
The social impact of the University of Deusto

**Identifying Deusto-educated leaders in the Basque Autonomous Community:
An analysis of the degree of penetration of Deusto graduates into Basque
institutions and companies**

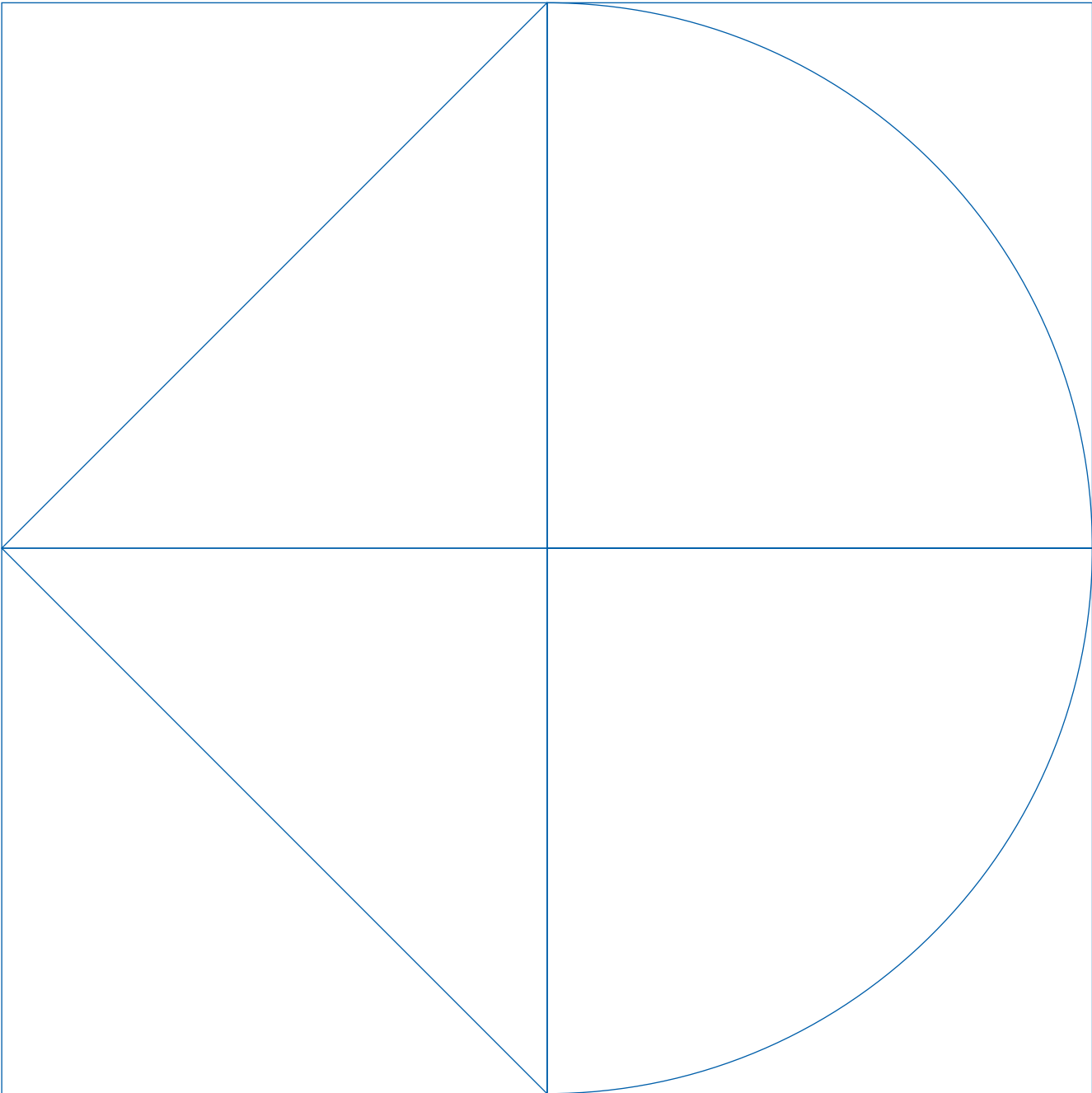
Arrondo, Elvira; Lambarri, María; Larrea, José Luis; Ruiz-Bravo, Paula; Urcelay, Víctor



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The different projects, studies and pieces of research carried out by Deusto Social Lab every year form the basis for the publication of the so-called *Deusto Social Lab Reports*.

These monographs are aimed at all the economic and social actors that make up the open cooperation ecosystem in which the mission of Deusto Social Lab operates (companies and organisations, public administration, educational institutions, social and cultural bodies, among others) and, ultimately, at society at large. Using non-academic language, these monographs showcase the transformative power of research and enable Deusto's research results to be shared with social actors. This is intended to help them meet the challenges that they face in connection with social transformation by offering them examples of good practice, as well as guidelines and recommendations that can be useful in their work.

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Foreword

Deusto Social Lab has been launched to meet the challenges posed by society in the 21st century. Providing people with the lifelong support they need so that they can be active agents of transformation is at the heart and core of what we do at the University.

This approach involves promoting the development of the person as an agent of change and transformation throughout life, and goes hand in hand with a process of ongoing training and learning. It also considers that the desired transformation must have a purpose: we want people to be agents of change at the service of well-being, we want our society to be characterised by inclusive and sustainable well-being, in which people play a leading role.

Similarly, we recognise that knowledge does not only reside in the university. It is therefore essential to generate an ecosystem for open learning, which links the various areas of knowledge to economic and social actors. In this ecosystem, the relationship model must be based on cooperation, recognising that the worlds of business, government and any type of social organisation must work together to face the challenges that exist within the new context.

Through the Deusto Social Lab Reports, we seek to transfer and share with our entire ecosystem the results of selected projects, initiatives and studies conducted in order to contribute to addressing the new challenges faced in our society.

Víctor Urcelay Yarza
Pro-Vice-Chancellor for Entrepreneurship and Business
Relations and Head of the Deusto Social Lab Initiative

Deusto Social Lab aspires to build a space for cooperative learning that fosters the co-generation of knowledge at the service of progress, while transforming the day-to-day work that we do. This learning space is committed to stimulus, discussion, reflection, action, recognition and dissemination, which need to be constantly developed to ensure sustained and sustainable learning processes over time. Processes that are useful and bring recognised value to society in terms of social impact.

In this context, these Reports are intended to be a sound instrument not only for dissemination, but also for stimulating and provoking a type of discussion that leads to reflection, action and the recognition of what we do, turning the process into a creative spiral that unfolds over time.

Stimulation is important in triggering any learning process and achieving cooperation in working at the service of an envisaged common future. An envisaged common future that serves to stimulate us; that lead us to share by engaging dialogue and conversation; and that demands individual and collective reflection and challenges us to take cooperative action. An action that needs to be evaluated and recognised as part of the construction of the common embodied narrative in every learning process. This is aimed at disseminating and socialising shared learning, which is the best way to stimulate a new stage of knowledge generation through learning. It involves working hand in hand with people, who are always at the core of the process.

José Luis Larrea Jiménez de Vicuña
Chairman of the Advisory Board of Deusto Social Lab

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INDEX

CHAPTER ONE: INTRODUCTION	9
1. Introduction	10
1.1. Overall framework of this study. The journey travelled to date	10
CHAPTER TWO: CONCEPTUAL FRAMEWORK FOR LEADERSHIP	14
2. Conceptual framework for leadership	15
2.1. How the understanding and conceptualisation of leadership has evolved towards transformational leadership.....	15
2.2. Profile of contemporary leadership.....	17
2.3. The influence of leadership on social impact.....	18
2.3.1. Leadership styles and impact generation	18
2.3.2. Relationship between leadership and the position held for impact generation: Positional leadership	19
2.4. Humanistic leadership.....	20
CHAPTER THREE: THE ROLE OF THE UNIVERSITY IN THE EDUCATION OF HUMANIST LEADERS.....	22
3. The role of the university in the education of humanist leaders	23
3.1. The role of the university in the education of agents of change.....	23
3.2. Educational factors which shape leadership style.....	23
3.3. The role of the University of Deusto in the education of humanist leaders.....	24
CHAPTER FOUR: SPECIFIC OBJECTIVES AND METHODOLOGICAL FRAMEWORK.....	26
4. Specific objectives and methodological framework.....	27
4.1. Specific objectives.....	27
4.2. General methodological approach	28
4.3. Operational definitions of leadership and criteria for inclusion.....	28
4.3.1. Political leadership.....	28
4.3.2. Business leadership (either public or private).....	28

4.4. Fieldwork steps to collect the data	28
4.4.1. Delimitation of areas of analysis	29
4.4.2. Selection of organisations	29
4.4.3. Identifying leadership criteria. Data collection	29
4.4.4. Database standardisation and cleansing	29
4.5. Description of the databases obtained	30
4.5.1. Public institutions	30
4.5.2. Public enterprises	30
4.5.3. Private companies	30
4.6. Census of Deusto-educated leaders: institutional and business presence	30
4.7. UD's market share of the Basque University System (BUS).....	31
CHAPTER FIVE: RESULTS OF THE STUDY	33
5. Results of the study.....	34
5.1. Penetration of Deusto-educated leaders into the Basque political sphere.....	34
5.1.1. University attended by political leaders in the Basque Country.....	34
5.1.2. Gender analysis in the political sphere of the Basque Country.....	39
5.1.3. Analysis of university degrees completed by political leaders in the Basque Country.....	42
5.2. Penetration of Deusto-educated leaders into Basque public enterprises.....	44
5.2.1. University attended by leaders in the public enterprise and public-private partnership sphere.....	44
5.2.2. Gender analysis in public enterprises in the Basque Country.....	47
5.2.3. Analysis of university degrees completed by public enterprise leaders in the Basque Country	50
5.3. Degree of permeability penetration of Deusto-educated leaders into Basque private companies.....	51
5.3.1. University attended by the leaders in private companies in the Basque Country	51
5.3.2. Gender analysis within private companies in the Basque Country	56
5.3.3. Analysis of university degrees completed by leaders of private companies in the Basque Country	58
CHAPTER SIX: CONCLUSIONS	60
6. Conclusions	61
CHAPTER SEVEN: LIMITATIONS AND FUTURE AVENUES OF RESEARCH	63
7. Limitations and future avenues of research	64
ANNEXES	
Annex I. List of organisations included in the database analysed	66
Annex II. References	76
Annex III. Index of Figures and Tables	77

Chapter one

Introduction



1. Introduction

1.1. Overall framework of this study. The journey travelled to date

Since 2019, the University of Deusto (UD) has pursued a strand of work aimed at building a model for understanding, analysing and assessing its broader social impact, in line with the commitments set out in its strategic plan, *Deusto 2022*. Until 2023, this work was organised under strategic line L18 of the plan, entitled *Assessing the University's social impact and its contribution to sustainable development*. The initiative has been continued in the current Strategic Plan 2023-2026, within the option entitled *Promoting networking and its social impact* and, specifically, in project *Development of the University's Social Impact Model and its contribution to the SDGs*.

The implementation of this strategic line has yielded six reports to date, facilitating ongoing progress in the conceptualisation, application and evaluation of the University of Deusto's social impact model.

- *The social impact of the University of Deusto. An entrepreneurship-based overview* (Deusto Social Lab Report no. 2, 2019) was an initial approach to the conceptual model of the University's social impact, based on a process of internal and external co-generation. The report used an action research perspective to present a theoretical and conceptual framework that was subsequently applied to the area of entrepreneurship and innovation, including an analysis of the activities carried out by the University of Deusto between 2015 and 2018.

This report showed that the University's impact is intrinsically linked to its mission and its project: it is the UD's people—accompanied in their learning processes—who are the true generators of impact, by developing co-generated knowledge and undertaking a commitment to society. People who transform themselves in order to transform the world, at different times in their lives and with different motivations, assuming an active, conscious, critical and committed role, in line with the concept of *people for others* (Kolvenbach, 2001).

The report identified the transformations to which the University aspires in the entrepreneurship area and proposed an initial set of impact indicators, some of which have already been measured. The report also highlighted the bidirectional nature of impact: alongside the transformation of individuals, the institution itself undergoes transformation as an active social agent.

- *The social impact of the University of Deusto. An overview focused on learning processes* (Deusto Social Lab Report no. 3, 2020) was the second phase of the project, and elaborated on the conceptual framework that had been previously introduced. It focused on what is considered to be the first mission of the UD: learning processes. This analysis incorporated a key insight: learning occurs across multiple settings (university, family, community and the workplace) and requires the involvement of a range of actors, with partner companies and organisations playing a particularly prominent role.

From this perspective, and in recognition of the complexity of the phenomenon, the report developed a conceptual structure for the social impact model derived from learning processes. It then furthered the evaluation of that model by assessing one of the University's principal stakeholder groups: the organisations that host students on placements and recruit graduates. The results confirmed the applicability of the conceptual model to the learning domain and reinforced the centrality of the all-round education of the individual, expressed through the development of transversal and specific competences understood as transformative processes capable of generating social impact.

- *The social impact of the University of Deusto. An overview focused on learning processes* (Deusto Social Lab Report no. 4, 2021) concerned the implementation of the third phase of the research, which centred on the collective *raison d'être* of the University: the student body. The study reviewed and updated the transformations associated with learning processes, as the University of Deusto continued to refine the definition and structure of the transferable competences common to all students. It also initiated a comparative analysis of impact assessments made by students and by employing organisations, which revealed a high degree of convergence between the competences most

valued by employers and those in which students reported to be most proficient. Students also identified activities with a strong practical component and direct connection to professional and social situations as particularly important for competence development.

- *The social impact of the UD through the Sustainable Development Goals (SDGs)* (Deusto Social Lab Report no. 6, 2023) extended the scope of the model by proposing an approach to the social impact of learning processes in terms of contribution to the SDGs. The report proposed a social impact measurement model focused on learning processes and their contribution to sustainable development challenges, reflecting the University's institutional alignment with the 2030 Agenda as set out in both the 2022 Strategic Plan and the 2023–2026 Strategic Plan.
- *The social impact of the University of Deusto. People who transform themselves in order to transform society* (Deusto Social Lab Report no. 8, 2024) centred its attention on the group of graduates and on an area of special relevance for the University and its stakeholders: employability. The report analysed the UD's social impact through its contribution to employment, job quality and employment maintenance, taking a life-long support perspective and highlighting the role of graduates as agents of social change.
- *The social impact of the University of Deusto. Short-term and long-term economic impact. The contribution of the University of Deusto to the regional economy* (Deusto Social Lab Report, no. 10, 2025) was an in-depth analysis of the economic impact generated both by the activity of the UD itself and by the transformation of its core graduates. The study also addressed its short-term economic impact (arising from the University's direct, indirect and induced activity in the Basque Country) and its long-term economic impact, associated primarily with the professional contribution of graduates.

This report, which is the seventh in the series, is part of the ongoing research process and addresses the social impact derived from the 'positional leadership' exercised by people educated at the University of Deusto. It is based on the premise that the ability to generate economic, social and institutional impact in a territory is strongly determined by the leadership of those who occupy strategic professional positions in public and private organisations in the political, business, social and cultural spheres. This kind of formal leadership, exercised through professional roles, involves the ability to direct priorities, influence public policy, mobilise resources, build collaborative networks and contribute to the common good.

This focus and approach has also been inspired by previous studies carried out by other institutions and in other

geographical contexts with similar objectives to the one that the UD is currently pursuing in this study.

The proposed approach will unfold into several consecutive stages. The first stage, which was covered in the 2025 report, will identify and analyse the professional profiles of University of Deusto graduates who exert positional leadership by virtue of senior roles in public and private institutions in the Basque Country. It will also examine the level of penetration of these leaders into the business and institutional fabric, compared to graduates of other universities. Subsequent phases will extend the analysis to graduates holding strategic positions outside the Basque Country, at both national and international level, including an evaluation of the type of leadership exercised (in relation to humanistic leadership) and the social impact generated.

In keeping with one of the core principles of the University of Deusto's educational model, this report is based on the assumption that the positional leadership exercised by UD graduates draws on a humanistic culture. Values such as justice, equity, personal dignity and commitment to the common good, promoted by the UD, are particularly necessary today in order to face the economic, social and environmental challenges of contemporary society.

As was the case in the previous phases, the research process maintained and observed the key assumptions formulated at the outset of this strategic project:

1. The project was conceived and developed within an action research framework, enabling ongoing validation and correction of the conceptual model while generating joint learning among all participants. This entailed working from a knowledge co-generation perspective.
2. The research project was therefore structured as a space to generate knowledge to be shared with institutional, economic and social stakeholders. Being able to identify and involve them at the right time was thus important to ensure a successful process.
3. The project drew on a combination of quantitative and qualitative methods, applied on the basis of a review of existing impact methodologies and models, and selected for their appropriateness to each stage of the analysis.

The structure of the study is outlined below:

1. INTRODUCTION

This section contextualises the scope of the research areas addressed in the document, with specific reference to the University of Deusto's social impact.

2. CONCEPTUAL FRAMEWORK FOR LEADERSHIP

This chapter establishes the conceptual framework for leadership underpinning the study, drawing on a synthetic review of its theoretical development. It analyses the shift from classical approaches that focus on individual traits and behaviours to more integrative perspectives such as situational theories and, especially, transformational leadership. This development shapes leadership not solely as a personal quality but as a relational and contextual process, linked to the capacity for influence, orientation towards shared goals and the institutional setting in which it operates.

The chapter also defines the profile of contemporary leadership in business and political contexts marked by complexity, uncertainty and technological transformation. Key competences to be highlighted include ethics and transparency, adaptability, innovation, strategic intelligence, collaboration, and attention to diversity and inclusion. The analysis underlines that leadership not only has an impact on organisational performance but also on institutional legitimacy and social cohesion.

Finally, the relationship between leadership and the generation of social impact is examined, paying particular attention to leadership styles and the role held in an organisation. It is argued that transformational and humanistic approaches to leadership offer greater capability for generating sustainable social impact, by integrating ethical values, care for people and orientation towards the common good, complementing positional leadership with more relational and collaborative forms of influence.

3. THE ROLE OF THE UNIVERSITY IN THE EDUCATION OF HUMANIST LEADERS

This chapter examines the role of the university in producing leaders and agents of social change, highlighting the contribution of graduates to economic, social and civic development. Their impact extends beyond employability to the generation of social capital, community cohesion and the promotion of ethical values, which justifies analysing their presence in leadership positions.

It also identifies the main educational factors that influence leadership development. It argues that leadership is the result of a continuous learning process in which university education plays a key role. Finally, the chapter presents the University of Deusto's humanistic educational model as a defining feature of its approach, oriented towards human dignity, ethical responsibility and social transformation.

4. OBJECTIVES AND METHODOLOGICAL FRAMEWORK

This section presents the study's specific objectives and the methodological framework adopted to analyse the positional leadership exercised by people educated at the University of Deusto in the Basque Country. The focus is on identifying the effective access of graduates to formal decision-making positions in public institutions, public enterprises and private companies, based on the understanding that leadership is a structural phenomenon linked to the holding of positions with a real capacity for influence.

The study uses a quantitative-descriptive methodology, based on a structural sampling of the main organisations in the territory, with precise operational definitions of political and business leadership. The results of systematic fieldwork enabled a database to be compiled that contained more than two thousand leadership profiles. This informed a comparative analysis of the presence of University of Deusto alumni by sector, type of position, gender and academic background.

Finally, the presence of leaders who are graduates of the University of Deusto is contextualised in relation to the institution's market share of the Basque University System. This reveals that their representation in leadership positions exceeds what would be expected on the basis of the University's relative weight within the System. This empirical basis lays the foundation for the comparative and structural analyses to be conducted in later sections.

5. RESULTS OF THE STUDY. IDENTIFYING DEUSTO-EDUCATED LEADERS: PENETRATION OF UD GRADUATES INTO BASQUE POLITICAL INSTITUTIONS AND COMPANIES

5.1. Penetration of Deusto-educated leaders into the Basque political sphere

The chapter analyses the degree of penetration of UD graduates into Basque higher political echelons by examining the university attended, gender and academic background of those holding positions of responsibility across the executive and legislative branches of government. The chapter is structured around a comparative analysis by institutional domain and hierarchical level, whereby the patterns of access to political leadership are described and context is provided for the University of Deusto's role within the Basque political system.

5.2. Penetration of Deusto-educated leaders into Basque public enterprises

This subsection analyses the presence of UD graduates in leading roles of public enterprises and pub-

lic-private partnerships in the Basque Country. It looks at those leaders with a university education, taking account university attended, gender and academic background. The chapter adopts a comparative approach by hierarchical levels, mapping the dynamics of access to leadership across the public business sector.

5.3. University attended by leaders of private companies in the Basque Country

The analysis based on the university attended by the leaders of the main private companies in the Basque Country differentiates between senior management and functional management positions, as well as between corporations and cooperatives. The chapter adopts a comparative approach to describe the dynamics of access to private business leadership, incorporating the analysis of the academic profile and the gender dimension.

6. CONCLUSIONS AND NEXT STEPS

The conclusions section presents the final reflections drawn from the analysis conducted throughout the document, highlighting the most relevant findings and their implications for the further implementation of the project.

7. LIMITATIONS AND FUTURE AVENUES OF RESEARCH

This chapter sets out a number of future avenues of research aimed at broadening and expanding the analysis of university leadership. Limitations noted include the need to extend the analysis to small and medium-sized businesses, to adopt a broader territorial perspective encompassing the national and international reach of graduates, and to complement the structural approach with more qualitative studies of leadership styles and impact.

It also proposes to refine the comparative analyses by considering not only each university's share of the Basque University System, but also their relative distribution by field of knowledge, in order to gain a more accurate understanding of the academic specialisation mechanisms that shape political and business leadership.

ANNEXES

A set of annexes aimed at complementing and extending the methodological information and references used in the study.

Chapter two

Conceptual framework for leadership



2. Conceptual framework for leadership

2.1. How the understanding and conceptualisation of leadership has evolved towards transformational leadership

The concept of leadership has been extensively researched. Leadership is a complex and multidimensional phenomenon that has evolved continuously in response to social, economic and cultural change. It has not only been widely studied within the areas of business management and organisation, but also from perspectives beyond the business world, including classical elite theory (Pareto, Mosca, Michels), contemporary approaches to power elites (Mills) and elite circulation (Higley and Burton), which inform the analysis of political as well as business leadership.

Thus, the evolution of leadership has moved from a more individual-centred view to a broader, contextual understanding. The early theories developed between the late nineteenth and mid-twentieth centuries, such as trait and behavioural theories, understood leadership as a personal quality or a set of observable behaviours. Trait theory sought to identify the innate characteristics of effective leaders, while behavioural theories shifted attention to task-oriented and people-oriented leadership styles. Although both approaches provided a solid basis for research, they were insufficient to explain the influence of context and group dynamics.

