese decidido otro sector por ser mujer?

Realmente no lo pensé. El momento en que encamino mi carrera hacia el sector tecnológico es muy temprano, 16 años cuando decido cursar el bachillerato tecnológico. Realmente no creo que fuera consciente de lo infra-representada que estaba la mujer en este sector. No es hasta que llego a clase en primero de bachillerato que realmente descubro que somos 4 de 30 en clase.

3. ¿Por qué cree que aún hay pocas mujeres (o socialmente se cree que hay pocas) en el sector tecnológico?

Aún hay pocas, si que es verdad que creo que cada vez vamos siendo unas pocas mas, pero todavía muy lejos de una igualdad numérica. Principalmente creo que no se transmite bien lo que las posiciones tecnológicas implican y aportan a nuestro entorno. La percepción de las ingenierías unida a unos estereotipos muy marcados hacen que la elección de estas salidas profesionales no sea muy apetecible para muchas chicas. Si a esto le sumas la falta de referentes con quien contrastar estas percepciones y estereotipos, tienes un coctel perfecto.

4. ¿Cree que ha tenido más limitaciones por ser mujer para llegar a ser, entre muchas otras cosas, miembro del equipo de Young IT Girls?

Supongo que he tenido mucha suerte, pero realmente no he notado nunca que se me discriminara por ello. Si que es verdad que hay situaciones en las que no puedes saberlo, como al aplicar para un trabajo del que nunca obtienes respuesta. Y obviamente para entrar a las Young IT Girls todo lo contrario. Somos una asociación pensada por y para mujeres, recientemente hemos incorporado socios masculinos, pero son una minoría del total de socias.

5. Hablando de Young IT Girls, ¿cómo conoció la organización? ¿En qué momento supo que quería quedarse a formar parte del equipo? ¿Cómo resumiría el impacto que está teniendo la organización en la sociedad?

Me encanta esta pregunta. Allá en el 2018 me leí un maravilloso libro titulado "Mujer despierta" donde Tererai Trent te habla de la importancia de perseguir tus sueños y objetivos. A raíz de él llegué a la conclusión de que muchas mujeres no perseguían sus inquietudes científico-tecnológicas por culpa de miedos y prejuicios. No me parecía una situación justa, así que pensé que podía hacer yo como individuo, pero mas importante pensé en que no debía ser la única que tenía aquel sentimiento, así que me puse a buscar a mas mujeres como yo. Y por suerte di, relativamente rápido, con las Young IT Girls.

Cuando llegué a la asociación llevaba poco tiempo en funcionamiento y todavía había muchas cosas por hacer, inicialmente me costo conectar con un grupo de desconocidas pero el hecho de tener un objetivo común ayuda muchísimo y poco a poco encuentras tu hueco en la asociación y ves cuanto puedes aportar.

Ahora mismo coordino el equipo de KPIs de la asociación, desde donde intentamos medir el impacto que tenemos con nuestras actividades. Una tarea ardua difícil ya que el impacto que puedes generar en chicos y chicas con sesiones de pocas horas es muy limitado para cuantificar si este es el desencadenante de su elección de estudios. Pero lo que sí podemos constatar es que año tras año estamos realizando mas y mas actividades, ampliando nuestro catalogo, repitiendo en las escuelas donde ya hemos colaborado y creciendo increíblemente en número de socias. Lo cual, en conjunto, nos señala un camino claro: seguir trabajando como hasta ahora para acercar la ciencia y la tecnología a todos por igual y demostrar que las mujeres forman parte del mundo tecnológico.

6. En su caso, ¿cree que sus proyectos le están influyendo a tomar decisiones a nivel personal? ¿Cree que se plantearía las mismas cuestiones si fuese un hombre?

Totalmente, mi vida profesional ha marcado la personal desde el inicio de mi carrera. Me he mudado hasta tres veces, una de ellas internacional, por motivos laborales. Siempre he intentado que cuestiones de genero no me impidieran tomar decisiones valientes. No se si, si fuese un hombre, tomaría decisiones distintas, pero si que creo que no pondría ciertas cosas en la balanza en el momento de decidir. En general creo que las cuestiones que nos planteamos son similares, pero los puntos que valoramos para decidir si tiramos para adelante con ellas son distintos.

