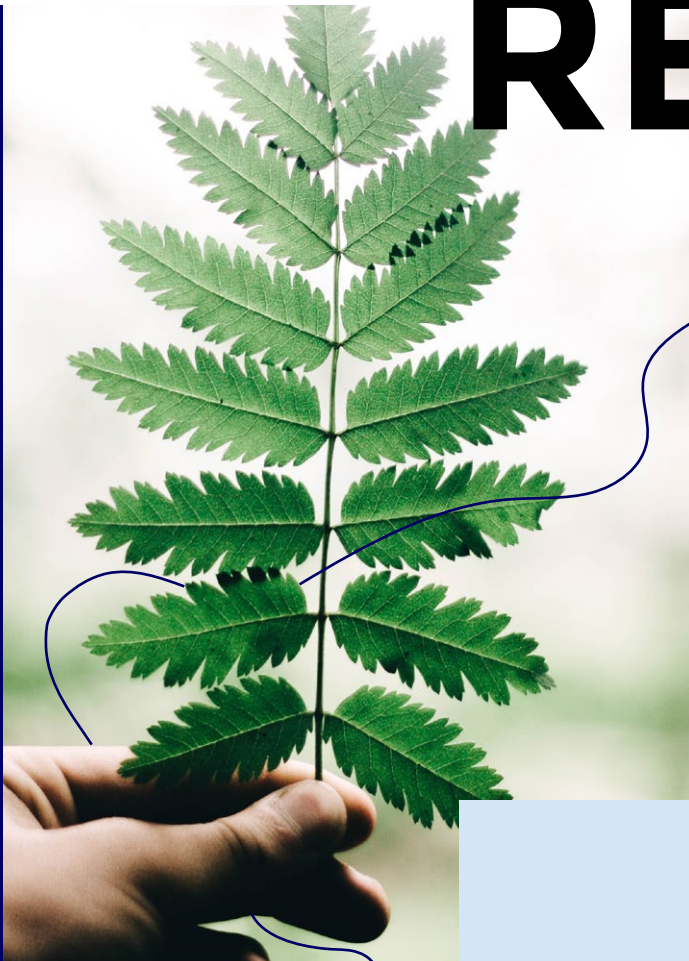
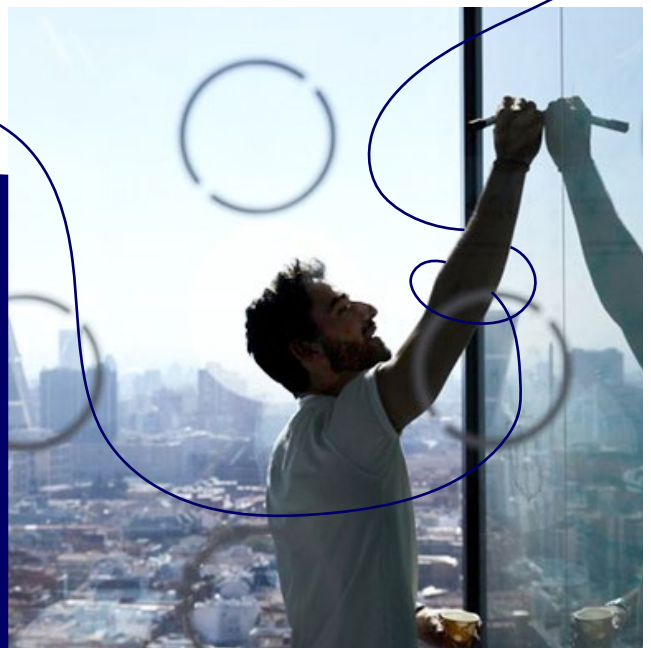


IE FOUNDATION

# ANNUAL REPORT 2021



*Talent*  
Taking Care  
of *Talent*



# TABLE OF CONTENTS

<b>1 OUR VISION &amp; VALUES</b>	<b>3</b>
1.1 IE Foundation Leaders	5
<b>2 LETTER FROM THE PRESIDENT</b>	<b>7</b>
<b>3 MESSAGE FROM THE EXECUTIVE VICE PRESIDENT</b>	<b>9</b>
<b>4 EMPOWERING TALENT</b>	<b>11</b>
4.1 Scholarship Data	13
4.2 IE Foundation Fellows	15
4.3 Young Talented Leaders	17
4.4 Scholarships for Talent & Excellence	22
4.4.1 Spotlight on new Scholarship Programs	25
4.5 Santander Online Scholarship Programs	26
4.6 Spotlight on IE Illuminated Bricks Recognition Campaign	28
4.7 IE Women Initiative	29
4.8 IE for Life	32
4.9 Supporting Talent and Humanities	33
<b>5 COLLABORATIVE KNOWLEDGE GENERATION</b>	<b>37</b>
5.1 Spotlight on: 2021 Collaborative Initiatives	39
5.2 Centers	41
5.3 Observatories	49
5.4 Chairs	51
5.5 Publications	52
5.6 Supporting Academic Research	53
5.7 The Guillermo and Michèle de la Dehesa Library	54
<b>6 IMPACT INITIATIVES &amp; SOCIAL OUTREACH</b>	<b>55</b>
6.1 Spotlight on 2021 Collaborative Social Impact Initiatives	57
6.2 Social Impact Initiatives on Campus	59
6.3 South Summit	64
6.4 The Future of Higher Education	65
6.5 Financiers without Borders	67
6.6 Puentes Global	68
6.7 The Humanities	69
6.8 Diversity and Impact	71
6.9 IE Foundation Sponsorships	72
<b>7 FINANCIAL FIGURES</b>	<b>73</b>
7.1 Income and Expenses	75
<b>8 SPECIAL THANKS</b>	<b>76</b>
<b>9 IE FOUNDATION DONORS</b>	<b>78</b>



# 1 **OUR VISION & VALUES**



For the past 25 years, IE Foundation has been contributing to social development and a better tomorrow. It has been nurturing talent and promoting IE's core values of innovation, entrepreneurship, the humanities, diversity and inclusivity by providing scholarships, funding research and sponsoring initiatives with positive social impact.

The ongoing COVID-19 pandemic added significant challenges to 2021, but IE Foundation has shown the ability to adapt in the face of adversity.

IE Foundation acts as a catalyst within the IE Community, working to help as many talented students as possible to unlock the opportunity to study at IE University, regardless of nationality, gender or cultural or socioeconomic background.

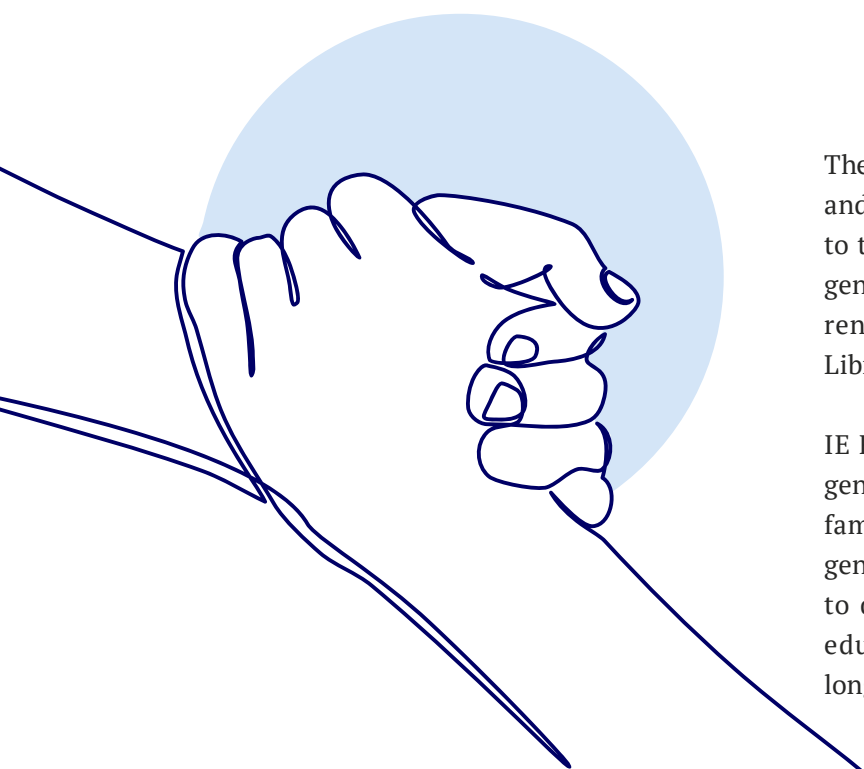
In 2021, the Foundation continued to work together with corporate and institutional partners, and leverage the help provided by its global community of donors. It was thanks to them that the Foundation was able to continue to invest in the talent of tomorrow, offering scholarships, grants and academic support to individuals with the potential to bring about change in the world.

Far from being slowed down by a second year of the pandemic, the Foundation stepped up its commitment to eliminate economic barriers to education. It also launched a number of landmark initiatives and continued to support groundbreaking research into social, technological and economic issues.

*IE Foundation continued to promote diversity, inclusivity and gender equality through the various initiatives, centers, observatories and chairs it supports, with the empowerment of women taking on a particularly relevant role in 2021.*

The Foundation remains committed to the development and dissemination of knowledge, a mission embodied to the fullest in the IE Library. In 2021, it received a generous donation that has enabled the library—since renamed the Guillermo and Michèle de la Dehesa Library—to further this mission.

IE Foundation's commitment to talent relies on the generosity of a whole community of students, alumni, families, staff faculty, partners and friends. It's this generosity that empowers the Foundation to continue to drive change in society, in business and in the education of tomorrow's leaders—and to create long-lasting positive impact in the world.





# 1.1 IE FOUNDATION LEADERS



## *2021 Members of the Board*

### **President**

Mr. Diego del Alcázar Silvela, Marquis of la Romana

### **Executive Vice President**

Mr. Gonzalo Garland Hilbck

### **Secretary**

Mrs. Macarena Rosado Corral

## *2021 Directors*

### **Executive Vice President**

Mr. Gonzalo Garland Hilbck

### **Deputy Vice President**

Mrs. Nancy Cueto

### **Director General**

Mr. Geoffroy Gérard

## *2021 Trustees*

Mr. Fernando Barnuevo Sebastián de Erice

Mr. Salvador Carmona Moreno

Mrs. María Cerdón Muro

Mrs. Ana de la Cruz Selgas

Mr. Guillermo de la Dehesa Romero

Mr. Diego del Alcázar Benjumea

Mrs. Isabela del Alcázar Benjumea

Mr. Juan José Güemes Barrios

Mrs. Mar de Hurtado de Mendoza Crespo

Mr. Santiago Iñiguez de Onzoño

Mr. Carlos Mas Ivars

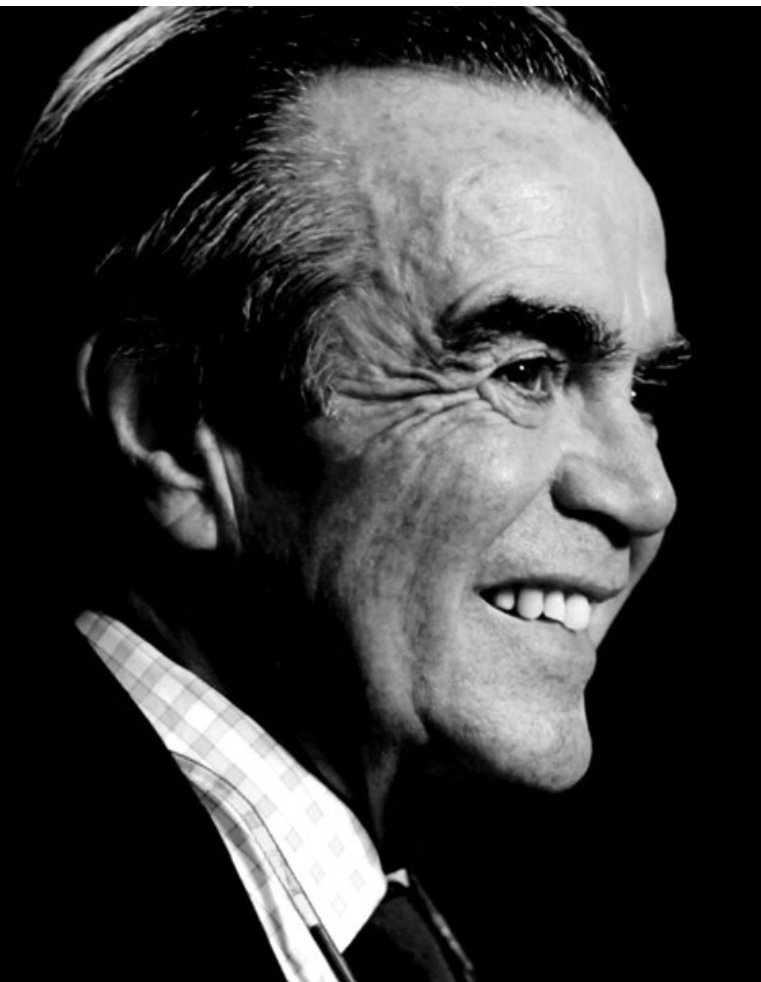
Mrs. Julia Emilia Sánchez Dascano

**CHINA & ENTREPRENEURSHIP – ART,  
CREATIVE AND SOCIAL DEVELOPMENT  
– ISLAMIC FINANCE – NEXT GEN – AFRICA  
AT IE – CUSTOMER CENTRICITY – SOCIAL  
INNOVATION–HOUSEHOLD SAVINGS –  
DEMOGRAPHY AND SENIOR ECONOMY  
– SUSTAINABILITY – HUMANITIES –  
COMPLIANCE – TRANSPORT ECONOMICS  
& INFRASTRUCTURE MANAGEMENT –  
GENDER AND INCLUSIVITY – DIVERSITY  
– FAMILY IN BUSINESS**



---

**Types of research**



## 2 LETTER FROM THE PRESIDENT

JUNE 2022

*Diego del Alcázar y Silvela*  
*President, IE Foundation*

**The purpose of our annual report is to showcase the most relevant initiatives of the superlative work carried out by IE Foundation each year. In doing so, it aims to bring back the ‘good memories’ of the Foundation’s endeavors, as well as its relationship with its stakeholders, who are its *raison d’être*.**

As such, these opening lines intend, once again this year, to be an ode to the generosity of many people; a eulogy to cooperation; a tribute to all those who have worked so hard to make the dreams of many people in need come true; and to thank all of the people who have been mindful that others required their help, whether financial or otherwise, to achieve ambitious goals.

This year, first and foremost, I would like to begin this letter by congratulating the Foundation’s magnificent team, led by Gonzalo Garland. On previous occasions, I have started by citing our generous benefactors.

However, in 2021, I think it is only fair to pay a special tribute to those whose admirable efforts make everything possible. In my opinion, it is a dynamic team that strives to do whatever is necessary to achieve our goals. Gonzalo Garland, Nancy Cueto, Geoffroy Gérard and the entire Foundation team, in close collaboration with departments such as Institutional Relations and Global Alumni Relations, have secured new scholarship funds, donations from families and Advisory Board members, as well as managing the contributions made by our alumni.

I would like to thank the generous contributors mentioned above as well as many others who have helped numerous students in financial difficulties or with enormous talent to continue their education. I would also like to express my gratitude to those who offer opportunities to outstandingly talented students, and to those who are committed to attracting brilliant colleagues to join the faculty.



## – LETTER FROM THE PRESIDENT

# *An ode to the generosity of many people; a eulogy to cooperation; a tribute to all those who have worked so hard to make the dreams of many people in need come true.*

One of the relevant highlights that must be included in this introduction is the new Rafael Benjumea Scholarship. This award, which is part of the Young Talented Leaders Scholarships, was created in honor of our patron and dear friend Rafael Benjumea Cabeza de Vaca, who always showed such great interest in and affection for IE and the Foundation. In its first year, the scholarship was awarded to a student from Vietnam.

I would also like to highlight the role of many of our students' families who have anonymously sought to do their bit for the General Scholarship Fund.

In the same vein, we are delighted to announce that during this academic year we opened the Valentín Díez Morodo Hall, thus perpetuating our recognition of a donor whose magnificent contribution will be used to award over 200 scholarships to highly talented Mexican students over the next few years. We also recently inaugurated the Guillermo and Michèle de la Dehesa Library as a sign of gratitude for their generous donation of more than 20,000 works from their economics and art book collection as well as tens of thousands of academic publications.

A number of board members have supported the Foundation's activities this year, for which we are very grateful. In this regard, the support of Princess Noor Bint Asem was particularly remarkable, as it has enabled us to sustain several lines of academic activities.

