

SPONSORS



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# Gender Tension Gap Program (GTG)

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Ground breaking research towards a practical tool for eliminating gender tension gaps.

COLLABORATING COMPANIES





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# Gender Tension Gap Program (GTG)

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## GENDER TENSION GAP: A NEED FOR APPLIED RESEARCH

Women and men face dilemmas and sometimes guilt when they make choices that seemingly breach the rules that society imposes on their gender.

Research shows that female middle managers are not gravitating to positions of leadership in large part due to the dilemmas they face in overcoming their beliefs and values, which not only affect them individually at the professional level, but also as a group and the way the group is perceived by the organization.

Furthermore, research has identified internal barriers and tension gaps that prevent women from pursuing their careers in full, although further work is needed to help understand where those barriers come from, as well as tools for raising awareness and offering training to help women find ways to overcome those barriers.

### ROLE AS PROXI OF IDENTITY



Professional Role

Associated key perceptions to the professional role

Personal Role

Associated key perceptions to the personal role

The Gender Tension Gap Indicator is a major contribution towards equality in organizations

## GENDER TENSION GAP PROGRAM

In today's world, the ability to manage multiple capacities in multiple business models is essential. Complex and diverse organizations require new approaches to managing difference, beyond traditional diversity management.

Companies can benefit from new strategies in these increasingly complex times through fresh ideas and a more holistic approach to diversity, including a new gender paradigm that must be integrated and leveraged into current management practices.

During its fourteen years of existence, the Center for Diversity in Global Management of IE Business School has accumulated expertise and knowledge through research and program management in diversity in organizations. This acumen has led to the generation of a new model of understanding the unconscious biases that prevent women's full participation in business life. Through applied research we plan to materialize this through a tool that will respond to the needs of those companies at the forefront of managing diversity.

The Gender Tension Gap Program proposes practical research to help eliminate motivational barriers that prevent women from attaining positions of leadership by suggesting individual and collective solutions

## A. Definitions

### GENDER EXPECTATIONS

Normative expectations about behaviour within a specific context (personal / professional life)

### TENSION

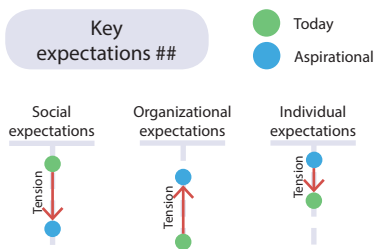
Stress caused by the contrast between where we are (present gender expectations) and we should be (aspirational gender expectations)

### GAP

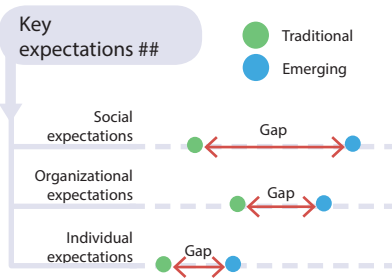
Existing distance between two key gender expectations (in this case traditional and emerging)

## B. The Model

### GENDER EXPECTATIONS AND TENSIONS



### GENDER EXPECTATIONS AND GAPS



### ANALYSIS CLUSTERS



## Deliverables

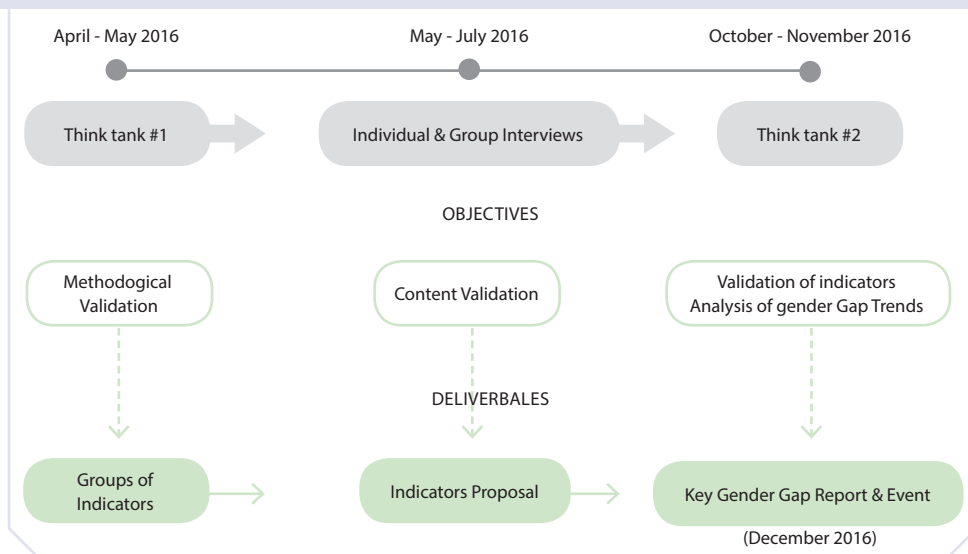
- Self-diagnosis digital tool to identify unconscious biases between emerging and traditional perceptions
- Yearly Corporate Gender Gap Report
- Yearly open Event on Gender Gap in Organizations
- Yearly research on the existing gaps between emerging and traditional perception' gender roles