7. ¿En algún momento de su carrera, se ha sentido menos aceptada por ser mujer en una empresa? ¿Conoce alguna mujer que se haya sentido así?

Si que he tenido la sensación de que se me encargaban tareas mas de oficina, si había que ir a taller o fabrica a tratar con operarios, por ejemplo, tenían mas tendencia a pedírselo a mis compañeros. No es que me sintiera menos aceptada, pero si que son detalles que hacen que no te sientas como una igual.

Si que lo he notado mucho mas marcado en entrevistas de trabajo, posiciones que requerían viajar internacionalmente te hacen mucho énfasis en que tendrás que ir a países “menos igualitarios” y te preguntan si tendrías inconveniente en ir sola, por ejemplo. En esos momentos ves muy claro que si hay otro candidato hombre se llevará él el puesto.

8. ¿Conoce o sabe con certeza casos de hombres que cobren más que mujeres realizando la misma actividad laboral? ¿Ha oído hablar de estas situaciones?

No conozco de primera mano. Lamentablemente en España hablar de salarios entre compañeros todavía es casi tabú. La gente no gusta de compartir cuanto cobra. Pero obviamente la brecha salarial es una realidad que hay que combatir y hacerla desaparecer cuanto antes.

9. El Instituto Europeo de Igualdad de Género define el concepto de “suelo pegajoso” como: “expresión utilizada como metáfora para apuntar a un patrón de empleo discriminatorio que mantiene a las mujeres trabajadoras, principalmente, en los niveles más bajos de la pirámide laboral, con baja movilidad y barreras invisibles para su avance profesional”. Este concepto engloba las preferencias de muchas mujeres en determinados momentos de la vida a elegir llevar a cabo el cuidado de hijos o mayores, condicionando así su vida laboral y limitando su acceso a la

formación fuera de su horario.

a. ¿Qué opinas sobre este concepto?

Es un concepto muy interesante, sobre el que he leído en mas de una ocasión y que esta avalado por un sinfín de estadísticas sobre la presencia de mujeres en los cargos mas altos de empresas, startups, universidades, etc.

b. ¿Cree que está presente en la sociedad contemporánea?

Totalmente, estamos avanzando lentamente con políticas de igualdad que intentan repartir las cargas que hasta ahora han soportado por completo las mujeres pero todavía son escasas e insuficientes. Podemos preguntarnos todos nosotros cuantas excedencias se han cogido padres conocidos y cuantas madres que conozcamos? El trabajo de la mujer, por muy cualificado que sea parece que pasa a segundo lugar cuando uno de los dos tiene que tomarse un tiempo.

c. En el sector de la tecnología, ¿crees que está más o menos presente que en otros sectores?

En el sector tecnológico tengo dudas, no se si es por el perfil de mujeres que eligen formar parte de él o en si que el sector femenino esta mucho menos representado pero no se nota tantísimo en el día a día. También hay que tener en cuenta que muchas empresas tecnológicas son de reciente creación y tienen políticas de rrhh mucho mas adaptadas a nuestros días que no otro sectores.

10. El Instituto Europeo de Igualdad de Género define el concepto de “techo de cristal” como: obstáculos artificiales y barreras invisibles que impiden que las mujeres lleguen a puestos más altos en el organigrama de la empresa, ya sea pública o privada y sea cual sea el ámbito.

a. ¿Qué opinas sobre este concepto?

Me parece muy similar al que hemos comentado en la pregunta anterior, al final acabas obteniendo el mismo resultado. La mitad de la población no puede optar a las posiciones de mas alto nivel, ya sea por un motivo o otro.

b. ¿Cree que está presente en la sociedad contemporánea?