The 1960s and 1970s saw the emergence of situational and contingency theories, which recognised that there is no single style of effective leadership. Models developed by Fiedler, Hersey and Blanchard, House and Vroom-Yetton emphasised the importance of adapting leadership behaviour to environmental conditions, task type, and the maturity level of followers. This approach represented a shift towards understanding leadership as an interactive and flexible process, opening the way to more integrative views that link leadership to motivation, organisational

culture and performance. Behavioural and situational perspectives highlight that there is no universally effective leadership style. Leadership effectiveness depends on the fit between the leader's style, the characteristics of followers and the demands of the environment (Fiedler, 1967; Hersey and Blanchard, 1982).

Approaches known as new generation or neo-charismatic theories emerged from the 1980s onwards. These included transformational, charismatic and transactional leadership, which stressed the role of the leader as an agent of change and source of inspiration. Transformational and transactional theories, introduced by Burns (1978) and further developed by Bass (1985), are one of the cornerstones of modern leadership research. Transactional leadership is based on exchanges between leader and followers, while transformational leadership emphasises the leader's ability to inspire, generate commitment and promote significant changes in values, attitudes and behaviours. These contributions reinforced the view of leadership as a dynamic process oriented towards both performance and organisational transformation.

Subsequently, contemporary currents (authenticity, service leadership, ethical leadership, resonant leadership, adaptive or distributed leadership) broadened the focus to the emotional, moral and social dimensions of leadership.

The different theories and approaches agree that leadership is not merely an individual phenomenon, but one that is institutional, organisational and structural in nature. In other words, leaders are identified not only by their personal attributes, but also by their capacity to influence collective processes, derived from the position they occupy within the political or economic system.

From an integrative perspective, leadership can be defined as a social process situated in a specific context through which an individual or a group of actors, exercising formal authority and/or emerging influence, orients, motivates and aligns others towards the achievement of shared goals. This definition captures the essential elements identified by the main theoretical currents of leadership: influence, followers, goals, leader behaviours and situational context (Yukl, 2013; Northouse, 2021).

In summary, a number of key factors can be identified that influence the exercise of leadership:

- First, influence is at the heart of leadership, as it manifests itself through the leader's ability to affect the attitudes and behaviours of other people (Yukl, 2013).
- Second, leadership necessarily implies the existence of followers, which underlines its relational and collective character (Northouse, 2021).
- Another essential factor is goal and outcome orientation, since leadership is exercised with the purpose of achieving shared goals and improving organisational performance (Bass, 1985). Furthermore, the literature has noted the relevance of leader behaviours, skills and competencies, beyond innate traits, which has driven the development of leadership models based on observable competencies (Yukl, 2013).

- Finally, context and situation play a determining role, as the effectiveness of leadership varies according to the environment, the task and the characteristics of followers (Fiedler, 1967).

In the organisational context, leadership can manifest itself both formally and informally. Formal leadership is exercised by individuals in recognised hierarchical positions who have legitimate authority to direct and coordinate organisational activities. In contrast, informal leadership arises spontaneously and is based on personal influence, experience, knowledge or social recognition within the group (Yukl, 2013). The two forms of leadership are not mutually exclusive but complementary, and their proper integration is a key part of organisational effectiveness.

The following is a brief comparative summary of the main leadership theories identified to date.

Theory / Approach	Main authors	Period / Current	Main characteristics	Benefits / Contributions	Limitations / Criticisms
Trait theory	Carlyle (1841), Stogdill (1948), Kirkpatrick & Locke (1991)	End of 19th - mid 20th century	Leadership explained by innate traits: charisma, intelligence, confidence.	It introduces a measurement of personal attributes; notion of a leader's profile.	It ignores context and followers; deterministic and elitist.
Behavioural Theories	Lewin (1939), Ohio & Michigan (1950s), Blake & Mouton (1964)	1940-1960	Analyses behaviours: task- or people-oriented leadership.	It enables the development of training programmes and leadership style diagnostics.	It does not consider context; difficult to define optimum style.
Contingency theory	Fiedler (1967)	1960s	Effectiveness depends on the fit between leader's style and the situation.	It introduces leader-context relationship; situational control.	Rigid leader's style; not very adaptable.
Situational Model	Hersey & Blanchard (1969, 1988)	1970s	Leadership style adapts to follower maturity (competence and commitment).	It promotes flexibility; useful in education and business.	Empirical evidence is lacking; it simplifies the relationship.
Transformational Leadership	Burns (1978), Bass (1985)	1980s-1990s	Leader inspires and changes through vision, motivation and individual development.	Empirically valid; it drives innovation and commitment.	Difficult to distinguish from charismatic leadership.
Servant Leadership	Greenleaf (1977), van Dierendonck (2011)	1990s-2000s	Leading by serving: humility, empathy and development of others.	It promotes ethics and well-being; it reinforces a service culture.	Perceived as weak in competitive contexts.
Authentic Leadership	Avolio & Gardner (2005), Walumbwa (2008)	2000s	Based on self-awareness, transparency and internal morality.	It restores trust and legitimacy; and promotes ethics.	Subjective; difficult to measure empirically.
Adaptive Leadership	Heifetz (1994, 2009)	1990s-present	It mobilises collective learning in the face of complex challenges.	It promotes resilience and innovation.	Difficult to implement; requires organisational maturity.

Theory / Approach	Main authors	Period / Current	Main characteristics	Benefits / Contributions	Limitations / Criticisms
Three Levels of Leadership	James Scouller	2011	It integrates psychological and social traits, behaviours and processes for leader development.	It approaches leadership from multiple dimensions; useful for personal and organisational development.	Less widespread than traditional models; requires specific training to apply it.
Complex/ Adaptive Leaders	Various authors (e.g., complexity studies)	2010s-2020s	Leadership as an adaptive system responding to VUCA (Volatility, Uncertainty, Complexity and Ambiguity) environments.	It helps manage uncertainty and rapid change.	Difficult to operationalise; requires a deeply systemic approach.
Agentic Leadership	Kashif Zaman	2024	It integrates AI as an amplifier of human leadership.	It connects leadership with advanced technology.	Very recent concept; limited empirical evidence.
Advanced emotional leadership	Several recent studies	2020s	It emphasises emotional competencies as the core of effective leadership.	It reinforces the importance of emotional intelligence in teams and organisations.	It may overlap with resonant or authentic leadership approaches.
Evolution of LMX	Graen, Uhl-Bien and collaborations	2010s-2020s	It deepens the collaborative relationships between leader and follower.	It strengthens the understanding of relational dynamics.	Theoretical discussion on causality and measurement.
Community/ relational leadership	Contextual research	2020s	It analyses leadership as a cultural and community (e.g. linguistic) phenomenon.	It extends the understanding of leadership beyond the formal organisation.	Still emerging; varied methodologies.

Source: Prepared by Deusto Social Lab.

Table 1. Main leadership theories

2.2. Profile of contemporary leadership

In a business and political environment marked by uncertainty, complexity and rapid technological evolution, organisations need leaders who can respond effectively to changing and highly interdependent contexts. In this framework, the profile of the contemporary leader is shaped by a set of transversal competences that are essential for both organisational performance and institutional legitimacy.

One of the most valued traits in today's leaders is ethical and transparent leadership. The growing social demand for responsibility and accountability has placed ethics at the centre of leadership in both private organisations and public institutions. Leadership based on integrity and

transparency is essential to strengthen stakeholder trust and improve organisational performance (Gasela, 2021; Wijaya et al., 2022).

Adaptability and innovative capabilities are also essential skills in an environment that is characterised by fast, discontinuous change. Leaders must not only manage stability, but also drive strategic, cultural and technological transformation processes, especially in the context of digitisation and organisational innovation (Shavkun & Dybchinska, 2020; Duwe, 2021; Saputra, 2022).

Another core element of the contemporary leader's profile is the continuous development of leadership skills. Research has underlined the importance of leaders actively engaging in learning and development processes (such as using executive coaching or sharing experiences with other managers), in order to strengthen resilience and leadership capabilities in the face of uncertainty (McCarthy, 2014; Wittmer et al., 2021).

The ability to interact and collaborate with multiple actors is also part of today's leadership profiles. Leaders must be able to coordinate efforts across organisations, sectors and institutional levels, promoting collaborative leadership models that respond to the complexity of contemporary problems (Tizard, 2012).

Similarly, strategic intelligence has established itself as a key competence. This ability enables leaders to anticipate trends, interpret the environment and make informed decisions in dynamic and ambiguous contexts, contributing to sustainable value creation and institutional excellence (Spendlove, 2007).

Contemporary leadership also requires a clear focus on diversity and inclusion. The ability to lead in multicultural environments and to integrate diverse perspectives into decision-making processes is seen as critical to fostering innovation, social cohesion and organisational effectiveness (Breithaupt & Durante, 2017).

From a comprehensive perspective, contemporary leadership is therefore understood as the ability to influence, inspire and mobilise others towards common goals, promoting both individual and collective development (Bass & Bass, 2008). This approach incorporates ethical, emotional, cultural and social dimensions, and recognises that leadership not only affects organisational outcomes, but also the social fabric in which it is practised. Recent research has stressed that effective leadership has a profound impact on institutional trust, social innovation, sustainability and community cohesion (Dinh et al., 2014; Antonakis & Day, 2018).

2.3.

The influence of leadership on social impact

This section discusses two concepts of interest for understanding the relationship between leadership and the generation of social impact. The first concerns different leadership styles and the extent to which some are more likely, or more deliberately oriented, to generate greater impact or contribution. The second reflects on how the exercise of leadership and the position held in an organisation influence the creation of a greater reach or impact.

2.3.1.

Leadership styles and impact generation

The leadership style of an individual or management group not only affects the internal dynamics of an organisation, but also its ability to generate positive social impact. Research in management and leadership has shown that leaders who adopt participatory, ethical and people-centred approaches are better able to mobilise human and financial resources towards goals that transcend immediate profit and contribute to the well-being of vulnerable communities and groups (Northouse, 2021). Leadership is therefore not limited to strategic decision-making, but acts as a catalyst for social change, shaping organisational culture and the perception of social responsibility among team members.

Transformational leadership, characterised by inspiring and motivating employees to overcome individual interests in favour of collective goals, has been closely linked to measurable social impact outcomes. Transformational leaders foster social innovation, community engagement and sustainable practices, while strengthening internal cohesion and organisational resilience (Bass & Riggio, 2006). This type of leadership promotes the alignment of professionals with social and ethical values, thus enabling the organisation to act as an agent of positive change in its environment.

Humanistic and ethical leadership emphasises dignity, people's all-round well-being and social responsibility, elements that are essential for generating sustainable social impact. Humanistic leaders do not merely seek economic results; rather, they articulate their strategic decisions with an explicit commitment to justice, inclusion and sustainability (Aguilar Camacho & Alonso Niño, 2021). In this way, their influence extends beyond their organisation and contributes to the building of collaborative networks, community partnerships and corporate practices that promote social and environmental development.

Organisational and cultural context also modulates the relationship between leadership style and social impact. Comparative studies have shown that ethical and transformational leadership styles generate greater positive effects on society than authoritarian or purely transactional approaches in environments where participation, transparency and social innovation are valued. This suggests that a leader's ability to generate social impact depends not only on their individual competencies, but also on the alignment of their practices with the organisational culture and incentive systems that encourage responsible and sustainable behaviours.

Finally, the influence of leadership on social impact is also evident in the long-term sustainability of the projects and programmes implemented. Leaders who incorporate human and ethical values into their practice foster environments in which their colleagues feel motivated to actively participate, take on responsibilities and maintain commitments to the community beyond immediate outcomes. In this way, leadership becomes a strategic factor for transforming organisations into agents of social change, where economic, social and environmental benefits are simultaneously enhanced in a balanced way (García-Morales, Jiménez-Barrionuevo & Gutiérrez-Gutiérrez, 2012).

2.3.2. Relationship between leadership and the position held for impact generation: Positional leadership

The relationship between leadership and position in organisations is fundamental to understanding how influence is exerted and how power is distributed within a hierarchical structure. Thus, positional leadership stands out among the various approaches to power and leadership in the public and private spheres. Positional leadership is understood as that which is exercised by virtue of the formal authority associated with occupying strategic positions within political institutions and business organisations. This type of leadership is based on institutional power, combines formal authority and organisational legitimacy, and operates through hierarchical structures, formal rules and coalition networks among relevant actors.

Some thoughts on the position and manifestation of leadership are outlined below:

- The formal position an individual occupies within an organisation largely determines the extent of their authority and responsibilities. From an organisational perspective, formal positional leadership refers to the influence and authority exercised by an individual by virtue of their position within a hierarchy, associated with clearly defined roles and pre-established responsibilities. Senior positions, such as general managers or directors, are often related to strategic decision-making and the ability to steer the direction of the organisation. This position provides the necessary legitimacy to make decisions, set goals and mobilise resources, and is particularly relevant in the management of complex organisations (Wang et al., 2014). However, occupying a high position does not necessarily guarantee effective leadership, since leadership also involves personal qualities, communication skills

and the ability to inspire and mobilise others (Northouse, 2021).

Several authors have argued that many critical leadership functions remain with those in formal positions of authority, although informal leadership plays an important role in organisational dynamics (Mieroop et al., 2019; Foster, 2023).

Nevertheless, contemporary literature agrees that positional leadership is most effective when it is exercised alongside informal leadership. Formal leaders, in addition to making decisions, influence the shaping of organisational climate and culture. They should act as facilitators who promote participation, collaboration and the emergence of informal leadership within their teams (Hoch, 2012; Reed et al., 2019). This interaction harnesses collective potential and encourages innovation and organisational adaptability (Liang et al., 2020).

- As mentioned in the previous point, leadership can manifest itself in both formal and informal positions. In many organisations, there are leaders who do not hold positions of official authority, but who significantly influence decisions and group dynamics because of their experience, charisma or technical knowledge. This type of informal leadership demonstrates that leadership does not depend solely on title or hierarchical position, but on the individual's ability to exert legitimate influence over others (Yukl, 2013). Indeed, contemporary leadership theories emphasise the importance of influence and interpersonal relationships as central elements beyond formal authority (Bass & Bass, 2008).
- Leadership also adapts to the demands and responsibilities of each hierarchical level, articulating different styles and competencies according to the context (Robbins & Judge, 2019). Consequently, leadership within organisations should be understood as a dynamic phenomenon, which varies according to the level of responsibility and the organisational environment.
- In addition, structural position determines access to information, resources and power networks, factors that strengthen leadership capacity. An individual in a key position in the organisation has greater opportunities to influence internal policies, organisational culture and strategic decisions (Mintzberg, 1973). Leadership and position therefore feed back on each other: a high position facilitates leadership, and effective leadership can, in turn, lead to promotion within the organisational hierarchy.

From an integrative perspective, leadership derived from institutional power can be defined as the capacity to di-

rect, influence and shift the institutional agenda of an organisation or government towards meeting strategic objectives while preserving institutional legitimacy, accountability and sustainability; this can be accomplished by exercising formal authority, control of resources and building coalitions (Peake, 2001; Heffernan, 2003; Ha & Feiock, 2011). In this sense, positional leadership is not limited to the exercise of command, but entails the ability to mobilise support within complex institutional power networks.

Some factors of interest linked to the effectiveness of positional leadership will be analysed below:

- The effectiveness of positional leadership depends not only on the formal authority conferred by the position, but also on the ability to generate legitimacy and trust among the different actors inside and outside the organisation. Institutional authority must be accompanied by ethical, responsible and transparent management practices, especially in public contexts where social scrutiny is greater and accountability is central (Peake, 2001; Heffernan, 2003; Eryanto et al., 2022).
- The exercise of positional leadership is strongly conditioned by the institutional and socio-political context in which it takes place. Factors such as the type of governance, degree of centralisation, levels of administrative autonomy, organisational culture and power structures have a decisive influence on both the form and effectiveness of this type of leadership (Hallinger, 2016; Sweeting & Hambleton, 2019).

The above variables explain why positional leadership takes on different manifestations depending on the organisational and political environment. In the public sphere, the position of institutional power gives privileged access to resources, influence networks and formal decision-making mechanisms, thereby allowing leaders to set priorities, allocate budgets and guide public policy (Peake, 2001; Heffernan, 2003). At the corporate level, positional leadership confers the ability to define strategies, set organisational goals and direct corporate governance systems, and consequently, to directly influence economic performance and the company's legitimacy in the eyes of its stakeholders (Clark, 2023; Kong et al., 2024).

In summary, the relationship between leadership and position in organisations is complex and bidirectional. While the hierarchical structure gives formal power, true leadership is legitimised through influence, trust and the ability to generate commitment. Thus, the most effective organisations are those that recognise and promote both formal leadership (based on position) and informal leadership (based on personal influence), integrating both to achieve their strategic goals (Northouse, 2021; Yukl, 2013).

In conclusion, positional leadership is an essential component for the effective functioning of public and private organisations, as it ensures coordination, decision-making and strategic direction. However, in contexts characterised by complexity, uncertainty and the need for innovation, this type of leadership is insufficient unless it is complemented by other approaches that prioritise the mobilisation of people and shared meaning. Within this framework, perspectives such as transformational leadership and, increasingly, humanistic leadership, focused on caring for people, are gaining special relevance.

2.4. Humanistic leadership

Humanistic leadership is defined as a management approach that puts people (their dignity, all-round development and well-being) at the centre of organisational action, combining professional skills with ethical values, mutual respect, empathy and social responsibility. This approach promotes collaboration and the collective construction of goals, generating human and social value that go beyond economic results. According to Moreno (2001), humanistic leadership emphasises the importance of the all-round development of the individual within the organisation; Aguilar Camacho and Alonso Niño (2021) highlighted its ethical character and orientation towards the common good; while González and Adrada (2025) pointed out that its practical application requires leaders' self-knowledge, effective communication and commitment to society.

From a theoretical perspective, this approach is based on an expanded understanding of managerial action as a relational, reflective and ethical process, where the leader's self-knowledge, empathy, transparent communication and the collective construction of meaning are fundamental. Recent academic literature has proposed that humanistic leadership should not be reduced to one style among many in the managerial repertoire, but rather that it is an integrative paradigm that blends ethical values, organisational justice and interpersonal care, moving beyond the traditional economic orientation of management. Research in education and organisation has underlined that this approach requires collaborative learning practices and a deep understanding of the socio-cultural context in which leadership is exercised if it is to operate effectively.

In a context defined by complex social, technological and environmental challenges, humanistic leadership has gained prominence as both an academic and a practical response to the limitations of purely technical or authoritarian management models. It is not only aimed to pro-

mote positive emotions or soft leadership styles, but to articulate strategic decisions with an ethical commitment to the common good, sustainability and inclusion. Some studies have argued that humanistic leadership redefines the measurement of organisational success by valuing indicators that include well-being, trust and social justice

alongside traditional productive outcomes. This approach recognises that the legitimacy of leadership in the twenty-first century depends as much on technical competence as on the ability of leaders to inspire trust, manage complex human relationships and direct their organisations towards having positive social impact.

Chapter three

The role of the university in the education of humanist leaders



3. The role of the university in the education of humanist leaders

3.1. The role of the university in the education of agents of change

University graduates play a strategic role in the economic and social development of their communities in contemporary societies that are characterised by rapid technological change, market globalisation and a growing demand for highly skilled human capital. Beyond being the end product of higher education, graduates are social actors capable of mobilising knowledge, innovation and values towards the creation of more competitive, equitable and sustainable environments. Their academic education, combined with professional skills, ethical values and a critical understanding of their environment, distinguishes them from other segments of the workforce, enabling them to contribute significantly to economic growth, social cohesion and establishing human capital in a given territory. Their contribution is evident both in generating productivity and economic growth and in developing active, informed citizens who are committed to collective well-being.

The impact of university graduates can be understood from multiple viewpoints, as has been analysed in previous phases of this project, and as summarised in the introductory section of this report.

From a social perspective, university graduates have an impact on building social capital and promoting democratic values, equity and inclusion. Their critical and ethical education positions them as agents of change capable of engaging in local issues through community leadership, applied research and the formulation of public policy (Brennan et al., 2013). In this way, higher education not only enhances individual social mobility, but also expands collective opportunities and strengthens the social fabric. UNESCO (2017) has stressed that the role of universities and their graduates is essential for the Sustainable Development Goals (SDGs) to be

achieved, especially in terms of reducing inequalities, ensuring inclusive economic growth and fostering innovation.

According to the OECD (2021), individuals with higher education qualifications tend to have higher employment rates, significantly higher earnings and a greater ability to adapt to changes in the labour market, factors that can come together and contribute to sustained economic growth. The data from the studies relating to Deusto graduates presented in Deusto Social Lab Reports Nos. 8 and 10 not only corroborated these findings but demonstrated that UD degree holders compare favourably with graduates from other universities, which reflects the distinctive value of a Deusto education in terms of both graduate employability and the quality of employment attained. This report is a step further in this direction, as it analyses the positional leadership exercised by Deusto graduates and, by extension, their penetration into institutions and companies across the Basque Country.

This analysis is relevant because those who occupy these leadership positions in organisations make decisions and perform actions on a daily basis that affect very broad groups, and depending on the institution, can have an impact on all citizens.

3.2. Educational factors which shape leadership style

An individual's leadership style is strongly determined by multiple formative factors that interact in complex ways. The previous chapter analysed the evolution of the concept of leadership itself, and showed how new perspectives and factors have been incorporated into its definition and understanding over the years. Most of these factors can be trained and learnt.

Initially, personality and individual characteristics are the basis on which leadership skills and behaviours are built. Traits such as extraversion, emotional stability, openness to new experiences and awareness significantly influence leaders' inclination towards transformational or transactional styles, which determines how they internalise and apply acquired learning (Judge, Bono, Ilies, & Gerhardt, 2002). In this sense, personality not only defines natural responses to challenges, but also modulates the effectiveness of formal training and practical experiences accumulated over time.

Structured leadership training is another essential factor. This type of formal education provides conceptual frameworks, self-assessment tools and practical skills that enable the leader to adapt their style to varied contexts (Day, Fleenor, Atwater, Sturm, & McKee, 2014). The combination of critical reflection, role-play exercises and professional feedback facilitates integrating theoretical knowledge into everyday action, promoting more conscious, flexible and strategic leadership.

At the same time, observational and social learning plays a central role in shaping leadership style. According to Bandura's (1986) social cognitive theory, leaders learn by modelling effective behaviours observed in others, which directly influences their self-efficacy, expectations and interaction strategies. This type of learning not only reinforces technical and strategic skills, but also contributes to establishing a relational style, capable of generating trust and motivation in followers.

Practical experience and situational context complement theoretical and observational training. Fiedler (1967) argued that leadership effectiveness depends on the congruence between a leader's style and the conditions of the environment, implying that there is no single universally effective style. Exposure to diverse contexts allows leaders to develop flexibility, adaptability and situational judgement, skills necessary to meet the challenges of complex and dynamic environments.

Organisational culture and educational climate also have a significant influence in shaping leadership style. Contexts that encourage innovation, participation and continuous learning tend to produce more collaborative and transformational leaders, while hierarchical and rigid environments reinforce more authoritarian or directive styles (Schein, 2010).