## Think tank

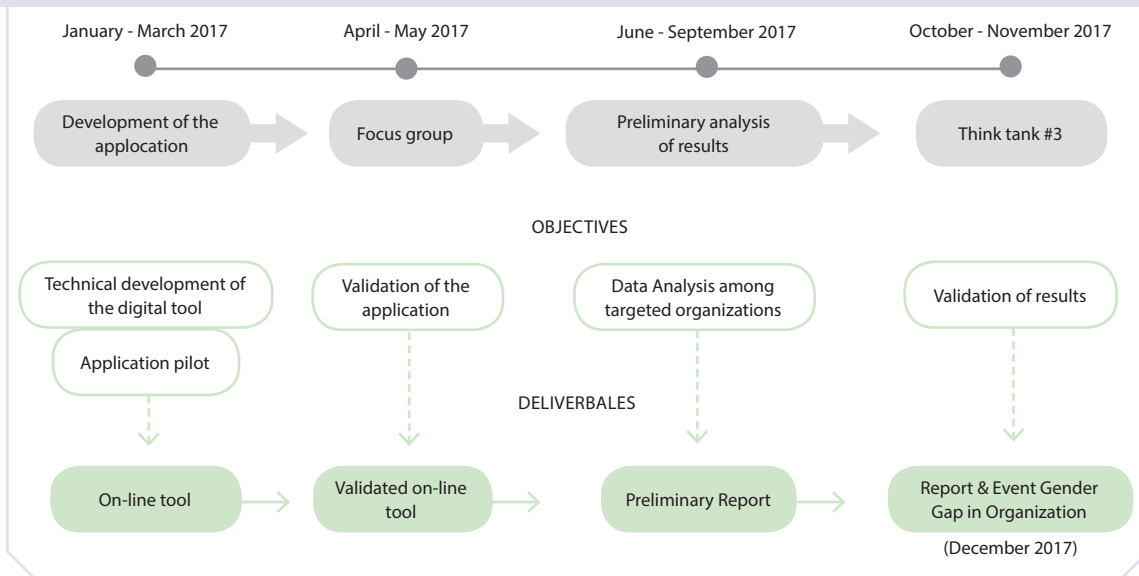
The program includes a think tank of diversity leaders made up of academic experts and best practice companies to help validate results and practical applicability at each stage of the program.

# TIMELINE

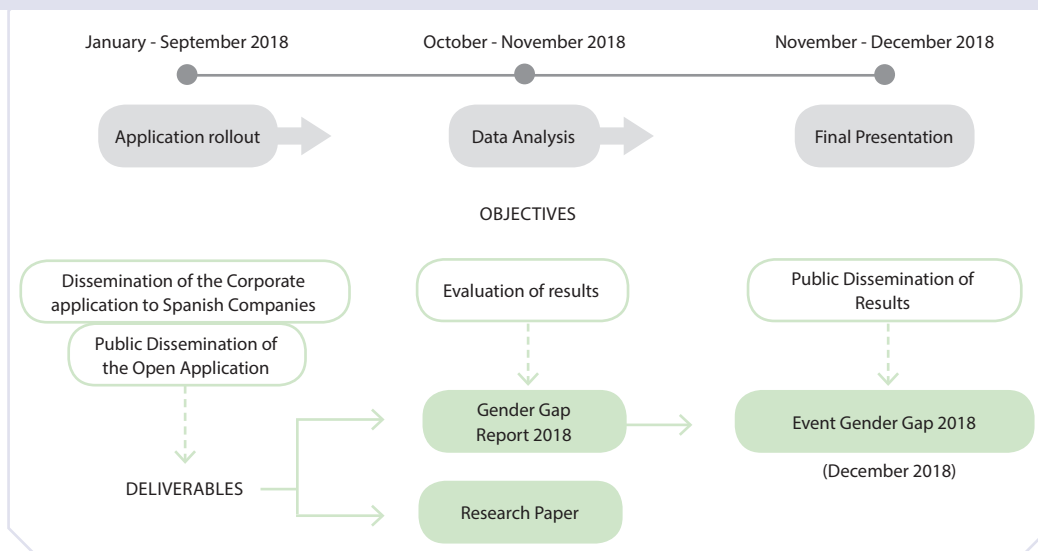
## YEAR #1



## YEAR #2



## YEAR #3





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# IE Center for Diversity

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IE Foundation supports the activities from the Center for Diversity, whose main purpose is to promote the management of gender, cultural, age and skills diversity as a competitive advantage in today's corporate world.