Creo que se esta comenzando a romper esta idea. A la gente ya no le resulta extraño ver a mujeres en puestos de mando, sigue siendo difícil que lleguen a ellos pero cuando lo consiguen no es tanta la sorpresa de la sociedad en general. Lo tenemos mas normalizado delo que realmente es.

c. En el sector de la tecnología, ¿crees que está más o menos presente que en otros sectores?

De igual forma las empresas tecnológicas son mas jovenes y no debería notarse tanto estos dejes culturales que vienen del siglo pasado. Pero obviamente el echo de que haya muchísimas menos trabajadoras en este tipo de empresas contribuye a que su representación en puestos directivos sea menor. No creo que haya empresas que digan ella por ser mujer no la promovamos. O eso quiero pensar. Pero esta claro que ciertos dejes culturales aun están muy arraigados. Estoy segura que en cuanto haya una mujer que llega a las mas altas posiciones de una empresa, mas rápidamente llegaran mas.

11. ¿Cómo cree que es la tasa de desempleo de la mujer en España? ¿Intuye que en Austria puede ser menor o mayor que en España?

Algo mayor que la media de desempleo en España, no sabría decirte una cifra. Creo que en España siempre tenemos la sensación de que el resto de Europa lo hace mejor que nosotros pero quizás me sorprenda al verla.

12. ¿Cuál cree que es, a gran escala, la distribución del empleo a tiempo parcial entre hombres y mujeres?

Interpreto que la pregunta se refiere a si hay mas mujeres que hombres trabajando a tiempo parcial. Creo recordar que si, la distribución yo diría que debe ser entorno al 60%-40%.

13. ¿Cree que en Austria la cantidad de mujeres liderando una empresa del sector tecnológico es mayor o menor que en España? ¿En cuál de los dos países cree que el gender gap es más elevado?

Creo que debe ser similar sinceramente. Desgraciadamente la brecha de genero todavía esta muy presente en toda Europa. Quizás es algo mas elevado en España, espero que luego puedas darme estos datos me has generado mucha curiosidad.

14. Según su experiencia y conocimiento del sector, ¿cree que el mundo empresarial exige más a las mujeres que a los hombres? ¿Podría poner algún ejemplo?

Creo que nos auto-exigimos mas que los hombres. En el sentido de que si en alguna tarea que ligeramente ha sido desarrollada por el genero masculino fallas. Es como si fallaras porque eres una mujer, no porque eres Mónica o Carla. No es que yo no pueda hacer esa tarea o que haya necesitado mas o menos ayuda para hacerla, es que una mujer no puede hacerla. Y creo que intentamos evitar esto a toda costa, por eso nos autoexigimos mas.

Si lo haces igual de bien nadie vendrá a felicitarte, pero si fallas no fallas solo por ti. Es una carga dura de llevar.

15. ¿Cree que puede compartir conmigo alguna situación o comentario recibido que considera que habría sido diferente en caso de ser un hombre?

Situaciones hemos compartido muchas desde las Young IT Girls, bajo la campaña #steaminist Personalmente he tenido mucha suerte y no he tenido grandes decepciones con este tema. Ya he ido contando alguna a lo largo de la entrevista pero por ejemplo, búsqueda de empleo. Una buena posición, buenas condiciones, todo bien. Pero era una empresa pequeña con únicamente 6 trabajadores, todos varones. Acabe diciendo que no, por miedo a no encajar. No se si la situación hubiese sido la opuesta si un varón hubiera dicho que no.

16. ¿Qué le diría a una estudiante de bachillerato que se plantea enfocar su futuro en el sector tecnológico? ¿Algún consejo que le hayan dado y que personalmente le haya sido útil?

Avanti con todo! Me hubiera gustado saber que la universidad y la elección de que estudios cursar no es como la elección de mi vida. Al final la universidad te da una base, te da una visión de todas las opciones laborales que hay en aquel sector pero es después en el mundo laboral donde realmente defines que quieres hacer 8 horas cada día.