Of course, I must also mention the Illuminated Brick Recognition Campaign, funded by alumni whose contributions are reflected in the bricks on the IE Tower terraces. We are particularly proud of this laudable campaign since, among other initiatives, the scholarship fund has provided an Afghan refugee in Spain with the opportunity to study at IE on a full scholarship.

In addition to the above, the Foundation participates in many projects aimed at promoting academic excellence in IE and in other areas, with relevant seminars, research and dissemination activities being carried out under this umbrella.

*Up until now, work has focused on creating the right environment for students to develop their talents and access the opportunities we offer them through a variety of options.*

For all of the above reasons, it is a privilege for me to write the foreword to this new report on IE Foundation's activities, whose priority continues to be our students who, in one way or another, benefit from all of our efforts.

Diego del Alcázar y Silvela  
President, IE Foundation





# 3 MESSAGE FROM THE EXECUTIVE VICE PRESIDENT

JUNE 2022

Gonzalo Garland  
Executive Vice President, IE Foundation

The IE community continues to be nourished by the arrival of new students and their families, by new schools and educational projects, new committed alumni, new tools and technologies that facilitate access to learning from anywhere in the world, and new strategic partners with whom the organization fosters projects in a range of highly significant areas.

2021 was the year in which IE Foundation returned to normality. As the COVID-19 vaccination campaign extended its outreach, many of the high-impact initiatives led by IE Foundation and its community were resumed.

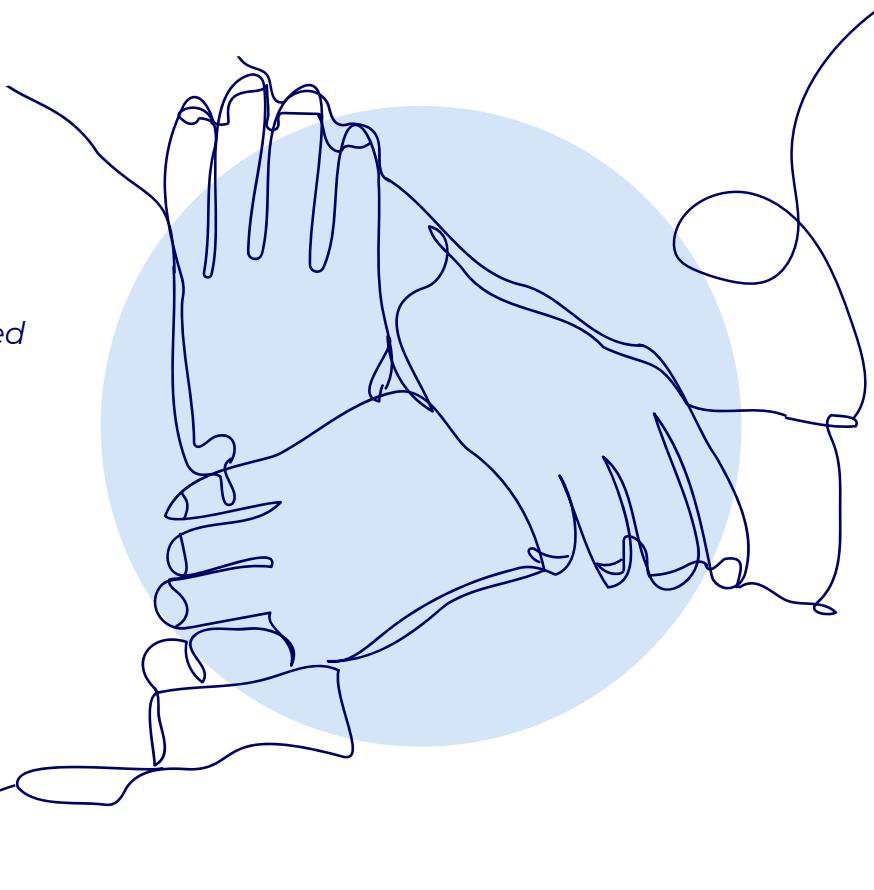
*Thanks to the support received, the Foundation continued to nurture talent with the resumption of activities at its centers and observatories and the consolidation of the IE Foundation Fellows program, which today has more than 600 members.*

Other examples of the IE Foundation's commitment to talent include the Young Talented Leaders scholarships, which have been supported by numerous partners, and especially Kistefos, whose program went from strength to strength in the 2021-2022 academic year with the arrival of 15 bachelor's and master's degree students from Ethiopia, Liberia, Norway and South Africa; digital scholarships for the development of leadership and management skills sponsored by Santander Universities and scholarships for Executive Education courses backed by Tresmares Capital.

The Foundation also continued to support the work of the IE Library, renamed the Guillermo and Michèle de la Dehesa Library in September 2021 following the donation of 20,000 works on Economics, Management and Art by Guillermo de la Dehesa and his wife, Michèle Barbé.

On the fundraising front, the Foundation launched the Illuminated Bricks Recognition campaign in conjunction with IE Alumni Global Relations. This initiative aims to break down the barriers that hold back talent through alumni donations to the IE General Scholarship Fund,

2021 was the year in which IE Foundation returned to normality. As the COVID-19 vaccination campaign extended its outreach, many of the high-impact initiatives led by IE Foundation and its community were resumed.



and the Valentín Díez Morodo Scholarship Fund for Excellence, thanks to the generous contribution of this Mexican philanthropist and entrepreneur.

The Foundation also continued to strengthen IE's prestigious doctoral program, which enables talented students to pursue research in their chosen fields, adding value to the international business community and society at large.

In the field of applied research, 2021 saw renewed impetus for several centers and the consolidation of observatories, such as the IE-Elecnor Observatory on Sustainable Compliance Cultures, which published its first report, *"Radiography of Sustainable Compliance Culture in Spanish SMEs"*. It was also a decisive year for the growth and consolidation of the Family Savings Observatory, whose second study, *"Determinants of Household Savings: Financial Education, Protagonist"*, has achieved considerable media coverage, as have some of its articles.

Similarly, the Foundation's centers engaged in a number of interesting research initiatives. The IE Center for Families in Business published the study *"Promoting Talent Entrepreneurship"*, with the collaboration of Coca Cola European Partners, and *"Developing Social Creativity through the Arts"* with the Botín Foundation.

At the end of 2021, IE Foundation renewed several major partnerships, such as the Mapfre Foundation Social Innovation Awards and the Digital Transformation for Inclusive Business Development project with J.P. Morgan, Orange and the Madrid City Council.

It also continued to sponsor other initiatives such as the Humanities Awards, the Hay Festival, a number of social action programs (Puentes Global and Financiers without Borders), the South Summit and the Reinventing Higher Education conference, as well as others aimed at the student community which, together with Campus Life and the Arts and Humanities Division, mirror IE's values.

None of this would have been possible without IE University's students, alumni, families, partners, faculty and staff. I would like to end by thanking the generosity of all the donors who have contributed to sustaining our work this year. We hope to receive your continued trust in the coming years with a view to increasing our impact on the Foundation's community and on society as a whole.

---

Gonzalo Garland  
Executive Vice President  
IE Foundation

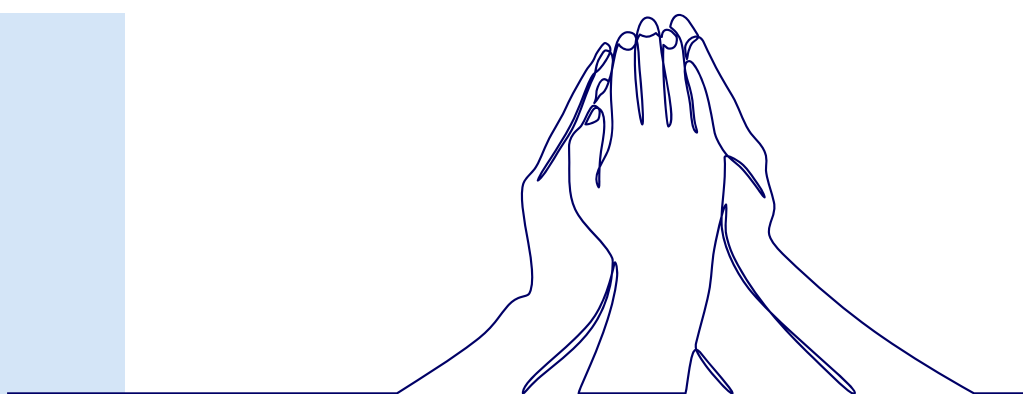


**4**

# ***EMPOWERING TALENT***



# Helping the best to reach their potential



At IE University, we believe that financial constraints should be no barrier to success. Thanks to the support of our entire global community of donors, IE Foundation is proud to be able to invest in the talent of the future—not just from Spain, but from diverse cultural and socioeconomic backgrounds across the globe.

*In 2021, we have continued to work in collaboration with our Financial Aid Office to provide economic support to talented individuals who demonstrate potential to bring about change in the world, irrespective of their nationality.*

We believe it is this diversity that makes our IE Community so special and sought-after.

 [www.ie.edu/ie-foundation](http://www.ie.edu/ie-foundation)

## 4.1 SCHOLARSHIP DATA

With the aim of driving lasting, positive impact across the globe, IE Foundation awards scholarships to high-potential individuals from every corner of the world. In 2021, more than €22,000,000 were awarded by IE University and IE Foundation to brilliant candidates in undergraduate and master's programs.

IE Foundation also supports IE's prestigious Ph.D. programs, designed to give individuals the chance to pursue research in their areas of interest, adding value to the international business community and beyond.



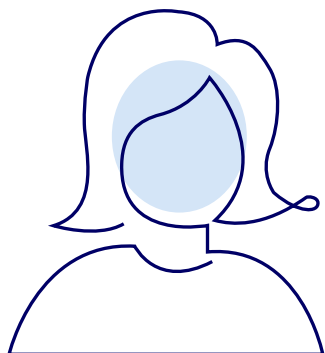
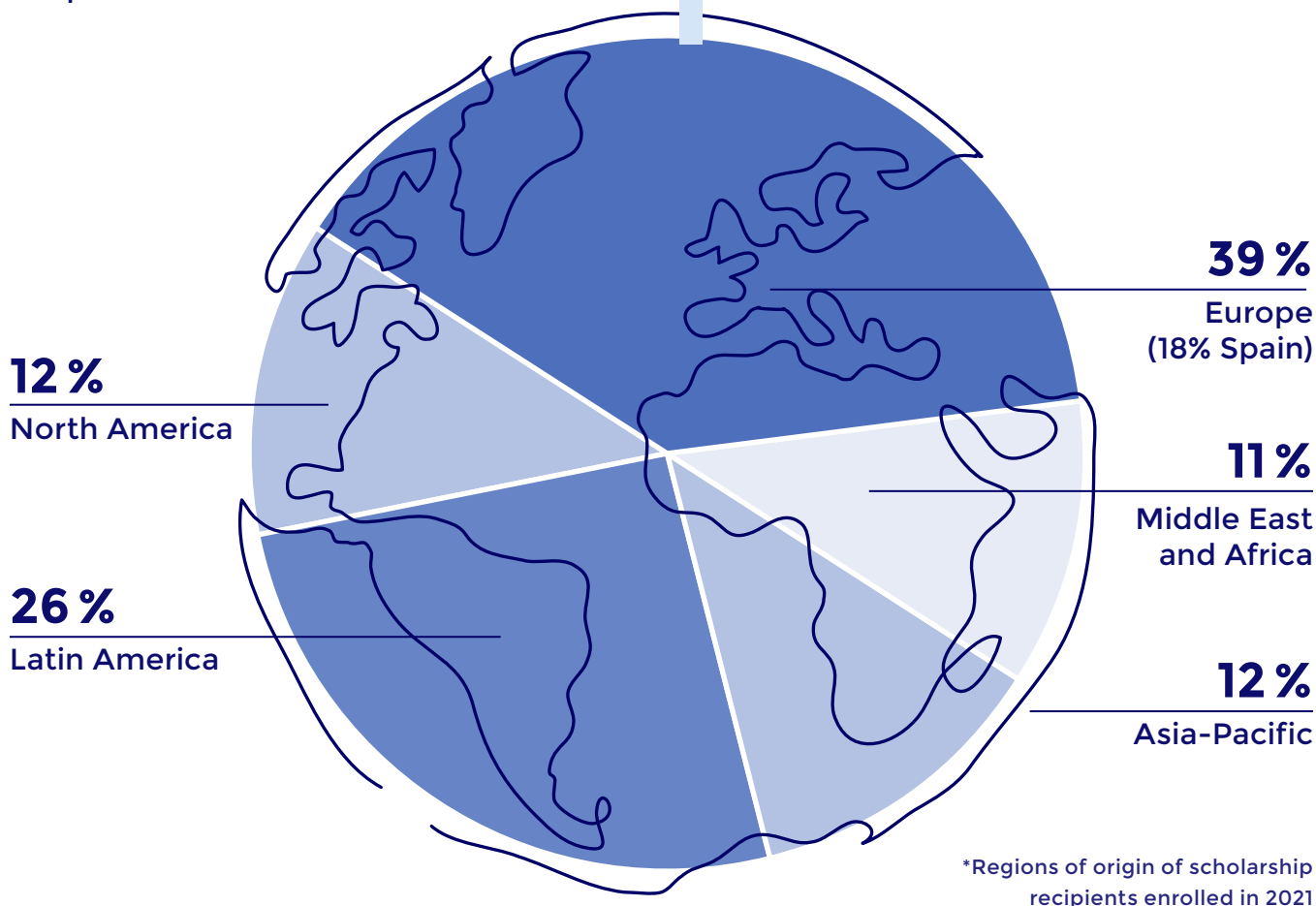


More than

**€ 22 million**

awarded by IE University and IE Foundation to undergraduate, master's and Ph.D. scholarship recipients.

Scholarships granted to students from **over 124 nationalities** in 2021



**53 %**  
of the incoming  
scholarships recipients  
in 2021 were women

**€ 11,5 million**  
awarded to incoming  
female students in the  
2020-2021 academic year

**6,496** bachelor's and master's students from  
**158** nationalities were empowered in the last  
**5** academic years.

## 4.2 IE FOUNDATION FELLOWS

IE Foundation directs a significant part of student, alumni, parent and corporate partner donations to its scholarship programs, coinciding with its commitment to the power of “Talent Taking Care of Talent.”

Recipients of these scholarships are brilliant, motivated, candidates with the potential to make a lasting positive impact in society. In 2020, we made the decision to launch our IE Foundation Fellows program. This unique community brings together a selected group of past and present IE University students with extraordinary academic and extracurricular profiles and who have received one of our scholarships. In its first year, the program began with just 173 students and has now reached an impressive number of 594.

The selection process is nothing if not rigorous. We focus not only on academic achievement but also on personal and professional milestones. These privileged students are provided with access to a range of networking activities organized by IE University and are also offered personal mentoring from IE Directors.

In return, we count on these fellows to become dedicated mentors and ambassadors of IE University. They volunteer at key IE events in order to help us create greater awareness of IE Foundation’s impact and offer guidance, and support new students across both our Madrid and Segovia campuses.



IE Foundation Fellows Winter Gathering 2021

Throughout 2021, IE Foundation Fellows enjoyed a full schedule of events with diverse themes and top-tier speakers. For example, in October, a **Welcome Event** was organized to welcome students starting their journey at IE University and to kick off the academic year together. There was also a hybrid event called **Trust & Sustainable Leadership in Times of Change** in which top-level speakers discussed concepts such as reliance, family, community and purpose. In December, the **Winter Gathering** was organized to celebrate the milestones and successes of the year, with a concert and cocktail hour that allowed guests to network. These events allow IE Foundation Fellows to connect, share, and make a positive impact both at a local and global level.

### The IE Foundation Fellows in numbers:



**594**  
fellows in 2021



**75**  
Nationalities  
represented

### Gender distribution



**59 %**  
Female



**41 %**  
Male

“Being an IE Foundation Fellow has allowed me to expand my network and learn from the experiences of other undergraduate students and master’s students. I am very grateful for this experience and look forward to continuing in the program! Thank you for setting up all of these amazing events!”



**Ana Ocáriz Sánchez,**  
Spain, Dual Degree in  
Business Administration and  
Data and Business Analytics



IE Foundation Fellows closing ceremony Academic year 2020-2021

“Using this big opportunity to say a big thank you to the IE Foundation Fellows who showed up for my team’s focus group for one of our final term projects under short notice. Even for the people who couldn’t attend, I was blown away by the responsiveness and offer to help. Thank you so much! This is truly a great group with an amazing set of students and professionals.”