The Centre's main aims are to foster a greater understanding of the demand for and needs of corporate diversity, by analyzing the improvement in bottom line results and effectiveness of inclusion policies; to improve diversity in the corporate world by promoting training programmes in management in minority groups both in

western companies and developing countries, thus promoting the integration of women into the economic fabric; and to generate debate and the exchange of experiences in the field of diversity.

The Center's objectives are essentially achieved via training, research and awareness-raising activities as well as activities designed to foster international debate. Its international activities include supporting women in different cultures with a view to improving their integration into the productive fabric.

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## TEAM



DR. CELIA DE ANCA. DIRECTOR OF CENTER FOR DIVERSITY

Dr. Celia de Anca is currently the Director of the Center for Diversity in Global Management and professor of Diversity and Islamic Finance at IE Business School.

She is the Author of *Beyond Tribalism* (McMillan, 2012). She is a member of the Executive Committee of the Ethics Committee of InverCaixa's Ethics Fund. She has received the award of the women executive of the year 2008 by ASEME and is listed at the 2013 top50 thinkers ranking of global management thinkers. Prof. Celia de Anca is fluent in Spanish, English, French and Arabic.



DR. MARGARITA ALONSO. FOUNDING MEMBER DIVERSITY

Dr. Margarita Alonso is an entrepreneur and founder of Diversity, a boutique consulting firm focused in growth, talent and leadership. Until 2016 Director General of Fundación IE and Professor of IE Center of Diversity. She has developed her professional career at IE University always focused in different international areas in Madrid and in New York. Her previous position at IE was Director General of Alumni and Careers. She is the author of several articles regarding diversity and education in international media. She has also written *Best Inclusion Practices, LGBT Diversity* (Palgrave Macmillan, 2012). Academic Director of Aequalis 2015 and 2016. Margarita is one of the 2016 Top 100 Mujeres Líderes by Mujeres y Cía in the cluster of "Thinkers & Experts". In 2017 she got the *leOut LGBT Leadership Award*.



DR. SALVADOR ARAGÓN. CHIEF INNOVATION OFFICER (CIO), IE BUSINESS SCHOOL

Dr. Salvador Aragón combines the practitioner and academic approaches to the world of business innovation. In his roles as Head of Innovation Officer and Professor of Information Systems and Innovation at IE Business School, he aims to provide a consistent response to the challenges, problems and opportunities of innovation within the company. From a research perspective, Salvador Aragón defines innovation as an intersection between market, organization and technology. He holds a Ph.D. in Innovation Governance and a Master in Business Administration (MBA) and a bachelor in Industrial Engineering.

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# Think Tank Members

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LIDIA HELLER. PROFESSOR OF LEADERSHIP & MOTIVATION. UNIVERSITY BELGRANO

Lidia Heller (PHD in Business Administration. Buenos Aires University, A.M. Lulea University- Sweden). Professor of Leadership&Motivation. University Belgrano. Bs.As. Argentina.

She is advisor of the Diversity Corporate Network at Di Tella University (Argentina), member of Vital Voices Argentina, and a founder member of LAWOMAN NET: Red de Mujeres Latinoamericanas y del Caribe en Gestión de Organizaciones: [www.wim-network.org](http://www.wim-network.org)

Her numerous publications include journal articles, books chapters and web pages. She is the author of *Mujeres y varones en las organizaciones*, Editorial Pluma Digital, 2015; *Por qué llegan las que llegan*, 1996. Feminaria Editora; *Las que vienen llegando: nuevos estilos de liderazgo femenino*, 1999. Grupo Editor Latinoamericano and *Nuevas voces del liderazgo. Dilemas y estrategias de mujeres que trabajan*, 2004. Grupo Editor Latinoamericano.



MARÍA BLASCO. GENERAL DIRECTOR CNIO

Maria A. Blasco is a molecular biologist devoted to the study of telomeres and telomerase and their role in cancer and aging. Since 2011, she is also the Director of the Spanish National Cancer Research Centre (CNIO) in Madrid.

Amongst other awards, Blasco has received the Josef Steiner Cancer Research Award, the Körber European Science Award, the EMBO Gold Medal, and the National Science Award Santiago Ramón y Cajal. In 2014 received a Doctorate Honoris Causa from the Universidad Carlos III of Madrid, Spain.