Si tienes dudas entre quimica, bio-quimica, bio-tecnologia... es muy probable que al final, elijas lo que elijas, puedas encaminarte y trabajar codo con codo con personas que escogieron lo contrario que tu. Y si tienes dudas! Pregunta! Hay mil personas ahí fuera que se enfrentaron antes que tu a esas situaciones. En las Young IT Girls tenemos mas de 50 socias que han estudiado cosas súper distintas, escríbenos y estaremos encantadas de ayudarte.

1. Para empezar, agradecería que nos resumiese su trayectoria y situación laboral actual.

Actualmente estoy a semanas de entregar mi tfg. He estudiado Ingeniería de Telecomunicaciones en la UPC (Campus Nord, ETSETB). Lo he hecho en una empresa (Fc Barcelona) sobre optimizaciones de los procesos que siguen las grabaciones del club (entrenamientos, partidos, etc).

Al mismo tiempo, hace un par de semanas que he empezado a trabajar en el departamento de Tráfico y Control Central en la CCMA.

Durante estos años de universidad también estuve haciendo prácticas en EY (Consultoría, en el departamento de Risk IT).

2. Cuando decidió formar parte del sector tecnológico, ¿pensó que eso le supondría más dificultades que si hubiese decidido otro sector por ser mujer?

No me planteé si por ser mujer tendría más dificultades. Si tenía miedo de ser la única chica y no ser capaz de sentirme ubicada y sentir que formase parte de algo. También pensaba que no sería capaz de sacarme el grado. Una clara falta de autoconfianza. Me he dado cuenta que en general las chicas en grados donde somos minoría tenemos más problemas de autoconfianza.

3. ¿Por qué cree que aún hay pocas mujeres (o se cree que hay pocas) en el sector tecnológico?

No se muestran referentes. Antes de ir a la universidad vemos mujeres en enfermería, biología, magisterio, pero no en ingeniería. Inconscientemente nos hace entender que nosotras no debemos estar allí.

4. ¿Qué porcentaje de alumnos y alumnas había en su clase de la UPC?

Aproximadamente un 20% (como mucho).

5. ¿Cree que ha tenido más limitaciones por ser mujer para llegar a ser, entre muchas otras cosas, socia activa y responsable del equipo de actividades de Young IT Girls?

No. En las Young IT Girls somos mayoría chicas. Y no dejamos que los chicos que forman parte de la asociación puedan estar en cargos de dirección o representación directa de la asociación. Los hombres deben ayudar en la causa, pero no pasar por encima nuestro.

6. Como técnica en la Corporació Catalana de Mitjans Audiovisuals, ¿qué porcentaje aproximado de mujeres y hombres hay en la sección más tecnológica? (Si hay pocas mujeres, saber si el motivo es por preferencia a tener hombres contratados en este sector o porque no hay oferta de mujeres tecnológicas que apliquen en la empresa con este perfil).

Hace poco que estoy trabajando allí así que no puedo dar un %. Sin embargo hay más hombres que mujeres seguro. Creo que estaríamos alrededor del 20 otra vez.

Para mí los motivos son claros, hay menos mujeres que estudiamos grados TIC, entonces menos mujeres trabajando de eso.

7. Hablando en concreto de Young IT Girls, ¿cómo conoció la organización? ¿En qué momento supo que quería quedarse a formar parte de la junta y el equipo de actividades?

Las conocí por redes y por la uni (muchas son ex estudiantes de la UPC). Lo supe al instante. Sin embargo, me esperé a tener más disponibilidad de tiempo para empezar a formar parte.

Supec que quería formar parte de la junta porque creo firmemente en nuestros objetivos. Y pensé que formando parte de la junta podría aportar más para seguir creciendo.

8. En su caso, ¿cree que sus proyectos le están influyendo a tomar decisiones a nivel personal? ¿Cree que se plantearía las mismas cuestiones si fuese un hombre?

Creo que sí. Mis proyectos y las cosas que hago en mi día a día me influyen en la toma de decisiones. Creo que si fuese un hombre también me lo plantearía.

