

BWAW 2026 Conclusions

Wednesday, June 4

BUnion

- **Far from moving toward parity, a certain setback can be observed.** In 2025, only one of the 35 IBEX companies had a woman at the highest salary level across the entire workforce; in previous years, there had been two, and even three women leading the ranking.
- **A significant gap in caregiving responsibilities still exists.** Only 9% of company board members are married; in the case of women, the figure drops to 1%. Thirty-six percent of women board members have no children, compared to 10% of men in the same situation. Overall, the employment rate for women and men without children is the same, at 78%. However, the employment rate for women with children falls to 71%, while for men with children it rises to 88%.
- **The gender gap in the perception of promotion opportunities across different areas of responsibility is notable.** In Catalonia, 30% of women do not identify any facilitation or even opportunities for promotion within their company, compared to 20% of men. Moreover, women not only struggle to reach positions of power, but once they do, they face very different conditions. Among women in executive bodies and leadership roles in companies, the gender pay gap stands at 18%, meaning they earn almost €10,000 less than men.
- **In situations where discrimination is greater, the pay gap is more pronounced.** Overall, the gender pay gap has been reduced from 26% in 2017 to 16.7% in 2026. However, among people over the age of 55, the gap increases to 23%. In the lowest professional categories, the gap reaches nearly 32%.

BScience

- **Healthcare innovation requires a comprehensive transformation:** the CREA model at Bellvitge Hospital shows that combining process reengineering, patient experience, digitalization, and evaluation leads to real and measurable improvements in healthcare delivery.
- **Medicine is entering a predictive and preventive era:** advances in genomics, biomarkers, neuroimaging, and big data make it possible to

detect diseases such as Alzheimer's decades in advance, radically changing the clinical approach.

- **Disruptive innovation in health must overcome major adoption barriers:** projects such as the MAP-AD test demonstrate that the most advanced technologies face regulatory, clinical, and reimbursement challenges before reaching the healthcare system.
- **The combination of advanced science and business leadership accelerates personalized medicine:** solutions like MAP-AD illustrate how cutting-edge biotechnology can become scalable, global tools for the prediction and early management of neurodegenerative diseases.

BDigital

- **The three most strained rights today, in the era of Artificial Intelligence, are the right to be forgotten, the right to truthful information, and the right to non-discrimination.** We generate such a vast amount of data—both voluntarily and involuntarily—that it is extremely difficult to control. In addition, most of the information we receive is driven by algorithms deliberately designed by the individuals or entities that control them.
- **When an algorithm works with incorrect data, it produces incorrect outputs.** In these cases, the problem does not lie in the algorithm itself, but in the metrics and the intent with which it has been programmed. Algorithms reflect the biases we teach them. If the data is biased, the responses will be biased as well.
- **Algorithms learn from the industries themselves and replicate their traditional biases.** In the music industry, for example, studies indicate that algorithms generally recommend male singers and that only 25.4% of the music streamed on platforms is performed by women.
- **It is important for open innovation areas to be aware of the importance of data when launching a pilot.** Forty percent of corporations are incorporating AI technologies, most of which come from startups. In these cases, it is not enough to ask startups about the technology and scalability and efficiency metrics; it is also necessary to understand the origin of the data, the biases involved, and the associated rights.

BSecurity

- **Equality plans are driving women's access and promotion.** All police forces currently have their own equality plans, a framework that is

significantly facilitating the incorporation of women and their professional advancement. These internal policies have become a key driver toward more equitable and diverse structures.

- **Talent has no gender: the visibility of female role models is essential.** The public presence of women within security forces must continue to be strengthened. Within the BWAW framework, inspiring examples were showcased of women with diverse profiles—such as a finance professional, a lawyer, or a psychologist—who now hold highly relevant positions, demonstrating that female talent adds value in any field.
- **The Guardia Civil is making progress through active equality and visibility campaigns.** The Guardia Civil is developing specific campaigns to promote equality and increase the visibility of women within the force. These initiatives are delivering measurable results, supported by positive data. In addition, the principles of merit, ability, and equality remain the cornerstone of all selection and promotion processes.
- **Progress within the Mossos d'Esquadra is significant, but parity is still far off.** The first 43 women joined the Mossos d'Esquadra in 1986. Today, almost 40 years later, women represent 24.96% of the total force, exceeding 4,800 officers. Although the progress is substantial, these figures show that there is still a long way to go to achieve true parity within the corps.