SARA BIEGER. MANAGING PARTNER AT LEADERS TRUST

Her professional experience reflects fifteen years in consumer, industrial and insurance companies holding commercial, marketing and general management positions.

CEO of the Castile and Leon Technological Park and Executive Vice-President of the Agency for Economic Development for the Community of Castile and Leon Government.

In Executive Search business since 2001 as Managing Partner in Leaders Trust Spain. Member of the Operating Committee of AltoPartners Alliance and Global Industry Practice Leader.

Vice-President of the French-Spanish Chamber of Commerce and Member of the Board, Vice-President of "Club de Excelencia de Gestión" (Excellence in management) and Member of the Board of Directors for the Moroccan Chamber of Commerce.

Founder and President of ISOTES, a platform for "Women Talent", since 2011. Participated in Women Leadership surveys with PwC "La Mujer Directiva en España" (2011) and "Inspirando" (2014). Has lately coordinated the publication of "Manual más allá de los 30". It collects best practices from companies such as PwC, AXA, Altadis, Saint Gobain with the aim of helping organizations to manage Women's Talent.





CONNIE CÁRDENAS, PROFESSOR IN THE ADMINISTRATION FACULTY, UNIVERSIDAD DE LOS ANDES

Full Professor, School of Management, Universidad de los Andes (Bogotá). Coordinator of the “Leadership and Feminine Awareness” program, through which has developed workshops and courses for executive women in Bogotá and other three capital cities in Colombia. Chairs a research project about women in power positions (MEPLA) and carries out a seminar on this subject. Presently coordinates the university’s Gender Portfolio. Holds a psychology degree from Universidad Javeriana and an EdD from the University of Massachusetts, Amherst. Was Academic Vice-Rector of Universidad de los Andes.

Has taught courses and chaired research seminars about several women’s issues, organizations and their power structures and has published articles and books around these fields (i.e. *Mujeres y Vida Corporativa en Latinoamérica: Retos y Dilemas*) and will publish a new one this year (*Liderazgo femenino: Mujeres en la dirección de las organizaciones: desafíos y contribuciones*). She is also a couple’s therapist and published a book about her clinical practice (*La relación de pareja: la importancia de la diferencia*).



SUSAN CLANCY, RESEARCH DIRECTOR AT INCAE

Susan Clancy - PhD in Experimental Psychology from Harvard University – uses her applied research background to help individuals maximize their leadership potential and organizations respond to human problems with effective policies, products and services.

Dr. Clancy is a consultant in Latin America for corporations like Coca-Cola, HSBC, General Mills, Proctor & Gamble, Hewlett Packard and INTEL. She is also an advisor to government agencies, educational institutions and development banks. She combines advanced training in latest methods of behavior and social sciences with strong skills in survey development, project development and assessment and statistical analysis. Her current research areas include: strategic talent management, employment equity, and diversity strategy.

Dr. Clancy is the author of numerous scientific publications and two books. Her work has been featured in many media outlets, including the New York Times, Wall Street Journal, CNN, Larry King Live, Discovery Channel and Science.

She is an Associate Professor at INCAE in Organizational Behavior and Research Director of INCAE’s Center for Women’s Leadership.



BEATRIX DART, STRATEGY PROFESSOR & EXECUTIVE DIRECTOR, ROTMAN INITIATIVE FOR WOMEN IN BUSINESS, U OF TORONTO

Dr. Dart was previously the Associate Dean, Executive Degree Programs, overseeing the program design, admission, and faculty selection for the Executive MBA and Global Executive MBA programs. Beatrix teaches Management Consulting and Strategy, in particular corporate strategy and the development of growth strategies for international companies. She joined the Rotman School of Management in 2000 following a successful career with McKinsey & Co.

Beatrix is the Executive Director Rotman’s Initiative for Women in Business, advancing women in management, for which she won the TIAW Global Award in 2010. She was also named “Top 25 Women of Influence” in 2013. She has been invited to present her insights to conferences and panels, and is frequently quoted in the press, radio and television. Further accomplishments include current board member EllisDon, one of Canada’s largest construction companies, and a founding member and country lead of The 30% Club Canada. She also serves on a number of non-profit boards.



NIEVES DELGADO. MANAGING DIRECTOR FOR BBVA GLOBAL ACCOUNT

Nieves Delgado López has a background in Economy and a BA Honours Degree in Economic Sciences by Autónoma University of Madrid and IESE Business School of Barcelona. Nieves started her career in IBM in 1988, and her previous leadership positions were in PC Company Division Spain and Emea.