**Adedoyin Jaiyesimi,**  
Nigeria, Master in Corporate  
and Marketing Communication

“My whole life I have dreamt of attending a university like this, with friends like these, and experiences like this. Not even as a young day-dreaming kid would I have imagined that my life would become as incredible as it is today, and I have all of you to thank for that. You really do make a huge impact on the people you choose as Fellows, and I eagerly stand as a witness to that.”



**Diego Rubio Gutiérrez,**  
Mexico, Bachelor in  
Business Administration

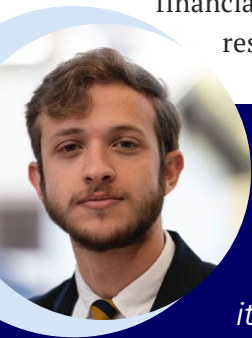


## 4.3 YOUNG TALENTED LEADERS

These scholarships give top students the opportunity to share their talent with our community and benefit from IE University's outstanding programs and resources. We are grateful to count on the support of organizations like Celsia, Cubico, Santander or FRV, and philanthropists like Christen Sveaas and Valentín Díez Morodo, who make it possible for extraordinary young individuals to take their education and careers to the next level.

### ***IEU Parents for students with high potential***

Thanks to the generous financial support of IE families and alumni, IE Foundation is able to offer two full scholarships each academic year. The selection process for these coveted places are offered to students with financial limitations based on both their academic results and entrepreneurial spirit.



**“** *Receiving the scholarship has certainly enabled me to pursue my dreams. Moreover, it has eased the hardships of my life and allowed me to focus on my future and ambitions.”*

—  
**Obada Al Masri,**  
Syria, Bachelor in Philosophy, Politics, Law and Economics

**“** *I would tell an IE donor that they make other people's dreams come true. Life is a circle, and good karma will come back to you in other ways. You have no idea how a scholarship can change one person's life from darkness to light. From nothing, to everything.”*

—  
**Zahraa Jabbar Kareem,**  
Iraq, Bachelor in International Relations



### ***Celsia-Cubico***

Launched in 2020 by IE Foundation and jointly funded by Cubico Sustainable Investments and Celsia, this scholarship is aimed at Colombian undergraduate students at IE University. The program is designed to support gifted Colombian students who are committed to their education and have demonstrated a strong desire to achieve personal growth, but are experiencing financial obstacles. It covers tuition fees, accommodation, academic materials, and travel expenses during a four-year degree program.



**“** *It's an honor to receive total support from IE Foundation, Cubico and Celsia, institutions that, from day one, have been committed to creating long-lasting social impact in society. For me, this represents not only a great opportunity to develop as a professional, but as an individual with a strong humanistic pillar. We all share the idea that when firms act as social agencies, we are able to face global challenges with innovative solutions. I'm more than proud to be part of this wonderful community.”*

—  
**Esteban Rubiano,**  
Bachelor in Business Administration,  
2021 scholarship recipient

## Kistefos

The Kistefos Young Talented Leaders Scholarship at IE was set up in 2019 to remove financial barriers to education for high-potential individuals from Norway, Ethiopia, South Africa and Liberia, helping them unleash their innovative business vision. Founded by Christen Sveaas, Kistefos AS is an investment company with a rich history of pursuing philanthropic projects committed to public service and academic development.

With 46 scholarships available over a period of four years, 24 are awarded to students from Ethiopia, Liberia and South Africa, with the remaining 22 destined for individuals from Norway. In the year 2021, 13 new scholarships were granted thanks to this program.

“As a young woman from a deeply patriarchal society, education becomes my trump card for a seat at the table of decision-making, and this is the process I have set myself up to pursue. In order to support my society and the broader developing world, I need to be immersed in development policy at all levels, and this is what the program at IE University offers. In addition to the skills I am currently acquiring, I am particularly motivated to pursue a research-based fellowship to tackle power, conflict and development challenges, given the intractable conflict that continues to plague Ethiopia and countries across the African region.”



—  
**Berhan Gebretsadik,**  
Ethiopia, Master in  
International Development



—  
**Ziyanda Mgengo,**  
South Africa, Master in Management

“My biggest driver and passion is education. For me, education is truly the eradicator of poverty, especially mental poverty. I am planning on creating a channel between myself and the community to teach the value of education, and also present opportunities that are available for students. Sometimes, I find there is a lack of visibility of what opportunities are available and a lack of access to these opportunities by those that need them the most. In the short term, I see myself working in a managerial position that fuses marketing and CSR, forcing corporations to do better. In the long term, I see myself being the middleman between the private sector and public sector, channeling solutions that will enable more equipped societies and really bring the current inequality gap down.”



Fotowatio Renewable Venture (FRV) visits IE University, February 2022

## FRV

These scholarships are offered in collaboration with Fotowatio Renewable Ventures (FRV), a global utility-scale solar development company, and are available to students who stand out in the operating areas of the

company throughout their undergraduate degree programs. In 2021, two scholarships were granted by FRV to outstanding candidates from Armenia and Extremadura (Spain).

“I believe in the power of giving back, so I will join the donors in the future and contribute to empowering students and supporting them throughout their wonderful academic journey at IE University.”



—  
**Milena Avagyan,**  
Armenia, Bachelor  
in Business Administration

“This scholarship that has been offered to me thanks to FRV and IE Foundation has given me the opportunity to learn in a multicultural and enriching environment at IE University, and it has been a unique experience in my professional journey. This makes me feel fortunate and motivated to strive to generate a positive impact in society and demonstrate the gratitude I feel for having such an opportunity.”



—  
**José Tomás Burgillos,**  
Spain, Dual Degree in  
Business Administration +  
Data and Business Analytics





IE Foundation Fellows Program Winter Gathering, December 2021

### ***Valentín Díez Morodo Scholarship Fund for Excellence***

This scholarship fund is open to students who were born and reside in Mexico and who need financial assistance to continue with their studies. They must be able to demonstrate their academic merits,

leadership, entrepreneurial mindset and proactivity in their community, as well as their commitment to Mexico's development.



“Receiving the Valentín Díez Morodo Scholarship and consequently studying at IE Business School has meant many changes for me in different aspects. I have not only changed the way I used to do business, but the way I see the world, too. Knowing that studying here will lead to access to a promising future for me, my family and my country fills me with enthusiasm and hope.”

—  
**Lilian García,**  
Mexico, Master in Management

“Being awarded the Valentín Díez Morodo Scholarship has represented a turning point in my life, the life of my loved ones, and those around me. I am very grateful to Mr. Valentín, IE Business School and to all the organizations that have worked to make this happen. I will keep working to be a worthy ambassador of the message of collaboration, commitment and fraternity that this scholarship promotes.”



—  
**Hernán Troyo,**  
Mexico, Master in Customer  
Experience and Innovation





Mr. Rafael Benjumea with IE Foundation Fellows



### ***Rafael Benjumea Young Talented Leaders Scholarship***

On February 7, 2021, we were sad to share news of the passing of our former trustee, Mr. Rafael Benjumea Cabeza de Vaca. He set a vital example for all of us and his memory and the path he paved will forever be present among us. Rafael Benjumea was generous in the broadest sense of the word and he helped create scholarships for many exceptional students around the world.

In gratitude for his continuous support for so many years, the Board of IE Foundation agreed to the creation of the Rafael Benjumea Young Talented Leaders Scholarship, which was awarded in September 2021 to a student from Vietnam.

“The Young Talented Leadership scholarship not only enables me to maximize the learning and career resources at IE, but also incentivizes me to take initiative to create an EdTech Startup in Vietnam to contribute back to the society. As an IE Foundation Fellow, I have nurtured my leadership skills significantly through exclusive hands-on networking or training events with great leaders in the field. I encourage you to strive for this scholarship since you will never regret investing time and efforts in this venture.”



—  
**Dat Tiên Đình,**  
Vietnam, Bachelor in  
Business Administration

## 4.4 SCHOLARSHIPS FOR TALENT & EXCELLENCE

These scholarships are supported by donations from the IE Community, with the express purpose of giving promising prospective students the financial assistance they need to continue their studies. They are available to anyone studying at one of IE University's five schools, including its undergraduate, master's and executive education programs, and who has outstanding academic records as well as a strong social commitment.

### *General Scholarship Fund*

One of the pillars of the talent empowerment of IE Foundation is without a doubt its General Scholarship Fund, a fund backed by many individual donors which supports more than 200 high-performing students per year. This fund is designed to help talented individuals reach their full potential. The selection process is based on academic performance, social involvement and their individual financial situation.

### *Fulbright Commission*

IE Foundation has collaborated with the world-renowned Fulbright Commission for many years. This organization works to provide postgraduate students from the USA with financial support to study at IE University.

The Foundation funds full-tuition scholarships for several top ranking programs such as the International MBA and the Master in Management. These highly competitive scholarships are awarded to students who are able to demonstrate extraordinary academic potential and who possess an innate drive to bring about change in the world.



## Doctorate Programs

IE Business School offers two doctoral programs: a full-time Ph.D. and a part-time DBA.

These programs attract individuals at the forefront of their fields and are designed to help elevate them to the next level, both academically and professionally. IE Foundation provides full scholarships for Ph.D. candidates, supporting them during their research period, teaching practice and preparation of their theses.



—  
**Sara Urizar,**  
Spain, Ph.D. student

“The competitive environment of higher education has become ever more challenging for a career in research and academia generally. Leading institutions around the world receive thousands of applicants every year, and only a few are chosen for a limited number of highly coveted slots. Only those who have embarked on this endeavor understand the level of commitment and support necessary to apply, and to then succeed in a Ph.D. program. Looking back, I am grateful not only for having been chosen for one of those few sought-after positions, but also for having benefited from IE Foundation’s scholarship, which made my career choice a realistic possibility.

The time spent at IE as a doctoral student has been a life-changing experience. I feel fortunate for having had the opportunity to learn from and collaborate with a diverse group of world-class faculty. Every exchange with a professor, from a lecture to an informal conversation in the hallway, has been gratifying and educational. This clearly is the result of their candor and generosity when sharing their valuable knowledge and time. Furthermore, I’ve been surrounded by high-achieving cohorts with diverse backgrounds, with whom I have engaged in the most enriching conversations. These illuminating discussions have

alone made my first year of the Ph.D. program a very rewarding experience. I believe the diversity, openness, and academic rigor surrounding IE University’s program is crucial in generating future successful scholars.

I am convinced that education is the best antidote for poverty. One of the most impactful attributes which sets apart the haves from the have-nots is, without question, the quality of the education that each group receives. I learned this while growing up in a developing country, where a large segment of the population has limited access to quality education. My understanding of the power of education was made even clearer while being a lecturer in undergraduate classes at my alma mater’s business school in Quito. During this time, I was a first-hand witness to how better education can change people’s lives.

For these reasons, I feel not only fortunate for having had solid schooling that has given me access to IE University’s renowned Ph.D. program, but also obligated to make the best out of this opportunity, so that in the future I can give back and contribute towards the education of others.”

### *IE Resilience Scholarship Fund*

The IE Resilience Scholarship Fund was established in 2020 to help mitigate the negative economic impact that the global pandemic has had on current and prospective IE University students.

The fund had an initial endowment of 5 million euros and is aimed at current students and future candidates with an outstanding academic profile.

**The following data correspond to scholarships awarded between May 2020 and November 2021.**

**€ 1.6 million**

were granted in scholarships—  
1.1 million for undergraduate and  
500,000 for master's programs.



**379**

scholarships, of which  
297 were for undergraduate and  
82 for master's degrees

The undergraduate and master's  
students who received a scholarship  
from the IE Resilience Fund come from

**61 different  
countries.**





## 4.4.1 SPOTLIGHT ON NEW SCHOLARSHIP PROGRAMS



Mr. Valentín Díez Morodo and scholarship recipients, October 2021

### *Valentín Díez Morodo Scholarship Fund for Excellence*

In fall 2021, IE Foundation, the Nemesio Díez Foundation, and the Casa de México Foundation in Spain announced the creation of the Valentín Díez Morodo Scholarship Fund for Excellence. The fund is named in honor of Mr. Valentín Díez Morodo, the world-renowned businessman and philanthropist whose generous donation of €4.8 million made the program possible.

The fund is set to offer between 20 and 30 scholarships per academic year during 10 years, enabling more than 200 bright, young Mexican students to study full-time master's programs at IE University.

This landmark initiative aims to foster the advancement of brilliant, high-potential Mexican university students, prioritizing graduates from public universities with excellent academic records. In addition, it is hoped that it will build bridges between Mexico and Spain. This scholarship fund is open to young Mexicans residing in Mexico who have completed their undergraduate studies and are interested in pursuing a master's program at IE University. Applicants must demonstrate academic excellence, strong leadership skills, an entrepreneurial spirit, a proactive approach to their community, and a commitment to making a positive social impact in Mexico upon completion of their master's degree.

Additionally, as part of this scholarship scheme, students will be included in the IE Foundation Fellows program and will have access to its library, events and extensive network of contacts. In addition, they will receive support from Casa de México in Spain and will be able to use its facilities for lectures, extracurricular activities and events to establish exchanges between the IE Community and the Mexican community in Madrid.

In October, a ceremony was held in which the Aula Magna of María de Molina campus was renamed the Aula Valentín Díez Morodo, in recognition of his meaningful contribution to the future of education.



Mr. Valentín Díez Morodo, October 2021

## 4.5 SANTANDER ONLINE SCHOLARSHIPS PROGRAM

In 2021, IE Foundation's collaboration with Banco Santander continued supporting students and young professionals from all around the world through challenging times.

The beginning of the year saw the launch of the Work Café Academy Chile scholarships for entrepreneurs. The aim of these scholarships was to offer online executive training courses at IE University to drive Chilean business growth through three areas of impact: internationalization, sales, and digital marketing and finance.

The training was delivered exclusively in Spanish and covered topics such as the internationalization process, the new economic and geopolitical context, globalization vs. regionalization, and when to undertake international expansion and internationalization strategies.

Following the first call for scholarships in Chile, in May 2021, both institutions amplified the scope of this program, renaming it "Santander X Training | Potencia tu negocio" launching it with 3,000 scholarships for entrepreneurs and micro SMEs in Spain, Mexico and Chile.

Another scholarship fund aimed at lifelong learners (18 years and up) was set in the same month of May. With the launch of 2,000 'Santander Skills | Digital Training for Business Management—IE University' scholarships, IE Foundation, IE University and Santander Universidades aimed to offering tools to improve business management, team management and leadership skills. The program included four online courses aimed at nationals and/or residents in 13 countries: Germany, Argentina, Brazil, Chile, Colombia, Spain, the United States, Mexico, Peru, Poland, Portugal, the United Kingdom and Uruguay.

In the area of Executive Education, thanks to the Tresmares Scholarships, supported by Tresmares Capital, Santander Universidades and IE Executive Education, the Foundation sponsored 11 managers from high-growth Spanish SMEs with 70% scholarships to join management training programs at IE Executive Education. Through this program, the partners sought to give these companies' managers the tools needed to drive change in their business environments during a time of national and international uncertainty.







“It’s a unique opportunity to be able to meet leaders from other sectors with concerns similar to your own. Learning about possible solutions to problems or challenges that people in similar positions to you are facing is a very enriching experience.”

—  
**Yasmina Rodríguez Domínguez,**  
Spain, Talent Management in the Digital Age  
and Human Resources Development,  
Tresmares Scholarship 2021

“The ‘Winning Strategies for Global Growth’ course forced me to broaden my vision. It helped me learn the basic, necessary factors to consider in order to take my business global. It also helped me share these learnings with my peers. Thank you for supporting ongoing learning and education.”



—  
**Margie Guzman Cedillo,**  
Mexico, Winning Strategies  
for Global Growth, Santander X  
Training | Potencia Tu Negocio

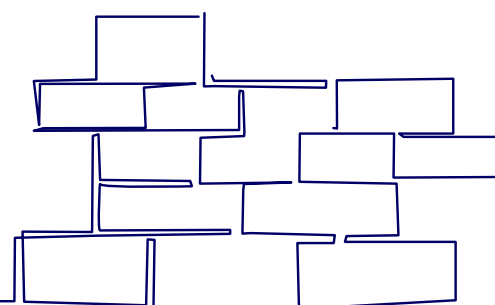


—  
**Paola Marín,**  
Chile, Winning Strategies for Global Growth,  
Santander X Training | Potencia Tu Negocio

“I needed to learn how to take my business global, and by completing this program, I learned so much, including how to make decisions. I never thought I could study online, but it was very easy and comfortable—you can watch videos multiple times and take notes at your own pace. In the midst of a pandemic, it was so useful to be able to update my knowledge, gain new ideas, and take an innovative approach to solve challenges, putting theory to practice. I recommend these scholarships, which give you the opportunity to do top-level courses at a leading international business institution.”