Finally, formative elements such as emotional intelligence and other transversal competences strengthen the relational dimension of leadership. Self-awareness, emotional regulation and empathy are crucial for managing complex relationships, motivating teams and making ethical decisions (Goleman, 1995). The acquisition of these com-

petences through training and social experience means that leadership can extend beyond technical competence, becoming an ethical, inclusive and transformative practice capable of generating trust and sustained commitment within teams.

3.3. The role of the University of Deusto in the education of humanist leaders

The University of Deusto was founded at the end of the nineteenth century and has constantly adapted in order to meet the educational needs of society, while remaining true to its principles and vocation of service to the community. It has its own pedagogical framework based on Ignatian pedagogy (which was covered in greater detail in reports no. 3, 4 and 5 of the Deusto Social Lab Report series). The pedagogical framework focuses on the process whereby a person is transformed by experience, reflection and action. It prioritises competency-based learning and applies an innovative and recognised education model (known as MAUD) that promotes an all-round, autonomous and supported education, in which each student is placed at the centre of the process.

Within this framework, the UD emphasises the development of ethical and humanist values, with the aim of educating free individuals who are also responsible citizens and competent professionals equipped with the knowledge, values and skills that will enable them to commit themselves to the promotion of knowledge and the transformation of society. It also highlights a strong commitment to social and cultural change in society and solidarity towards those who are disadvantaged.

Thus, the University of Deusto has humanistic leadership as one of the cornerstones of its educational model. The Deusto Business School defines this approach as a leadership style which, 'based on self-knowledge and partnership with stakeholders, places people's dignity at the centre in order to generate economic and social value'. Emphasis is placed on the fact that the training of leaders must integrate both technical competence and deep human and social awareness. It uses an approach that combines academic demands with values that include responsibility, ethics and social commitment; in this way, the UD seeks to educate professionals capable of transforming organisations and societies, promoting innovation and sustainability, while upholding the respect and dignity of every individual.

Humanistic leadership is therefore articulated around three principles:

1. The centrality of human dignity: leadership is exercised in the service of the full development of individuals and communities.
2. Ethics of responsibility: decisions should be assessed in terms of their impact on collective well-being, social justice and sustainability.
3. A transformative vision: humanistic leadership seeks to bring about positive and lasting change for the common good.

This model links professional excellence to a commitment to society, which places it in line with contemporary trends in ethical leadership, civic leadership and transformational leadership.

In practice, this takes the form of transversal modules in values education designed to cultivate professional competence alongside qualities such as compassion, justice and a commitment to the common good, thereby aligning technical skills development with a broader ethical education. Emphasis is placed on humanistic and Ignatian leadership as a framework for aligning management styles with a vision of service and mutual respect.

Chapter four

Specific objectives and methodological framework



4. Specific objectives and methodological framework

This report is part of an ongoing research project initiated by the University of Deusto in 2019 with the aim of understanding and evaluating its social impact across a range of dimensions. In keeping with this line of research, this seventh report addresses a new dimension of social impact, focusing on the positional leadership exercised by individuals educated at the University of Deusto.

Unlike previous phases, the focus of this study is on effective access to formal positions of responsibility within public institutions and business organisations in the Basque Country. A methodological framework has therefore been designed to identify and analyse leadership structures, understood as the spheres from which decisions with economic, social and institutional impact arise.

This approach advances the current understanding of the University's social impact by using a structural logic. This involves not only looking at what graduates do, but also identifying the organisational positions from which they operate and their ability to have an impact.

4.1. Specific objectives

The study starts from the premise that the ability to have an economic, social and institutional impact in a given territory is closely linked to the holding of strategic decision-making positions. The research provides an in-depth analysis of the role played by University of Deusto graduates in the principal public power and business structures in the Basque Country.

From this perspective, the analysis goes beyond quantifying the presence of Deusto alumni in particular spheres. It seeks to understand the degree to which they have penetrated into Basque institutions and organisations, comparing this with graduates of other universities in the Basque University System (hereinafter, BUS) and examining the structural dimensions that shape access to leadership. The study thus adopts a comprehensive approach, combining the empirical identification of leadership positions with a comparative analysis by sector, type of position and socio-demographic and educational characteristics.

The specific objectives of the report are therefore as follows:

- a. To identify and compile a representative census of individuals educated at the University of Deusto who occupy strategic leadership positions in public institutions, public enterprises and private companies in the Basque Country, in accordance with operational and verifiable criteria of positional leadership.
- b. To analyse the degree to which Deusto-educated leaders have penetrated into the principal Basque institutions and organisations, comparing their relative presence with that of graduates from other universities within the BUS.
- c. To examine this penetration from multiple analytical perspectives, taking into account structural variables such as sectoral domain (political-institutional settings, public enterprises and private businesses), type of position and level of responsibility.
- d. To analyse the distribution of Deusto-educated leaders from a gender perspective, comparing the relative presence of women and men both within the group of Deusto graduates and in relation to the broader body of university-educated leaders identified.
- e. To explore the relationship between academic background and access to leadership positions, treating degree programme and disciplinary area as relevant explanatory variables.
- f. To establish a robust empirical foundation from which subsequent analyses can be contextualised and substantiated, with a view to examining in greater depth the nature of the leadership exercised, its territorial scope and its contribution to the social impact generated by individuals educated at the University of Deusto.

Achieving these objectives requires a methodological approach that enables leadership positions to be identified in a systematic and verifiable manner, while ensuring comparability across sectors, types of position and educational profiles. The following section sets out the methodological approach adopted, together with the procedures followed for delimiting the analytical universe, selecting organisations and constructing the empirical base on which the results analysis rests.

4.2. General methodological approach

The study adopts a mixed methodological approach, with a clear predominance of quantitative-descriptive analysis which is complemented by an interpretative structural reading. The aim is not making a statistical inference about the general population, but systematically identifying formal leadership positions and characterising the profile of those who hold them.

The methodological design is guided by a structural sampling rationale, aimed at capturing decision-making nodes within the principal institutional and business structures of the Basque Country. This choice is consistent with the conceptual framework used in the previous chapters, which conceives leadership as an institutional, organisational and relational phenomenon, rather than as an individual attribute.

4.3. Operational definitions of leadership and criteria for inclusion

In order to ensure that the study is analytically coherent, and that it can be empirically verified and replicated, accurate operational definitions of political leadership and business leadership were adopted, based on the formal positions held with effective decision-making capacity.

4.3.1. Political leadership

A political leader is a person holding a position of formal authority within public institutions or political organisations, who has an actual capacity to formulate, implement or oversee decisions related to the public sphere. This definition prioritises verifiable institutional authority over criteria of strong media presence or symbolic relevance.

These included, among others, the following positions:

- Senior officials of the Basque Government.

- Members of the executive government and chief executives of the Chartered Provincial Councils (*Diputaciones Forales*).
- Members of the Basque Parliament and General Assemblies (*Juntas Generales*).
- Mayors of municipalities with a population over 15,000 people.

4.3.2. Business leadership (either public or private)

A business leader is a person who leads or co-leads public or private organisations in positions of strategic responsibility, with the ability to influence the direction, management and results of the organisations.

This included:

- Presidents/chairs and general managers.
- Directors of strategic functional areas.
- Equivalent positions in public and private companies with relevant organisational scale.

As in the political sphere, structural position and decision-making capacity are prioritised over informal criteria of prestige or visibility.

4.4. Fieldwork steps to collect the data

The fieldwork involved a structured and systematic process designed to ensure consistency of analysis, comparability of results and alignment with the leadership conceptual framework adopted in the study. The methodological design follows a structural and non-probabilistic rationale, aimed at identifying formal positions of power within the principal organisations of the Basque Country, rather than conducting a random sample of individuals.

The process was articulated in consecutive phases: the first entailed delimiting the analytic universe, the second involved selecting the bodies and organisations to be studied, and the third comprised identifying, standardising and filtering the leadership profiles to be included in the database.

The fieldwork was carried out between October and November 2025, and only took as a reference incumbents at the time the information was collected. Incumbency was verified against public and institutional sources in order to guarantee that the dataset analysed was current and consistent.

4.4.1. Delimitation of areas of analysis

In the first phase, the three main areas of analysis of the study were defined: public institutions, public enterprises and private companies in the Basque Country. This delimitation made it possible to structure the fieldwork and apply consistent criteria within each domain, while respecting the organisational and functional characteristics specific to each of them.

The definition of these domains was grounded in the principle of decision-making capacity, understood as the holding of posts carrying formal authority, access to organisational resources and responsibility for the strategic direction of organisations. This is consistent with the conception of positional leadership developed in the preceding sections.

4.4.2. Selection of organisations

The selection process resulted in an analytical sample of 388 organisations, comprising 38 public institutions, 109 public enterprises and 241 private companies in the Basque Country. This set represents the principal institutional and business structures with effective decision-making capacity in the territory, and constitutes the organisational foundation on which the identification of the leadership profiles analysed in the study was built.

A selection was made of the most significant public institutions with strongest decision-making power within the Basque Country. In the case of the local government, the objective criterion applied was the inclusion of municipalities with a population over 15,000 people. In total, 38 public institutions were included.

Within public enterprises, a broad sweep was carried out with the aim of obtaining sufficient representation of the ecosystem of public bodies linked to the different levels and areas of the Basque administration. As a result, 109 public enterprises were selected at regional (32%), pro-

vincial (61%) and local (7%) levels, belonging to different organisational typologies.

The inclusion criterion for private companies was an annual turnover of fifty million euros or more, understood as an operational threshold for identifying organisations with comparable management structures and significant economic influence. The Company Ranking database (*Ranking de Empresas*) was used as the main source. In addition, given the under-representation of the cooperative model, the list was supplemented with large Basque cooperative enterprises, including entities affiliated with the Mondragón Corporation. In total, 241 private companies were analysed, of which 13% were cooperatives.

The full list of organisations included is contained in Annex I of the report.

4.4.3. Identifying leadership criteria. Data collection

Once the sample of organisations had been defined, the leadership criteria determining which positions to include in each organisation were specified, in accordance with the operational definitions established in the preceding methodological section.

The holders of these positions were identified by conducting a systematic data search, mainly using official public sources (institutional and corporate websites). In addition, public profiles on LinkedIn (professional network) were used, provided that the information could be cross-checked with other documentary sources.

Information was collected for each individual identified, covering educational level, degree programme and institution where they pursued their education, together with basic sociodemographic variables, including gender, for use in subsequent descriptive analyses.

4.4.4. Database standardisation and cleansing

In order to ensure comparability between organisations with different management structures, a maximum limit of up to five positions per organisation was set. This methodological

approach avoided institutions with highly disaggregated management models being over-represented, as well as ensuring a balanced volume of profiles per institution.

Cases with incomplete academic information were initially included in the general database. In the final process of data cleansing and standardisation, however, the selection of profiles per organisation took into account both the leadership criteria set and the degree of completeness and verifiability of the available information, with these cases being prioritised for the analyses of university attended.

4.5. Description of the databases obtained

As a result of the standardisation and cleansing process, the resulting database ultimately came to include 2,070 formal political and business leadership position holders in the Basque Country. This provides a broad and consistent empirical basis for the analysis of university attended, sectoral distribution of leadership and other structural variables considered in the study.

4.5.1. Public institutions

The public institutional sphere consisted of a total of 565 political posts, representing 27% of the total database. This block covered different levels of the Basque institutional system:

- Basque Government: 196 people (35%), including cabinet secretaries, deputy cabinet secretaries, directors and delegation management teams.
- Basque Parliament: 75 people (13%), corresponding to parliamentarians and the Chamber's management bodies.
- Chartered Provincial Councils: 111 people (20%), made up of chief executives, members of the executive government and general directors.
- General Assemblies: 153 people (27%), corresponding to all assembly members
- Local Government: 30 mayors (5%) of municipalities with a population over 15,000 people.

4.5.2. Public enterprises

In this area 465 people were analysed, representing 22% of the total database. The profiles mainly included:

- Presidents/chairs and general directors.
- Strategic functional directors.

In accordance with the standardisation criteria applied, priority was given to positions with higher level of responsibility and decision-making capacity. In terms of internal composition, 23% of the profiles corresponded to presidents/chairs and general directors and 77% to functional directors.

4.5.3. Private companies

The area of private companies included 1,040 people, which represented approximately 50% of the total database and constituted the largest block of the study. This relative weight reflected the importance of the private business fabric in the Basque economic structure and its centrality to the analysis of leadership.

In line with the other domains, positions included presidents/chairs, general directors and strategic functional directors; standardisation criteria were applied throughout to ensure comparability across organisations.

4.6. Census of Deusto-educated leaders: institutional and business presence

Once the database had been set up and cleansed, 528 people were identified as having studied at the University of Deusto. This represented 31% of the total number of profiles with a university education included in the analysis. They all held formal positions of leadership and responsibility across the institutional and organisational areas considered in the study, in accordance with the operational definitions established in the methodological framework.

The analysis disaggregated by area showed a differentiated presence of Deusto graduates in decision-making spheres, which varied according to the sector examined. Within public institutions, 32% of university graduates in positions of responsibility had completed their degree at the University of Deusto. A slightly higher percentage (37%) was found in public enterprises, suggesting a sustained participation of UD graduates in leadership and management structures linked to the public sector.

In the private company domain, University of Deusto alumni accounted for 28% of all university-educated profiles occupying senior management or high-responsibility positions.

In general terms, these results show that the University of Deusto has an important presence among the leaders holding university degrees. This census provided an initial descriptive baseline; the sections that follow build on it to develop comparative analyses of academic market share and the presence of university alumni in public institutions, public enterprises and private companies, across a range of structural variables.

4.7. UD's market share of the Basque University System (BUS)

Analysing the presence of university alumni in leadership positions first requires situating each institution in relation

to its relative weight within the Basque University System (BUS). This comparison provides a structural frame of reference for comparatively interpreting the presence of graduates from each university in the census of leaders identified.

The BUS currently comprises four universities of differing characters and sizes: the University of the Basque Country (Universidad del País Vasco/Euskal Herriko Unibertsitatea) is a public institution that is predominant in quantitative terms; the University of Deusto, a privately run, socially-driven institution, the largest within this segment; Mondragon Unibertsitatea, affiliated with the Mondragón Corporation; and Euneiz, the University of Vitoria-Gasteiz, which joined the Basque University System in the 2022/23 academic year and therefore has no graduates as yet. The University of Navarra has not been included in the study, as it is not a part of the BUS, despite the fact that the School of Engineering of the University of Navarra (Tecnun) has a long tradition and is well established in the territory of Gipuzkoa.

According to Eustat data for the 2022/23 academic year, the BUS had a total of 71,142 enrolled students. For that academic year, 54% of students were female and 46% were male, a distribution which has remained relatively stable in recent years, according to historical information from Eustat.

In the 2022/23 academic year, 65% of the total number of students completing their degrees in the Basque Country were graduates from public universities, compared to 35% from private universities. Public universities continued to account for the majority of students in the System over the period 2018/19 to 2022/23, although the data showed a gradual trend towards greater relative participation by private universities.

	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Basque University System	9,316	10,146	10,217	9,689	9,932
Public University	6,270	6,810	6,838	6,222	6,458
	67%	67%	67%	64%	65%
Private University	3,046	3,336	3,379	3,467	3,474
	33%	33%	33%	36%	35%

Source: Prepared by Deusto Social Lab (based on data from Eustat)

Table 2. Graduates from public and private universities in the Basque University System (BUS) (2018/19- 2022/23)

In relation to the Basque University System as a whole, this volume places the University of Deusto's market share at around 20%, clearly below the quantitative weight of the UPV/EHU, but above the rest of the private

universities in the BUS. This position establishes the University of Deusto as the leading private university in the BUS in terms of student numbers.

	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Basque University System	9,316	10,146	10,217	9,689	9,932
University of Deusto	1,840	2,025	1,961	1,994	2,003
	20%	20%	19%	21%	20%

Source: Prepared by Deusto Social Lab (based on data from Eustat)

Table 3. University of Deusto graduates (2018/19 - 2022/23)

The comparison between this university market share (20%) and the presence of University of Deusto alumni in the census of university-educated leaders identified in this study (31%) showed a significant divergence between the institution's academic weight and its representation in leadership positions. In comparative terms, the proportion of Deusto graduates in positions of public and private responsibility was higher than would be expected based solely on their quantitative weight within the university system.

It should be noted that, while the analysis should ideally draw on a longer time series, covering the past 40 years for example, the absence of homogeneous data for that

period has necessitated an approximation based on the information available for the past five years.

The gender breakdown of the total student body enrolled (including undergraduate, postgraduate and doctoral students) was 55% women and 45% men.

In conclusion, the comparison between the university market share and the presence of graduates in leadership positions is a structural analytical reference to contextualise the analysis of the sectoral, institutional and socio-demographic distribution of the university alumni to be identified throughout the following sections.

Chapter five

Results of the study



5. Results of the study

5.1. Penetration of Deusto-educated leaders into the Basque political sphere

5.1.1. University attended by political leaders in the Basque Country

The university attended by political leaders is a central object of analysis for understanding contemporary processes of governance and administrative professionalisation. In university systems characterised by a strong public university presence, it would be expected that the distribution of graduates among the leadership should (at least approximately) reflect this structure. However, the literature on political leadership has shown that access to senior positions tends to be concentrated along particular educational pathways and within certain universities, giving rise to patterns of institutional over-representation.

Comparing the theoretical share of the overall Basque University System with graduates' actual presence in positions of political responsibility makes it possible to identify the extent to which the selection system introduces bias in favour of particular academic pathways.

In the Basque context, the coexistence of a quantitatively predominant public university (UPV/EHU) with socially driven and private universities of considerable symbolic and historical capital (the University of Deusto and Mondragon Unibertsitatea) provides an ideal framework for analysing these dynamics. This section proposes to contrast the actual university attended by the different political representatives of the Basque Country with the share of the university market, according to the percentage of graduates that each university contributes to the Basque University System.

5.1.1.1. Methodology

The study adopts a quantitative-descriptive approach based on fieldwork data to identify the university attended, sex and degree completed by political representatives in the Basque Country. The following seven hierarchical levels can be identified when defining Basque political leaders:

- Representatives of the executive power of the Basque Autonomous Community:
 1. *Lehendakari* (Head of the Basque Government) and current Cabinet Secretaries of the Basque Government.
 2. Chief executives and members of the executive government of the Chartered Provincial Councils (Araba, Bizkaia and Gipuzkoa).
- Main positions reporting to the highest level representatives of the Basque executive power:
 3. Senior officials in the Basque Government (deputy cabinet secretaries, general directors and heads of service across the various departments).
 4. Senior officials in the Chartered Provincial Councils (provincial general directors, heads of service, technical secretaries).
- Mayors of towns with a population of more than 15,000 inhabitants, the last link in the executive branch:
 5. Mayors
- Members of the Basque Parliament and the General Assemblies of Araba, Bizkaia and Gipuzkoa as the highest representatives of the legislative power:
 6. Members of the Basque Parliament
 7. Members of the General Assemblies of Araba, Bizkaia and Gipuzkoa

Only valid cases were considered for each group; those for whom no identifiable academic information was available were therefore excluded. The 'university attended' field has been classified into four categories: University of the Basque Country (**EHU**), University of Deusto (**Deusto**), Mondragon Unibertsitatea (**MU**) and other universi-

ties where political leaders pursued their education (**Others**).

Table 4 shows the summary data for the sample analysed and the valid cases included in each of the hierarchical levels.

	TOTAL	No information	%	VALID CASES
Cabinet Secretaries	16	0	0	16
Members of the executive government of Bizkaia Chartered Provincial Council	10	1	10	9
Members of the executive government of Gipuzkoa Chartered Provincial Council	10	3	30	7
Members of the executive government of Araba Chartered Provincial Council	10	1	10	9
Members of the executive government of Chartered Provincial Councils	30	5	17	25
Basque Government senior officials	196	26	13	170
Bizkaia Chartered Provincial Council	34	3	9	31
Gipuzkoa Chartered Provincial Council	46	13	28	33
Araba Chartered Provincial Council	31	1	3	30
Chartered Provincial Council senior officials	111	17	15	94
Basque Parliament	75	19	25	56
Bizkaia General Assemblies	51	25	49	26
Gipuzkoa General Assemblies	51	15	29	36
Araba General Assemblies	51	20	39	31
Assembly members	153	60	39	93
Mayors	30	13	43	17
TOTAL POLITICAL REPRESENTATIVES	565	135	24	430

Source: Prepared by Deusto Social Lab

Table 4. Sample and valid cases of political leaders analysed.

The graduates from undergraduate degree programmes at each university were analysed in order to calculate the theoretical market share of the institutions comprising the Basque University System. Data for the last five published years were considered. A study of these data showed that each university's theoretical market share of the Basque University System was as follows: EHU (65 %), Deusto (20 %) and Mondragon Unibertsitatea (15 %).

This distribution should be interpreted as an indicative estimate, as the analysis was limited to the data currently available (students graduating from undergraduate or double degree programmes over the last five years in the universities of the Basque University System). Accordingly, this is provided as a reasonable baseline scenario in

which access to the political leadership positions under consideration would be proportional to the relative weight of each university within the system.

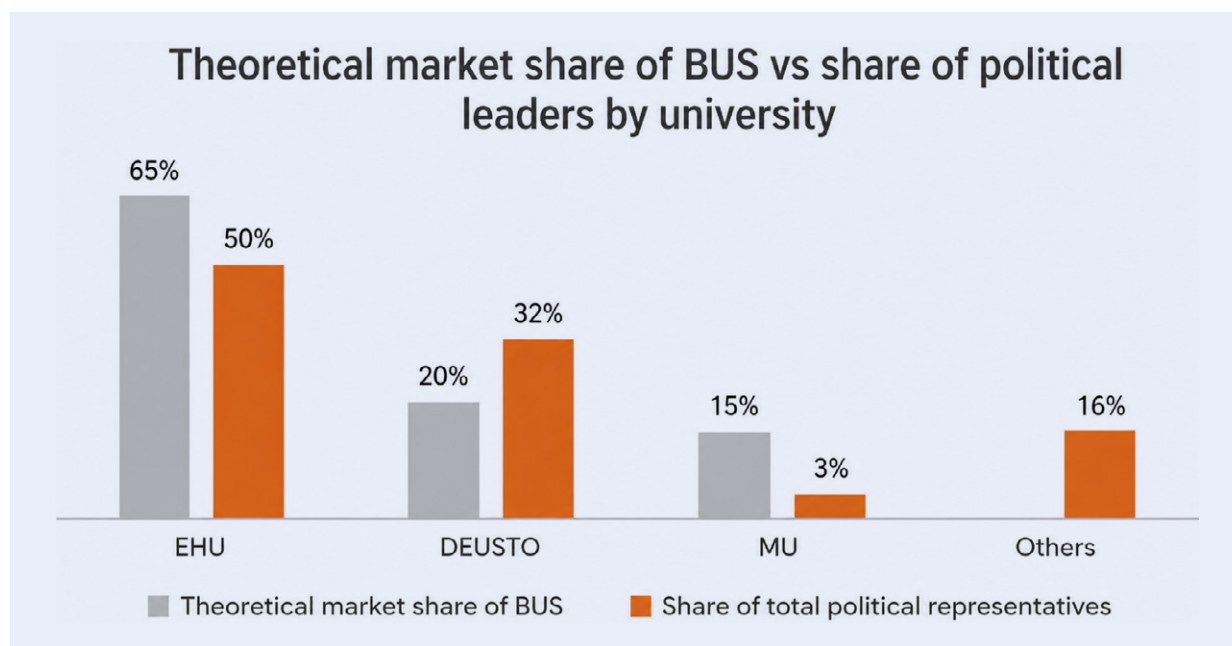
5.1.1.2. Results

The full set of political representatives in the Basque Country analysed across the seven levels described above comprises 565 individuals. Of these, it was possible to identify the universities where 430 of them completed

their degrees, with the following distribution according to the university where they were educated: EHU (49%), Deusto (32%), MU (3%) and other universities (Others) (16%).