In 2005 Nieves became Head of Systems and Technology Group for Spain, Portugal, Greece, Israel and Turkey, being appointed to Vice President in 2007. After that she held positions in the same division at European level, and in the region, extending responsibility to Business Partners Organization.

In February 2011 Nieves moved to client responsibility and was named Vice President of General Business Enterprise for the region. Since then, she has held different positions as VP of Sales in the Client Organization in the region and global. She is a member of the senior management board for IBM Spain, Portugal, Greece and Israel.



DAISY ESCOBAR. ACADEMIC DIRECTOR OF THE MASTER IN OPERATIONS MANAGEMENT AT IE BUSINESS SCHOOL

PhD Candidate in Management, Universidad Complutense, Madrid. MA in Economics and Business Administration (MED), Instituto de Estudios Superiores de la Empresa (IESE) Degree in Industrial Engineering. Universidad de los Andes, Bogota. ITP, Stern School of Business, NYU.

With more than 25 years of teaching experience, Professor Daisy Escobar is an expert in Operations Management and Supply Chain Management. During the last eight years her particular field of interest has been Service Operations Management, with a special focus on applying lean thinking concepts to services. In her view, "the greatest challenge companies face today is to achieve effective and efficient service in order to assure continuous innovation". This line of thinking she developed to greater extent in her papers "In Search of Lean Service: A Case Study of Two Airline Companies" and "The Customer Service Process: the Lean Thinking Perspective".

Daisy Escobar graduated as an Industrial Engineer of the Universidad de los Andes (Bogotá, Colombia) and worked as a consultant and manager in agribusiness companies in Colombia. In 1996 she joined the Instituto de Empresa and since then has taken on responsibilities as Head of the Department of Operations and Technology Management, as Director of the Executive MBA Program and as Vicedean of Academic Affairs. Currently, she is the Academic Director of the Master in Operations Management at the Instituto de Empresa.



FERNANDO FERNÁNDEZ. PROFESSOR OF ECONOMICS AT IE BUSINESS SCHOOL

Fernando Fernández holds a ph. D in Economics, he is an active international consultant on macroeconomic, regulatory and financial issues, and currently sits as a non-executive member of the Boards of Bankia and Red Eléctrica.

He has recently been affiliated to the Breugel Institute as a member of the Review Task Force 2011-13, and with the European Court of Auditors in the 2014 Performance Audit of the Financial Assistance Programs of the EU. He was also a member of the Expert Committee for the Reform of the Spanish Tax System in 2014. Previously he has worked as Global Chief Economist for Santander and Senior Economist at the International Monetary Fund. On his past experience as a full time Academic, he served as Rector (vice Chancellor) of Nebrija University and European University in Madrid.

Dr. Fernández has numerous papers and publications on academic and regular journals and is a frequent economic analyst on major radio and television networks, as well as guest speaker at national and international conferences and workshops. Since the start of the euro crisis in 2010, he is Director of the Annual Review of the Euro, a yearly book edited by the Foundation for Financial Research (FEF) and Fundación ICO.



PATRICIA GABALDÓN. ASSISTANT PROFESSOR OF ECONOMIC ENVIRONMENT AT IE BUSINESS SCHOOL

Patricia Gabaldón is currently assistant professor of economic environment at IE Business School where she teaches applied economics and country economic analysis. She obtained a PhD in economics from University of Alcalá, Spain and she was visiting fellow at Harvard University.

Professor Gabaldón's research combines sociology and economics to understand gender issues and to help different company's stakeholders to improve their decision making. Among other topics, she investigates gender quotas on boards and female entrepreneurs, and their effects on the corporate world. Her current research seeks ways to promote sustainable behavior among corporations, including gender mainstreaming and the effect on sustainable economic growth. Her research has been presented at numerous international conferences and published in leading academic journals including Corporate Governance International Review, Journal of Business Ethics, Gender in Management or Service Industrial Journal.

Professor Gabaldón has collaborated with multilateral and global institutions and she is frequently sought out by the media.



ROSA GARCÍA PIÑERO. VICEPRESIDENT SUSTAINABILITY AT ALCOA AND PRESIDENT OF ALCOA FOUNDATION

Is Global Sustainability Vice-president since August 1st 2015. Previously, she served as President of Alcoa Spain since March 1st, 2014.

During her 16 years in the company, she also served as Director of Regional Affairs and Sustainability for Europe and as Director Environment, Health and Safety (EHS) for the European Region and the Primary Products business in Europe.

Since 2016 she is President of Foundation and Advisor of the Board of the School of Mining Engineers of Madrid since 2014.