## 4.6 SPOTLIGHT ON ILLUMINATED BRICKS RECOGNITION CAMPAIGN

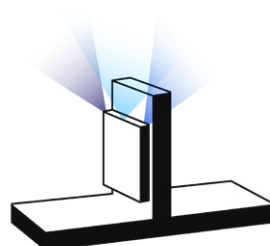
2021 saw the inauguration of the IE Tower, IE University's modern, state-of-the-art campus located in the north of Madrid. To mark the opening of this iconic building, IE Foundation and IE Global Alumni Relations came together to launch the Illuminated Bricks Recognition Campaign.



The name derives from the fact that any donor offering €5,000 or more will have an illuminated brick dedicated to them on the panoramic terraces of the IE Tower for five years. Each of the 62 bricks will act as a tribute to the donor's impact on the IE Community.

The fund itself will go toward the IE General Scholarship Fund to give future generations of IE University talent the opportunity to transform themselves and their futures through education. IE Foundation is committed to "Talent Taking Care of Talent" and aims to ensure that no future talent is dimmed by a lack of financial resources.

In total, IE Foundation and IE University impacted nearly 2,000 students from 124 different countries in 2021, giving them the opportunity to unleash their talent.



**ILLUMINATED  
BRICKS  
RECOGNITION**

Light The Way Forward



## 4.7 IE WOMEN INITIATIVE

The IE Women Initiative works to support and promote women in business, technology and entrepreneurship. IE faculty, researchers, student clubs, alumni and staff design the tools and programs that will most effectively attract, retain and bolster talented women in their pursuit of professional advancement and success.

Thanks to the IE Community and its donors, IE Foundation backs this initiative, directing a significant portion of its budget exclusively to supporting women on their unique path to success.

### ***Women in Business Club***

The Women in Business Club aims to enhance equality in business by empowering women through providing the tools and skills needed to face pressing gender issues in business. With undergraduate and master's chapters at the Segovia and Madrid campuses, they hold a number of dinners and events to address gender issues in professional settings.

### ***International Women Month***

This year, the university chose to dedicate the entire month of March to celebrating International Women's Day. The 'Building Our Legacy' celebrations were designed to raise awareness of the opportunities and social responsibility to help women's advancement, and included a series of conferences, such as the 5th Annual Women in Leadership Conference, the creation of a liquid learning e-book, and interviews with remarkable female figures from across the world.

### ***Scholarships for Women***

As part of its mission to further diversity at the university, IE Foundation offers several for high-potential women to unlock their talents. These include the Women Leadership Award, the Women in Finance scholarship, among others.

With support from donors and the IE Community at large, these scholarships ensure that ambitious, high-achieving women aren't held back from reaching their goals due to financial restrictions. In total, this fund represents an investment of almost €11.5 million, a resource that helps future female leaders gain the skills for a lifetime of success.



Catalina Tejero, Head of Humanities at IE University



## IE Alumni Women's Network

The network was born as a collaboration between the IE Women in Business Club, the IE Alumni Department and passionate IE Alumni. Its main aim is to empower women to chase their dreams and aspirations by building meaningful connections after graduation. It also gives alumni the chance to network with other former IE students from across the world and engage in insightful debates with expert speakers.

► [ie.edu/iewomenalumni/home](https://ie.edu/iewomenalumni/home)

## Training

IE University's Diversity Center works in conjunction with the IE Women in Business Club to support IE's female alum club via a mentoring program. This is designed to support young IE students who are currently completing their master's programs with their plans moving forward and their future professional careers.

## Publications

In 2021, several female members of the IE Community were featured in prestigious research publications.

**Rocío Bonet,**

► ***"Promoviendo el espíritu emprendedor del talento"***  
(ENG: *"Promoting the Entrepreneurial Spirit of Talent"*)

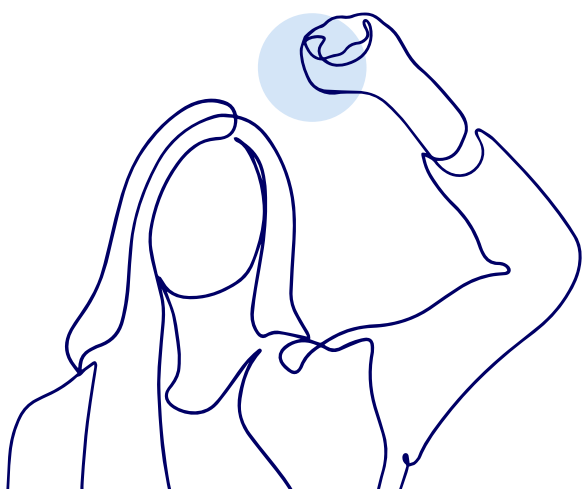
Rocío Bonet, professor and researcher at IE Business School, developed a study that looked at how to instill the entrepreneurial spirit in employees within an organization. Rocío received multiple grants to conduct her research, including a Marie Curie Fellowship from the European Commission and a GMAC (Graduate Management Admission Council) fellowship, and the report was published in several internationally recognized academic journals.

**Laura Núñez-Letamendia, Patricia Sánchez Ruiz and Ana Cristina Silva,**

► ***"Determinantes del ahorro de los hogares: La educación financiera protagonista"***

(ENG: *"Determinants of Household Savings: Financial Education as the Protagonist"*)

This report, penned by a finance professor at IE University alongside two other top researchers, looked at the factors that contribute to the way Spanish households conceive of and carry out savings plans in the wake of two economic crises in one decade. The publication was backed by the Observatory on Household Savings, which is promoted by Fundación Mutualidad Abogacía and IE Foundation.





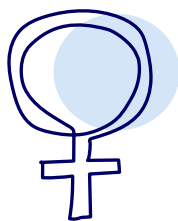


### IE Women in numbers

At IE University, we're committed to empowering women of the future. The IE Women Initiative is designed to both support and uplift women in the IE Community and have a lasting impact on both their personal and professional journeys.

## Near €11.5 M

of the scholarship total budget went to female students.



**53%** of total scholarship recipients in the last 5 years were women.



**53%** of Ph.D. scholarships were awarded to women in 2021.



**60%** of research publications supported by IE Foundation in 2020-2021 were authored by women.

## 4.8 IE FOR LIFE

In December 2019, IE Foundation, IE Alumni, IE Talent & Careers and Exponential Learning joined forces to launch IE's most comprehensive alumni benefits platform to date: IE for Life. The aim of this initiative is to support our 70,000 strong alumni at every stage of their careers.

IE for Life offers a wide array of benefits designed to give back to our alumni community with exclusive ongoing education, career and networking resources in two tiers:

► [ie.edu/es/alumni/ie-for-life](https://ie.edu/es/alumni/ie-for-life)



### *Alumni Essentials*

We value each and every member of our IE Alumni community, so it's important to us to provide them with complementary benefits that they'll have access to for life. This basic tier facilitates ongoing networking among alumni, helps them find career opportunities, and also provides exclusive perks and discounts on goods and services.

### *Alumni Plus*

Beyond the basic support we provide all IE Alumni, we also offer them the option of joining a higher-tier program called Alumni Plus. This tier provides members with a full suite of premium benefits to help them reach their full career potential, with world-class coaching and learning opportunities. Alumni Plus members are able to upgrade their benefits with access to the Career and Lifelong Learning Boosters, with access to the Korn Ferry Advice platform—a talent network of Executive MBA members—and access to an Executive Education or HIOP program, among other benefits.

### *Talent Taking Care of Talent series*

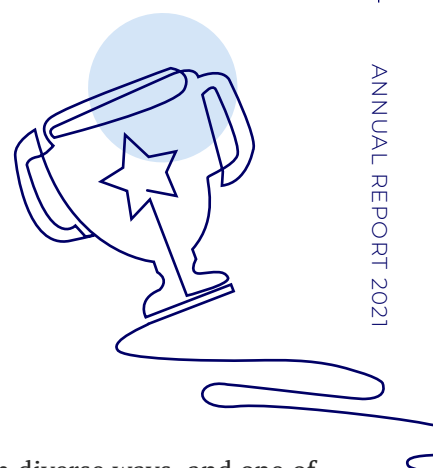
Once helped by the community, and after their journey at IE, we learn from our alumni scholars who are now challenging the status quo. Through the Talent Taking Care of Talent series, IE Foundation, together with IE Global Alumni Relations, creates a platform where current business leaders and former scholarship grantees can share their impact journey with the community. This year also included two events: “The Talent Journey: From IE Students to Alumni Leaders” and “Leading with Impact: IE Alumni Stories Challenging the Status Quo.”





## 4.9 SUPPORTING TALENT AND HUMANITIES

IE Foundation was founded to empower talent across the full spectrum of academic disciplines by offering economic assistance to promising students.



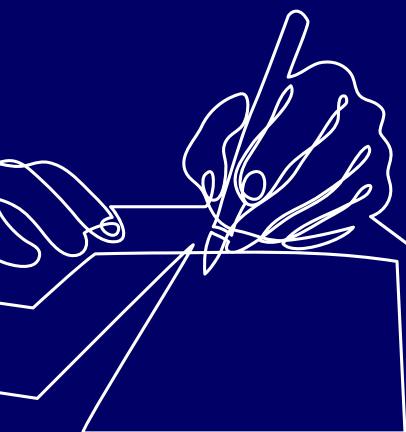
Through donations to the Foundation from the IE Community and our corporate partners, support is available at all five IE University schools, as well as in our Executive Education programs.

The Foundation's guiding principle is to make a positive impact on society through the promotion of the core IE values: entrepreneurship, diversity, humanities, technology and innovation.

We promote these values in diverse ways, and one of them being the IE Foundation Prizes in the Humanities, a competition held each year to celebrate the best written and audiovisual projects created by students, alumni, faculty and staff that form part of the IE Community.

### The 2021 award winners were:

#### Spanish-language award winners:



##### Poetry in Spanish

**1<sup>st</sup> prize: "Alzheimer"**  
by Sofía Cristina Jiménez  
Sánchez, Spain, Advanced  
Management Program

**2<sup>nd</sup> prize: "La Dama y El Vagabundo (2021)"** by Néstor Hazael García-Casillas, Spain, International MBA

**3<sup>rd</sup> prize: "Sacrificio"**  
by Pedro Ureba Brenes, Spain,  
Programa Superior de Dirección  
Estratégica de RRHH

##### Short story in Spanish

**1<sup>st</sup> prize: "La Dama del Dómine"**  
by Francisco Sayáns Gómez,  
Spain, Executive MBA

**2<sup>nd</sup> prize : "Noches de Sombras"**  
by Lizbeth Luna Victoria Vargas,  
Peru, Master in Corporate  
Communications

**3<sup>rd</sup> prize: "DIVOC"**  
by Antonio Vega Velasco, Spain,  
Executive MBA

**Special mention:**  
**"Hípicos Decadentes"**  
by Diego Chirinos, Peru,  
International MBA

“I heard a song that was mournful and warm  
Sculpting from ivory things that are lost,  
Soft as the liver-spotted hand I hold

Crumbly pearls, thin lips rouged rusty  
Underwater, bacteria eat the steel but  
leave the grand chandelier  
How cruel.

You love the ocean  
You love her despite her caprices.  
It confuses me sometimes.  
But on a calm day,

You rest your fingers on the keys  
They dance like sea foam,  
And sink again.

**Laura Sturley, UK**  
Bachelor in Business  
Administration and  
Bachelor of Laws  
1<sup>st</sup> Prize in Poetry in English

## The 2021 award winners were:

### English- language award winners:

#### Poetry in English

**1<sup>st</sup> prize: “Capriccio”**  
by Laura Sturley, UK, Bachelor  
in Business Administration and  
Bachelor of Laws

**2<sup>nd</sup> prize: “A World of  
Opportunities”**  
by Salimatou Balde,  
France, Master in Corporate  
Communication

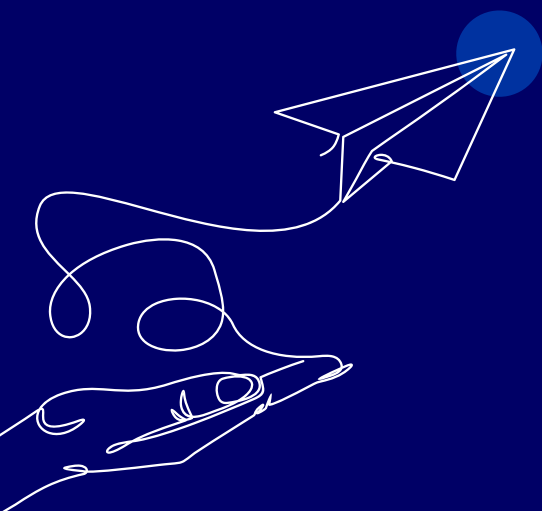
**3<sup>rd</sup> prize: “Percy Shelley’s  
Despair”** by Miquel Amengual  
Verdera, Spain, Bachelor in Data  
and Business Analytics

#### Short story in English

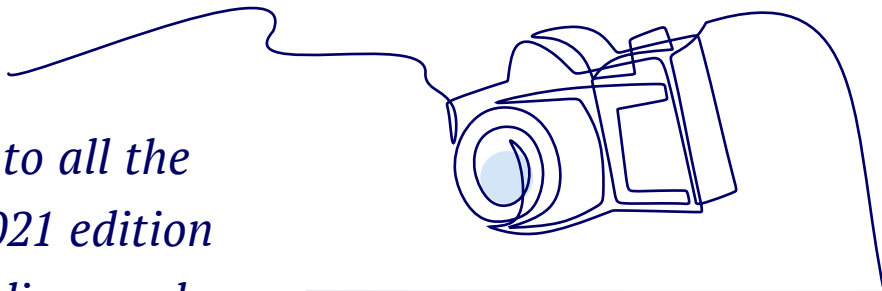
**1<sup>st</sup> prize: “The Son”**  
by Anna Hattig, Germany,  
Bachelor of Law and Bachelor in  
International Relations

**2<sup>nd</sup> prize: “Till tomorrow, then”**  
by Rami Kabbani, Lebanon,  
Master in Business Analytics and  
Big Data

**3<sup>rd</sup> prize: “My first and last  
defense of mediocrity”**  
by Ignacio Lasheras, Spain,  
Bachelor of Law and Bachelor in  
International Relations



*Congratulations to all the winners of the 2021 edition for their outstanding work, which perfectly encapsulates the Foundation's values.*



*"A Curious Place to be"*  
by Hein Jurgens

### — Photography

**1<sup>st</sup> prize:** *"A Curious Place to be"*  
by Hein Jurgens, Dutch / German  
/ British, Bachelor in Business  
Administration and Management

**2<sup>nd</sup> prize:** *"A Story I wish I know"*  
by Nicola Saporito, Italy,  
Master in Business  
Administration

**3<sup>rd</sup> prize:** *"Family"*  
by Antonio Giordano, Italy,  
Executive MBA

### — Photo Series

**1<sup>st</sup> prize:** *"Fe y devolución en Guatemala"* by Richard Eduardo  
Gándara Fuentes, Guatemala,  
Master in International  
Management

**2<sup>nd</sup> prize:** *"When a Man Gets Out of the Day, Nature finds its way"*  
by Hasan Sadigli, Spain,  
International MBA