9. ¿En algún momento de su carrera, se ha sentido menos aceptada por ser mujer en una empresa? ¿Conoce alguna mujer que se haya sentido así?

Yo no. Pero se de compañeras que sí.

10. ¿Conoce o sabe con certeza casos de hombres que cobren más que mujeres realizando la misma actividad laboral? ¿Ha oído hablar de estas situaciones?

No los conozco personalmente. Pero si los he visto publicados en artículos, redes, etc.

11. He podido ver que fue miembro del Challenge Based Innovation, programa de 4-6 meses donde equipos de estudiantes universitarios desarrollan proyectos que resuelven problemas sociales complejos, inspirados en ideas tecnológicas que provienen del desarrollo de instrumentación o investigación básica en el CERN. El CERN es uno de los principales centros de investigación del mundo en física de partículas, con el propósito de generar una innovación disruptiva para lograr un impacto social. Me gustaría saber cual fue su experiencia y si recuerda aproximadamente el porcentaje de alumnos y alumnas que participaban.

En este proyecto los grupos de trabajo eran multidisciplinares. He de decir que el % de chicas/chicos, incluso entre los que veníamos de la UPC era bastante igual. Sin embargo, hace falta comentar que para acceder al Challenge Based Innovation (CBI) tenías que pasar un proceso de selección. Y desconozco por completo los parámetros que se usaban para decidir quién sí y quién no.

12. Además, a principios de 2021 ganó la Beca Edelmira Calvetó, que obtiene el nombre por la primera mujer que fue admitida como socia del FC Barcelona en enero del 1913 en homenaje a su espíritu pionero. El FC Barcelona y la UPC (Universitat Politècnica de Catalunya · BarcelonaTech) crearon esta beca con el objetivo de promover el acceso profesional en el mundo de la tecnología y del deporte de chicas estudiantes de carreras relacionadas con los ámbitos de Ingeniería, Matemáticas, Ciencia y Tecnología. ¿Qué ha significado a nivel personal recibir esta beca? ¿Cree que influirá a nivel laboral? ¿Considera que debería darse más visibilidad a estas acciones y que se deberían promover y crear más?

A nivel personal ha sido enriquecedor, pues me ha permitido conocer muchas personas y establecer contactos que no habría establecido sin esta. También ver cómo trabaja una empresa como el FC Barcelona. Creo que es un privilegio, pues es difícil llegar a entrar en esta empresa de prácticas. Creo que sí influirá a nivel laboral.

Creo que sí se deben dar visibilidad a este tipo de acciones, sin embargo, no podemos permitir que se hagan acciones de este tipo solo para aparentar ser una empresa moderna y feminista. Además, lo ideal sería llegar a un punto que no haga falta promover becas solo para chicas (para incentivar su paso por el sector TIC), debido a que hay las mismas oportunidades para ambas chicas y chicos.

13. El Instituto Europeo de Igualdad de Género define el concepto de “suelo pegajoso” como: “expresión utilizada como metáfora para apuntar a un patrón de empleo discriminatorio que mantiene a las mujeres trabajadoras, principalmente, en los niveles más bajos de la pirámide laboral, con baja movilidad y barreras invisibles para su avance profesional”. Este concepto engloba las preferencias de muchas mujeres en determinados momentos de la vida a elegir llevar a cabo el cuidado de

hijos o mayores, condicionando así su vida laboral y limitando su acceso a la formación fuera de su horario.

a. ¿Qué opinas sobre este concepto?

Creo que es algo que sucede, y como sociedad no podemos permitir que el 50% de la población no opte a según qué cargos por las condiciones laborales que se ofrecen. Nos perdemos un 50% muy potente.

b. ¿Cree que está presente en la sociedad contemporánea?

Sí, demasiado presente.

c. En el sector de la tecnología, ¿crees que está más o menos presente que en otros sectores?

Quizás un poco menos presente por el menor % de mujeres en el sector.

14. El Instituto Europeo de Igualdad de Género define el concepto de “techo de cristal” como: obstáculos artificiales y barreras invisibles que impiden que las mujeres lleguen a puestos más altos en el organigrama de la empresa, ya sea pública o privada y sea cual sea el ámbito.

a. ¿Qué opinas sobre este concepto?