She is holder of a master degree in Industrial Engineering from University of Vigo (Spain), a master degree in Environmental Engineering from Escuela de Organización Industrial - University of Madrid (Spain), an Executive MBA from the Haute École de Commerce - University of Geneva (Switzerland) and is finalizing her masters in Commodity Trading at the Geneva School of Business (Switzerland). Of Spanish nationality, Rosa speaks English, Spanish, Portuguese and French.



ELENA GIL. CHIEF STRATEGY OFFICER. ALALZA

Elena Gil is Chief Strategy Officer of Alalza, a tech-outsourcing company, and founding partner of APK renting, partner of Bultaco Motor, Luzwabe lab and Alebat Education. Director of the Advisory Board of several companies.

With more than 25 years of banking experience, in top executive jobs, she has been Independent Director of an IBEX company (Jazztel) and Nominee Director of the Boards of some listed and non-listed companies NH, Realia, Holding Mapfre, among others. Another 8 years of experience in Education and Environmental projects in the second largest Foundation in Spain. She has been Assistant professor for Financial Economy (Complutense University Madrid).

PhD in Economics (Complutense University Madrid), EMBA Madrid Business School-Houston University, Degree in Economics and Business CUNEF University, PDG IESE. Honourable Mention: Women Director (VIII Edition FEDEPE Prizes, 1999). She has been President of IWF Spain and Member of the Board of Spanish Manager Association (AED) in Madrid, Member of Board Director Institute (ICA).



MARÍA EUGENIA GIRÓN. PRESIDENT AT FUNDACION DIVERSIDAD

Senior Executive, leader and entrepreneur in premium and luxury goods industry. Today combines the academic activity as Founder and Executive Director of IE/Mastercard Premium & Prestige Observatory with the entrepreneurial approach to the digital transformation of the sector as business angel.

Extensive background in strategic thinking, corporate leadership, international expansion with focus on Asia and strong financial acumen combined with building global premium and luxury brands that create shareholder value are hallmarks of career. Served as CEO of Carrera y Carrera after leading a Management Buy-In with private equity 3i and as Executive Chairman of Le Chateau. Led Loewe International's sale to LVMH in 1996. Recognized as the best women executive in Spain in 2004.



MORTEN HUSE. PROFESSOR OF MANAGEMENT AND ORGANISATION AT BI NORWEGIAN BUSINESS SCHOOL

Dr. Morten Huse is professor of Organisation and Management, Department of Communication and Culture at BI Norwegian Business School. He also holds a research chair of Unternehmensführung, Wirtschaftsethik und gesellschaftlichen Wandel at the University of Witten/Herdecke in Germany. His research and publications about value creating boards and women on boards have received considerable international attention. His main publication is "Boards, Governance and Value Creation: The Human Side of Corporate Governance" (2007, Cambridge University Press).

Morten Huse was 1997-2000 president of StyreAkademiet Norway (National Association of Directors), 2010-2012 president European Academy of Management (EURAM) and 2009-2014 member of Catalyst Europe Advisory Board (CEAB). From 2014 he is chair of the Beirat (scientific board) of Göttingen Diversity Research Institute. His research about women on boards has been funded by e.g. the Research Council of Norway, Innovation Norway and EEA/Norway grants. The recent work of Morten Huse focuses on meeting questions raised in several countries: What can we do in our country to increase gender balance in business and society – should we follow the Norwegian example?



SILVIA LÁZARO HERNANDEZ. INTERNAL COMMS, ENGAGEMENT & DIVERSITY DIRECTOR, FERROVIAL

Silvia Lázaro Hernández, brings 20 years of experience in Human Resources. She formally trained as a Psychologist at the Universidad Autónoma de Madrid, followed by postgraduate studies of Educative Cooperation in Organizations and HR, Women studies and Youth Care & Special Education at the University of Amsterdam, in addition to PHD studies of Health Psychology in Madrid. She has an Expert Degree in Corporate Responsibility and Executive Coaching Certification.

Her current position in Ferrovial is Internal Comms, Engagement and Diversity Director, working on projects such as internal social networking, Corporate Events and Diversity and Equal Opportunities Policies.

Passionate person for working with people and for a job well done from ethical values.



GUIOMAR ILLESCAS. OFFICER OF LABOUR RELATIONS. RED ELÉCTRICA

Guiomar Illescas is a labour lawyer who works in Red Eléctrica de España (REE) since February, 2006. She has been responsible for Equality over 4 years, obtaining for REE the “Distintivo de Igualdad en la Empresa” granted by the Ministry of Health, Social Services and Equality.