**3<sup>rd</sup> prize:** *"Twostroke Moon Landing"* by Kris Roos,  
Czech, Bachelor in Business  
Administration

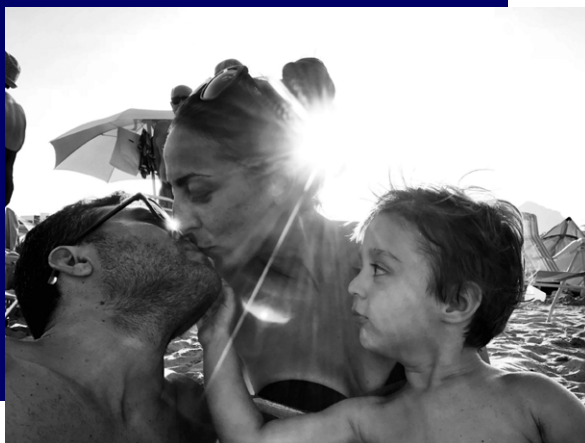
### — Video

**1<sup>st</sup> prize:** *"Support the collective"*  
by Borja Colom, Spain,  
Bachelor in Architecture

**2<sup>nd</sup> prize:** *"Homage"*  
by Anna-Maria Schaetzle,  
Germany, Bachelor in Business  
Administration and Law



*"A Story I wish I know"*  
by Nicola Saporito



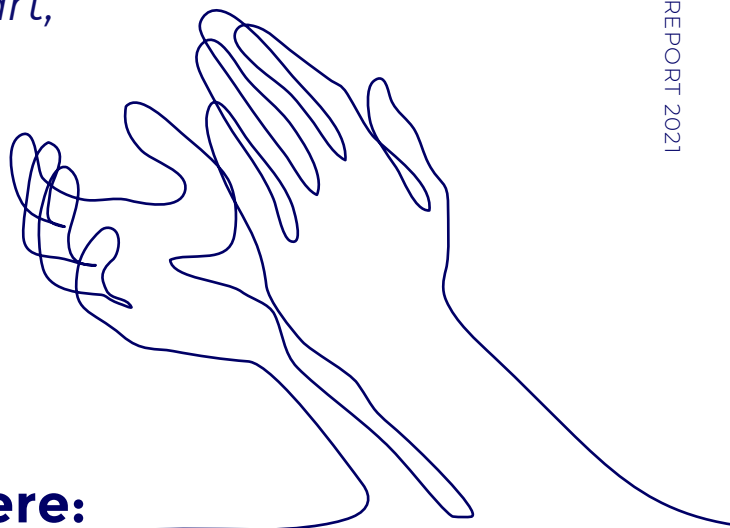
*"Family"*  
by Antonio Giordano



“

*When we see, not only with our eyes,  
but when we see with our eyes,  
with our minds and with our heart,  
that's when we really truly start  
seeing.”*

**Gonzalo Garland,**  
Executive Vice President  
of IE Foundation



**The 2021 award winners were:**

# Staff

## — Poetry in Spanish

**1<sup>st</sup> prize: “Por Eso”**  
by Sergio Rodríguez Jiménez,  
Spain, IE University Staff

## — Short essay in English

**1<sup>st</sup> prize: “An A to Z of Amazing  
Storytelling”** by Andreas Loizou,  
UK, Professor in the MBA

## — Short story in Spanish

**1<sup>st</sup> prize: “Machine Learning”**  
by Luis Vivanco, Mexico,  
Professor in the Bachelor in  
Business Administration

## — Poetry in English

**1<sup>st</sup> prize: “My Lips Are Writing  
Kisses”** by María Jesús Villasante,  
Spain, PA Customer Experience

## — Video

**1<sup>st</sup> prize: “Near of Far”**  
by Carlos Marquerie, Spain, Vice  
Dean of Ecosystem and Innovation;  
Elena Böhm, Spain, Senior Executive  
Producer at IE University; and  
Emanuel Diaz Miranda, Puerto Rico,  
Head of Content Marketing IE  
University

## — Short story in English

**1<sup>st</sup> prize: “Kryptonite Blues”**  
by Luis Vivanco, Mexico,  
Professor in the Bachelor in  
Business Administration

## — Short essay in Spanish

**1<sup>st</sup> prize: “La Disolución del  
Poder”** by Juan Ortín Ramon,  
Spain, Professor in the Master  
en Asesoría Fiscal

## — Photo series:

**1<sup>st</sup> prize: “Calma en hora punta”**  
by Javier Vallas, Spain,  
Audiovisual Project Developer

**5**

# ***COLLABORATIVE KNOWLEDGE GENERATION***



# Fostering *Cross-Disciplinary* Research

It's clear that the COVID-19 pandemic brought about significant changes to the way we do business. Not only did it serve to demonstrate the importance of solid business relationships, but it also taught us how to create resilient companies strong enough to withstand even the most complex of situations.

*At IE Foundation, we're fully aware of just how important a role collaborative knowledge generation plays in overcoming such difficult times and advancing together as a society.*

In 2021, our centers, chairs and observatories have once again taken considerable steps to boost our reputation overseas, through the publishing of groundbreaking reports and by providing future insights backed by strong data.

We believe that by bringing together the brightest minds from all four corners of the world, we will continue to provide applicable solutions to improve our societies in the future.



**11**  
Centers of  
Excellence



**5**  
Chairs and  
observatories



**Multiple**  
research initiatives



## 5.1 SPOTLIGHT ON: 2021 COLLABORATIVE INITIATIVES



Banca March

### Banca March

In 2021, IE Foundation and the IE Center for Families in Business joined forces with Banca March to launch ▶ *“Empresas Familiares a la Vanguardia de la Sostenibilidad”* (in English: “Spanish Family Businesses at the Forefront of Sustainability”). The project itself involves the analysis and review of four Spanish family businesses considered benchmarks in terms of sustainability, namely: Actiu, Grupo Calvo, Grupo Enhol, and González Byass.

The initiative includes a multimedia case study that will be used in IE University classrooms and during training sessions, as well as a series of informative videos. These multimedia resources explain how these businesses perceive and practice sustainability on an everyday basis, and how they’ve become leaders in their industries.



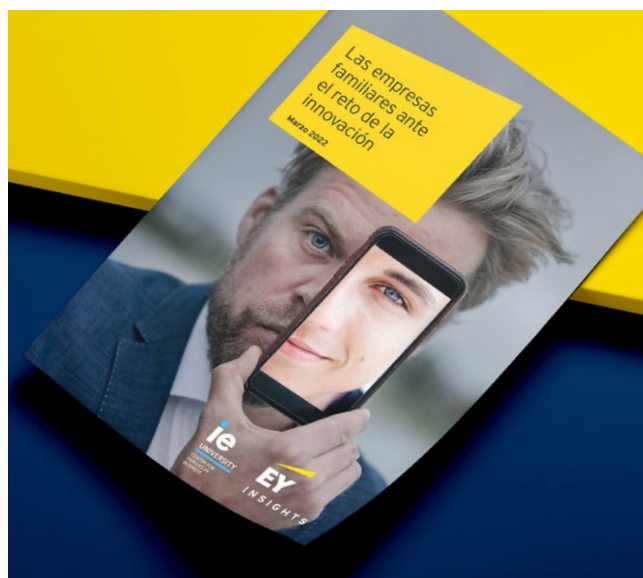
This project is led by Cristina Cruz, Academic Director of the IE Center for Families in Business and professor of entrepreneurship at IE University.



Presentation of report “Family businesses facing the challenge of innovation” at EY HQ Madrid (Ey Insights)

### EY

EY and IE Foundation, together with the IE Center for Families in Business, developed a study that shows how the “family factor” fuels innovation within a company while making the process of innovating more efficient. The report, ▶ *“Las empresas familiares ante el reto de la innovación”* (in English: “Family businesses facing the challenge of innovation”) presents several recommendations for entrepreneurial families looking to consolidate family business leadership in innovation and stimulate this kind of creativity.





Presentation of “Determinant of Household Savings”, October 2021

### ***Mutualidad Abogacía***

IE Foundation and Mutualidad Abogacía—through their joint initiative Household Savings Observatory (HSO)—have worked to increase awareness of this particular field of knowledge and published the report ▶ *“Determinantes del Ahorro de los Hogares: La Educación Financiera Protagonista”* (in English: “Determinants of Household Savings: Financial Literacy, the Protagonist”).

The research looked into the factors that influence household savings, particularly in the context of the two major crises in the last decade. The study also explored how the pandemic has impacted the savings of Spanish households and how this experience may condition future behavior.

It was concluded that, in the immediate future, more responsible consumption is expected, and that savings rates will be higher than the minimums recorded in the years prior to this particular crisis. That said, consumption is also expected to register significant growth once the situation stabilizes.



Presentation of “X-Ray of Sustainable Compliance Culture in Spanish SEMs”, October 2021

### ***Fundación Elecnor with the collaboration of Eversheds Sutherland***

On October 7<sup>th</sup>, the IE–Elecnor Observatory on Sustainable Compliance Cultures held a virtual meeting to present the main conclusions of its first study, ▶ *“Radiografía de la cultura de compliance sostenible en las pymes españolas”* (in English: “X-Ray of Sustainable Compliance Culture in Spanish SMEs”).

The study was conducted by a multidisciplinary team from IE University. The report details the study’s findings, before ultimately concluding with key takeaways on how to promote a culture of sustainable compliance. For example, encouraging open dialogue at all levels of the company and leveraging debate to promote cross-departmental learning are important ways to build this kind of company culture. In fact, the study’s results indicate that psychological safety—understood as the freedom and confidence that employees feel to fearlessly express their opinions, ideas and critiques—have a determining factor on the company’s values, both in terms of compliance and sustainability.



## 5.2 CENTERS



Digital Skills Awards Spain 2021—AMETIC

### *Center for Social Innovation & Sustainability*

As a leader in higher education, IE University has a key role to play in instilling a purposeful search for positive impact in our community. The Center for Social Innovation & Sustainability is responsible for providing educational content, conducting pivotal research, and establishing meaningful partnerships with other forward-thinking organizations.

In partnership with Amadeus, the Center launched the project ► *“Reconstruyendo el turismo y el viaje: Red de innovación social para pymes”* (in English: “Rebuilding Tourism: Social Innovation Network for SMEs”) in direct response to the needs of the tourism industry, a sector hit particularly hard by the global pandemic. The aim of the project is to support small businesses in the development of digital strategies.

This year also saw the creation of the third report from the ► *Observatory of Demography and Generational Diversity*, entitled ► *“Intergenerationality: An Innovation Opportunity for Business and Society”*, which the center worked on in collaboration with the Center of Diversity in Global Management.

Meanwhile, the fifth edition of the Fundación MAPFRE Awards for Social Innovation also opened for applications. These awards are designed to promote transformative social projects that create new trends and resources for society.

The center is also involved in supporting women to enhance their online business strategies as part of the project ► *“Digital Transformation for Inclusive Business Development”*—an initiative made possible thanks to support from J.P. Morgan, Orange and the City Council of Madrid. The third edition of the project gave 200 Madrid-based businesses the opportunity to build their digital strategy through training and personalized support.

What’s more, in 2021 the center received an Honorable Mention at the Digital Skills Awards Spain 2021 of AMETIC in the “Digital Skills for Inclusion” category. This category awards projects that promote labor inclusion through technological training for members of groups at risk of exclusion.

► [socialinnovation.ie.edu](https://socialinnovation.ie.edu)





### Center for C-Centricity

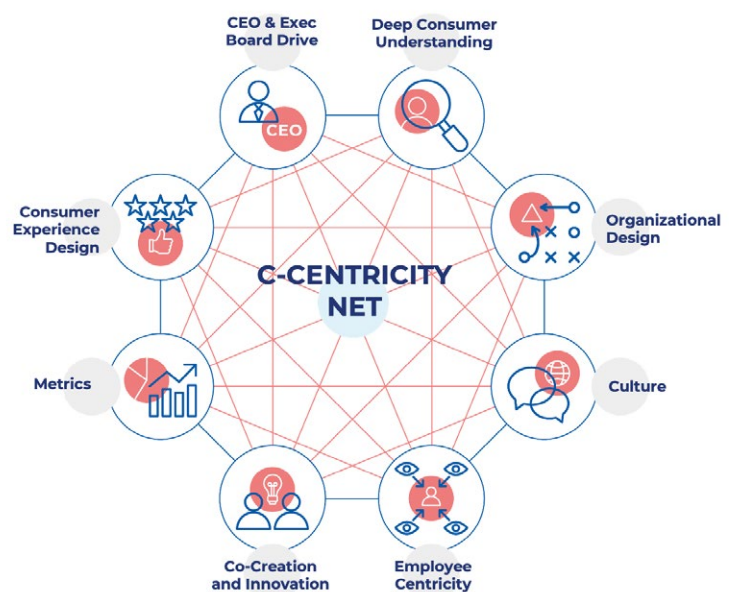
Launched in the fall of 2018, IE Center of C-Centricity is focused on promoting customer, consumer, and citizen centricity and on achieving a balance between human experience and sustainability. The center is supported by corporate partners that serve to advance C-Centricity knowledge through their vision and expertise.

In 2020, the center experienced a certain transformation by focusing its attention on C-Centricity from a human perspective. This year, they continued in much the same vein, hosting a number of discussion forums with contributing speakers such as Professor Fabrizio Salvador. His presentation focused specifically on the capabilities organizations need to develop to successfully pursue mass customization. He also touched on the organizational factors that often hinder the creation of these capabilities and approaches to overcome them.

2021 also saw the launch of the IE C-Centricity Monitor and Working Zone. The first, a benchmarking initiative, is designed to advance and leverage knowledge in the field of C-Centricity. The Working Zone, on the other hand, is a space for knowledge sharing among companies.

The goal of these initiatives is that, through a combination of internal C-Centricity evaluation and external benchmarking, areas of action will be identified to keep member companies at the cutting edge of C-Centricity.

► [center-for-c-centricity.ie.edu](https://center-for-c-centricity.ie.edu)



The C-Centricity Net



Prof. Cristina Cruz in a webinar organized by the Peruvian Family Business Association

Prof. Cristina Cruz with the IE Family Business Club



## IE Center for Families in Business

The IE Center for Families in Business is a research, experience and networking platform that aims to further the development of families in business. The center carries out extensive research activities alongside industry-leading partners, in areas that include entrepreneurship, sustainability and innovation.

More concretely, the center developed the report ▶ *“Las empresas familiares ante el reto de la innovación”* (in English: “Family Businesses Facing the Challenge of Innovation”) in collaboration with EY; and published the multimedia project ▶ *“Empresas familiares a la vanguardia de la sostenibilidad”* (in English: “Spanish Family Businesses at the Forefront of Sustainability”) alongside Banca March.

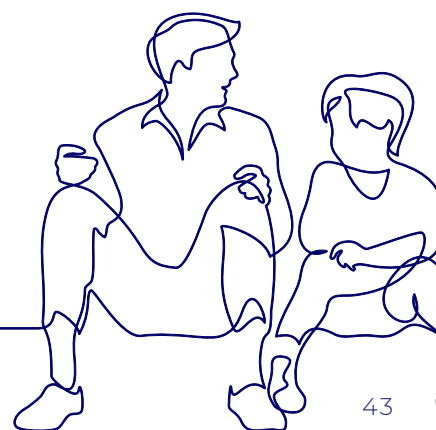
In 2021, the center continued to support entrepreneurial families through a number of initiatives with a positive impact on family business management. The Global Family Business Management program was one such project, bringing together three leading European schools: IE Business School; LUISS Business School in Rome; and IESEG School of Management in Lille. The program helped 18 international students understand and identify opportunities for growth cohesion within family businesses.

Meanwhile, the BBVA Next Generation training program helped participants explore challenges specific to families in business, as well as the solutions they must implement to successfully overcome those challenges.

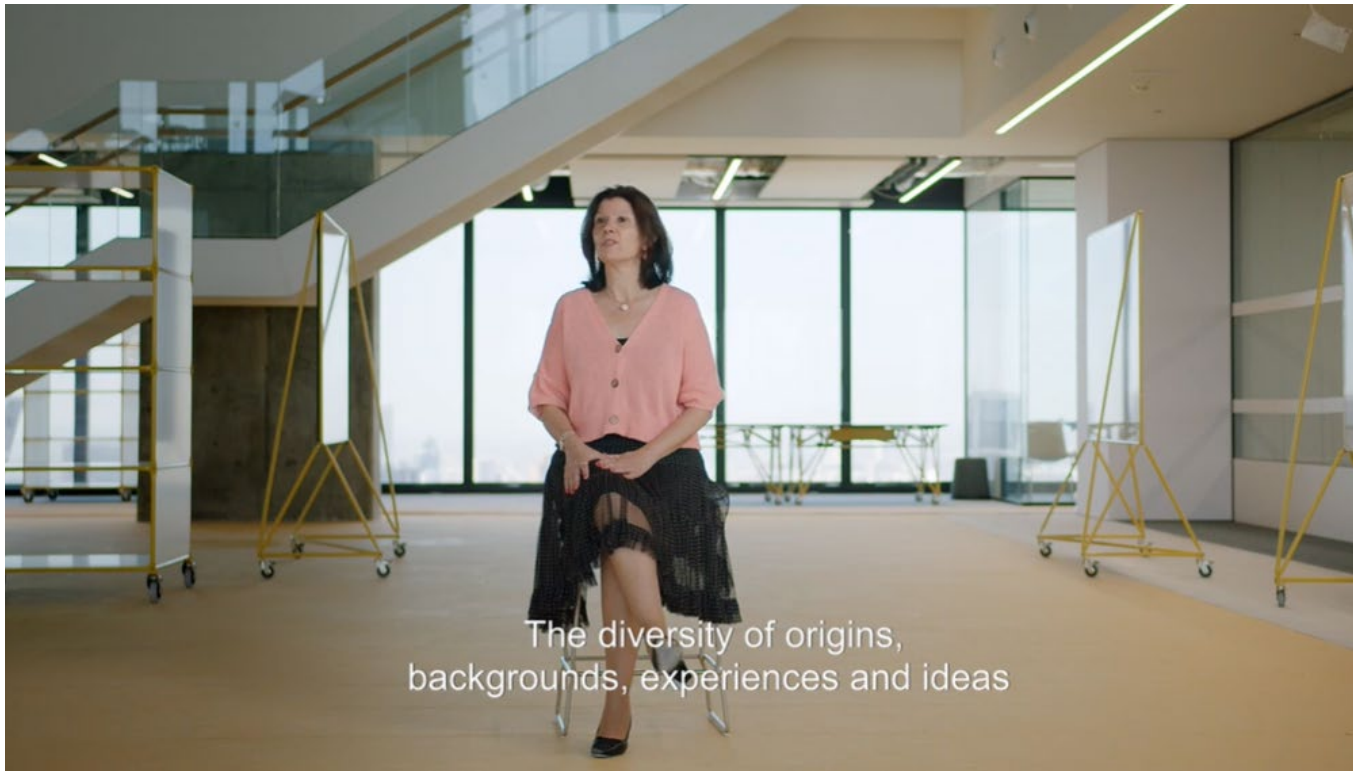
The center also hosted several events and presentations over the course of the year. For instance, in April, Cristina Cruz participated in a webinar with Asociación de Empresas Familiares del Perú (AEF Peru). She shared interesting concepts and data on the change of focus from family business to family enterprise.