Se parece al anterior. No se nos ofrece suficientes recursos a las mujeres para poder ser madres solteras y seguir adquiriendo responsabilidades en el trabajo. Tampoco para ser madres no solteras. Tampoco para no ser madres. Pero me refiero a que a las mujeres se nos obliga (conscientemente o no) a tener mayor carga mental en nuestra vida personal.

b. ¿Cree que está presente en la sociedad contemporánea?

Sí.

c. En el sector de la tecnología, ¿crees que está más o menos presente que en otros sectores?

Creo que podría estar más presente pues son puestos de trabajo que requieren mucha dedicación y tiempo. Y ser mujer en estos ámbitos a veces significa lidiar con entornos con mayor número de hombres.

15. ¿Cómo cree que es la tasa de desempleo de la mujer en España? ¿Intuye que en Austria puede ser menor o mayor que en España?

Intuyo que es alta. E intuyo que es menor que en España.

16. ¿Cuál cree que es, a gran escala, la distribución del empleo a tiempo parcial entre hombres y mujeres?

Seguramente muchas más mujeres trabajan a tiempo parcial.

17. ¿Cree que en Austria la cantidad de mujeres liderando una empresa del sector tecnológico es mayor o menor que en España? ¿En cuál de los dos países cree que el gender gap es más elevado?

Seguramente sea mayor. El gender gap será mayor en España.

18. Según su experiencia y conocimiento del sector, ¿cree que el mundo empresarial exige más a las mujeres que a los hombres? ¿Podría poner algún ejemplo?

Sí. Por ejemplo, en grados como el mío (ing. de telecom), a las chicas no solo se nos exige que sigamos adelante, sino que además, seamos las mejores de la clase. “Ya que queremos diferenciarnos de la mayoría de mujeres, como mínimo seamos las mejores.”

19. ¿Cree que puede compartir conmigo alguna situación o comentario recibido que considera que habría sido diferente en caso de ser un hombre?

Creo que he tenido más inseguridades en el momento de enfrentarme a telecos que los chicos, incluso por ejemplo en exámenes donde claramente yo sabía mucho más/había estudiado mucho más.

20. ¿Qué le diría a una estudiante de bachillerato que se plantea enfocar su futuro en el sector tecnológico? ¿Algún consejo que le hayan dado y que personalmente le haya sido útil?

Que si le gusta, adelante. Que poco a poco de todo se va saliendo, y que necesitamos su talento.

A nivel personal, me han aconsejado no pararme frente a nada, y menos frente ningún hombre.

Interview with Andrea Halfpap

1. To begin with, I would be grateful if you could summarize your career and current employment situation.

I have started out in advertising / marketing before I studied Design in Germany. After graduation I worked as a visual designer and Interaction Designer for Vodafone, then went to Barcelona to work for a Design research company for a short while before cofounding a company in 2011 that started out as a design in tech company and became "Gestoos", a AI technology. I left the company this year in January after 9 years and am now dedicating myself to freelance projects as well as consulting and teaching in UX/AI.

2. When you decided to join the technology sector, did you think that this would be more difficult for you than if you had chosen another sector just because of being a woman?

I did not decide to join the sector, but the product of our own company became gradually a technical one, so there was no conscious thought about being a woman in tech. However, being a woman as a founding member of a (later) tech company became a conscious part of my work.

3. Why do you think there are still few women (or at least society believes there are few) in the technology sector?

I think 2 reasons: 1. (still) less woman are working in the sector as there is naturally more interest in other sectors (globally speaking). 2. Girls are not encouraged enough to try technology related hobbies/interests/professions. I think there is a bias in what we offer or expose our children to, less technical for girls, more for the boys. I think this sometimes really subconscious influence starts early.