BGaming

- **The increase of female role models in senior management encourages future vocations.** The growing presence of women in executive positions within major video game companies represents a significant step forward and an inspiring message for younger generations. Having these role models is essential to attract and retain female talent in the industry.
- **Gender biases persist in recruitment processes.** During the session, it was highlighted that many men in positions of responsibility tend to hire other men, with whom they more easily identify. This unconscious bias perpetuates inequalities and hinders women's equitable access to key roles.
- **The distribution of roles remains unequal between female and male profiles.** Although female presence is increasing, it continues to be concentrated in areas such as art, design, or marketing, while more technical positions—such as programming—remain less occupied by women. The fact that there are more women in production than in

programming highlights a gap that must be addressed through training, visibility, and promotion initiatives.

- **Female representation in leadership remains insufficient.** Women in leadership positions account for only 16% of the total. Although this figure reflects progress and evolution, it is still far from the 50% needed to achieve real equality in decision-making within the sector.

Thursday, June 5

BMedia

- **Journalistic rigor as a response to social distrust.** In a context where 70% of the population does not trust what they read, the media must strengthen their commitment to truthfulness and fact-checking. Seeking audiences is not negative in itself, but it becomes problematic when clicks are prioritized over responsible journalism.
- **Equality in editorial leadership transforms narratives.** Bringing women into decision-making bodies is not only a matter of justice, but also of informational quality: when the gender of leadership changes, perspectives shift, new viewpoints emerge, and issues that had traditionally been invisible are incorporated. For this reason, quotas remain necessary.
- **Women leaders bear greater self-demand as a result of unequal structures.** Reaching positions of power continues to be a more difficult path for women, increasing the level of responsibility and pressure they feel once they arrive. It is worrying—and even shameful—that in 2026 we still need to demand an equality that should be unquestionable.
- **AI will transform the media, but it will not replace journalism or truth.** Artificial intelligence will automate tedious tasks and optimize processes, but it will not replace the human value of journalism: exclusives, critical thinking, and direct contact with sources will remain irreplaceable. In the AI era, verification will be more important than ever to preserve truthful information.

BMultilateral

- **Women's rights require constant vigilance: nothing is guaranteed.** Progress in equality is not irreversible. Regression is possible without active oversight from institutions, companies, and civil society. Multilateral

governance must strengthen mechanisms that protect hard-won rights and anticipate setbacks.

- **Real equality is achieved when women participate in decision-making.** It was emphasized that equality is not just about numerical presence, but about access to power, influence, and decision-making spaces. Although 36% of executive positions in the IBEX 35 are held by women, their presence on boards of directors is still limited to 25%, and pay gaps persist. Progress requires ensuring female leadership with real impact.
- **Inequalities intensify when gender and age intersect.** Ageism emerges as a discriminatory factor that particularly penalizes women, whose employment opportunities decrease over time. Equality policies must incorporate an intersectional perspective to address multiple forms of discrimination and promote sustainable career paths throughout life.
- **Transformation is only possible through strong alliances and shared responsibility.** Experience shows that when companies, public institutions, and civil society align, change is possible. Equality is everyone's responsibility: men and women, public and private sectors, local and international actors. Building collaborative networks and joint strategies is the most effective way to guarantee rights and foster more inclusive multilateral governance.

BCorporate

- **The corporate role is key to gender equality.** In Spain, only 38% of executive positions are held by women, and just 19% of them occupy general management roles. Moreover, when they do, they earn 12% less. This persists despite the fact that 28% of executives believe that having women on boards of directors has a positive impact on company performance.
- **Women are there, but there must be an intention to find them.** It is necessary to give visibility to female executives and create space for them in sectors that remain difficult to penetrate: technology, industry, science, and others. However, responsibility should not rest solely on corporate policies; women leading teams must also foster supportive environments and recognize women's potential in every role.
- **Women need to know that it is possible to build a career in a tech company and be happy.** By the end of 2025, there were more than 200 tech hubs employing over 46,000 people. The pharmaceutical industry was the

sector that created the most female jobs in these environments last year. Even so, only 31% of professionals working in pharmaceutical tech hubs are women.

- **The gender pay gap, equality, and work-life balance are not peripheral issues; they have real impact.** The latest report on differences in the use of reduced working hours between men and women makes it clear that much work remains to be done, and there should be no negotiation in which these issues are not a structural component.

BReal Estate

- **Public–private collaboration is essential to address the housing shortage.** With an expected shortfall of up to two million homes over the next decade, the sector agrees that only coordinated action between public administrations and companies will make it possible to accelerate supply and respond to real demand.
- **Public capital must lead and guide investment toward affordable rental housing.** The European housing plan acknowledges that public investment must mobilize private capital to generate affordable housing. This roadmap is a solid first step that can deliver results, provided clear mechanisms are established to prioritize access to decent rental housing.
- **Lack of land and slow bureaucracy are critical barriers to housing construction.** The sector points out that obtaining permits can take longer than the construction itself. Without available land and streamlined administrative processes, it is impossible to move at the pace required by the current context. Resolving these bottlenecks is key to improving housing accessibility.
- **Legal certainty is essential to attract private investment and ensure social impact.** Companies want to build and are willing to contribute to social benefit, but they need a stable and predictable regulatory framework, especially regarding affordable rental housing. Without legal certainty, capital withdraws and solutions to the housing problem move further away.