In July, the center also participated in an event organized by Pictet that brought together a number of experts to share their thoughts on financial sustainability for families.

▶ [familiesinbusiness.ie.edu](https://familiesinbusiness.ie.edu)







Celia de Anca, Director of the IE Center for Diversity in Global Management

### ***Center for Diversity in Global Management***

The Center for Diversity in Global Management is designed to promote diversity in gender, culture, age and abilities, in addition to re-envisioning diversity as a competitive advantage in the corporate world. It aims to achieve this through training, research and participation in international platforms.

In order to raise awareness about these issues, the center published a number of reports, including ► *“La Innodiversidad en el tejido empresarial español 2021”* (in English: “Innodiversity in the Spanish Business Environment 2021”), now in its second year. In coordination with the IE Center for Social Innovation & Sustainability and within the scope of the Observatory of Demography and Generational Diversity, the Center for Diversity in Global Management also published “Intergenerationality: An Innovation Opportunity for Business and Society.”

In 2021, an article by Celia de Anca and Salvador Aragón, entitled ► *“La diversidad al servicio de la innovación”* (in English: “Diversity at the Service of Innovation”), was included in a special edition of the Harvard Deusto Business Review, in which world experts provided their views on the real challenges of leading a diverse workforce.

This year, the center also continued to support the IE Women Mentoring Program. The year-long mentoring program seeks to provide young, high-potential IE students with the opportunity to receive support to help them focus and plan their professional careers.

► [centerfordiversity.ie.edu](https://centerfordiversity.ie.edu)



Innodiversity in Spanish companies 2021





Event on Sustainable Development, September 2021

### ***Center for Transport Economics & Infrastructure Management***

Thanks to the support from IE Foundation and corporate partners, the center was able to continue much of its work in 2021, in addition to hosting a number of events and increasing awareness of the importance of the transport sector and infrastructure. 2021 saw Indra and Herbert Smith Freehills join as new corporate partners, and the center was named a member of the Madrid Urban Mobility LAB.

The center also participated in the INVESTructuras conference, organized by Deloitte in late October, and the industry's leading rail exhibition, RaiLive, both of which served as important platforms.



Event on Railway Transport, September 2021

April saw the center come together with El Economista for a hybrid event on the future of passenger rail transport liberalization. The conference was presented by Amador G. Ayora, director of the newspaper, and Julio Gómez-Pomar, president of the center.

In September, the center also organized a conference on foundations for sustainable mobility regulation, in collaboration with Fundación Corell. The aim of this forum was to analyze whether future legislation is adequate to the social need for increasing competitive and sustainable mobility.

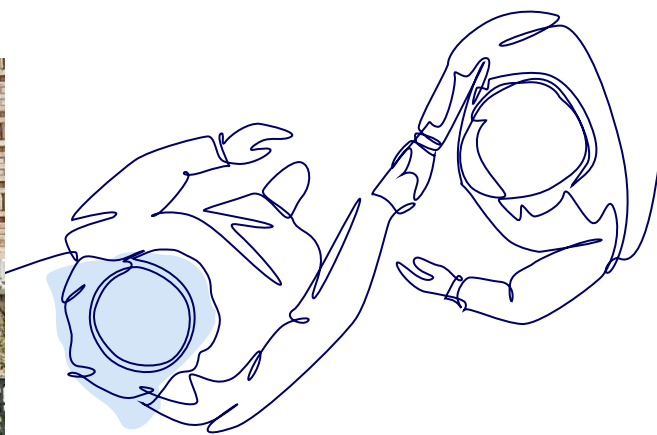
The center also began an investigation into the Spanish concessional model, the findings of which are set to be published in spring 2022.

► [cteim.ie.edu](https://cteim.ie.edu)





Event in Casa Árabe, Madrid, October 2021

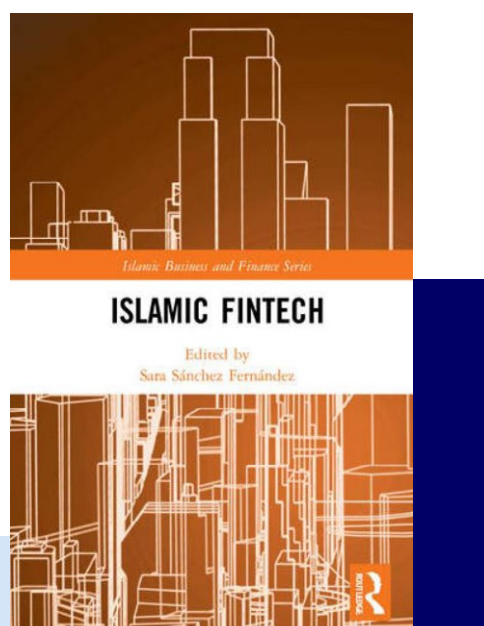


Saudi Arabian Embassy visits the IE Tower, September 2021

### ***Saudi-Spanish Center for Islamic Economics and Finance (SCIEF)***

The SCIEF is recognized as a leader in the study and promotion of Islamic finance, which is based on an alternative, ethical system.

2021 saw the publication of the sixth edition of the SCIEF book series, entitled ►“*Islamic Fintech*”. The book, which was edited by IE Law School assistant professor Sara Sánchez Fernández, explores the role that Islamic fintech can play in promoting sustainability.



The center also celebrated the second edition of its ►*Islamic Finance Changemakers Challenge*, a competition sponsored by the Islamic Development Bank (IsDB). The challenge itself is designed to create a global movement in which young entrepreneurs are able to resolve social issues in their community, wherever in the world they may be.

During 2021, SCIEF also organized a series of round tables and webinars. What's more, several seminars were organized in the framework of the Observatory of Islamic Finance SCIEF-Casa Árabe in Spain to analyze the development of Islamic finance in different countries of the Mediterranean region, such as Morocco or Algeria.

Finally, SCIEF participated as an Observer during the IsDB 2021 annual meeting that took place in Tashkent, Republic of Uzbekistan.

► [www.scief.es](http://www.scief.es)





Africa at IE

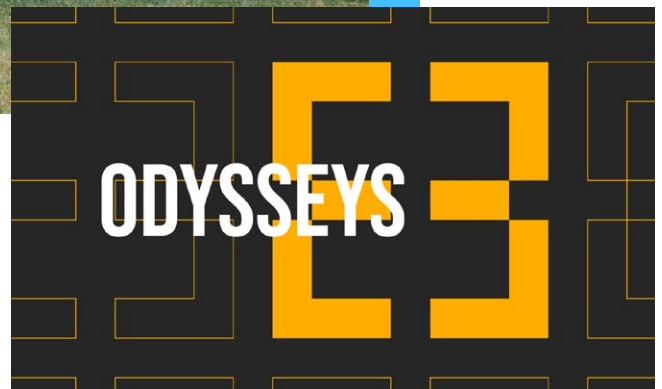
## Africa Center

The Africa Center's main goal is to transform global executives' perceptions of African innovation.

In March 2021, the center hosted a panel discussion during the Horasis Extraordinary Meeting in the US on the impact of media narratives on Africa's development. The discussion covered a wide range of issues and was attended by a number of IE University representatives.

The 2021 Gurus and Griots cohort also collaborated with IE teams to develop multimedia educational materials and programming that center African and Afro-descendant expertise for a wide range of audiences. This IE University academic accelerator provides a platform for African and diasporic solutions to global challenges.

In addition, Dr. Jessica Tollette developed a framework to understand how the IE community can create a sense of belonging in the face of systemic inequities across nationality, race, gender, sexual orientation and socio-economic background.



Her project, ► *“Odysseys: Belonging in a Global Community”*, is designed to enhance the educational community and improve the overall learning experience.

The IE Africa Center also continued work on its Africa Lab projects.

*The main aim of this year's program was to create impactful content using carefully crafted messaging through storytelling.*

► [www.ie.edu/africa](http://www.ie.edu/africa)



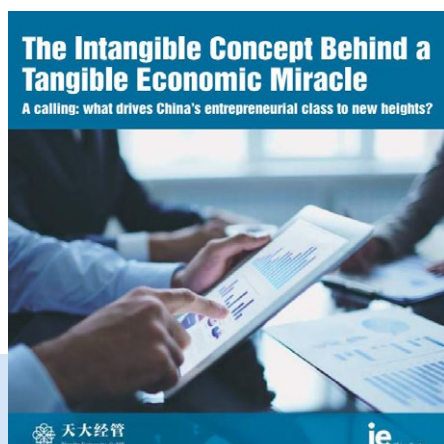


IE China Center at South Summit 2021

## China Center

The IE China Center is aimed at promoting Chinese business models and practices and helping others to better understand the country's market potential. It also serves as a means by which to attract Chinese students and faculty members to IE University and to form a network of Chinese companies.

In 2021, the center published ▶ *“The Intangible Concept Behind a Tangible Economic Miracle”* in collaboration with Tianjin University College of Management and Economics.



This report, which features articles by experts and representatives from both Spanish and Chinese companies and institutions, was presented at South Summit in Madrid, an important open-innovation platform that connects startups and entrepreneurs with global investors and companies.

The center publishes reports like this each year. In October 2019, the center released ▶ *“Chinese vs. European Entrepreneurship: A Comparison”*; in November 2020, it published ▶ *“Understanding Chinese Family Businesses: The Path, the Trends, the Future”* in collaboration with Cheung Kong Graduate School of Business.

▶ [iechinacenter.ie.edu](http://iechinacenter.ie.edu)

## 5.3 OBSERVATORIES



Presentation of “X-Ray of Sustainable Compliance Culture in Spanish SEMs”, October 2021

### **IE-Elecnor Observatory on Sustainable Compliance Cultures**

The aim of this observatory is to raise awareness of the ethical principles and expectations that interest groups have in terms of social and environmental issues. It was initially created as a means to boost sustainable compliance culture in medium-scale Spanish businesses.

On January 28, a virtual meeting was held to discuss compliance culture in SMEs. The event brought together a range of experts and professionals in the field, who discussed both the specific challenges faced by SMEs in fostering a culture of compliance and the various strategies for implementation.

Over the course of the year, the observatory carried out extensive research activities and developed a report on social responsibility and anti-corruption compliance, entitled, ► *“Radiografía de la cultura de compliance sostenible en las pymes españolas”* (English: “X-Ray of Sustainable Compliance Culture in Spanish SMEs”). It also published a collection of technical notes. These “Compliance Pills” are practical sheets that were developed by Elecnor in partnership with international law firm Eversheds Sutherland, with the goal of helping companies and organizations implement best practices in compliance. In addition, the observatory was responsible for the publication of numerous articles. As of early 2022, it has launched a podcast section called “Compliance Matters.”

► [ie.edu/ie-elecnor-observatory-on-sustainable-compliance-cultures/en/observatory](https://ie.edu/ie-elecnor-observatory-on-sustainable-compliance-cultures/en/observatory)



### **Observatory of Demography and Generational Diversity**

The 2021 edition of the Observatory of Demography and Generational Diversity report ► *“Intergenerationality: An Innovation Opportunity for Business and Society”* was presented in late June by the director of the IE Center for Social Innovation and Sustainability and coordinator of the study, Concepción Galdón. The report, which is now in its third year, was produced with the support of the IE Center for Diversity in Global Management and the IE Center for Social Innovation & Sustainability.

*Among other insights, the report concluded that the proportion of senior workers in the Spanish workforce has grown in recent years, from 11% in 2008 to 17% in 2019, highlighting a need to boost intergenerational cooperation.*

Several social innovation initiatives are being rolled out with this objective in mind, based on the study of 11 projects in Spain, Colombia and Ireland. They include the promotion of inclusive lifestyles, the creation of physical environments that enable intergenerational cooperation, and the promotion of holistic, network-based social innovation projects.





Prof. Laura Nuñez presenting “Determinants of Household Savings: Financial Literacy, the Protagonist”, October 2021



### Household Savings Observatory

This body was established in May 2020 to promote a culture of savings among Spanish families and provide knowledge that enables financial institutions and authorities to design policies and strategies to encourage responsible savings.

Its second report, entitled ► *“Determinantes del Ahorro de los Hogares: La Educación Financiera, protagonista”* (in English: “Determinants of Household Savings: Financial Literacy, the Protagonist”) was presented in October. Furthermore, the observatory conducted a third study on the existing gender gap in financial skills, which is due for publication in spring 2022.

*In 2021, the observatory carried out extensive research activities and contributed to the public debate by shining a light on those activities, with the publication of numerous articles in Spanish and international media.*

It also awarded the First HSO Prize—for best journalistic work in the promotion of savings and financial planning family savings—to Isabel Gaspar Calero, of elEconomista, for her piece entitled “Los países con buena educación financiera salen antes de la crisis” (in English: “Countries with Good Financial Education Emerge from the Crisis Sooner”).

The observatory also held a number of virtual events, including a webinar on the current challenges of the pension system in the post-pandemic world, in collaboration with BBVA and Expansion.

In addition, the HSO was selected to receive funding from the BBVA EduFin Research program. This grant recognizes efforts to drive positive change through financial education, particularly within the context of inequality, inclusive growth, entrepreneurship, digitalization, and so on.

► [ie.edu/household-savings-observatory](https://ie.edu/household-savings-observatory)



## 5.4 CHAIRS



José María Cervelló de Derecho de los Negocios Award

### *José María Cervelló Chair*

The José María Cervelló Chair is an initiative which provides financial aid to law and finance students at IE Law School. The recipients of these scholarships are selected based on both academic potential and economic need. The law firm ONTIER supports this initiative through funding.

In addition to breaking down financial barriers, the chair also organizes educational events throughout the academic year, publishes works in both national and international journals, and works together with IE Law School students on research projects.

In 2021, the José María Cervelló Chair and ONTIER Spain celebrated the 15<sup>th</sup> edition of the José María Cervelló de Derecho de los Negocios Award on the theme of “Sustainability and Corporate Governance.” A grand prize was awarded to Javier Megías López, the author of the best paper, for his piece entitled “Algunas tendencias de los últimos tiempos para un gobierno corporativo sostenible” (in English: “Some Recent Trends for Sustainable Corporate Governance”).

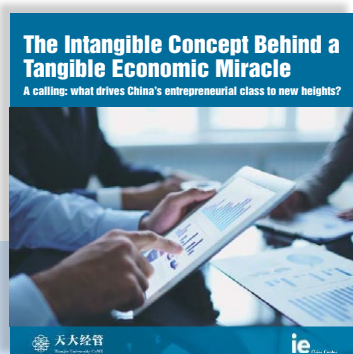
Two runner-up prizes were also given to authors of papers deserving distinction for excellence and quality. Another prize was awarded to the José María Cervelló Chair by ONTIER for its scholarship program for students in law/tax programs at IE Law School.

► [catedracervello.ie.edu](https://catedracervello.ie.edu)



## 5.5 PUBLICATIONS

IE Foundation is proud to support research across a number of key academic areas. Here we highlight a few of the outstanding publications in which the Foundation has recently been involved.



### ***The Intangible Concept Behind a Tangible Economic Miracle***

This 2021 report published by the IE China Center probes the spirit that drives Chinese entrepreneurs to overcome political, economic, social and other barriers, in the belief that what fuels them is a vocation, not unlike the fiery religious or spiritual calling of the West.