Comparison with the theoretical share reveals a significant deviation. EHU was significantly under-represented (16 percentage points compared to its expected weight),

while Deusto was significantly over-represented (12 points compared to its expected weight). Mondragon Unibertsitatea, with an almost merely token presence, was well below its theoretical quota. The share accounted for by graduates of other universities points to a limited but noteworthy openness to external academic trajectories among Basque political leaders, as shown in Figure 1.



Source: Prepared by Deusto Social Lab

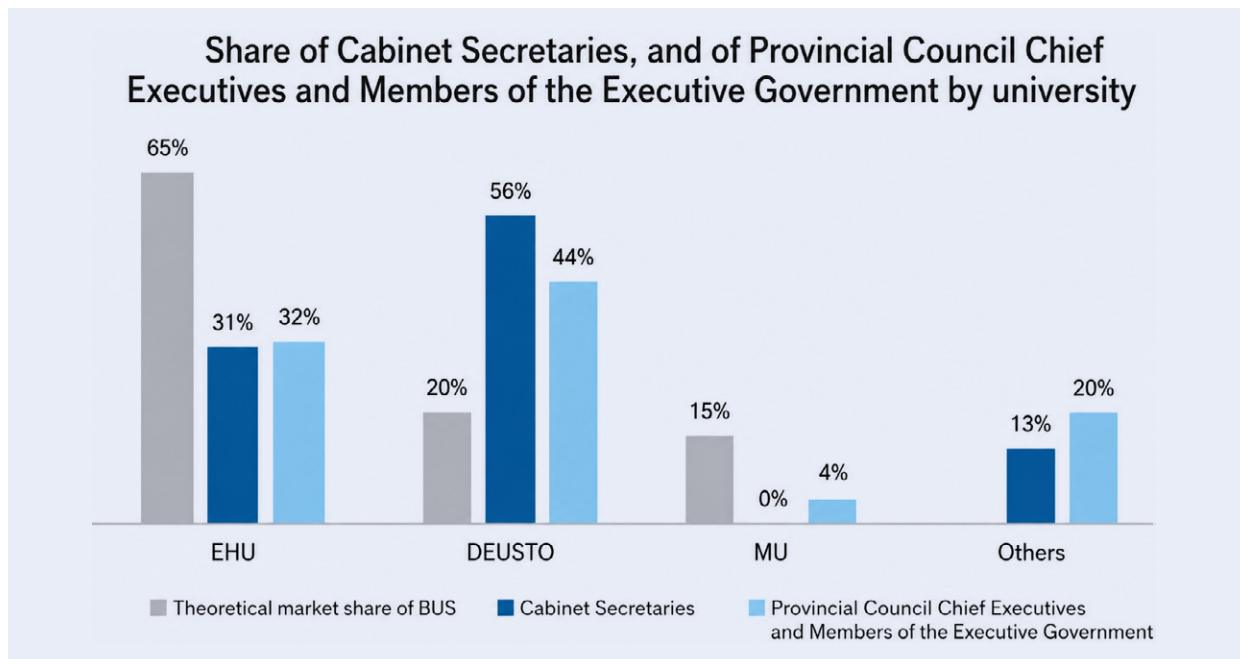
Figure 1. Theoretical share of the Basque University System vs share of political leaders by university. Basque Country

Having presented the overall data on the universities attended by political representatives in the Basque Country as a whole, the analysis now turns to a disaggregated examination by level, covering both the executive and legislative branches.

The analysis corresponding to the first hierarchical level of the Basque Government's executive power, made up of the *lehendakari* (head of the Basque Government) and the Cabinet Secretaries, included 16 people. The observed distribution by university attended was as follows: EHU (31%), Deusto (56%), MU (0%) and Others (13%).

The analysis carried out on the chief executives and the members of the executive government of the three Chartered Provincial Councils indicated the following distribution by university attended: EHU (32%), Deusto (44%), MU (4%) and Others (20%).

The comparison with the theoretical share revealed a more significant deviation than that found at the overall level. The UPV/EHU was markedly under-represented (28 percentage points below its expected share), while Deusto was highly significant over-represented (31 points for first-tier positions in the Basque Government and 19 points for first-tier positions in the Chartered Provincial Councils), as shown in Figure 2.

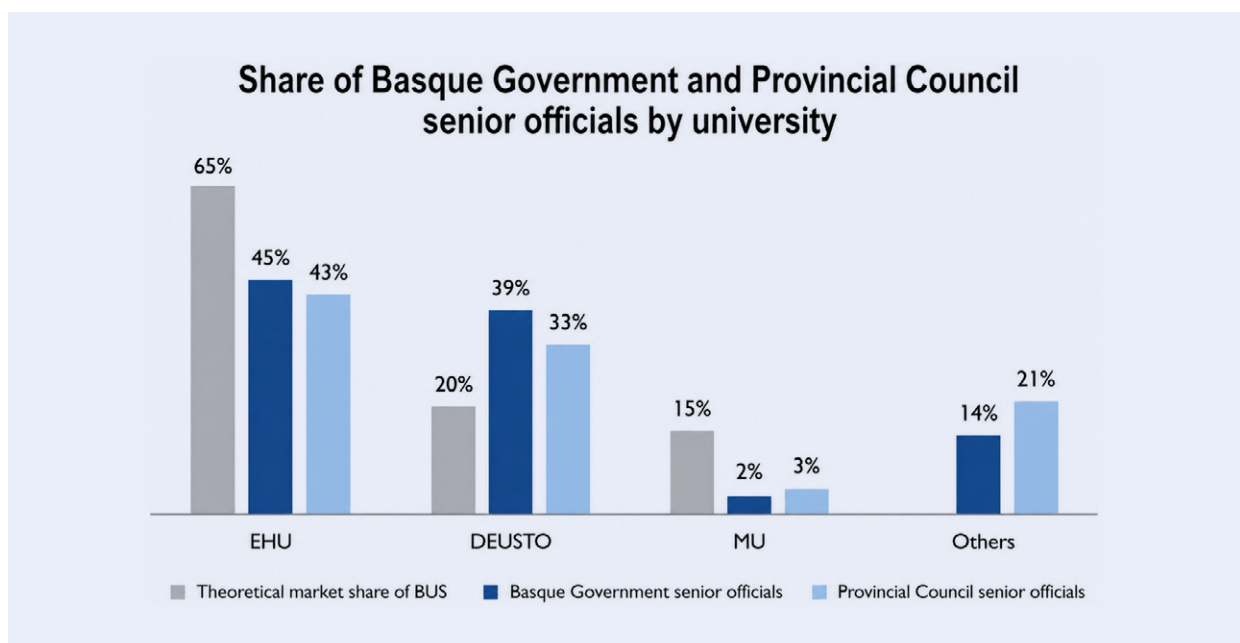


Source: Prepared by Deusto Social Lab

Figure 2. Theoretical share of the Basque University System vs share of Cabinet Secretaries, and of Chartered Provincial Council Chief Executives and Members of the executive government by university. Basque Country

When the focus was expanded to include Basque Government officials (170 cases), representing the intermediate-to-senior bureaucratic and political apparatus, the UPV/EHU became the principal source of leaders, accounting for 45% of the total (77 graduates). However, it was still significantly under-represented compared to its share of graduates (65%). The University of Deusto

maintained a notably strong presence, accounting for 39% of officials (66 individuals), which underlines its marked over-representation and its capacity to become almost aligned with the EHU in terms of access to senior official positions. Mondragon Unibertsitatea had a marginal presence, with only 2% representation, as shown in Figure 3.



Source: Prepared by Deusto Social Lab

Figure 3. Share of Basque Government and Chartered Provincial Council senior officials by university. Basque Country

The figures of Chartered Provincial Council senior officials (94 cases) reflect the general pattern of UPV/EHU under-representation (43%) and Deusto over-representa-

tion (33%). However, the provincial analysis revealed important differences, as shown in Table 5.

	EHU	DEUSTO	MU	Others
Total share of Chartered Provincial Council senior official posts	43%	33%	3%	21%
Bizkaia Chartered Provincial Council	39%	52%	3%	6%
Gipuzkoa Chartered Provincial Council	48%	15%	3%	33%
Araba Chartered Provincial Council	40%	33%	3%	23%

Source: Prepared by Deusto Social Lab

Table 5. Share of Chartered Provincial Council senior official posts by university. Basque Country (%).

- Bizkaia had the most pronounced pattern of UD over-representation (52%) at the executive level, clearly dominant over the UPV/EHU's 39%.
- Araba was more balanced, with EHU leading (40%) and Deusto maintaining a strong presence (33 %).
- Gipuzkoa was the only province where Deusto fell below its expected share (15% compared to 20%) and where the EHU (48%) more clearly emerged as the main source, although it was still below 65%.

The legislative sphere, both regional and provincial, was the area where the EHU was the closest to its real share.

The Basque Parliament (56 cases) was the only institution analysed where the EHU came close to its population volume, with a contribution of 63% of graduates, very close to the 65% of its theoretical market share of the Basque University System. The University of Deusto, with 23%, maintained a slight over-representation, and Mondragon Unibertsitatea remained in the minority (2%).

The analysis of Assembly Members across the three Chartered Provincial Councils (93 cases) showed a distribution of 55% for the UPV/EHU and 23% for Deusto, maintaining the pattern of UPV/EHU under-representation and modest Deusto over-representation, as shown in Table 6.

	EHU	DEUSTO	MU	Others
Total share of the Basque Parliament	63%	23%	2%	12%
Bizkaia General Assemblies	35%	54%	4%	7%
Gipuzkoa General Assemblies	61%	11%	11%	17%
Araba General Assemblies	65%	10%	3%	22%
Total share of Assembly Members	55%	23%	6%	16%

Source: Prepared by Deusto Social Lab

Table 6. Share of Parliamentarians and Assembly Members by university. Basque Country (%).

The provincial analysis of the General Assemblies displayed a marked divergence. In the Araba General Assemblies (31 cases) the EHU accounted for exactly 65%, thus matching its share, while Deusto was under-represented by 10%. In the Gipuzkoa General Assemblies (36 cases) the EHU was close (61%), whereas Deusto was under-represented (11%). This was the area where Mondragon Unibertsitatea achieved its highest representation (11%), although it was still below its 15% share. In the Bizkaia General Assemblies (26 cases) the executive pat-

tern was reversed, with Deusto leading the representation (54%) compared to 35% for the EHU, showing a clear imbalance.

Moving to the municipal level, our research identified the university attended by 17 of the 30 mayors. Of these, 59% were graduates of the UPV/EHU, 29% of Deusto and Mondragon Unibertsitatea had no representation in this sample.

5.1.1.3.

Preliminary conclusions

The study showed that there was a persistent pattern of structural imbalance in the university education of the Basque political class, in contrast to the distribution of graduates. The most relevant conclusions are the following:

1. Deusto graduates were systematically over-represented in executive positions, particularly at the level of cabinet secretaries, members of the executive government of the Chartered Provincial Councils, and senior officials of the Basque Government. In particular, Bizkaia had a tendency in favour of Deusto graduates in both the executive (52%) and legislative power (54%).
2. The UPV/EHU was under-represented in the executive branch, where its share of political leaders stood at 49% against a theoretical market share of 65%, with the gap widening at the highest executive level. The EHU only came close to or matched its share in legislative bodies and in the provinces of Araba and Gipuzkoa.
3. Mondragon Unibertsitatea had a residual presence across all levels. It did not exceed 11% even at its highest share (Gipuzkoa General Assemblies).
4. A bifurcation was found in the routes to political power. Access to the highest executive positions (Cabinet Secretaries and members of the executive government of the Chartered Provincial Councils) appeared to channel Deusto graduates disproportionately, while access through legislative representation (Parliament and General Assemblies of Araba and Gipuzkoa) more closely reflected the population-based distribution of UPV/EHU graduates.

5.1.2.

Gender analysis in the political sphere of the Basque Country

The aim of this section is to describe and analyse the gender distribution of political representatives in the Basque Country, covering different administrative levels ranging from the Basque Government, Chartered Provincial Councils, the Basque Parliament, General Assemblies and Mayors' Offices. The analysis is structured as a two-way comparison. The analysis therefore proceeds at two levels: the full sample of 565 individuals, and the subset of 136 Deusto graduates, with the latter examined to identify differential patterns relative to the political population average.

5.1.2.1.

Results

Gender distribution across the 565 political representatives analysed was highly balanced, at 52% men and 48% women. However, the Deusto group (136 individuals) reversed this general trend. In this group, women were in the majority, representing 52% of the total compared to 48% of men.

Following the overall gender data for political representatives in the Basque Country, Table 7 presents a disaggregated breakdown by level across both the executive and legislative branches.

	TOTAL	MEN	%	WOMEN	%	DEUSTO	MEN	%	WOMEN	%
Cabinet Secretaries	16	9	56	7	44	9	4	44	5	56
Members of the executive government of the Bizkaia Chartered Provincial Council	10	2	20	8	80	5	0	0	5	100
Members of the executive government of the Gipuzkoa Chartered Provincial Council	10	4	40	6	60	2	0	0	2	100
Members of the executive government of the Araba Chartered Provincial Council	10	4	40	6	60	4	1	25	3	75
Members of the executive government of Chartered Provincial Councils	30	10	33	20	67	11	1	9	10	91
Basque Government senior officials	196	103	53	93	47	66	37	56	29	44
Diputación de Bizkaia	34	17	50	17	50	16	5	31	11	69
Diputación de Gipuzkoa	46	23	50	23	50	5	1	20	4	80
Diputación de Araba	31	14	45	17	55	10	3	30	7	70
Chartered Provincial Council senior officials	111	54	49	57	51	31	9	29	22	71
Basque Parliament	75	37	49	38	51	13	7	54	6	46
Bizkaia General Assemblies	51	26	51	25	49	14	7	50	7	50
Gipuzkoa General Assemblies	51	29	57	22	43	4	2	50	2	50
Araba General Assemblies	51	28	55	23	45	3	1	33	2	67
Assembly members	153	83	54	70	46	21	10	48	11	52
Mayors	30	15	50	15	50	5	2	40	3	60
TOTAL POLITICAL REPRESENTATIVES	565	292	52	273	48	136	65	48	71	52

Source: Prepared by Deusto Social Lab

Table 7. Gender of political leaders in the Basque Country. Comparison between the sample and the Deusto group of graduates.

There were notable discrepancies between the overall sample and the Deusto group at the highest level of the executive hierarchy. In the category of Cabinet Secretaries, the overall total showed that men predominated in high executive positions (with 56% of men compared to 44% of women). However, this trend was reversed within the Deusto group, where women represented 56% of the top executive positions (5 out of 9).

The contrast was even more marked for members of the executive government of the Chartered Provincial Councils. At the general level, there was a clear female majority, with women occupying 67% of the posts (20 out of 30), led by the members of the executive government of the Bizkaia Chartered Provincial Council (80% women). These positions for the Deusto group had a more radically predominant presence of women: of the 11 members of the executive government of the Chartered Provincial Councils linked to this group, 91% were women (10 out of 11) and only 9% were men. Particularly in Gipuzkoa and Araba, 100% of the elected representatives from the Deusto group were women, which suggests a strong female presence of this group in the provincial executive bodies.

At the level of structural posts (directors, deputy cabinet secretaries and other similar roles), grouped under senior Basque Government officials, the overall sample showed a distribution close to technical parity, with a slight male lean (53% men vs 47% women). The Deusto group replicated a similar trend in this stratum, although with a slightly larger gap in favour of men (56% vs. 44 %).

However, the pattern markedly shifted at Chartered Provincial Council level. While there was an almost perfect

balance in the total sample (49% men, 51% women), the Deusto group showed a significant disparity in favour of women, who held 71% of these positions. This phenomenon was mainly driven by the Chartered Provincial Councils of Gipuzkoa (80% women in the Deusto group) and Araba (70%), while Bizkaia maintained a more moderate female majority (69%). This reinforced the observation that the provincial sphere is an arena of high female representation within the group under analysis.

In the legislative sphere, there was almost gender parity in the Basque Parliament (49% men and 51% women). Interestingly, the Deusto group deviated from this average towards a slight male majority, with 54% of men and 46 % of women.

For its part, in the General Assemblies, the total number of members showed a slight male majority (54%), with the Gipuzkoa Assembly being the most male-dominated (57% men). In comparison, the Deusto group displayed an overall distribution more favourable to women (52% women versus 48% men). Particularly notable was the case of the General Assemblies of Araba within the Deusto group, where female representation reached 67%, in contrast to the male majority of 55% recorded in the overall data for that province.

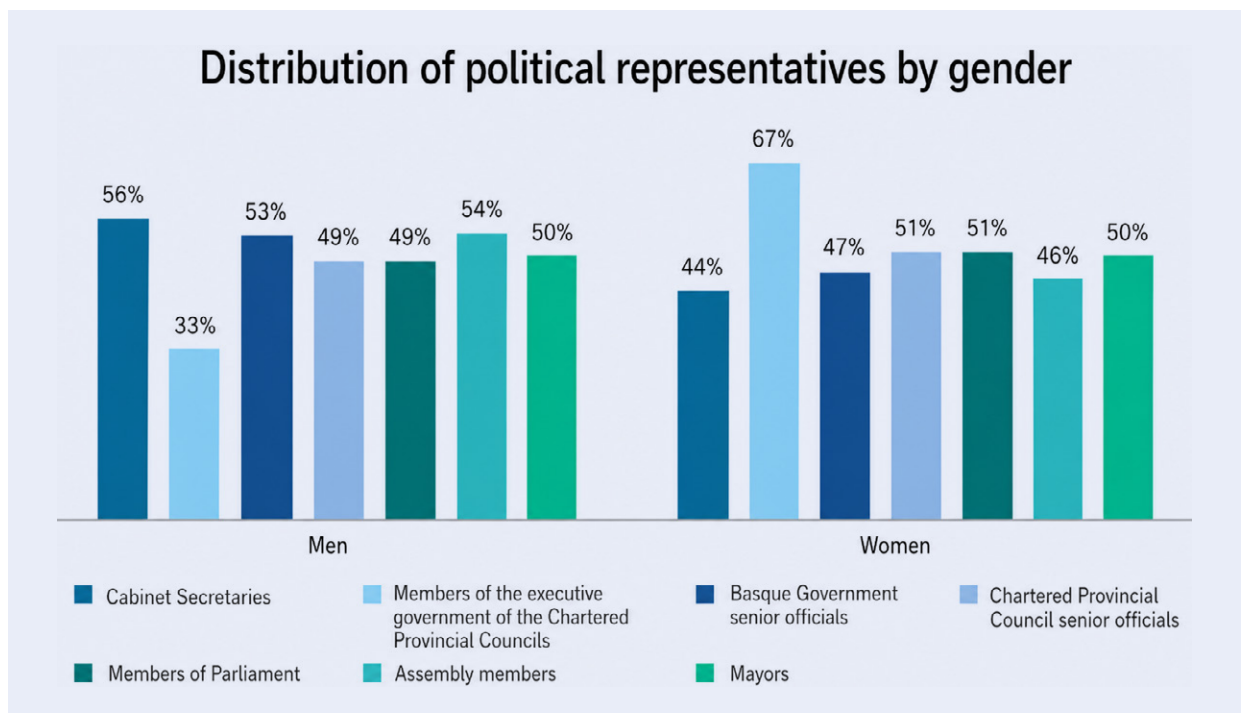
The analysis of mayors (30 in total) indicated absolute parity in the overall data, with 50% men and 50% women. However, when looking at the Deusto variable, the balance was again broken in favour of women, who accounted for 60% of the mayors in this group (3 out of 5), compared to 40% of men.

5.1.2.2.

Preliminary conclusions

From the detailed analysis of the above data, three fundamental conclusions can be drawn that characterise the gender structure in current Basque politics and the role of the Deusto graduates within it:

1. It was found that there is a well-established, structural gender parity. The general data showed that Basque institutions have reached very advanced levels of parity. Both overall (52% men, 48% women) and in specific strata such as at local government level and in parliamentary seats, deviations were minimal. This suggests that equality policies and the dynamics of electoral list formation and appointments have been effective in balancing the quantitative presence of men and women in the public sphere, as can be seen in Figure 4.

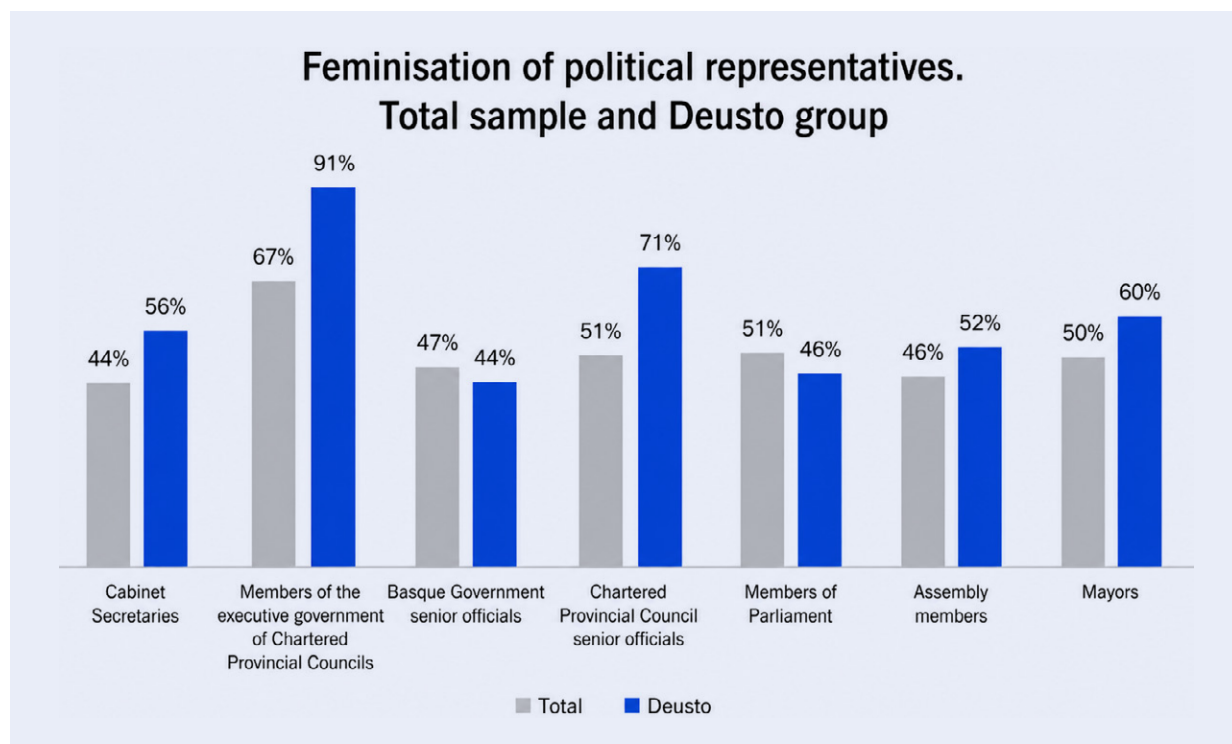


Source: Prepared by Deusto Social Lab

Figure 4. Distribution of the main political representatives in the Basque Country by gender (%).