BTalent

- **Creating female role models in STEM is essential to reducing the gender gap.** Without visible and accessible role models, girls and young women are unlikely to envision their professional future in scientific and technological careers.

- **More female leadership is needed to activate a multiplier effect.** There are still too few women in positions where they can promote, mentor, and open doors for other women. Encouraging female leadership is key to ensuring that young talent finds support and real opportunities.
- **We must transform the traditional view of companies to facilitate female entrepreneurship.** When we understand that a company is simply a team of people organized around a purpose, it becomes clear that women can lead projects with the same competence. Changing this mindset is an essential step to attracting more female entrepreneurs.
- **Equality will not be achieved without more women in investment and without removing barriers such as segregated femtech.** The lack of female investors and business angels limits funding for women-led projects. In addition, the existence of separate funding rounds with smaller budgets perpetuates inequality. If Spain succeeds in getting more girls to choose STEM today and more women to finance projects tomorrow, we will truly be moving closer to closing the gap.

Friday, June 6

BArchitecture

- **Architecture with a gender perspective improves urban quality.** Integrating diversity of uses and experiences from the earliest design stages makes it possible to create spaces that are more functional and responsive to the real needs of citizens.
- **Urban planning can reduce inequalities.** The built environment shapes how the city is experienced; incorporating the perspectives of women and underrepresented groups helps create safer, more accessible, and more inclusive spaces.
- **Diversity in professional teams enriches solutions.** Multidisciplinary and diverse teams bring complementary perspectives that enhance innovation and the effectiveness of architectural projects, fostering fairer cities for everyone.

BHealth

- **Equality requires visible role models and diverse leadership.** The lack of women in scientific leadership positions is not due to a lack of talent, but to

historical structures in which rectors, directors, and leaders have been predominantly male. Making female role models visible and promoting diverse leadership is essential to break this cycle of absence and open pathways for future generations.

- **Training and support work—and must be consolidated.** Training programs and professional development initiatives have proven to be real opportunities to change long-standing patterns. Investing in training, mentoring, and safe spaces for the development of female leadership is a lever that is already transforming the sector and must be strengthened.
- **Equality is a shared responsibility: men and women must be involved.** The bias toward financing more male-led projects reflects our tendency to trust those who resemble us. Without the active involvement of men—as investors, leaders, and allies—structural change will not occur. Equality is not a women’s issue, but a collective challenge that requires shared responsibility.
- **Talent has no gender: culture must change from the ground up.** For women to lead without fear or doubts about their capabilities, we need a culture that educates for equality from childhood and promotes a fair distribution of domestic responsibilities.

BSpace

- **Equality is a strategic competitiveness factor.** In a sector where specialized talent is scarce, failing to incorporate women means losing innovation, speed, and technological capacity, even affecting European technological sovereignty.
- **Women already demonstrate excellent performance in engineering.** The growing presence of women in aerospace degrees and their stronger academic indicators highlight a talent pool that must be recognized and further developed.
- **Ensuring real equality requires dismantling cultural and educational barriers.** The sector needs to attract STEM vocations from school age and better communicate its technological dimension, so that no profile is excluded due to a lack of role models or misconceptions.
- **Diversity and female leadership drive innovation.** More diverse teams are more creative and resilient, and the space sector requires more women in

positions of responsibility to support its transformation and strengthen its global competitiveness.

BFintech

- **Spain is making progress, but female leadership remains a pending issue.** Although Spain ranks among the most advanced countries in equality within the financial sector, the data reveal a clear gap: only 25% of operational management positions are held by women, and just 12% are founders. Progress exists, but it is not enough to speak of real equality in decision-making.
- **Lack of confidence is the main barrier to financial inclusion.** The growing number of women in financial education and advisory roles shows that the talent is there. However, self-confidence remains the greatest obstacle preventing women from accessing more complex financial products or assuming leadership positions. This confidence gap is not individual, but structural, and requires targeted interventions.
- **Equality does not advance on its own: plans must be implemented, not shelved.** It is concerning that 35% of companies required to have an equality plan do not have one, and that many of those that do leave it “in a drawer.” In the 21st century, equality cannot depend on goodwill. Legislation and oversight are essential to ensure that plans are implemented and generate real change.
- **Financial education is key to closing the gap from adolescence.** A revealing fact emerges in classrooms: girls show greater interest in financial education than boys. This indicates that the future can be different if education is strengthened from an early age. However, women still take fewer financial risks, limiting their opportunities. Education must help balance this tendency and empower future generations.