The report deduces that, given the religious roots of the concept of vocation, and based on the arguable premise that the Chinese are generally unfamiliar with the religious spirit, research into the origins and purposes of that concept are in fact borrowed from Western religion.

► ***Read the Report***



### ***Higher Education and the Future of Work***

This report published by the IE Center for the Governance of Change, which was made possible thanks to the support of IBM and IE Foundation, sheds light on the knowledge and skills that employers demand.

Furthermore, it seeks to assess how successful higher education institutions are in providing training for this new reality. It concluded that some universities are up to eight times better aligned with labor markets than others, placing some students at a significant disadvantage.

► ***Read the Report***



### ***El Centro Botín: Desarrollo de la creatividad social a través de las artes***

This study (in English: ► *“Developing Social Creativity through the Arts”*) is part of an ambitious research and publication project in the field of emotional intelligence.

The study reveals that creativity is cumulative and can be measured. The report itself puts forward an indicator of individuals' perception of social creativity based on seven dimensions related to their perceptions of personal development, social cohesion, well-being and image and identity.

► ***Read the Report***

## 5.6 SUPPORTING ACADEMIC RESEARCH

At IE University, we believe that educators are able to do far more than simply lead classes. Their expertise puts them in a position to question established norms and develop new ideas and concepts. For this reason, we strive to support them in their ongoing academic research.



### Seed Funds

IE Foundation's seed funds provide the university's faculty members with the resources they need to carry out research in their specific areas of expertise. Not only does this open the door to new additions to the study plan, but it also enables them to elevate their teaching methodologies.

In addition, this initiative enables teaching staff to attend conferences both home and abroad and present their research and findings in person.

The Research Forums that are regularly held on campus also enable the IE Community to benefit from the work of the world's highest-level leaders, as well as provide future-focused thinkers with a welcoming platform to present their findings. This interdisciplinary exchange of ideas, concepts, research and data, serves to foster an environment of collaboration as opposed to competition.

*We believe that the backing of IE Foundation motivated them to undertake new projects and share their excitement with students and industry peers alike.*





## 5.7 GUILLERMO AND MICHÈLE DE LA DEHESA LIBRARY

The Guillermo and Michèle de la Dehesa Library provides services and resources both for the academic community and the wider public.

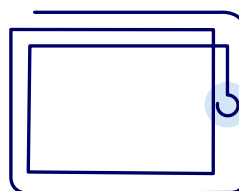
The Guillermo and Michèle de la Dehesa Library provides services and resources both for the academic community and the wider public. True to its highly technological identity and commitment to sustainability and Liquid Learning, the library plays an indispensable role in supporting the community with the best digital learning tools, helping all of its members develop their professional careers and achieve excellence in their research.

In 2021, IE Foundation received a generous donation from Guillermo de la Dehesa and his wife, Michèle Barbé, of a total of 20,000 books for the IE Library. This enabled the library to expand its content with specialized collections and works on disciplines including economics, finance, business management and administration, humanities and art, among others.

► [library.ie.edu](https://library.ie.edu)



Mr. de la Dehesa



**371,932**

e-Book chapters  
downloaded

**154,576**

visits to the website

**100%**

paperless

**97%**

of e-Journals and  
e-Magazines available  
through the Virtual  
Library

**1 million**

times users accessed  
e-Books and e-Journals



**3 trillion**

holdings accessible  
24/7 via WorldCat  
Discovery

**8 million**

open access records on  
WorldCat Discovery



**33**

international  
memberships to  
cooperate, share and  
establish strategies

**400+**

different languages,  
real-time translation,  
podcasts, videos,  
infographics, games,  
simulators, avatars, etc.



**4** initiatives  
for achieving SDGs  
4, 5 and 12 by 2030

**22,553**

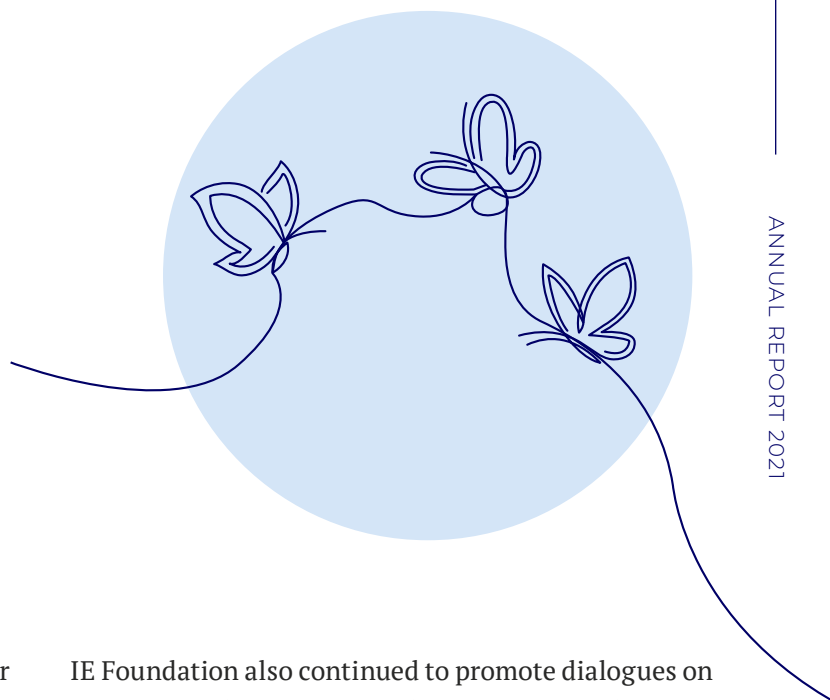
queries answered  
by experts

6

# *IMPACT INITIATIVES* & EDUCATIONAL OUTREACH



# Committed to positive impact in the community



IE Foundation offers financial support both to foster talent as well as to fund research and the promotion of diverse knowledge. The Foundation is thankful to be backed by donors and partners who fuel its efforts to drive transformational change in society and make a lasting positive impact.

Despite significant challenges in 2021, IE Foundation has shown its ability to adapt in times of uncertainty. It has also shown creativity and inventiveness in innovating ways to keep initiatives going on during this time. Many of these initiatives focused on making sure that information and support is not only available for those facing new challenges as the result of the pandemic, but also for those who find themselves up against significant systemic barriers.

IE Foundation also continued to promote dialogues on many critical issues among both professionals in the IE Community and other forward-thinking industry leaders. A commitment to social change requires a combination of effort and enthusiasm with a steadfast belief in the possibility of a better tomorrow. Such commitment cannot even exist without the active participation and dedication of the IE Community.

By working hand in hand, our community has transformed the university into a leading force in the movement for progress.



Gender equality



Humanities



Future of education



LGBTQ+ rights



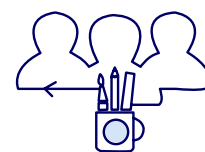
Cultural diversity



Entrepreneurship  
and innovation



Finance and  
microfinance



Campus life



## 6.1 SPOTLIGHT ON 2021 COLLABORATIVE SOCIAL IMPACT INITIATIVES

At IE Foundation, we are committed to the success of all members of the community. Every year, we join forces with outstanding partners who share in our mission to drive social change and promote the values of inclusion, innovation and entrepreneurship. These are some of the collaborative initiatives we organized together in 2021.

### *J.P. Morgan*

In July 2021, IE Foundation, J.P. Morgan, Madrid City Council and Orange joined forces once again to promote the digitalization of small businesses in Madrid.

This third edition of ► *Digital Transformation for Inclusive Business Development* gave 200 Madrid-based micro-enterprises the opportunity to leverage e-commerce and online marketing tools to strengthen their business potential, equipping them with free, personalized support.

The idea for this project arose from the realization that there's a gap in our modern tech-focused society, with many small businesses being excluded from the opportunities that more tech-heavy startups are afforded. The project aims to close this gap, which has grown even bigger due to the economic crisis caused by COVID-19. In selecting businesses to participate, preference was given to those small entrepreneurs in the Centro district especially affected by the COVID-19 crisis.

► [socialinnovation.ie.edu](https://socialinnovation.ie.edu)



Guitarras Ramírez, Digital Transformation for Inclusive Business

### *Amadeus*

Amadeus, together with IE University, launched the first edition of ► *“Reconstructing Tourism and Travel: Social Innovation Project for SMEs”*, in response to the needs of a sector that has been particularly affected by the global pandemic. The project takes small and medium-sized startups in the tourism and travel industry and provides them with training, support via mentors, and top-notch networking opportunities.

*It also aims to promote competitiveness, sustainability and positive impact within the sector.*

The initiative forms part of Amadeus' CSR strategy. As such, the project was fully funded by the sponsor organizations, meaning the beneficiaries were 100% subsidized.

While this year's edition focused on SMEs based in Spain, the project's long-term goal is to create a worldwide network of SMEs in this industry.



Travel4Impact presentation with Amadeus, May 2022



Fundación Mapfre Social Innovation Awards 2021

### Fundación MAPFRE

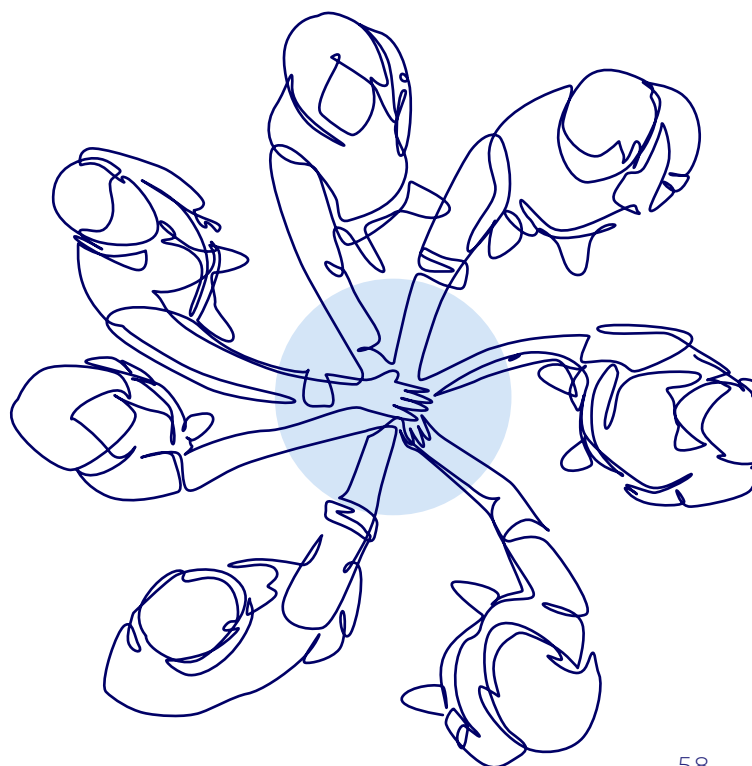
This year, IE Foundation held the fourth edition of its Social Innovation Awards. These awards, which are the result of a collaboration with Fundación MAPFRE, recognize innovative solutions that have a positive social impact in three categories:

- 1) health and digital technology (e-Health)
- 2) the senior economy (Ageingnomics), and
- 3) safe and sustainable mobility.

*IE Foundation and Fundación MAPFRE worked together to identify promising projects in Europe, Brazil and the rest of Latin America, in order to offer them the support they need to complete their potential for social transformation.*

That's why this project has created a specific ecosystem for the Social Innovation Awards finalists. We have close to 120 Red Innova members, ranging from early-stage initiatives to unicorns.

The fourth edition had nine finalists and three winners. While the last two editions had to be held in an online format due to COVID-19, the initiative continues to make a strong positive impact that will last many years to come.



## 6.2 SOCIAL IMPACT INITIATIVES ON CAMPUS

IE Foundation was involved with a number of innovative and highly impactful initiatives in 2021. These are just a few of the many events that were organized in the name of social and educational progress as well as leadership development.



IE Campus life

### Campus Life

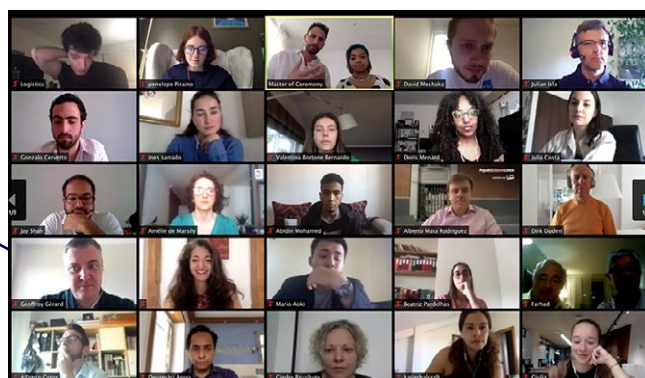
This diverse IE University department aims to encourage students from a wide range of backgrounds and schools to get talking about relevant issues and to open their minds to new perspectives and opinions far beyond the classroom.

*Its unique humanities-centered approach to education is focused on inclusivity and creativity and plays a pivotal role in motivating students to both work with and support the local and international community.*

### TEDxIE

IE University celebrated the seventh edition of TEDxIE—this time in a hybrid format for the first time ever. The theme, “Starting from Scratch”, focused on three fundamental pillars of growth and innovation: Entrepreneurship, Humanities, and Diversity.

Speakers from near and far shared their experiences of having to give up their sense of security and/or long-held beliefs when, sparked by some unforeseen event, they had to forget everything they knew and start from zero.



Virtual TedxIEMadrid 2021





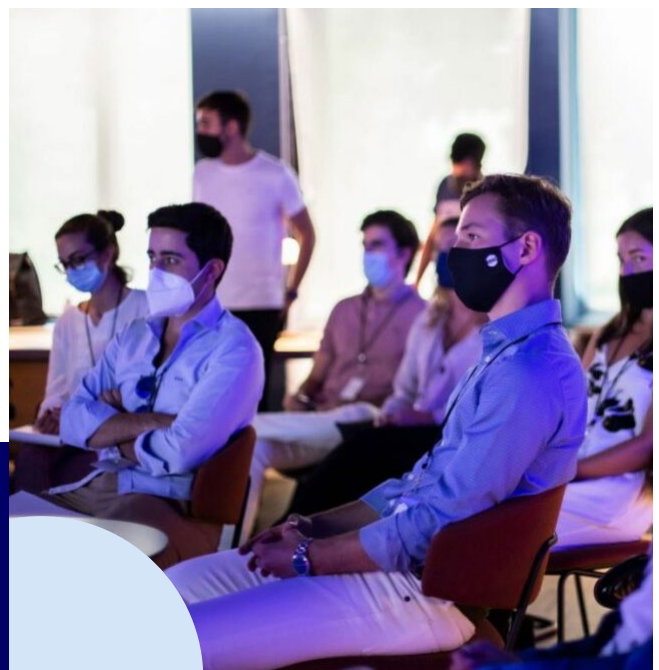
Social Responsibility Forum 2021

### *Net Impact Club*

The Net Impact Club's purpose is to support future leaders in the fields of social impact and environmental issues. It does so by encouraging IE students to work towards the goal of social and environmental benefit while helping them also develop professional skills. Students in the club have many opportunities to work within social change and natural resource sustainability, and the club provides specific training in those areas.

The Social & Business Responsibility Forum (SRF) is the annual event that the club has organized since 2001. This student-run forum and social responsibility committee is a vehicle for communicating and fostering collaboration between students, social impact leaders, and alumni in a professional network.

This year's edition, held on November 23<sup>rd</sup> in Brussels, followed the theme: "The Fourth Sector, Food Systems Sustainability, and the Concept of a Regenerative Economy". Faculty members, alumni, and environmental and social-impact professionals all took part in this exciting one-day event.

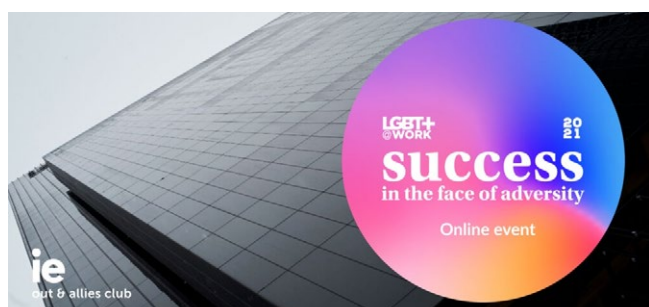




### *LGBT+@Work*

In 2021, IE University held the 15<sup>th</sup> annual edition of LGBT+@Work, Europe's longest-running conference focused on the LGBT+ community and the workplace. The two-day event, which began on July 5<sup>th</sup>, was organized by the IE Out & Allies Club and aims to promote discussion and networking among the LGBT+ community and its environment.