Previously, Guiomar started to work for KPMG Lawyers in 2001, where she served for 4 years and specialized in Labour Law. Then, in 2005, she was recruited by PwC Landwell.

Guiomar studied Law at Carlos III University, Spain. She participated in an Erasmus program at “Université Libre de Bruxelles” (ULB). In addition, she studied a Master in European Law, also in the ULB.



UXIO MALVIDO. GLOBAL TALENT MANAGEMENT AND ORGANIZATIONAL DEVELOPMENT LEADER

Uxio is a senior Talent Management and Organizational Development leader. He is currently in charge of developing LafargeHolcim’s strategy in the areas of Talent Acquisition, Employer Branding, Engagement and Diversity and Inclusion. He has worked previously for Rio Tinto, Merck and Accenture and has held different positions in Human Resources.

Uxio holds two Bachelor’s degrees, one in Inorganic Chemistry and another in Social Psychology, as well as master on Intercultural Management. He is originally from Spain and has lived in Turkey, the UK and France. Currently he works between Paris and Zurich.



OSCAR MUÑOZ. STRATEGIC CONSUMER INSIGHTS & MARKETING CONSULTANT

Born in Madrid. Engineer & Master’s degree in Universidad Politécnica de Madrid, UC Berkeley College, Spain Diplomatic School, Università di Bologna and Università di Perugia. 17 years of professional experience at Procter & Gamble Europe as Consumer/Shopper Insights Manager.

Passionate supporter of diversity at the working place: co-founder of REDI! (the first ever LGBT@work leaders network in Spain), board of the P&G Diversity & Inclusion leadership team and leader of the P&G LGBT employees’ network (GABLE) in South Europe until April 2016.



MALEK NEJJAUI. GLOBAL CHIEF DIVERSITY OFFICER AMADEUS IT GROUP

Malek's passion for people, expertise and network led her to be recently appointed as Chief Diversity Officer for Amadeus. A communication professional for more than 25 years, Malek has a strong track record in Amadeus (a Spanish IBEX 35 listed company of EUR 3.5 billion revenue) where she has held several key positions in communication, culminating as Global Head of Corporate Communication for the Group.

Amadeus is a global distributor and leading technology provider to the travel and tourism industry; an industry that represents 10% of global GDP and employs close to 300 million people in the world. As a global company servicing 195 markets and employing over 13,200 employees from over 115 nationalities in its central sites, Amadeus has experienced first-hand the advantages of being a diverse company.

A Moroccan national brought up between Morocco, France and Spain, Malek's background coupled with the challenges that she had to overcome in her life are a clear example of perseverance and optimism.

Malek holds a simultaneous translation diploma and a degree in Lettres Modernes from L'Université de Paris.



ENRIQUE OGLIASTRÌ. PROFESOR AT IE UNIVERSITY BUSINESS SCHOOL

Full profesor at INCAE Costa Rica and visiting profesor at IE Business School in Madrid. He was a research professor at Universidad de los Andes and Harvard University; he has also taught in Japan, France and other cities in Spain. He studied industrial engineering at Universidad Industrial de Santander (Colombia). He has an MBA from IESE in Barcelona, a Master of Science in social psychology and a Ph. D. in organizational theory from Northwestern University.

He has written books about intercultural negotiation, organizational leadership and civic organization management cases, all focused on the Latin America reality. He has published with Harvard University Press, his "Manual de Planificación Estratégica (Manual of Strategic Planning). Since 1999, he has been the Director of Academia (Latin American publication on Management). He actively conducts research on topics related to intercultural management, negotiation, career, social enterprise management and organizational strategy



JUAN PERPIÑÁN. DIRECTOR QUAVITAM CONSULTING

Regarding my skills, I first contacted technology and the information systems when I was young. I managed to combine my first IT year at Universidad Politécnica de Madrid with my first job as a programmer at the Ministerio de Asuntos Exteriores. Once I finished my degree and this first stage at the Ministerio as Data Centre Director, I joined a consulting company with French headquarters, then Swedish and finally started working for Price Waterhouse, not yet converted into Coopers. Here I have the opportunity to work in London for a year, on my way to become a partner in the firm.

Meanwhile, Price Waterhouse changes its strategy and new partners join the firm. I found myself not too involved in the new style and this was the reason why I left the firm and created my own consulting company.

This is when I took my first steps into the design and development of technological platforms, and is now my current company: Quavitam. This platform allows the deployment of online managerial systems, and it is designed to work both with any language and many type of company, integrated with other solutions and can be connected from any device.