2. There was a predominance of women among Deusto graduates, most notably in the Chartered Provincial Councils, as shown in Figure 5. It is worth highlighting the over-representation of UD women graduates both in senior executive positions and intermediate positions in the Chartered Provincial Councils. While the population average tends to be balanced, the Deusto group showed exceptionally high percentages of

women in these roles (91% in the executive governments of the Chartered Provincial Councils and 71% in senior official posts in the Chartered Provincial Councils). This indicates that the professional or academic profile associated with Deusto is an important vector of female leadership in the regional administration, perhaps acting as a catalyst for women's access to territorial decision-making positions.



Source: Prepared by Deusto Social Lab

Figure 5. Representation of women in political leadership positions in the Basque Country. Comparison between the total sample and Deusto graduates (%).

3. The general trend was reversed. The final comparative analysis showed that Deusto graduates acted as a statistical counterbalance to the slight overall male majority. While the total sample had a bias of +4 percentage points towards men, the Deusto subgroup had a bias of +4 points towards women. It can therefore be concluded that, within the sample studied, being a Deusto graduate or having a connection with the UD correlates positively with a greater presence of women in politics, especially in executive and territorial management branches, even surpassing the parity ratios observed in Parliament.

5.1.3. Analysis of university degrees completed by political leaders in the Basque Country

This section examines the academic profile of 430 political representatives with university education, focusing on

the distribution by areas of knowledge and specifically assessing the institutional weight of the University of Deusto, which contributed 136 of these representatives.

5.1.3.2. Results

There was a clear dominance of the Social Sciences and Law over technical and scientific disciplines across the full set of political representatives (430 individuals). A degree in Law was the backbone of political education, accounting for 140 representatives, which was equivalent to 33% of all politicians analysed, as shown in Table 8.

UNIVERSITY DEGREES HELD BY POLITICAL LEADERS IN THE BASQUE COUNTRY	TOTAL	%	DEUSTO	%	DEUSTO'S CONTRIBUTION TO THE TOTAL (%)
TOTAL POLITICAL REPRESENTATIVES	430		136		32
Law	140	33	73	54	52
Business Studies and Economics	83	19	18	13	22
Engineering	48	11	7	5	15
Communication and Media Studies and Journalism	27	6	0	0	0
Education and Pedagogy	19	4	2	1	11
Sociology, Political Science and Public Administration	17	4	8	6	47
Humanities and Philosophy	15	3	11	8	73
Philology (Spanish, English, Germanic, Basque Language and Literature)	14	3	2	1	14
Social Work	10	2	2	1	20
Architecture	9	2	0	0	0
Psychology and Educational Psychology	8	2	4	3	50
Medicine	5	1	0	0	0
Biology and Environmental Sciences	5	1	0	0	0
Other degree programmes	30	7	9	7	30
TOTAL	430	100	136	100	

Source: Prepared by Deusto Social Lab

Table 8. University degrees held by politicians in the Basque Country.

In second place, albeit at a considerable distance, was the area of Business Studies and Economics, with 83 representatives (19%). The legal and economic spheres combined therefore accounted for the education of more than half of the political class analysed. Engineering came in third with 11% (48 people), followed by Communication and Media Studies (6%) and Education (4%).

There was a notable lack of profiles from the Health Sciences and Pure Sciences. Areas such as Medicine, Biology and Environmental Sciences barely reached 1% representativeness each, suggesting a mismatch between these technical fields and political representation in this sample.

The University of Deusto demonstrated a highly significant influential capacity to shape the political elite. Of the total 430 graduates, 136 came from Deusto, which translated into an overall contribution of 32%. In other words, practically one out of every three political representatives with higher education qualifications had been educated at Deusto.

However, this contribution was not homogeneous, but highly concentrated in specific disciplines that reinforce the traditional profile of the politician with a legal and humanistic educational background. The most striking fact was the UD's weight in the legal area, as it contributed 52% of the total number of representatives with a Law degree. In fact, within the UD itself, 54% of the alumni who were in politics had this academic background. Deusto's dominance was found to be equally

pronounced in the Humanities and Philosophy, where UD graduates accounted for 73% of the representatives (11 of 15), and for 50% of those with Psychology and Educational Psychology backgrounds and 47% with a Sociology and Political Science specialism.

The report shows a clear dichotomy in Deusto's contribution. While it was found to be the dominant institution in the fields of Law and Humanities, it had less of a presence in the technical branches.

In the area of Engineering, Deusto's contribution fell to 15%, with only 7 of the 48 engineers in Basque political institutions. More striking was the case of Communication and Media Studies and Journalism, as well as Architecture, Medicine and Biology, where there was no Deusto contribution of graduates. This indicates that nearly all political representatives with these technical or health profiles graduated from other universities.

5.1.3.3. Preliminary conclusions

Based on the data, it can be concluded that there is a 'classic' academic profile in Basque politics, dominated by a background in Law and Economics. Within this ecosystem, the University of Deusto acts as a fundamental education ground, especially for legal and humanistic profiles.

A clear functional specialisation was found among Deusto graduates. The UD supplied the political sphere primarily with Law, Humanities and Sociology graduates (accounting for close to or more than half of all political representatives in these fields), while the Technical Engineering space was covered by other universities. The institution thus confirmed its image as a centre for the education of managerial and political cadres focused on the Social Sciences, playing a decisive role in shaping the intellectual profile of a third of the political representatives analysed.

5.2. Penetration of Deusto-educated leaders into Basque public enterprises

5.2.1. University attended by leaders in the public enterprise and public-private partnership sphere

As in the strictly political sphere, the university attended by executives in public enterprises and public-private partnership bodies was a key indicator for analysing the mechanisms of professionalisation in the extended public

sector. While the university acts as a space for acquiring technical skills, it also operates as an avenue for socialisation and networking that facilitates access to positions of responsibility.

This section compares the actual university attended by public enterprises managers and executives with the theoretical share of the Basque university market, as previously established for the EHU (65%), University of Deusto (20%) and Mondragon Unibertsitatea (15%).

5.2.1.1. Methodology

For this specific analysis, a quantitative approach has been adopted based on the data collected on the leadership of public enterprises and public-private partnership organisations in the Basque Country. Two main hierarchical levels were identified within these organisations:

1. Presidents/chairs and/or general directors, who occupied the most senior management positions.
2. Department directors and heads who held managerial positions in specific areas and middle/senior management.

The analysis was carried out on a total of 375 valid cases (excluding those without identifiable academic information), resulting from 95 cases in senior management and 280 in functional management, as shown in Table 9.

	TOTAL	No información available		VALID CASES
			%	
Presidents/chairs and/or general directors	109	14	13	95
Functional directors and managers	356	76	21	280
Total public enterprises and public-private partnership bodies	465	90	19	375

Source: Prepared by Deusto Social Lab

Table 9. Sample and valid cases analysed of public enterprise leaders in the Basque Country.

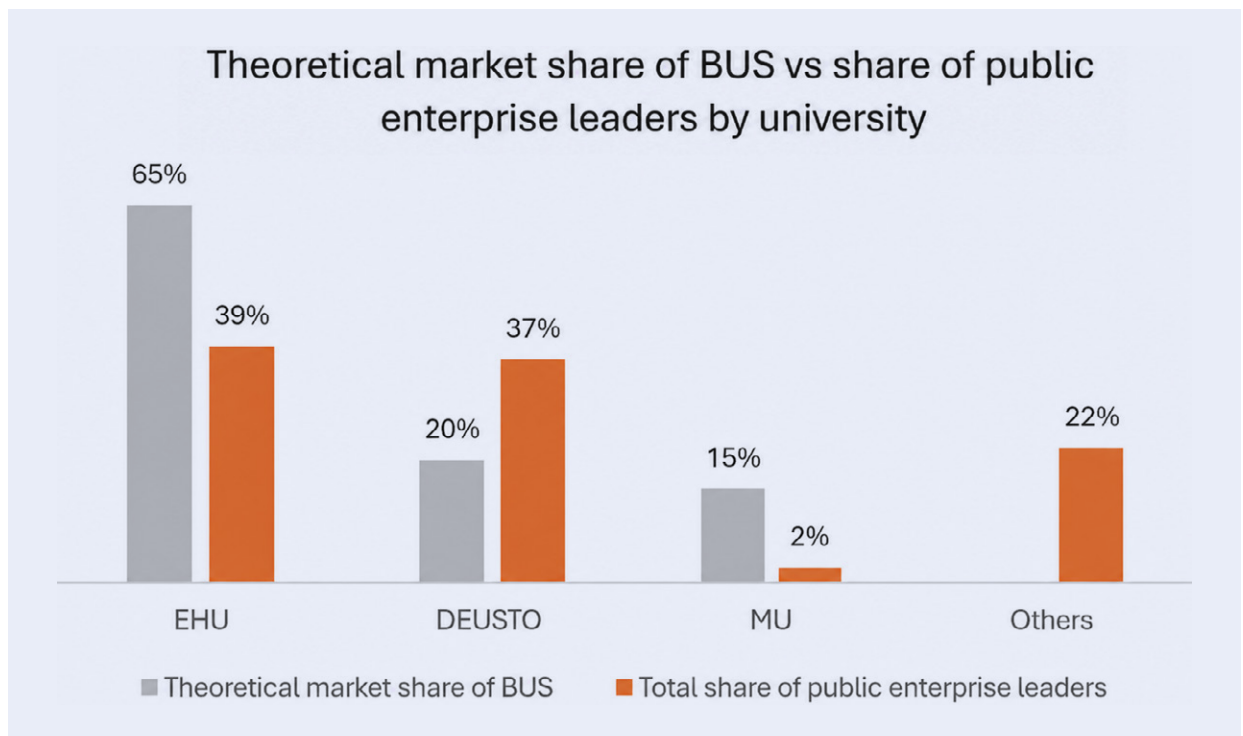
5.2.1.2.

Results

The overall analysis carried out on the group of leaders of public enterprises and public-private organisations (375

individuals) showed a distribution that confirmed a very significant deviation from the theoretical share of the Basque University System.

The overall distribution regarding the university attended by these leaders is shown in Figure 6.



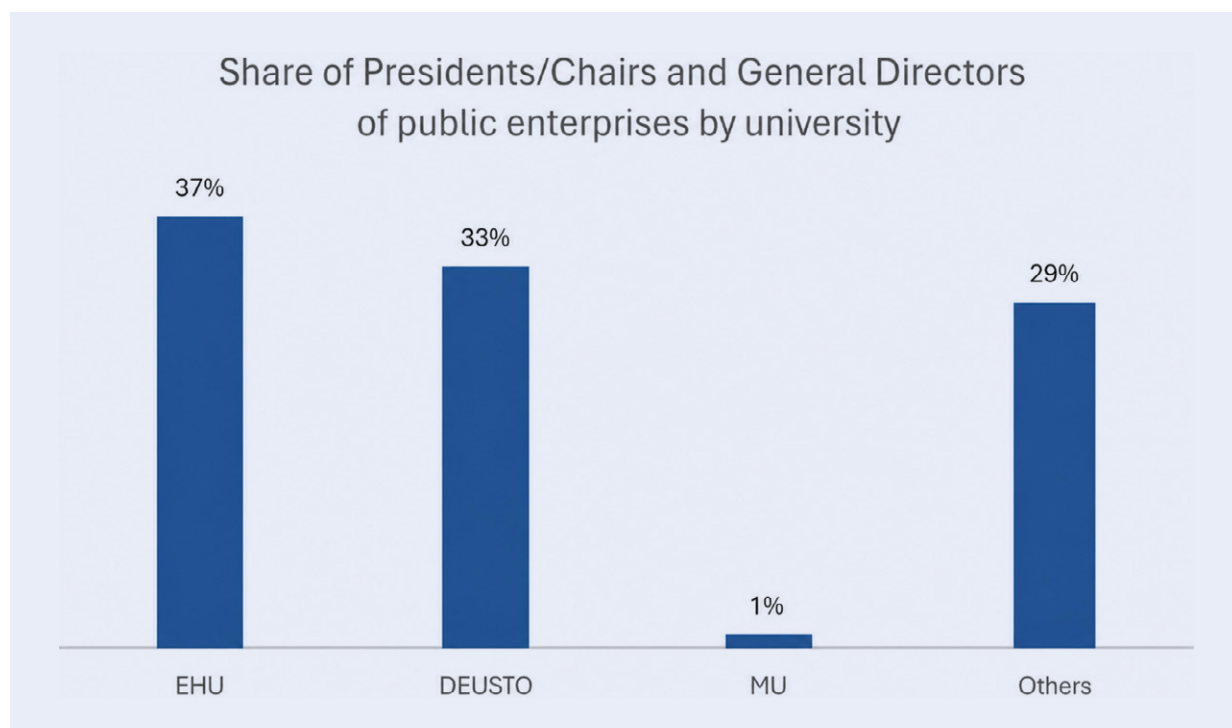
Source: Prepared by Deusto Social Lab

Figure 6. Theoretical market share of the Basque University System vs share of public enterprise leaders by university. Basque Country

The aggregate result confirmed that the overall leadership of the public business sector in the Basque Country was characterised by a structural under-representation of public universities and an over-representation of the University of Deusto. The almost equal percentage between the EHU and Deusto in the number of executive positions was particularly significant if the difference in the real weight of the two universities within the Basque University System is taken into account.

The proportion of executives who had graduated from other universities (22%) was also significantly high, suggesting that the public enterprise sector was more open to individuals from institutions outside the Basque University System.

When considering the highest hierarchical level of public enterprises, comprising presidents/chairs and general directors (95 individuals), the UPV/EHU accounted for 37%, followed closely by Deusto, at 33%. However, the most revealing figure was the weight of external universities ('Others'), which amounted to 29%. This indicated that almost one in every three top managers of public enterprises had been trained outside the Basque University System, the highest percentage of openness to external institutions observed in the data. Mondragon Unibertsitatea also had a testimonial presence of 1%.

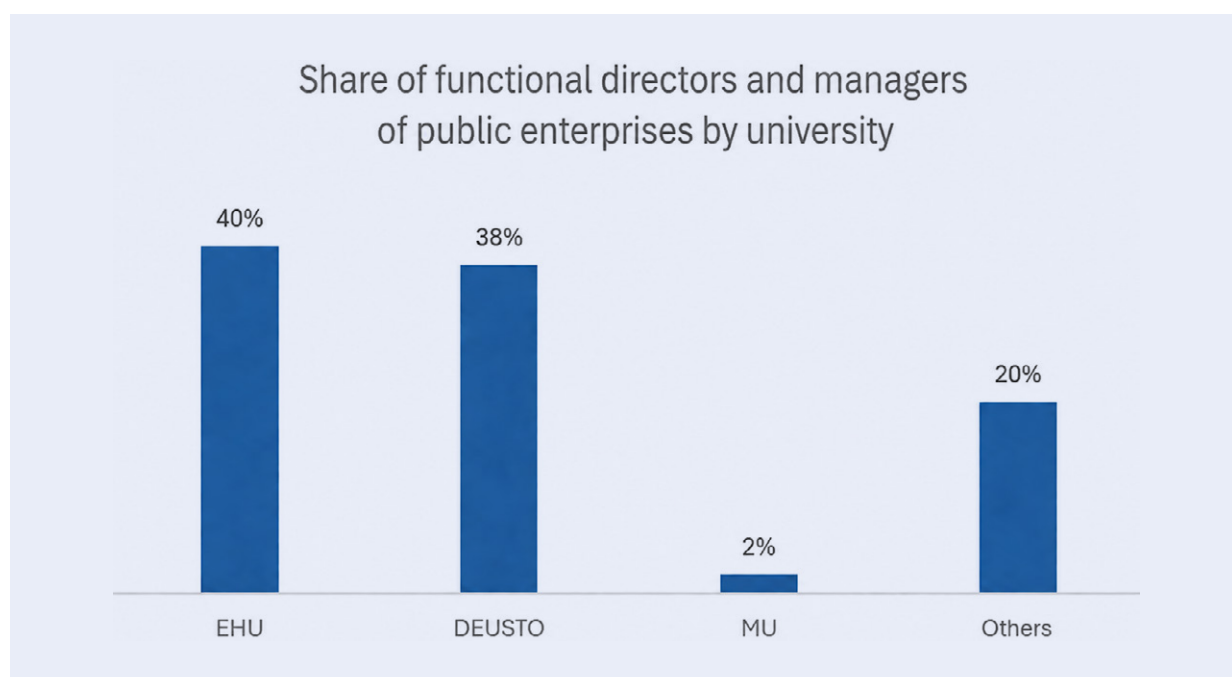


Source: Prepared by Deusto Social Lab

Figure 7. Share of presidents/chairs and general directors of public enterprises by university. Basque Country

The competition between the two principal actors became more pronounced at the level of functional directors and managers of public enterprises (280 individuals). The University of Deusto rose to 38%, two points behind

the EHU (40%). At this level, the presence of Mondragon Unibertsitatea increased slightly (to 2%) and the share of other universities fell to 20%, although it was still relevant, as shown in Figure 8.



Source: Prepared by Deusto Social Lab

Figure 8. Share of functional directors and managers of public enterprises by university. Basque Country

5.2.1.3.

Preliminary conclusions

The analysis of public enterprise leaders produced distinct findings and offered an illuminating comparison with the profile of the political leaders examined above.

1. An internal comparison within the public corporate sector revealed a clear hierarchical pattern. The presence of the EHU slightly increased as it moved down from top management to functional levels, while Deusto maintained a high presence at both levels. This pattern suggests that Deusto graduates not only secured access to senior management positions with relative ease, but they held intermediate managerial roles in considerable numbers, forming a broad organisational power base.
2. A direct comparison with political leadership reinforces the idea that the public corporate sector is an even more restrictive space for public university graduates. While in the political sphere the EHU managed to come close to its theoretical share in legislative bodies and improved its representation as it moved down the hierarchy, in public enterprises this correction was much more limited. Even in the aggregate analysis of all corporate directors, the EHU's representation accounted for 40% of the total.
3. The University of Deusto displayed a continuous, transversal pattern across both areas. The UD's over-representation in the political executive was mirrored in the management of public enterprises, at both senior and functional levels. This dual presence lends weight to the hypothesis that UD graduates have achieved a high degree of institutional penetration across politics, public administration and public corporate management.
4. Mondragon Unibertsitatea maintained a clearly marginal position in the comparison between the political and the public corporate spheres.
5. The significant presence of graduates from other universities, especially holding posts as presidents/chairs and general directors, introduces an important difference with respect to the political sphere. The public corporate sector emerges as a more open space for external academic trajectories, although this openness does not compensate for the under-representation of Basque public universities.

6. Overall, the comparative analysis shows that leadership in public enterprises not only reproduces the imbalances observed in the political elite of the Basque Country, but it also intensifies and consolidates them across the full management hierarchy.

5.2.2.

Gender analysis in public enterprises in the Basque Country

The aim of this section is to describe and analyse the distribution of leaders in public enterprises in the Basque Country by gender, ranging from positions of highest responsibility (presidents/chairs and general managers) to functional directors.

The analysis is structured around a two-way comparison parallel to that conducted in the political domain. The full sample of 465 individuals representing the general sample of positions in these organisations will be examined. This will be followed by an analysis of the Deusto graduates with a view to identifying patterns specific to this group relative to the sector average.

5.2.2.1.

Results

Across the 465 positions analysed in public enterprises, men were in the majority (56%) compared to 44% of women.

Looking at the Deusto group (137 individuals), there was a tendency towards a greater correction of the gender gap, although it did not reverse the male majority, as was the case in the political setting. In this group, the distribution was 53% men compared to 47% women.

Having set out the overall gender data for all the representatives of public enterprises in the Basque Country, Table 10 below shows the data for a disaggregated analysis of the two levels analysed.

	TOTAL	MEN		WOMEN		DEUSTO	MEN		WOMEN	
			%		%			%		%
Presidents/chairs and/or general directors	109	75	69	34	31	31	20	65	11	35
Functional directors	356	185	52	171	48	106	53	50	53	50
Total public enterprises and public-private partnership bodies	465	260	56	205	44	137	73	53	64	47

Source: Prepared by Deusto Social Lab

Table 10. Gender of leaders in public enterprises in the Basque Country. Comparison between the total sample and the Deusto group.

A significant male bias was apparent at the highest level of the public corporate hierarchy, among presidents/chairs and general directors. There was a clear male predominance in the total analysed, with men occupying almost 69% of the posts (75 out of 109) compared to 31% of women. A stronger leaning towards the presence of women was found among the Deusto group, although leaders were still mainly men. While men accounted for 65%, women represented 35% of the total (11 out of 31), 4 percentage points higher than the overall average.

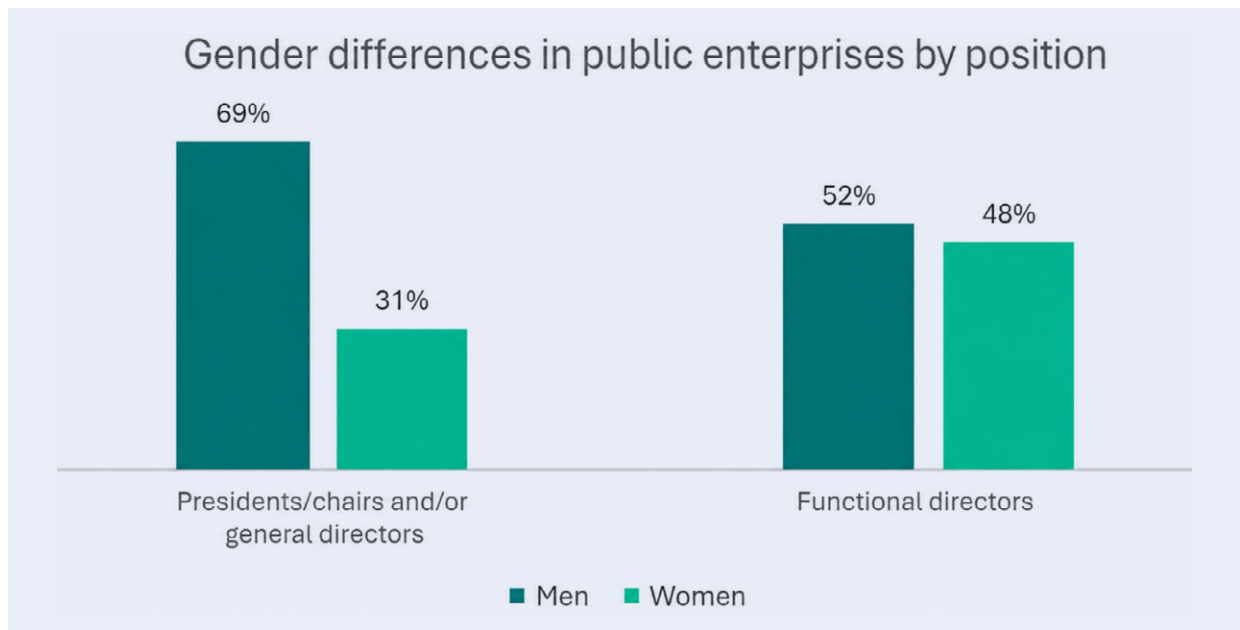
Moving down to functional management positions, the gender gap narrowed dramatically, approaching technical parity. The distribution of the total sample was fairly balanced, with 52% men and 48% women, while the Deusto group achieved exact parity, with 50% men and 50% women (53 of each gender).

