

**CSR**  
**Best practices from Spain**

<b>Practice No. 1: BBVA</b>	
<b>1. Country, Town</b>	Spain
<b>2. Sector</b>	Financial sector
<b>3. Legal status</b>	
<b>4. Ownership status (domestic, foreign) if it is available</b>	National
<b>5. Number of employees (male/female)</b>	31.154
<b>6. Share of male/female on management level</b>	
<b>7. CSR policies developed</b>	The BBVA includes the equality of opportunities between his corporate values and gathers her explicitly in his Code of Conduct. Also, his model of personnel management emphasizes the development of the individual and the equality of opportunities.
<b>8. CSR &amp; gender equality policies</b>	<p>In November, 2005 They signed with the syndicates a “ Agreement of Equality and conciliation of the familiar and labor life ” that covers four paragraphs:</p> <ul style="list-style-type: none"> <li>• familiar and labor conciliation;</li> <li>• protection of the pregnancy and the maternity;</li> <li>• equality of opportunities, and</li> <li>• measurements on violence of genre and sexual harassment.</li> </ul> <p>Between the measurements that are contemplated in this Agreement they can stand out:</p> <ul style="list-style-type: none"> <li>• In the cases of voluntary reduction of day for familiar reasons, the social loans for acquisition of housing will not turn out to be affected by the wage proportional applied reduction.</li> <li>• The licenses not remunerated by adoption abroad, treatment for the assisted reproduction, or familiar support in case of illness they happen to have annual regularity (earlier they were every two years)</li> <li>• The leave for relatives' care or for children will calculate to effects of antiquity.</li> <li>• The videoconference will be used to reduce the number of work trips</li> <li>• There is created the possibility of using the part-time rests for maternity.</li> <li>• The permission of parenthood is extended to five days.</li> <li>• The employees who are in situation of leave for familiar motives or of reduction of day, will be able</li> </ul>

	to realize, during the last trimester before to his reincorporation, training courses adapted for his professional recycling. Likewise, they will be able to take part in calls of transfers, ascents and examinations of training. The Agreement is created by a Commission of Equality of Opportunities to look over the application and the development of these measurements and to promote the equality.
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<b>Practice No. 2: CAJA MADRID</b>	
<b>1. Country, Town</b>	Spain
<b>2. Sector</b>	Financial sector
<b>3. Legal status</b>	
<b>4. Ownership status (domestic, foreign) if it is available</b>	National
<b>5. Number of employees (male/female)</b>	12.731
<b>6. Share of male/female on management level</b>	
<b>7. CSR policies developed</b>	
<b>8. CSR &amp; gender equality policies</b>	<p>It applies a System of Integral Management of Persons that has a double purpose:</p> <ul style="list-style-type: none"> <li>• To facilitate the maximum development of capacities</li> <li>• To guarantee the commitment of the persons with the ends of the managerial project.</li> </ul> <p>The System is integrated to the strategic project of the entity and one of his elements is to offer an environment of flexibility to allow the persons to decide freely on how, when and of what way to conciliate his personal life with his professional life. In him there are included the values of diversity and of equality of opportunities. The application of the system is of personalized character and it tries to cover the different needs that take place according to the vital stages and the personal situations of each one.</p> <p>En el caso del nacimiento de hijos, se ofrecen a los empleados:</p> <ul style="list-style-type: none"> <li>• Coverage with a person hired to the effect of the maternity leave;</li> <li>Approach to the most next center of work to the domicile;</li> <li>• Automatic Leave with insured reincorporation;</li> <li>• Permission of lactation of 10 calendar days more 5 skilful ones;</li> <li>• Helps with nursery schools for children from 0 to 3 years;</li> <li>• Helps to formation for children from 3 to 25 years;</li> <li>• Helps to children formation with disability;</li> <li>• Possibility of reduction of working day from an hour up to two</li> </ul>

thirds;  
 • Flextimes in functions that do not need attention to the public.

<b>Practice No. 3: EDICIONES FRANCIS LEFEBVRE</b>	
<b>1. Country, Town</b>	Spain
<b>2. Sector</b>	Edition
<b>3. Legal status</b>	
<b>4. Ownership status (domestic, foreign) if it is available</b>	Multinational
<b>5. Number of employees (male/female)</b>	92
<b>6. Share of male/female on management level</b>	
<b>7. CSR policies developed</b>	
<b>8. CSR &amp; gender equality policies</b>	<p>The system of flexible work of this company does not rest on a major responsibility and individual discretionary nature, but on the adjustment of the system of work from the organs of direction. The philosophy is to offer a series of prearranged options that consist basically in:</p> <ul style="list-style-type: none"> <li>• The majority of the employees can match with his direct person in charge an hour of flexibility of entry and of exit on the established schedule.</li> <li>• There Exists a number of hours accumulated when the employee has realized over the time of established work. These hours are used to compensate the intensive work day (of 8h to 15h) of Fridays and of the summer period, and the absences for proper matters.</li> <li>• The persons with ten-year-old younger sons and those who have to his charge familiar clerks can move forward half an hour his exit, any time they resign from the time of the snack and reduce the time dedicated to the lunch at half an hour.</li> </ul> <p>Also, the timetable is organized in such a way that the best use is obtained. For example, the meetings are always realized inside the schedule of work; a doctor and an osteopath come to the center of once per week and they are available the doctor of free form and the osteopath at a reasonable price subsidized by the company; dining room and catering subsidized by the company; free bus of the company that follows a route to go to the work and to return.</p>