JOSE IGNACIO PICHARDO. PROFESSOR OF SOCIAL ANTHROPOLOGY AT COMPLUTENSE UNIVERSITY

Associate Professor in the Social Anthropology Department of Universidad Complutense de Madrid (UCM). Vice-Dean of the Faculty of Social Work, Head of Student Affairs and Cultural Development. Implemented and coordinates the UCM Office of Sexual Diversity and Gender Identity (LGBT+).

Graduate and Doctor in Social Anthropology from Universidad Autónoma de Madrid. Teaches classes on Anthropology of Gender, Research Techniques with Audiovisual Media, and Development and Cooperation Anthropology. Held a teaching position at Syracuse University, Madrid. Has undertaken research and/or teaching stays at San Francisco State University, Laboratoire de Sciences Sociales in Paris, Université du Québec à Montréal, Universidad de Buenos Aires and was awarded the post of Visiting Professor at Università di Foggia (Italy).

Co-director of the Anthropology, Diversity and Integration Research Group. His own research projects focus on issues of kinship, family, sexuality, gender and interculturality.



YOLANDA REGODON. ASSOCIATE DIRECTOR OF COMMUNICATIONS AT IE BUSINESS SCHOOL

Yolanda Regodón Poblador has over fifteen years of experience in the communication sector and has been very involved in the field of financial and institutional communication throughout her career.

She has headed IE's communication strategy at international events that include the Annual OECD Forum (Paris), World Expo Shanghai 2010, and Madrid Fusión (international gastronomy summit in Madrid), as well as played an active role in assessment and mentoring activities for high-potential women in the field of business in technology through the MET program at IE. Additionally she is the director of IE's Gastronomy Community, a project aimed at establishing a system whereby members of the IE community and collaborating firms and institutions are equipped with a deep knowledge of food and nutrition in order to enhance their quality of life.

Yolanda Regodón holds a Degree in Information Science from Madrid's Complutense University (UCM), has studied doctoral courses in the field of information sciences at UCM, and holds an Executive MBA from IE BUSINESS SCHOOL.



MERCEDES TIMERMANS. HR DIVERSITY, INCLUSION & ENGAGEMENT LEADER. IBM

Mercedes is a graduate of Complutense University where she received a bachelor of genetics Biology and holds a Master degree in computer programming from Comillas University. She joined a Software company and worked as software developer and Project Manager for fifteen years. She has also worked as Consultant at IBM Global Services in more than 20 different clients.

Some years ago she moved to HR area where she leads Diversity&Inclusion for Spain Portugal Greece and Israel.



HELENA VALDERAS. HEAD OF ENGAGEMENT AND DIVERSITY. FERROVIAL

Helena Valderas has a Bachelor Degree in Psychology from the Universidad Autónoma de Madrid and holds an HR Postgraduate from the same university. Currently she is the Head of Engagement and Diversity in Ferrovial Corporation.

Helena has an extensive experience in the HR field, leading successful projects in Talent Attraction, Employer Branding, Talent Development, International Mobility and Diversity&Inclusion in international companies such as Telefónica and AXA Seguros.

She is professor of Talent Development in the Cooperación Educativa Program at UAM. Helena takes part as diversity management specialist in many relevant panel discussions on Diversity in Spain today.



SCOTTE PAGE. PROFESSOR AT UNIVERSITY OF MICHIGAN

Professor who studies complex systems and political and economic institutions. Recently, have focused my efforts on diversity and complexity.

Author of "The Diversity Bonus", "The Difference: How the Power of Diversity Creates Better Groups, Firms, Schools, and Societies", "Diversity and Complexity" and "Complex Adaptive Social Systems: An Introduction to Computational Models of Social Life"

Public speaking handled through the Leigh Bureau.

Specialties: Diversity, game theory, mathematical models.



MARGARITA VELÁSQUEZ. DIRECTOR OF STRATEGIC RELATIONS AT IE BUSINESS SCHOOL

Extensive experience in the design, management and implementation of training and development programs directed at senior management incorporating the latest trends and methodologies in the professional development of managers.

I have consolidated my professional career in Latin America and Spain in direct contact with large multinational companies in advising corporate universities and human resources departments in the design and implementation of talent management, profiling and faculty programs, integrating the needs of the client with the training solutions of one of the "top ten" Business Schools worldwide.

I also have solid experience in managing and directing projects at national and international level in the fields of finance, costs, process redesign in the Banking and Industry sectors in Colombia, M & A Consulting in Spain, as well as IE Business School in positions of responsibility in both Executive Education and MBA programs, and in the corporate e-learning area of Grupo Planeta.

In my last stage I have led the Corporate Partners Department of IE, I have run its Foundation for 2 years and I am currently responsible for developing the Corporate Relations strategy for Spain and Latin America.



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# Notes

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