5.2.2.2.

Preliminary conclusions

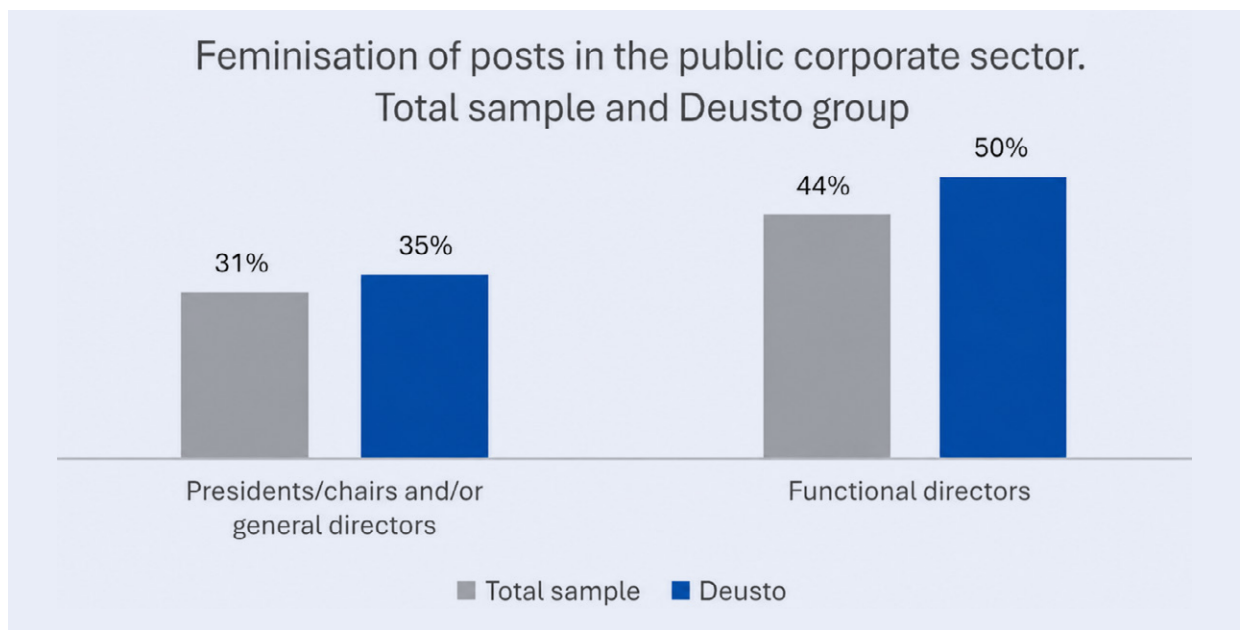
Three main conclusions emerge from the analysis of public enterprise and public-private partnership data, as set against the findings of the data previously reported on the political sphere:

1. The persistence of a 'glass ceiling' in the public corporate sector, in contrast to parity in politics. While the political analysis showed a 'consolidated structural parity' in Basque institutions (52% men, 48% women), public enterprises showed greater resistance to equality at the top, as can be seen in Figure 9. Senior management in public enterprises was 69% male, in sharp contrast with the percentages found among Basque Government Cabinet Secretaries (56%) and, above all, in the Chartered Provincial Councils, where women were in the majority (67%). This suggests that appointment dynamics in public enterprises have not embraced parity as effectively as electoral lists or institutional cabinets.
2. The Deusto-educated group acted as a driver of gender equality. As was the case in the political sphere, being a Deusto graduate had a positive correlation with a greater presence of women. In public enterprises, being Deusto alumni did not reverse the male majority, but it did cushion the gap. The Deusto group improved female representation in senior management (from 31% to 35%) and achieved exact parity at functional director level (50%), as shown in Figure 10. This confirms that the Deusto profile operates as a vector of female leadership, although its impact was more moderate in the corporate sector than in the institutional sphere.



Source: Prepared by Deusto Social Lab

Figure 9. Gender of senior management positions in public enterprises in the Basque Country (%).



Source: Prepared by Deusto Social Lab

Figure 10. Feminisation of posts in public enterprises in the Basque Country. Comparison between the sample and the Deusto group (%).

3. Comparing these results with the conclusions of section 5.2.1.2 on the gender analysis of political leaders, inequality in public enterprises appears to be more closely tied to hierarchical level than is the case in politics. In the political sphere, structural parity was found across the various levels analysed (cabinet secretaries, members of the executive government of the Chartered Provincial Councils, Basque Government and Chartered Provincial Council senior officials, the

Basque Parliament, the General Assemblies and mayors), whereas in public enterprises a clear gap existed between senior leadership (69% men) and functional management (52% men). This indicates that, while Basque politics has managed to mainstream equality at different levels, public enterprises maintain a structure where access up to middle management is fluid for women, but they encounter significant barriers to reach the most senior positions.

5.2.3. Analysis of university degrees completed by public enterprise leaders in the Basque Country

This section examines the academic profile of 375 representatives from public enterprises and public-private entities in the Basque Autonomous Community, focusing on the distribution by field of knowledge and specifically evaluating the institutional weight of the University of Deusto, which accounts for 137 of these representatives.

5.2.3.1. Results

An analysis of all representatives in public enterprises (375 individuals) revealed a paradigm shift with respect to the political sphere, with dominance moving from Law towards economic management and technical disciplines.

The areas of Economics and Business Studies emerged as the backbone of the leaders' educational background in the public corporate sector, with 109 representatives, accounting for 29% of the total analysed, as shown in Table 11.

UNIVERSITY DEGREES HELD BY LEADERS OF PUBLIC ENTERPRISES IN THE BASQUE COUNTRY	TOTAL	%	DEUSTO	%	DEUSTO'S CONTRIBUTION TO THE TOTAL
TOTAL PUBLIC ENTERPRISE AND/OR PUBLIC-PRIVATE PARTNERSHIP REPRESENTATIVES	375		137		37
Law	58	15	37	27	64
Business Studies and Economics	109	29	46	34	42
Engineering	94	25	29	21	31
Communication and Media Studies and Journalism	25	7	5	4	20
Education and Pedagogy	4	1	1	1	25
Sociology, Political Science and Public Administration	7	2	4	3	57
Humanities, History, Geography and Philosophy	12	3	4	3	33
Philology (Spanish, English, Germanic, and Basque Language and Literature)	3	1	1	1	33
Social Work	1	0	0	0	0
Architecture	5	1	0	0	0
Psychology and Educational Psychology	13	3	7	5	54
Medicine	5	1	0	0	0
Physics, Chemistry, Biology, Geology and Environmental Sciences	21	6	0	0	0
Arts	7	2	0	0	0
Other degree programmes	11	3	3	2	0
TOTAL	375	100	137	100	

Source: Prepared by Deusto Social Lab

Table 11. University degrees held by public enterprise leaders in the Basque Country.

In second place, and competing for the lead, was the area of Engineering, with 94 representatives (25%). As a result, Economics and Engineering combined were found to account for more than half (54%) of the managerial class in public enterprises.

Law, which has traditionally led the choice of degrees in other areas of representation, was found to be in third place here, with 15% (58 people). The areas of Communication and Media Studies accounted for 7% (25 people).

As in the analysis of the political setting, there was little or no presence of purely scientific or health profiles. Fields such as Medicine, Social Work, Architecture and the Nat-

ural Sciences (Physics, Chemistry and Biology) were in the minority in the overall count.

The University of Deusto had even greater influence in the public corporate sector than in the political sector. Of the total 375 graduates identified, 137 came from Deusto, which translated into an overall contribution of 37%.

This contribution had the following unique characteristics:

1. Absolute predominance in legal profiles. Deusto accounted for 64% of the total number of representatives with a Law degree in public enterprises (37 out of 58).

2. Management leadership. Deusto contributed 42% of graduates with Economics and Business education backgrounds (46 out of 109), underlining its decisive weight in this area.
3. Significant presence in Engineering. Unlike in other sectors, Deusto maintained a notable share of 31% of all the Engineering graduates (29 out of 94 representatives).
4. Hegemony in the Social Sciences. In percentage terms, Deusto prevailed in areas such as Sociology and Political Science (57%) and Psychology (54%), although the absolute number of representatives in these areas was lower.
5. In contrast, Deusto had no representatives in fields such as Medicine, Architecture, the Arts and the Pure Sciences (Physics, Chemistry, Biology and Environmental Sciences), reflecting the absence of these programmes from its historical degree offering, with the exception of the recently introduced degree in Medicine.

5.2.3.2.

Preliminary conclusions

The data showed that there is a technical-economic academic profile in public enterprises in the Basque Country, clearly dominated by the fields of Economics and Engineering, and relegating Law to third place. This result contrasts with the analysis of political leaders (section 5.1.3), who were found to have a strong academic profile centred on the Arts and Humanities and Law. This leads to the conclusion that there are clear structural differences, namely:

1. Educational priorities differ according to the area analysed.
 - In the political field, an educational background in Law was predominant (33%), followed by Economics (19%) and Engineering (11%).
 - In public enterprises, the order is reversed and becomes more technical: Economics led at 29%, followed by Engineering at 25%, while Law fell to 15%. This suggests that the management of public enterprises prioritises technical and managerial profiles over legal or humanistic ones.
2. The University of Deusto has managed to successfully penetrate into both ecosystems, adapting its offer of executive staff to the specific demands of each sector.

- Its overall influence was very high and similar in both sectors (32% in politics versus 37% in public enterprises); however, its qualitative role differed.
- While in politics Deusto acted as a breeding ground for lawyers and humanists (providing 52% of lawyers and 73% of humanists), in public enterprises it has established itself as an educational institution yielding managers and engineers.
- Regardless of the sector, Deusto maintains an undisputed hegemony in legal education; both in politics (52%) and in public enterprises (64%) more than half of the leaders with legal profiles come from the UD.

5.3.

Degree of permeability penetration of Deusto- educated leaders into Basque private companies

5.3.1.

University attended by the leaders in private companies in the Basque Country

The analysis of the university attended by business leaders in the private sector constitutes the third major element in completing the portrait of senior leadership in the Basque Country. Unlike the political sphere, which is regulated by electoral processes, and the public business sector, which is subject to administrative regulations, the private sector operates according to market logic, competitiveness and financial returns.

It is therefore necessary to contrast whether the managerial labour market reproduces the theoretical shares of the Basque university system, namely 65% for the EHU, 20% for Deusto and 15% for Mondragon Unibertsitatea; or whether, on the contrary, it generates selection dynamics that favour certain educational institutions. Likewise, given the singularity of the Basque productive fabric, this analysis differentiates between the capital economy (public limited and private limited companies), on the one hand, and the social economy (cooperatives), on the other, since they reflect different organisational cultures and differ in terms of historical roots.

5.3.1.1.

Methodology

The study adopts a quantitative approach based on the data collected on leadership in the main private companies in the Basque Country, limiting the sample to those companies with a turnover of over 50 million euros.

For the analysis, the hierarchical levels have been aligned with those examined in the public sector. The following levels were identified:

- Top executive posts, namely presidents/chairs and/or general managers.
- Senior management posts in specific areas, that is, functional managers.

The total sample consisted of 1,040 managers, of which 921 valid cases (with identifiable academic information) were obtained, as shown in Table 12. The analysis disaggregates the results into two distinct blocks—cooperative enterprises and non-cooperative enterprises (public limited and private limited companies)—, reflecting their specific weight and distinctiveness within the Basque model.

	TOTAL	No information available		VALID CASES
			%	
PRIVATE COMPANIES (turnover > €50 million)				
Presidents/chairs and/or general directors	209	32	15	177
Functional directors	831	87	10	744
TOTAL PRIVATE COMPANIES	1040	119	11	921
COOPERATIVES (turnover > €50 million)				
Presidents/chairs and/or general directors	31	3	10	28
Functional directors	129	7	5	122
TOTAL COOPERATIVES	160	10	6	150
NON-COOPERATIVE ENTERPRISES (turnover > €50 million)				
Presidents/chairs and/or general directors	178	29	16,3	149
Functional directors	702	80	11	622
TOTAL NON-COOPERATIVE ENTERPRISES	880	109	12	771

Source: Prepared by Deusto Social Lab

Table 12. Sample and valid cases analysed of private company leaders in the Basque Country.

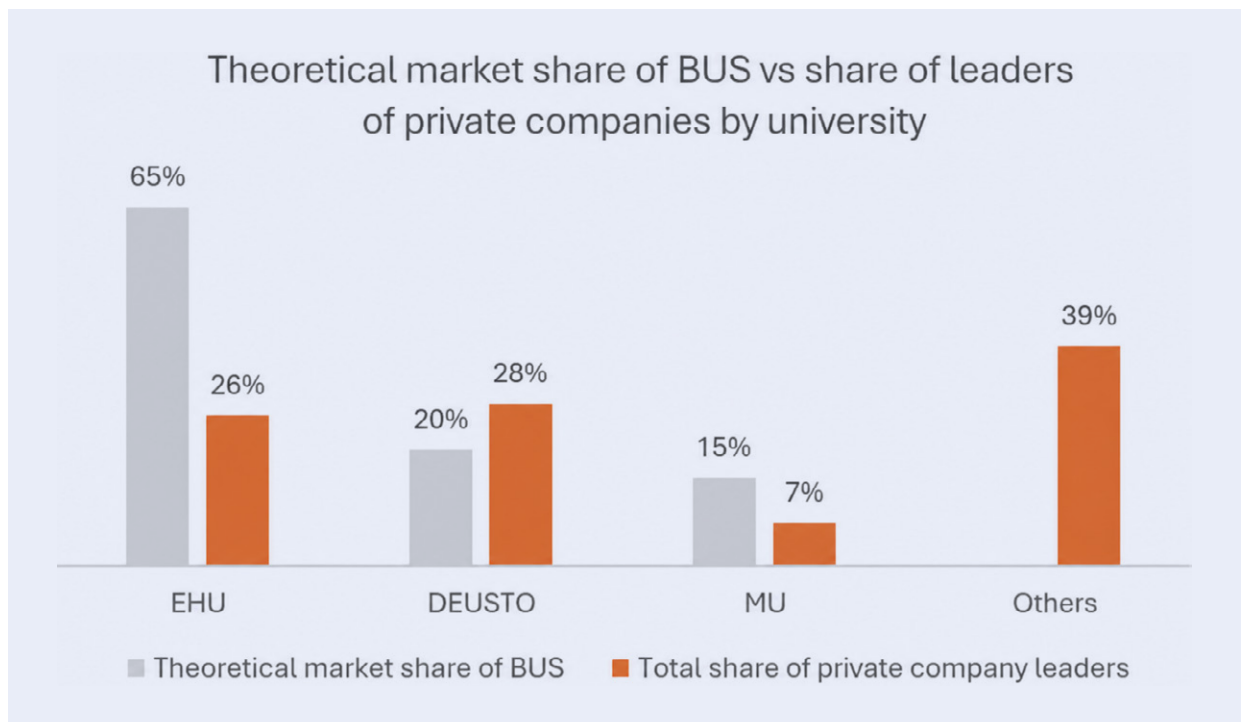
5.3.1.2.

Results

The overall analysis of private sector business leaders, based on 921 valid cases, revealed a striking picture: the private sector was the domain with the greatest openness to talent educated outside the Basque University System, while it intensified competition among local universities.

At the aggregate level (including cooperatives and non-cooperatives), the breakdown of the universities at-

tended by private sector leaders was as follows: other universities (Others) (39%), Deusto (28%), EHU (26%) and MU (7%). These data showed that the public university (EHU) was relegated to third place, below not only the University of Deusto, but also external universities as a whole, and was 39 points below its theoretical share of 65%, as shown in Figure 11. It is reasonable to assume that the 39% share of individuals educated outside the Basque University System may be influenced by graduates of the University of Navarra's School of Engineering, located in Gipuzkoa (Tecnun). However, the representation of the University of Navarra in the group of private company leaders was 7.8%.



Source: Prepared by Deusto Social Lab

Figure 11. Theoretical market share of the Basque University System vs share of private company leaders by university. Basque Country

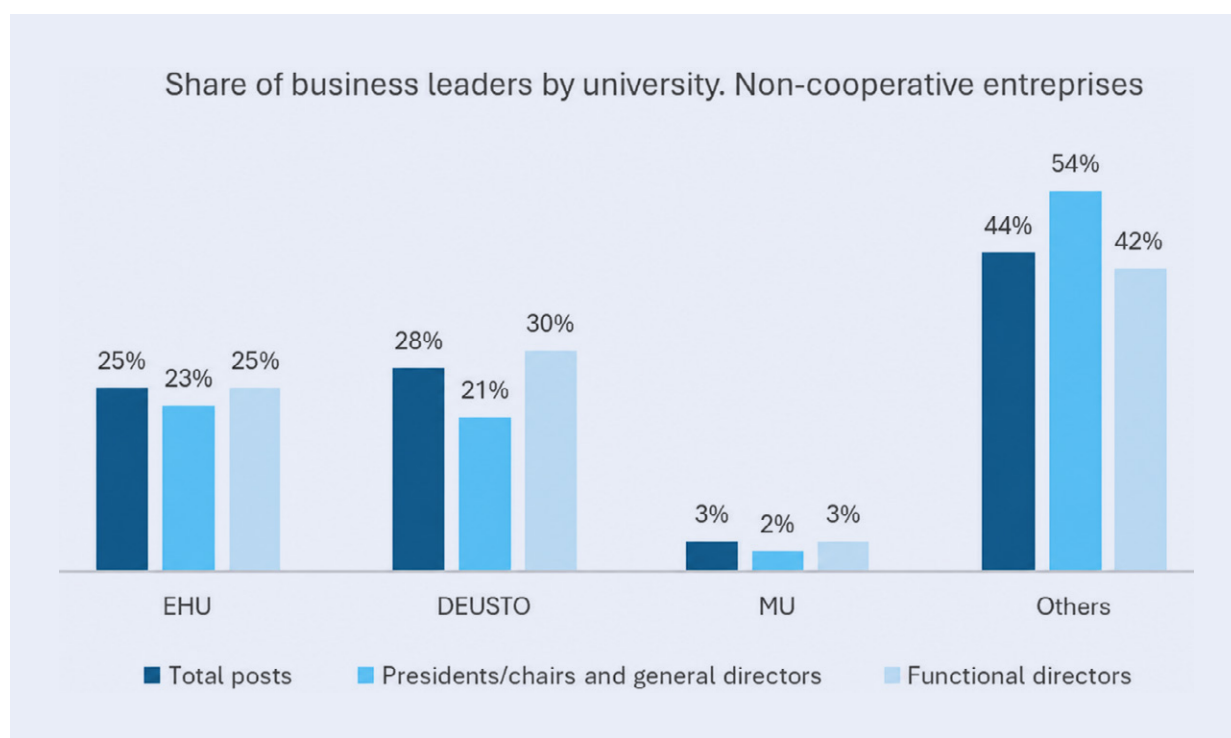
5.3.1.3. Analysis of private companies: non-cooperatives.

The most pronounced pattern of openness to leaders educated outside the Basque University System in the entire study was found when the focus was placed on the 771 corporations that made up the bulk of the sample.

At the top management level (presidents/chairs and general managers), an external educational background was in the majority: 54% of the top leaders had been educat-

ed in universities outside the Basque system (Others). Among those who had attended BUS universities, competition was very tight, with a slight prevalence of the EHU (23%) over Deusto (21%), while the presence of MU (2%) was marginal.

However, when moving down to the level of functional managers, the local balance of power was reversed. Deusto (30%) clearly outperformed the EHU (25%). This suggests that, although the top leadership positions are held by graduates with international or non-BUS profiles, the management structure that sustains large Basque companies tends to draw on UD-educated graduates.



Source: Prepared by Deusto Social Lab

Figure 12. Share of leaders by university. Basque Country Non-cooperative enterprises.

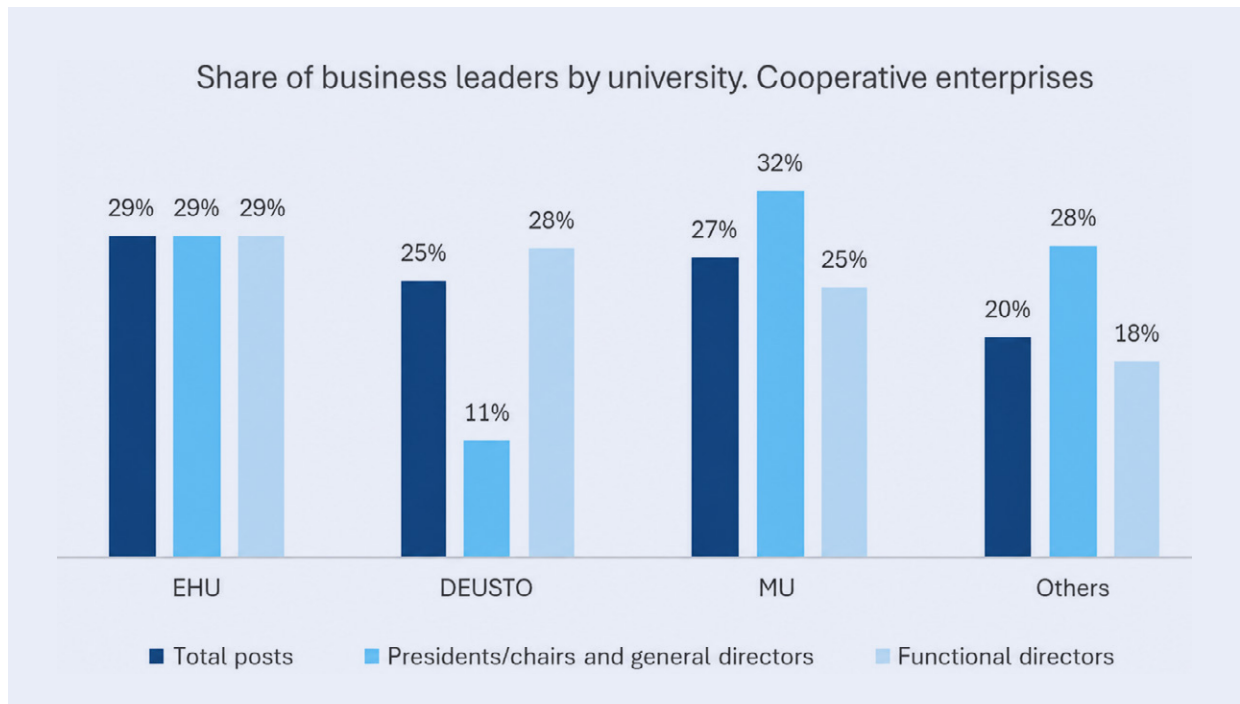
5.3.1.4.