4. Along your career, how many women leading companies have you met? How many of them are from the same sector?

I was not really counting :) but I can surely say that there were only few

5. What had it meant for you to be the co-founder of a Tech/Design Start-up for nine years (Gestoos)?

I did not really leverage that aspect of my work at all, but that is more due to the fact that I am really not a stage person, I do not like the percance aspect of the work- the talks, interviews, making a buzz. I actually regret that cause I perhaps could have had more positive influence on younger woman who are interested in joining the sector.

6. In your company, what percentage of women and men are there? (If there are few women, the reason is because of the preference on having men hired in this sector or because there are not so many women technologist applying in the company)

The ladder. We have filled amen positions with women in the company, but not for the technological roles. They were predominantly men, but as you suggested we had maybe 1 woman applying for every 20 men.

7. At any point in your career, have you felt less accepted for being a woman in your company? Do you know any woman who felt that way?

Yes, I did, and I am sure other woman (in other companies) have felt the same. Especially when I became a mother, the gap between decisions that women must take in contrast to nearly zero affect on men who just became fathers, is immense.

8. Do you know any certain cases of men who earn more than women doing the same job?

Not in my close surroundings, but that does not mean it's a myth. I am very sure that is the case.

9. The European Institute for Gender Equality defines the concept of "sticky floor" as: "Expression used as a metaphor to point to a discriminatory employment pattern that keeps workers, mainly women, in the lower ranks of the job scale, with low mobility and invisible barriers to career advancement." This concept encompasses the preferences of many women at certain times in their lives to choose to take care of children or adult children, thus conditioning their working life and limiting their access to training outside their working hours.

a. What do you think about this concept?

I very much agree that it exists and that it's a huge problem.

b. Do you think it is present in contemporary society?

Absolutely

c. In the technology sector, do you think it is more or less present than in other sectors?

I think it's not a question of sectors, but of a general imbalance in equality that expresses itself in the workplace.

10. The European Institute for Gender Equality defines the concept of “glass ceiling” as: Artificial impediments and invisible barriers that militate against women’s access to top decision-making and managerial positions in an organisation, whether public or private and in whatever domain.

a. What do you think about this concept?

I very much agree that it exists and that it’s a huge problem.

b. Do you think it is present in contemporary society?

Absolutely

c. In the technology sector, do you think it is more or less present than in other sectors?

I think it is not a question of sectors, but of a general imbalance in equality that expresses itself in the workplace.

11. What do you think is the unemployment rate for women in Austria? Do you realize that in Spain it may be lower or higher than in Austria?

I can imagine the unemployment rate is higher in Austria.

12. What do you think is the large-scale distribution of part-time employment between men and women?

I could imagine that out of 100 people working a part time job there would be 80 women and 20 men.

13. Do you think that, in Spain, the number of women leading a company in the technological sector is higher or lower than in Austria? In which of the two countries do you think the gender gap is higher?

I believe the gender gap is higher in Austria- but only because I think that its more common for women in Spain to work full time soon after they have children and in general.

14. Gestoos is considered a fast-growing Startup with the mission to create the future of technology. Do you think more and more women are interested in being part of projects like this? Or do men still have more predisposition?

I think that there is a positive trend of more and more women being interested in the sector. Although I do not deny a natural predisposition.

15. Have you noticed that you have been treated differently when you have been working in Spain, Australia and different places in Germany? Were there a similar number of women in your section in all three countries?

I cannot say anything about the numbers, as I worked in very different jobs in these countries. Of course, I can say that I have been treated “differently” in general at each workplace but that is due to cultural backgrounds in each respective country.

16. Based on your experience and knowledge of the industry, do you think that the business world demands more of women than men? Could you give us an example?

We still more women in leadership roles, and if that can be achieved through government regulations, I am supporting this. Because I believe that only when we have enough women in decision making roles, true change can be generated so that after a while we will not need a regulated space anymore.

17. What would you say to a high school student who is considering focusing her future on the technology sector? Any advice you have been given that has been helpful for you?

Go for it and claim your space. When you are a woman, think as a men would do and learn the rules of communication of a men dominated space. Play by those rules.