Analysis of private companies: Cooperative enterprises

The analysis of cooperatives (150 cases) showed a radically different ecosystem, where Mondragon Unibertsitatea (MU) broke its glass ceiling and far exceeded its theoretical share of the overall universities in the Basque Country.

At the level of presidents/chairs and general managers of cooperatives, MU dominated with 32%, doubling its theoretical share of 15%. It was followed by the EHU (29%) and non-BUS universities (28%). Deusto's reduced share in this area is striking, falling to 11%, well below its expected share.

The most balanced distribution in the entire study was observed at the level of functional directors, as shown in Figure 13 below. Technical leadership was distributed almost equally: UPV/EHU (29%), Deusto (28%) and MU (25%).



Source: Prepared by Deusto Social Lab.

Figure 13. Share of business leaders by university. Basque Country. Cooperative enterprises

5.3.1.5. Preliminary findings

By merging the private sector data with the earlier findings on political leadership and public enterprises, it was possible to map out the full leadership distribution across the Basque Country. Four structural dynamics were identified which defined access to positions of power in the Basque Country, namely:

1. There is a direct correlation between the nature of power and the location of the educational institutions attended. Strong openness to universities outside the Basque Country was seen among leaders.
 - Political power was found to be fundamentally endogamous and draw on local universities.
 - Public enterprises were hybrid forms, showing moderate openness to external graduates (22–30%).
 - Private enterprises were the most cosmopolitan environment, with 40% of their management (and over 53% of their chairpersons) coming from outside universities. This implies that private enterprises are looking for profiles and relational capital beyond the Basque University System, something that does not occur in politics.
2. Deusto demonstrated dominance and institutional over-representation across the board, reflecting its extraordinary ability to penetrate into leadership structures.
 - UD graduates were found to dominate the political leadership arena (Cabinet Secretaries and members of executive governments of Chartered Provincial Councils).
 - The UD had the highest graduate presence within public enterprises (especially at functional levels).
 - The UD prevailed in the non-cooperative private sector, as it was the Basque university with the highest number of functional directors. This cross-cutting trait suggests that Deusto functions effectively as a mechanism for the socialisation of leaders, and who are capable of operating successfully both within a bureaucratic-administrative logic and within a market logic.
3. The paradoxical results of the University of the Basque Country (EHU) stem from its institutional under-representation, despite the fact that 65% of the graduates in the sample were educated there.
 - In the political sphere it only matched its share of the overall BUS in the legislative branch (Parliament/Assemblies), but was relegated in the executive branch.

- In private companies, the EHU was significantly under-represented, accounting for only 26% of all executives.
4. Mondragon Unibertsitatea played a key role in the cooperative niche. While our study indicated that it had little presence in politics (2-4%) and in public enterprises (1-2%), it emerged as the dominant player in executive leadership of the cooperative sector (32%). This shows that the MU functions as a source of graduates, but one confined almost exclusively to its own industrial ecosystem, without having yet achieved significant penetration into the public administration or traditional corporations.

5.3.2. Gender analysis within private companies in the Basque Country

The aim of this section is to describe and analyse the gender distribution of leaders in public enterprises in the

Basque Country, ranging from the highest executive positions (chairpersons and general managers) to functional directors.

The analysis was structured around a two-way comparison in similar terms to those in the political and public spheres. The full sample of 1,040 individuals representing all positions in these entities was examined alongside the Deusto graduate group, made up of 255 people.

5.3.2.1. Results

In the overall calculation of the 1,040 people analysed in the private sector, the gender gap was the widest of all the areas studied. The breakdown showed a strong male dominance, with 76% of men and 24% of women, as shown in Table 13.

	TOTAL	MEN		WOMEN		DEUSTO	MEN		WOMEN	
			%		%			%		%
PRIVATE COMPANIES (turnover > €50 million)										
Presidents/chairs and/or general directors	209	188	90	21	10	43	37	86	6	14
Functional directors	831	603	73	228	27	212	130	61	82	39
TOTAL PRIVATE SECTOR COMPANIES	1040	791	76	249	24	255	167	65	88	35

Source: Prepared by Deusto Social Lab

Table 13. Gender of leaders in private companies in the Basque Country. Comparison between the sample and Deusto graduates.

Within the Deusto group of graduates, a corrective trend was again apparent, as was the case in the public sector. The presence of women was ten percentage points higher than the average, with 65% of men compared to 35% of women.

It can be concluded from the analysis by hierarchical levels that there was an almost total preponderance of men at the highest level of the executive hierarchy (presidents/chairs and/or general managers). In the overall group analysed, men were overwhelmingly in the majority, holding 90% of the positions, whereas women held a residual representation of 10%. In the Deusto group, although the trend was clearly for male dominance, the general

data improved slightly. Men accounted for 86% and women for 14%, exceeding the sector average by 4 percentage points.

At functional director level, although the gap persisted, different dynamics were observed between the total sample and the Deusto group. Overall, the distribution remained highly uneven, with 73% of men and 27% of women. Among the UD graduates, females accounted for 39%, reducing the male percentage to 61%. This represented an improvement of almost 12 percentage points in female representation compared to the overall average in the private sector, where the 'Deusto effect' was most noticeable.

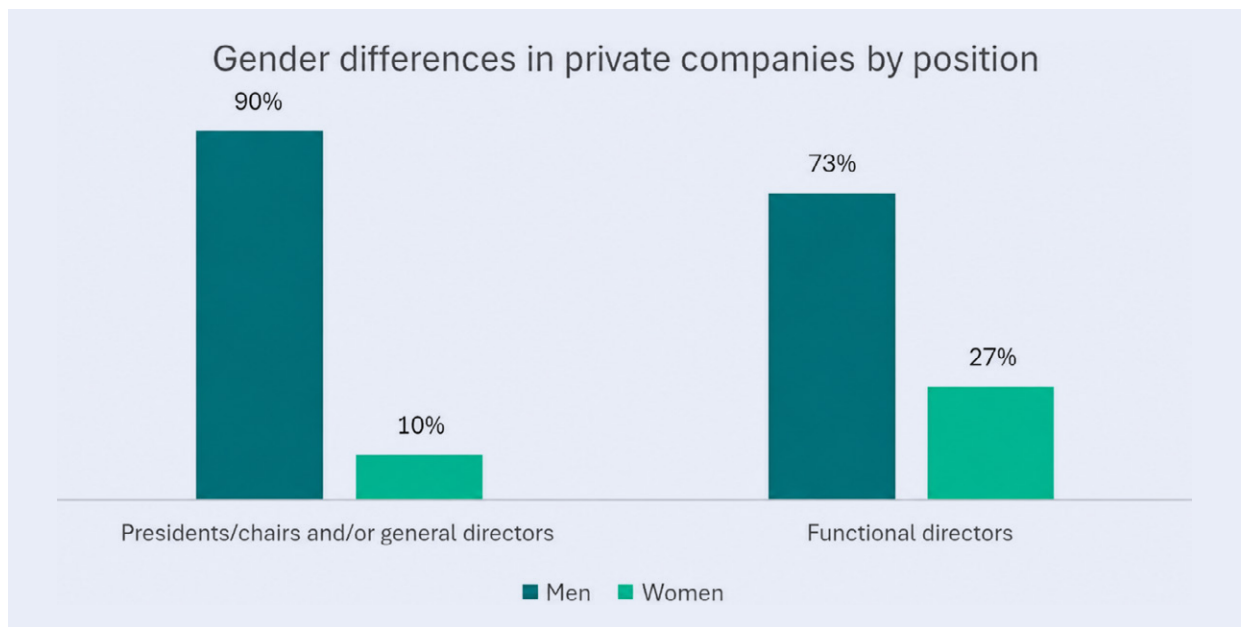
5.3.2.2.

Preliminary conclusions

Three fundamental conclusions can be drawn from the detailed analysis of private sector data, set against the findings on the political sphere and public enterprises, together providing an overview of gender inequality in the Basque Country. These are:

1. The private sector has the highest structural inequality levels. If we compare the three areas analysed, there is a clear regression in equality as we move away from the institutional public sphere.

- While the political sphere has achieved technical parity and even a slight majority of women at certain executive levels, and public enterprise maintains a balance in functional management (52% men, 48% women), private enterprise falls far short of these standards.
- With 90% of men in the most senior executive posts, as shown in Figure 14, private companies present a 'glass ceiling' that is much more solid and difficult to break through than public enterprises (69% men) and the Basque Government (56% men in the various Departments).



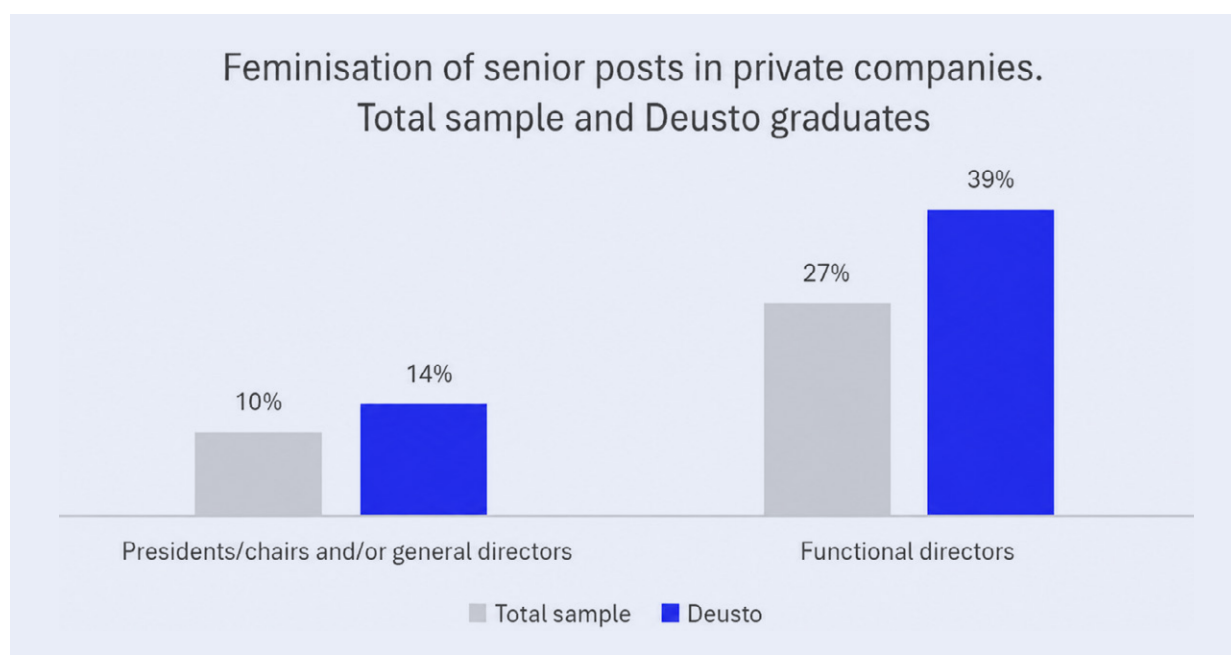
Source: Prepared by Deusto Social Lab

Figure 14. Gender of leaders in private companies in the Basque Country (%).

2. The hierarchical gap widened in the private sphere. As observed in section 5.2.2 on public enterprises, inequality was found to be dependent on hierarchical level, but in the private sector the starting gap was wider.
 - In contrast to the public sector, where functional management reached parity, in the private sector not even functional positions came close to balance (73% men). This indicates that the barriers to women's access to private businesses are not only at the 'top', but are structural throughout the management layer.
3. The pattern observed in the previous sections was confirmed, with the Deusto group mitigating the gap in

masculinised environments. A Deusto education correlated positively with a greater presence of women.

- Although the Deusto graduate group did not manage to reverse the male majority in the private sector, it was found to act as a relevant buffer.
- It is particularly significant that in the private environment, where women only occupy 27% of functional management positions, among Deusto graduates this figure was raised to 39%, as shown in Figure 15. This reinforced the hypothesis formulated in the analysis of the political setting that a UD academic and professional profile acts as a vector to facilitate women's access to positions of responsibility, even in sectors most resistant to parity.



Source: Prepared by Deusto Social Lab

Figure 15. Proportion of women in senior posts in private companies in the Basque Country. Comparison between the sample and Deusto graduates (%).

5.3.3. Analysis of university degrees completed by leaders of private companies in the Basque Country

This section examines the academic profile of 921 leaders of private companies in the Basque Country with a turnover of over 50 million euros, focusing on the distribution by areas of knowledge. The institutional weight of the University of Deusto, which contributed 255 of these representatives, is also specifically evaluated.

5.3.3.1. Results

The trend that had been observed in public enterprises was confirmed and intensified across all private sector leaders (921 individuals): technical and economic profiles dominated overwhelmingly over legal and humanistic ones, as shown in Table 14.

Engineering was found to be the undisputed backbone of education in the high turnover private sector, with 360 representatives, equivalent to 39% of the total analysed.

It was closely followed by Business and Economics, with 336 representatives (36%).

It is worth noting that more than three quarters (75%) of the management elite in private Basque companies were Engineering and Economics degree holders.

Law, which was seen to prevail in politics (33%) and was important in public enterprises (15%), fell here to a discreet third place, with 9%. The remaining areas, such as Communication and Media Studies (3%) and Pure Sciences (2%), only had a token presence.

The University of Deusto maintained a notable degree of influence, although quantitatively smaller than in the public sectors. Of the 921 university-educated leaders considered, 255 were Deusto graduates, representing an overall contribution of 28%.

However, as in the previous sections, this contribution was highly asymmetric. Deusto thus led in Law and the Humanities, maintaining its position as the undisputedly main institution for Law education. It accounted for 55% of all Law degree holders in private companies. It also overwhelmingly dominated in niches such as Psychology (80%), Philology (Language and Literature Studies) (75%) and Humanities (71%), although the total volume of these profiles in the business world was very low.

Also noteworthy was the strength in the area of Economics and Business Studies, which contributed 43% of the

leadership profiles. Nevertheless, it was relatively weak in Engineering. Although this area was the most demanded by the private sector (360 leaders), Deusto only provided

10% of these engineers (35 out of 360). This suggests that the bulk of industrial leadership came from other institutions.

FIELD	UNIVERSITY-EDUCATED LEADERS		DEUSTO		DEUSTO'S CONTRIBUTION TO THE TOTAL
		%		%	
TOTAL PRIVATE COMPANY REPRESENTATIVES (TURNOVER >€50 MILLION)	921	100	255	100	28
Law	85	9	45	18	53
Business Studies and Economics	336	36	143	56	43
Engineering	360	39	35	14	10
Communication and Media Studies, and Journalism	29	3	0	0	0
Education and Pedagogy	2	0	0	0	0
Sociology, Political Science and Public Administration	14	2	7	3	50
Humanities, History, Geography and Philosophy	7	1	5	2	71
Philology (Spanish, English, Germanic, and Basque Language and Literature)	4	0	3	1	75
Tourism Studies	7	1	6	2	86
Architecture	7	1	0	0	0
Psychology and Educational Psychology	10	1	8	3	80
Medicine	3	0	0	0	0
Physics, Chemistry, Biology, Geology, and Environmental Sciences	22	2	0	0	0
Employment Relations	10	1	1	0	10
Other degree programmes	25	3	2	1	10
TOTAL	921	100	255	100	28

Source: Prepared by Deusto Social Lab

Table 14. University degrees held by senior management of private companies in the Basque Country.

5.3.3.2. Preliminary conclusions

The data point to an 'competitive-industrial' academic profile in Basque large private companies, controlled by Engineering and Economics, which together constituted the almost sole educational background of leaders.

Contextualised against the earlier analyses of political leaders (5.1.3) and public enterprises (5.2.3), these results point to a clear transition in the profile of power in the Basque Country. The main findings are the following:

1. There has been a clear change in the profile of leaders. In the political sphere, the predominant profile was that of the 'jurist/humanist', largely dominated by Law degrees (33%). In public enterprises, this corresponded to a 'technocrat/manager' profile. Economics (29%) and

Engineering (25%) outperformed Law. In private companies, the profile was that of the 'engineer/manager', where Engineering education was in first place (39%) and, together with Economics, accounted for 75% of the leadership posts, whereas Law represented less than 10%.

2. The University of Deusto demonstrated both functional specialisation and successful reach across the board, maintaining a significant market share in all three domains (32% in politics, 36% in public enterprises, and 28% in private sector companies).

Its role shifted markedly across sectors, however. Deusto educated more than half of all Law graduates in all three sectors (52%, 64% and 53% in politics, public sector and private sector, respectively). Its influence in economic areas was consistently high in the business sector (contributing more than 40% of economists in both the public and private sectors).

Chapter six

Conclusions



6. Conclusions

The University of Deusto holds a central, structural position in shaping the political and business leadership of the Basque Autonomous Community, as demonstrated by the quantitative empirical analysis conducted and the evidence presented throughout this report. This centrality is neither circumstantial nor sectoral; the UD plays a significant, continuously influential role, as has been systematically seen in all the areas analysed. The centrality of the institution is much more pronounced than would be expected only taking into account its relative weight within the Basque university system.

The aggregate conclusions that define this ecosystem are presented below, with special attention to the strategic positioning of the University of Deusto:

1) Institutional over-representation at the political level, in public enterprises and in private sector companies

In the political sphere, the data have confirmed a sustained over-representation of Deusto graduates. Although its theoretical market share is approximately 20% of the Basque University System, Deusto contributes 32% of the total number of political representatives with a university education. This over-representation intensifies in the upper end of the institutional hierarchy, reaching its highest values at the executive levels with the greatest discretionary power. At the core of the regional executive power, Deusto graduates account for 56% of the cabinet secretaries, 44% of the members of the executive government of the Chartered Provincial Councils, 39% of the Basque Government senior officials analysed, 33% of the senior officials in the Chartered Provincial Councils and 23% of the representatives of the Basque Parliament and the General Assemblies of the Chartered Provincial Councils.

This hegemony is reproduced in public enterprises, where the study showed that 64% of the legal profiles and 42% of the graduates in economic and business sciences are Deusto-educated. The UD also maintains a significant presence even in Engineering (31%), unlike in the political sphere. In aggregate terms, Deusto contributes 37% of all managers of public enterprises, practically equal to the EHU, despite the vast difference in size between the two institutions.

The University of Deusto maintains clear dominance in strategic areas of the private sector, accounting for 28% of graduates, despite strong representation from non-BUS universities (39%) and the hegemony of Engineering

across 39% of profiles. A total of 53% of the Law graduates and 43% of the Economics graduates in large Basque companies were educated at the University of Deusto, which is therefore a key actor in management, governance and strategic advisory roles. Its presence in the industrial-technological core is more limited, accounting for only 10% of engineers.

2) Deusto as a catalyst for feminisation

The comparative gender analysis of leadership across political, public enterprises and private sector in the Basque Country yielded a cross-cutting conclusion of particular significance. Having been University of Deusto alumni emerged consistently as a factor favouring greater female representation in decision-making spheres. In this way, it acted as a corrective vector against the structural inequalities found across the domains analysed.

In the political sphere, where the Basque Country has achieved almost fully consolidated structural parity, the Deusto group of graduates not only matched this balance but exceeded it at certain key levels, most notably in the Chartered Provincial Councils (*Diputaciones Forales*). The over-representation of UD female graduates in executive and territorial management positions constituted a clear reversal of the general trend, positioning the University as a significant agent in the promotion of female political leadership. This helped to ensure that parity was not only quantitative, but also effective at the level of executive power.

In the case of public enterprises, where a significant glass ceiling persists in top management, being a Deusto graduate is a mitigating factor in the gender gap. Although it fails to reverse the male dominance at the top, it does consistently increase the presence of women, even reaching parity at functional management levels. This indicates that the academic and professional profile associated with the University of Deusto facilitates women's access to intermediate and managerial positions, even in organisational contexts that are more resistant to equality than the political sphere.

The Deusto group of graduates again reproduced this corrective pattern in the private sector, which is the most structurally unequal environment. In a strongly masculinised scenario, both in senior management and in functional positions, having UD education significantly correlates with an increase in the presence of women, especially at non-executive management levels. Although

the impact is more limited than in the public sector, its persistence even in the most hostile environment for parity reinforces the hypothesis that the University of Deusto acts as a catalyst for female leadership, reducing gender gaps where they are deepest.

Overall, the results allow us to conclude that the University of Deusto plays a strategic role in shaping a more gender-balanced form of leadership, with a particularly significant impact in the public sector and a relevant buffer effect in the private sector. This contribution positions the institution not only as a space for education, but also as a key actor in the processes of transformation towards greater equality in the spheres of power and decision-making.

3) Academic background of Deusto-educated leaders in the Basque Country

A joint analysis of the university programmes completed by political leaders, public enterprise executives and senior managers in large private companies in the Basque Country helped identify distinct educational patterns in each sphere of power, while also providing an assessment of the institutional weight in shaping these elites that the University of Deusto has across all domains.

In overall terms, the University of Deusto has become established as one of the main education actors in the Basque leadership system, with a significant and sustained presence across the three areas analysed. Its contribution accounts for 32% of university-educated political leaders, 37% of representatives in public enterprises and 28% of senior managers in large private companies, demonstrating a structural capacity for influence, albeit with clearly differentiated profiles by sector.

In the political sphere, the University of Deusto plays a central role as a source of legal and humanistic profiles. More than half of political representatives with a Law degree (52%) are educated at the UD, and its dominance is even greater in fields such as Humanities and Philosophy (73%), Psychology and Educational Psychology (50%), and Sociology and Political Science (47%). This concentration reinforces a model of political leadership of politicians with a legal and humanistic educational background, in which Deusto operates as the dominant educational institution.

In public enterprises, Deusto's influence has been seen not only to persist, but to become quantitatively stronger and qualitatively more diverse. The University contributes

more than a third of the total number of leaders analysed (37%) and shows a remarkable capacity to adapt to a more technical environment. It retains its hegemony in Law, as 64% of the legal profiles are UD graduates, and has a clear leading position in the area of Economics and Business Studies (42%). In contrast to the political sphere, Deusto has a significant presence in Engineering (31%), in line with the 'technocrat-manager' profile that characterises the management of public enterprises.

In the private sector, overwhelmingly dominated by engineers and economists, the University of Deusto maintains a significant influence, although more limited in relative terms. Its overall contribution stands at 28%, conditioned by its scant weight in Engineering, where it only contributes 10% of the leaders with a degree in this field. However, Deusto maintains its undisputed position as the primary academic institution in Law, as 53% of those with a Law degree in the private sector are UD graduates, and has a very notable strength in Economic and Business Sciences, with 47% of the profiles. It also dominates in percentage terms in humanistic and social fields with low representation in absolute terms, such as Psychology, Philology (Language and Literature Studies) and the Humanities.

Overall, the comparative analysis shows a functional specialisation of the University of Deusto within the Basque power ecosystem. Deusto is the major provider of Law education across the three areas analysed and a key player in the education of financial managers, especially in the public and private sectors. However, its historically lower presence in technical degrees limits its influence in the private sector, increasingly defined by the hegemony of Engineering. This combination of structural strength and academic specialisation means that the University of Deusto is a determining agent of intellectual and professional education of the political and economic elites of the Basque Country.

Having described the principal contributions of the University of Deusto to the education of leaders in the Basque Country, the findings of the report lead to the conclusion that the University of Deusto plays a structuring role in the power system of the Basque Country, with an ability to convert educational capital into political and managerial capital far exceeding the university system average. Its over-representation is not only found in quantitative terms, but is also apparent in the UD's combination of academic specialisation, accumulated institutional capital, socialisation networks and high level of penetration into political, administrative and business spheres.

Chapter seven

Limitations and future avenues of research



7. Limitations and future avenues of research

Despite the empirical soundness of the results obtained and the broad scope of the analysis carried out, this study has a series of limitations which, at the same time, point to new, significant avenues of future research.

Firstly, the analysis of the degree of penetration of Deusto-educated leaders into private businesses only focused on large companies, specifically those with a turnover of over 50 million euros. This methodological decision made it possible to work with a homogeneous and comparable sample of 1,041 managers from 209 companies, but left out small and medium-sized companies. Given that the latter represent a substantial part of the productive fabric and employment generated in the Basque Country, their exclusion limits the capacity to generalise the results to the business ecosystem as a whole. Future research could extend the analysis by incorporating these business segments; this would make it possible to assess whether the patterns of over-representation, academic specialisation and gender observed in large companies are reproduced, attenuated or transformed in smaller-scale organisational contexts.

Secondly, the study has focused its attention on leaders who work in the political sphere, in public enterprises and in private companies based in the Basque Country. However, it is well known that a significant number of University of Deusto graduates exercise their leadership outside this territorial sphere, both at national and international level. The absence of these profiles introduces a spatial limitation that may underestimate the real projection of the University in shaping political, institutional and business leaders. In this sense, a future avenue of research of particular interest would be to identify and analyse Deusto-educated leaders who operate in national and international contexts, as well as the sectors and areas in which they exert their influence, thus enabling a more comprehensive assessment of their impact and global reach.

Thirdly, having identified the leaders operating both within the Basque Country and in other territorial spheres, it

would be pertinent to move towards a more qualitative analysis of the leadership exercised. In particular, future research could focus on the predominant leadership styles among Deusto graduates; the educational, institutional and contextual variables that have contributed to shaping them; and the social, organisational or political impact generated as a result of their activity. This approach would complement the structural analysis conducted in this study with a deeper understanding of the mechanisms through which educational capital translates into leadership capital.

Finally, although one of the main objectives of the study was to analyse the degree to which graduates from the different universities in the Basque University System had penetrated into the political, public enterprise and private company spheres, the calculation of institutional over- or under-representation was carried out taking as a reference the overall share of graduates from each university out of the Basque University System as a whole. In light of the results obtained on the university degrees completed by the leaders in the sample, a particularly relevant direction of future research would be to refine this analysis by looking not only at the overall university share, but also at the specific share by faculties or subject areas. In this way, it would be possible to assess institutional over- or under-representation according to, for example, the relative weight of each university in Law, Business and Economics, Engineering or other areas of knowledge, offering a more accurate reading of the mechanisms of academic specialisation that underlie the configuration of the elites analysed.

Taken together, these limitations do not call into question the validity of the findings, but rather delimit their scope and point to clear and productive avenues for future research into the role of universities—and of the University of Deusto in particular—in the formation and projection of political, institutional and business leadership.

ANNEXES



Annex I. List of organisations included in the database analysed

Public institutions
Gobierno Vasco
Diputación Foral de Araba
Diputación Foral de Bizkaia
Diputación foral de Gipuzkoa
Parlamento Vasco
JJGG Bizkaia
JJGG Araba
JJGG Gipuzkoa
Ayuntamiento Amorebieta-Etxano
Ayuntamiento Arrasate/Mondragón
Ayuntamiento Azpeitia
Ayuntamiento Barakaldo
Ayuntamiento Basauri
Ayuntamiento Bermeo
Ayuntamiento Bilbao
Ayuntamiento Donosti
Ayuntamiento Durango
Ayuntamiento Eibar
Ayuntamiento Erandio
Ayuntamiento Ermua
Ayuntamiento Errenteria
Ayuntamiento Galdakao
Ayuntamiento Gernika-Lumo
Ayuntamiento Getxo
Ayuntamiento Hernani
Ayuntamiento Hondarribia
Ayuntamiento Irun
Ayuntamiento Lasarte-Oria
Ayuntamiento Llodio-Llodio
Ayuntamiento Leioa
Ayuntamiento Mungia
Ayuntamiento Pasaia

Public institutions
Ayuntamiento Portugalete
Ayuntamiento Santurtzi
Ayuntamiento Sestao
Ayuntamiento Tolosa
Ayuntamiento Vitoria-Gasteiz
Ayuntamiento Zarautz
Public enterprises
ABEREKIN
Academia Vasca de Policía y Emergencias
Agencia Vasca de Cooperación para el Desarrollo
Agencia Vasca de Protección de Datos
Álava Agencia de Desarrollo, S.A.
Alokabide, S.A.
Aparkabisa - Centro de transportes de Bizkaia, S.A.
Arabako Bideak – Vías de Álava, S.A.
Autoridad Territorial Del Transporte de Gipuzkoa
Autoridad Vasca de la Competencia
Azpiegiturak, S.A.M.P., Sociedad Anónima Medio Propio
B+I+O - Fundación Vasca de Innovación e Investigación Sanitarias
Basalan
Basque Culinary Center
Basquetour - Agencia Vasca de Turismo, S.A.
BEAZ - Centro de empresas e innovación de Bizkaia, S.A.
BIC Gipuzkoa Berrilan, S.A.
Bidasoa Oarsoko Ondustrialdea, S.A.
Agencia Guipuzcoana de Infraestructuras, S.A.
Bilbao Ekintza, EPEL
Biozientziak Gipuzkoa Fundazioa
BOS - Bilbao Orkestra Sinfonikoa
C.A.C. Teatro Arriaga, S.A.
Centro Azkuna de Sociedad y Cultura Contemporánea, S.A.
Centro de Cálculo de Álava, S.A.
Centro Internacional de Cultura Contemporánea, S.A.
Centro Kursaal - Kursaal Elkargunea, S.A.
CIDETEC
Comisión Jurídica Asesora de Euskadi
Consejo de Relaciones Laborales
Consejo Económico y Social Vasco
Consortio de Aguas Bilbao Bizkaia
Consortio de Aguas de Gipuzkoa
Consortio de Residuos de Gipuzkoa

Public enterprises
Consortio del Palacio Miramar de Donostia-San Sebastián
Deba Bailarako Industrialdea S.A.
Donostia International Physics Center
EITB - Euskal Irrati Telebista
EJIE - Sociedad Informática del Gobierno Vasco, S.A.
EKP - Puertos Deportivos de Euskadi
Elhuyar
ELKARGI, S.G.R.
Emakunde
Eresbil - Musikaren euskal artxiboa / Archivo vasco de la música
Filmoteca Vasca - Euskadiko Filmatagia
EUSKALIT – Fundación Vasca para el Fomento de la Calidad
EUSKOIKER – Investigación Universidad Empresa
Euskotren
Eustat
EVE - Ente Vasco de la Energía
Festival Internacional de Cine de Donostia-San Sebastián, S.A
FICOBA
Fomento San Sebastián
Fundación Arantzazu Gaur – Arantzazulab
Fundación Artium
Fundación BiscayTIK
Fundación Catedral de Santa María
Fundación Cristóbal Balenciaga
Fundación Kirolaraba
Garaia Parque Tecnológico, S.Coop.
Garbiker, S.A.
Goierri Beheko Industrialdea, S.A.
Gureak Lanean, S.A.
HABE - Instituto de Alfabetización y Reeuskaldunización de Adultos
HAZI - Desarrollo Rural, Litoral y Alimentario
IFAS - Instituto Foral de Asistencia Social
IHOBE, S.A.
Ikerbasque – Fundación Vasca para la Ciencia
INDESA 2010 S.L.
Instituto Foral de Bienestar Social
Instituto Vasco de Finanzas
Interbiak, S.A
Itelazpi, S.A.
IVAP - Instituto Vasco de Administración Pública
IZFE - Sociedad Foral de Servicios Informáticos, S.A.
KL katealegia S.L.L.

Public enterprises
Kontsumobide - Instituto Vasco de Consumo
Lanbide
Lantik, S.A.
Fundación para la Formación Técnica de Máquina-Herramienta
Mercabilbao
MUBIL
Museo Bellas Artes
Museo de Reproducciones Artísticas
Museo Guggenheim Bilbao
Musikene - Centro Superior de Música del País Vasco
NATURGOLF, S.A.
NEIKER - Instituto Vasco de Investigación y Desarrollo Agrario, S.A.
Orquesta de Euskadi, S.A.
Osakidetza
Osalan - Instituto Vasco de Seguridad y Salud Laborales
Palacio Euskalduna, S.A.
Parque Tecnológico de Gipuzkoa
Quincena Musical de Donostia-San Sebastián, S.A.
SEED - Capital de Bizkaia - Sociedad Gestora de Fondos de Capital Riesgo
SEED GIPUZKOA SCR
Sociedad para la Transformación Competitiva - Eraldaketa Lehiakorrerako Sozietatea, S.A.
Sociedad Promotora Bilbao Plaza Financiera, S.A.
TECNALIA Research & Innovation
Tekniker
Tribunal Vasco de Cuentas Públicas
Unibasq - Agencia de Calidad del Sistema Universitario Vasco
URA - Agencia Vasca del Agua
Urolako Industrialdea, S.A.
VICOMTECH
VIRESA - Vivienda y Suelo de Euskadi, S.A.
ZAISA, Sociedad Promotora Aduanera de la Zona de Irún, S.A.
ZIUR
Zugaztel, S.A.
Private companies
Aceros Bergara, S.A.
Aceros De Araia, S.A.
Aceros Inoxidables Olarra, S.A.
Aduna 2021, S.A.
Aernnova Aerospace, S.A.
Aiala Vidrio, S.A.
Albacora, S.A.

Private companies
Alcorta Forging Group, S.A.
Alstom Movilidad, S.L.
Altuna Y Uria, S.A.
Alu Stock, S.A.
Aludium Transformacion De Productos, S.L.
Alvean Sugar, S.L.
Ampo, S.Coop.
Amurrio Ferrocarril Y Equipos, S.A.
Angulas Aguinaga, S.A.U.
Aplicaciones Mecánicas Del Caucho, S.A.
Arania, S.A.
Aratubo, S.A.
Arcelormittal Sestao, S.L.
Arcelormittal Tubular Products Legutio, S.A.
Arizaga Bastarrica Y Compañía, S.A.
Arraia-Oil, S.L.
Artadi Alimentación, S.L.
Asientos Del Norte, S.L.
Autopista Vasco Aragonesa Concesionaria Española, S.A.
Ayesa Ibermatica, S.A.
Bahia De Bizkaia Electricidad, S.L.
Baron De Ley, S.A.
Batz, S. Coop.
Befesa Medio Ambiente, S.L.
Befesa Zinc Comercial, S.A.U.
Bellota Agrisolutions, S.L.
Bellota Herramientas, S.L.
Bernardo Ecenarro, S.A.
Betsaide, S.A. Laboral
Bhbikes Europe, S.L.
Bidegi Gipuzkoako Azpiegituren Agentzia-Agencia Guipuzcoana De Infraestructuras, S.A.
Bidelan Gipuzkoako Autobideak, S.A.
Biek Kapa Perfiladores, S.L.
Biele, S.A.
Bodegas De Los Herederos Del Marqués De Riscal, S.L.
Bodegas Faustino, S.L.
Boj Olañeta, S.L.
Bridgestone Hispania Manufacturing, S.L.
CAF Investment Projects, S.A.
CAF Power & Automation, S.L.
CAF Signalling, S.L.
Celsa Atlantic, S.L.

Private companies
Chinchurreta, S.A.
Cie Automotive, S.A.
Cie Legazpi, S.A.
Cikautxo, S.Coop
Cintas Adhesivas Ubis, S.A.
Comet Distribuciones Comerciales, S.L.
Compañía De Bebidas Pepsico, S.L.
Compañía Norteña De Bebidas Gaseosas Norbega, S.L.
Compañía Vinícola Del Norte De España, S.A.
Construcciones Amenabar, S.A.
Construcciones Sukia Eraikuntzak, S.L.
Construcciones Y Auxiliar De Ferrocarriles, S.A.
COPRECI, S.COOP
Corrugados Lasao, S.L.
CTLPack Vitoria-Gasteiz, S.A.
Dachser Spain, S.A.
Danobat, S. Coop
Danzas, S.L.
Deportivo Alavés, S.A.D.
Depósitos De Comercio Exterior, S.A.
Derivados Del Fluor, S.A.
Deydesa 2000 S.L.
Dikar S. Coop.
Distribución Supermercados, S.L.
Distribuidora Farmacéutica De Gipuzkoa - Gipuzkoako Farmazi Banatzailea, S.A.
Draxton Europe & Asia, S.L.U.
EIKA S.Coop.
Electrotecnica Arteche Hermanos, S.L.
Elektra, S.A.
Elkarkidetza E.P.S.V. De Empleo Preferente.
Elmubas Iberica, S.L.
Energyworks Vit-Vall, S.L.
Equipamiento Familiar Y Servicios, S.A.
Eroski, S.Coop.
Erreka Group
Especialidades Electricas Lausan, S.A.
Estación De Servicio Zaisa, S.L.
Estaciones De Servicio De Guipúzcoa, S.A.
Estampaciones Rubi, S.A.U.
Estanos Matiena, S.A.
Etxe Tar, S.A.
Eulen, S.A.

Private companies
Euskal Forging, S.A.
Euskal Kirol Apostuak, S.A.
Euskaltel, S.A.
Faes Farma, S.A.
Fagor Arrasate S. Coop.
Fagor Automation
Fagor Ederlan
Fagor Electrónica
Ferro Spain Management Company, S.L.
FIHI Forging Industry, S.L.
Forum Sport, S.A.
Froneri Iberia, S.L.
Fundiciones Del Estanda, S.A.
Galletas Artiach, S.A.U.
Gamesa Gearbox, S.A.
Gaurisa Autoak, S.L.
General Química, S.A.U.
Gescrap, S.L.
Gestamp Automoción, S.A.
Gestamp Bizkaia, S.A.
Giroa, S.A.
GKN Driveline Zumaia, S.A.
Global Energy Services Siemsa, S.A.
GSR S Coop
Guardian Glass España Central Vidriera, S.L.
Gureak Lanean, S.A.
Haizea Bilbao, S.L.
Haizea Wec Fundición, S.L.
Hijos De Juan De Garay, S.A.
Hine Renovables, S.L.
Iberdrola Redes España, S.A.U.
I-De Redes Eléctricas Inteligentes, S.A.
Idom Consulting, Engineering, Architecture, S.A.U.
Industria De Turbo Propulsores, S.A.U.
Industrias Auxiliares, S.A.U.
Industrias De Transformación De Andoain, S.A.
Industrias Electromecánicas G H, S.A.
Industrias Químicas Kupsa, S.L.
Ingeteam Power Technology, S.A.
Inoxidables De Euskadi, S.A.
Inter Alloys, S.L.
Interal, S.A.

Private companies
Intercement Trading E Inversiones, S.A.U.
International Bron Metal, S.A.
Iparlat, S.A.
Irizar E-Mobility, S.L.
Itp Externals, S.L.U
Kaiku Corporacion Alimentaria, S.L.
Kem One Hernani, S.L.
Kider Store Solutions, S.L.
Krosaki Amr Refractarios, S.A.
Ksb Itur Spain, S.A.
Laboral Kutxa
LANA, S.Coop
Lascaray, S.A.
Layde Steel, S.L.U
LKS Next
Loiola Gestion Inmobiliaria, S.L.
Loramendi, S. Coop.
Lucart Tissue & Soap, S.L.
Lurauto Concesionarios, S.A.
MAIER Group
Manufacturas Eléctricas, S.A.
Marinoil Service, S.A.
Masmovil Ibercom, S.A.U.
Metales Unzueta II, S.L.
Mondragon Assembly
Mondragon Unibertsitatea
Munksjo Tolosa, S.A.
Natra Oñati, S.A.
Nemak Spain, S.L.
Nervion Industries, Engineering And Services, S.L.U.
Nortegas Energía Distribución, S.A.
Norton Edificios Industriales, S.A.
ONDOAN
ONNERA Group
ORBEA
ORKLI
Ormazabal International Business, S.L.
ORONA
Ozaeta Imex, S.L.
P. M. G. Polmetasa, S.A.
Pan American Energy, S.L.
Papelera Guipuzcoana De Zicuñaga, S.A.

Private companies
Papresa, S.L.
Pepsico Holding De España, S.L.
Petróleos Del Norte, S.A.
Pferd Ruggeberg, S.A.
Plan Metro, S.A.
Plastigaur, S.A.
Policlinica Gipuzkoa, S.A.
Pricewaterhousecoopers, S.L.
Ramondin Capsulas, S.A.
Real Sociedad De Futbol, S.A.D.
Recuperaciones Medioambientales Industriales, S.L.
Red Ofisat, S.L. Unipersonal
Refinería De Aluminio, S.L.
Refractarios Kelsen, S.A.
Reinox Metal 2002, S.L.
Repsol Customer Centric, S.L.
Rivercap, S.A.U.
Rochling Automotive Araia, S.L.U.
Rubix Iberia, S.A.
Rugui Melt, S.A.U.
Sabico Seguridad, S.A.
Salto Systems, S.L.
Saltoki Logistika Araba, S.L.
San Jose Lopez, S.A.
Sarralle Steel Melting Plant, S.L.
Schaeffler Iberia, S.L.u.
Segula Tecnologias España, S.A.U.
Sener Aeroespacial, S.A.
Sener Mobility, S.A.
Sidenor Aceros Especiales, S.L.U
Siemens Gamesa Renewable Energy, S.A. Unipersonal
SMC España, S.A.
Smurfit Westrock Nervion, S.A.
SNA Europe Industries Iberia, S.A.
Sociedad Franquicias Eroski Contigo, S.L.
Sociedad Informática Del Gobierno Vasco, S.A.
Sofiam Iberica, S.L.
Spicer Ayra Cardan, S.A.
Supermercados Ercoreca, S.A.
Talleres De Escoriaza, S.A.U.
Talleres Jaso Industrial, S.L.
Tametal, S.A.

Private companies
Tecsa Empresa Constructora, S.A.
Tele Apostuak Promotora De Juegos Y Apuestas, S.A.
Tenneco Automotive Iberica, S.A.
Transformaciones Metalúrgicas Norma, S.A.
Transnatur Norte, S.L.
Tri Marine International Spain, S.L.
Tubacex Service Solutions, S.A.
Tuberías Y Perfiles Plásticos, S.A.
Tubos Reunidos Group, S.L.
Tubos Reunidos, S.A.
Tudefrigo, S.L.
Ulma C Y E, S. Coop.
Ulma Forja, S. Coop.
Ulma Hormigon Polimero S.C.
Ulma Packaging S Coop
Unialco, S.L.
Vicinay Marine S.L.U.
Vidrala, S.A.
Viuda De Sainz, S.L.
Vivienda Y Suelo De Euskadi, S.A.
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Voestalpine Railway Systems Jez, S.L.
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Annex III. Index of Figures and Tables

Index of Figures

Figure 1.	Theoretical share of the Basque University System vs share of political leaders by university. Basque Country.....	36
Figure 2.	Theoretical share of the Basque University System vs share of Cabinet Secretaries, and of Chartered Provincial Council Chief Executives and Members of the executive government by university. Basque Country.....	37
Figure 3.	Share of Basque Government and Chartered Provincial Council senior officials by university. Basque Country.....	37
Figure 4.	Distribution of the main political representatives in the Basque Country by gender (%).	41
Figure 5.	Representation of women in political leadership positions in the Basque Country. Comparison between the total sample and Deusto graduates (%).	42
Figure 6.	Theoretical market share of the Basque University System vs share of public enterprise leaders by university. Basque Country.....	45
Figure 7.	Share of presidents/chairs and general directors of public enterprises by university. Basque Country ..	46
Figure 8.	Share of functional directors and managers of public enterprises by university. Basque Country.....	46
Figure 9.	Gender of senior management positions in public enterprises in the Basque Country (%).	49
Figure 10.	Feminisation of posts in public enterprises in the Basque Country. Comparison between the sample and the Deusto group (%).	49
Figure 11.	Theoretical market share of the Basque University System vs share of private company leaders by university. Basque Country.....	53
Figure 12.	Share of leaders by university. Basque Country Non-cooperative enterprises.	54
Figure 13.	Share of business leaders by university. Basque Country. Cooperative enterprises	55
Figure 14.	Gender of leaders in private companies in the Basque Country (%).	57
Figure 15.	Proportion of women in senior posts in private companies in the Basque Country. Comparison between the sample and Deusto graduates (%).	58

Index of Tables

Table 1.	Main leadership theories.....	17
Table 2.	Graduates from public and private universities in the Basque University System (BUS) (2018/19-2022/23)	31

Table 3.	University of Deusto graduates (2018/19 - 2022/23).....	32
Table 4.	Sample and valid cases of political leaders analysed.	35
Table 5.	Share of Chartered Provincial Council senior official posts by university. Basque Country (%).	38
Table 6.	Share of Parliamentarians and Assembly Members by university. Basque Country (%).	38
Table 7.	Gender of political leaders in the Basque Country. Comparison between the sample and the Deusto group of graduates.	40
Table 8.	University degrees held by politicians in the Basque Country.	43
Table 9.	Sample and valid cases analysed of public enterprise leaders in the Basque Country.	44
Table 10.	Gender of leaders in public enterprises in the Basque Country. Comparison between the total sample and the Deusto group.	48
Table 11.	University degrees held by public enterprise leaders in the Basque Country.	50
Table 12.	Sample and valid cases analysed of private company leaders in the Basque Country.	52
Table 13.	Gender of leaders in private companies in the Basque Country. Comparison between the sample and Deusto graduates.	56
Table 14.	University degrees held by senior management of private companies in the Basque Country.	59

 **Deusto** Social Lab

 **Deusto**Dual

 **Deusto**Emprende

 **Deusto**Alumni