This year's event had the theme of "Success in the Face of Adversity" and took place in a hybrid format: both online and in the historic Círculo de Bellas Artes building in Madrid. In addition to IE students, faculty and alumni, the event was attended by representatives from top global companies such as Google, McKinsey and Cabify. The annual conference is backed by IE Foundation, alongside Beam Suntory, Gilead, IBM, Johnson & Johnson, and Microsoft.



### *Women in Leadership Conference*

IE Women in Business Club works to promote gender equality through the IE Business School network in Madrid and beyond. IE Women in Business is one of the biggest student-led clubs at IE University and a vital part of IE's Diversity Team.

In early March 2021, the club organized the fifth annual Women in Leadership Conference on the theme "The Future of Work." The focus of the event, which was held over two days, was on practices and frameworks for working together better.

Isabela Alcázar, the Global Head of Sustainability at IE, led the conference's opening ceremony. The keynote speech was given by Suzana Curic, who discussed Amazon's culture of innovation and how they are helping other companies to keep continuous innovation at the heart of the company.





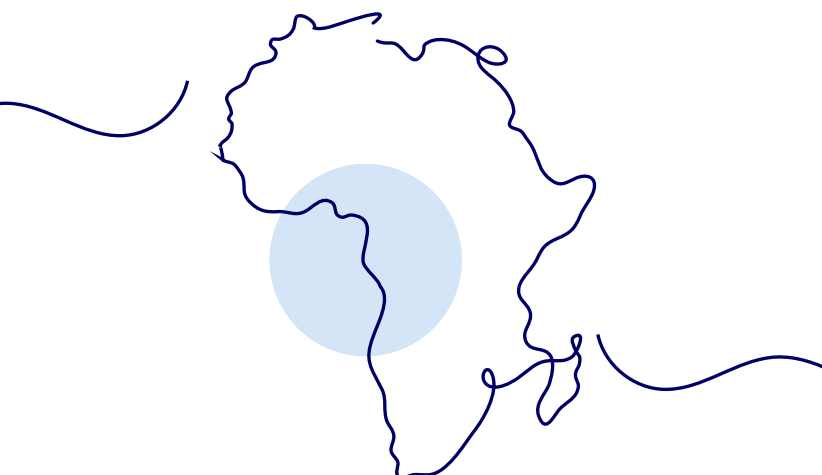


Africa Day Business Forum 2021

### Africa Day 2021

On May 28th, the IE Africa Club and Africa Center teamed up to celebrate the 10th edition of the IE Africa Day. The event included a range of expert speakers who gave presentations and talks on the theme: “Creating a Prosperous Africa: Inclusive Growth & Sustainable Development”.

For the past decade, IE students have organized this annual event, which puts a spotlight on Africa’s global business impact. This year, the event was honored to add the University of Pretoria’s GIBS Business School as a collaborator.



### Chinese New Year 2021

The IE China Club was thrilled to organize a ► *hybrid celebration* of the Lunar New Year this year, including a range of exciting traditional events.

The IE China Club and IE University were honored to welcome Mr. Wu Haitao, the Chinese Ambassador to Spain, as well as Santiago Íñiguez, President of IE University, for the opening event.

The club was excited to celebrate in a much freer way this year, after two years of heavily restricted events in the wake of the COVID-19 pandemic. This year’s activities included games, performances, martial arts, prizes and much more.



Chinese New Year 2021





Global Village 2021



### Global Village

During this year's edition of the Global Village Day, the IE Net Impact Club offered a renewed commitment to and celebration of diversity.

*The IE Community is made up of a wide variety of students from very different cultures, and this is just one of the ways in which the campus celebrates that diversity.*

This year, students from participating country clubs organized a series of inspiring performances at the IE Creativity Center, which is located on our campus in Segovia, as well as a range of international culinary experiences at various restaurants around Madrid.



### Wuha Sira Initiative

This non-profit organization based in Ethiopia was founded by Gayle Allard, a professor at IE University.

Supported by an annual grant from IE Foundation, the organization helps provide and distribute clean drinking water to various groups in a southern Ethiopian city.

Wuha Sira also uses its funding to provide educational opportunities for young girls in the region. Specifically, it awards scholarships for them to attend private school in the town of Dilla.



Prof. Gayle Allard with Ethiopian girls

## 6.3 SOUTH SUMMIT

### South Summit

Backed by IE University, in collaboration with the Secretaría de Estado de Digitalización e Inteligencia Artificial, South Summit is the leading annual conference in Europe for the startup ecosystem. Because IE Foundation strives to foster innovation, entrepreneurship and sustainability, supporting South Summit each year allows the Foundation to expand these efforts.

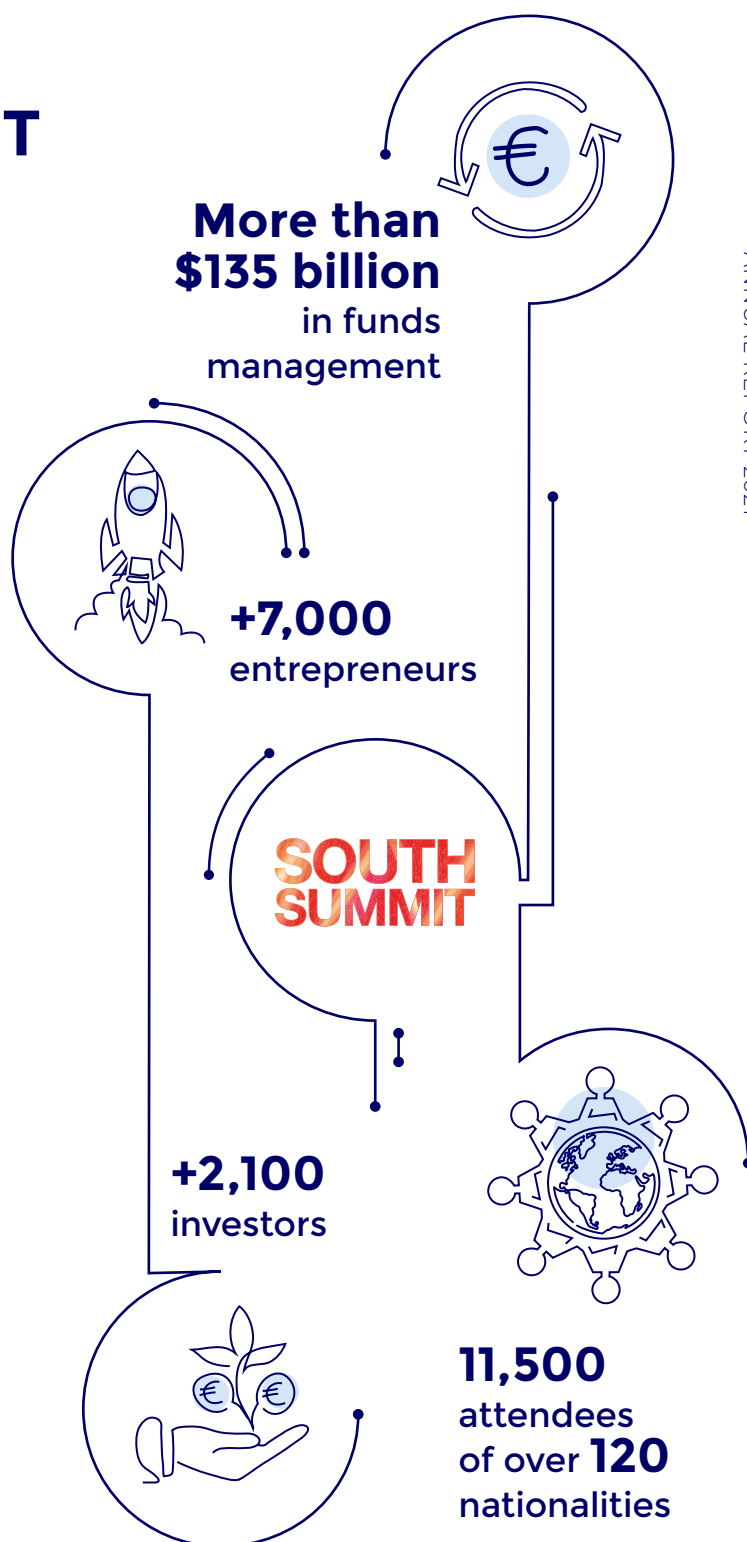
Organized by Madrid's Town Hall, South Summit 2021 took place in the capital from the 5<sup>th</sup>-7<sup>th</sup> of October, and brought together 11,500 professionals from all around the world.

With the theme “Shape the Future”, the conference invited startups, corporations and investors alike to join the conversation about the transformation of tomorrow. Topics on the agenda reflected its core values of sustainability, connection, innovation and business.

The event's inauguration was attended by His Majesty King Felipe VI of Spain, who gave an inspiring talk explaining why Spain is a fantastic destination for startups, entrepreneurs, and digital nomads from every corner of the world. The event also welcomed esteemed guests Reyes Maroto, Minister of Industry, Commerce and Tourism; José Luis Martínez-Almeida, Mayor of Madrid; and Diego del Alcázar, founder of IE University.



King Felipe VI at South Summit 2021



The event also included renowned partners such as BBVA, Telefónica, Endesa, and BStartup from Banco Sabadell.

In parallel, South Summit and IE University also joined forces to organize virtual events throughout the entire year, with the sole aim of driving the startup ecosystem. These events were dubbed the “Virtual South Summit.”

► [www.ie.edu/entrepreneurship/programs-initiatives/initiatives/south-summit](http://www.ie.edu/entrepreneurship/programs-initiatives/initiatives/south-summit)

## 6.4 THE FUTURE OF HIGHER EDUCATION



Reinventing Higher Education Conference, November 2021

### *Reinventing Higher Education Conference*

The Reinventing Higher Education Conference is an annual event where higher education administrators, policymakers, entrepreneurs, business executives, academics, students, and the media can gather to discuss the state of higher education.

*This conference aims to educate and to encourage dialogue about the important and difficult topics that are currently being faced within the higher education community.*

During the past five years, the Reinventing Higher Education website has allowed participants from all over the world to discuss how the world of higher education is changing. At this year's conference, participants discussed the current state of higher education as well as the future challenges facing the world of academia, the government, and the private sector.



This year's two-day hybrid event, which took place on November 15<sup>th</sup> and 16<sup>th</sup> on Luiss University's campus in Rome, focused on higher education's role as a global catalyst for positive change and innovation. Organized by IE University and Luiss University, the event welcomed 35 experts and distinguished guests with backgrounds in academia, media, and the private and public sectors. This year's theme, "Global Engagement: Towards Responsive and Innovative Universities" evaluated the role of higher education in promoting positive change and innovation across society.

Andrew Jack, Global Education editor for the *Financial Times*, moderated the panel "Towards Responsive Universities: The Corporate Perspective", which included Francesco Starace, CEO of the Enel Group, and Francesca Bria, President of the Italian National Innovation Fund.

In addition, the panel on "Open Exchange of Ideas, Diversity of Thoughts in Higher Education" was moderated by Alessandro Speciale, Rome Bureau Chief for Bloomberg. It investigated how universities can ensure plurality and train open-minded and inclusive professionals.





EnlightED 2021

## EnlightED

On the 19<sup>th</sup>-21<sup>st</sup> of October, Fundación Telefónica, IE University, and South Summit organized the fourth edition of enlightED in a hybrid format. With a program spread over three days and interspersing lectures and workshops with round tables and virtual discussions, enlightED brought together 147 world-class experts, including but not limited to: Vinton Cerf, considered the father of the Internet; Howard Gardner, psychologist and professor at Harvard; Michelle Weise, author of *Long Life Learning*; José María Álvarez-Pallete, CEO of Telefónica; and Hadi Partovi, founder of Code.org.

They were joined by representatives of the world's leading educational institutions, such as María Brown, Minister of Education of Ecuador; Milton Ribeiro, Minister of Education of Brazil; and Pilar Alegría, Minister of Education of Spain. They were also accompanied by the presidents of the sponsoring organizations: Santiago Iñiguez, President of IE University, and María Benjumea, founder and CEO of South Summit.

All of them reflected on three of the major issues that have accelerated during the COVID-19 pandemic: the challenge of closing the innovation gap to transform education systems; the lack of skills in relation to new social needs; and the lack of digital skills to strengthen intergenerational connections and drive positive change.

### ► *enlighted.education*



## 6.5 FINANCIERS WITHOUT BORDERS

Financiers without Borders, or *Financieros sin Fronteras* (FsF), is a non-profit organization within IE Foundation.

A collaborative initiative between educators and students enrolled in the Master in Finance program at IE University, it aims to improve financial inclusivity by supporting microfinance projects in Africa.



The initial idea for the Financiers Without Borders (*Financieros sin Fronteras* in Spanish) initiative came from Ignacio de la Torre, Academic Director of the Master in Finance programs. He wanted to maximize IE's potential—as a leading academic institution with recognized professors and quality students—to contribute to financial inclusion in Africa.

While the ultimate goal is to maximize financial inclusion, the most viable means to achieve this is by supporting the microfinance industry and development institutions involved, which are best suited to meet the needs of microentrepreneurs.

As part of Financiers Without Borders' academic-practical work program, the initiative collaborated with four microfinance institutions in Ghana—a project which is now an integral part of the study plan for the Master in Finance.

Teams of analysts formed by students (and professors) provided pro-bono technical assistance to microfinance institutions interested in consolidating their position within the financial sector and attracting international financing to expand their reach.

In the second semester of the year, ten Global Master in Finance students chose to do their final master's projects with Financiers Without Borders. During the process, five of them continued the work previously started at Associates for Sustainable Rural Development (ASRuD) and the other five worked with the Manna Project in Kumasi.

In addition, Financiers Without Borders collaborated with the Ghana Association of Financial NGOs (GHASSFIN). The initiative's end goal was to improve the environment for microfinance in the country and help microfinance institutions understand and apply the regulations, report quarterly to the Bank of Ghana, participate in high-quality training programs, and gain access to different sources of financing to help them grow and increase their outreach among lowest income populations.



## 6.6 PUENTES GLOBAL

Puentes Global is an organization committed to making entrepreneurship more accessible. By providing training initiatives, assistance, and advice for budding entrepreneurs from disadvantaged backgrounds or facing difficult circumstances and supporting those organizations on a similar mission, Puentes Global strives to make business more inclusive.



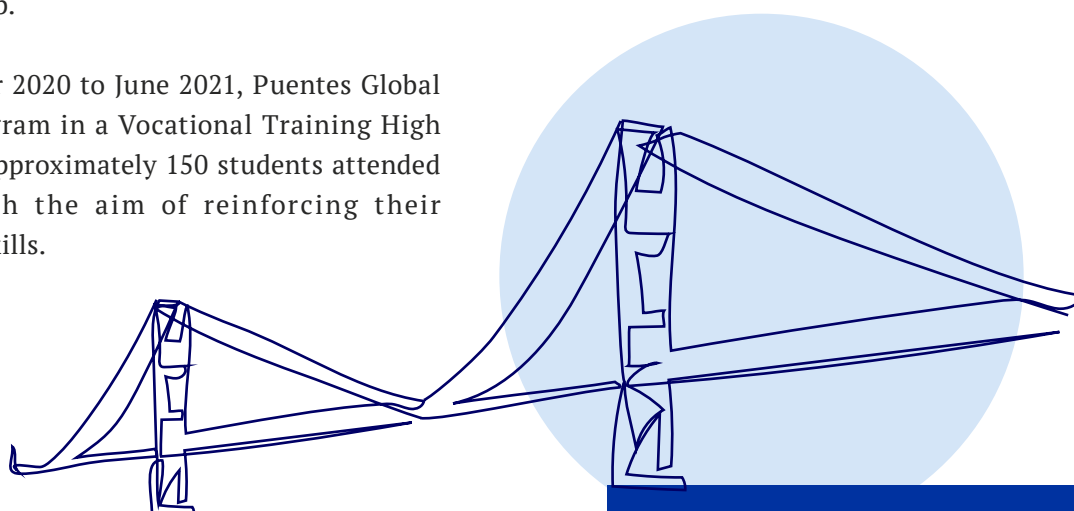
Since the pandemic, Puentes Global has expanded its reach beyond micro-entrepreneurs. During 2021, its activity aims at supporting people looking for work in a much broader sense, such as helping job seekers to develop their professional skills.

“Skillsbuild” is an open training platform developed by IBM. Launched globally in 2020, it focuses on helping people develop digital and professional skills that boost employability. Puentes Global has contributed with content related to job seeking and entrepreneurship.

From September 2020 to June 2021, Puentes Global launched a program in a Vocational Training High School, where approximately 150 students attended workshops with the aim of reinforcing their employability skills.

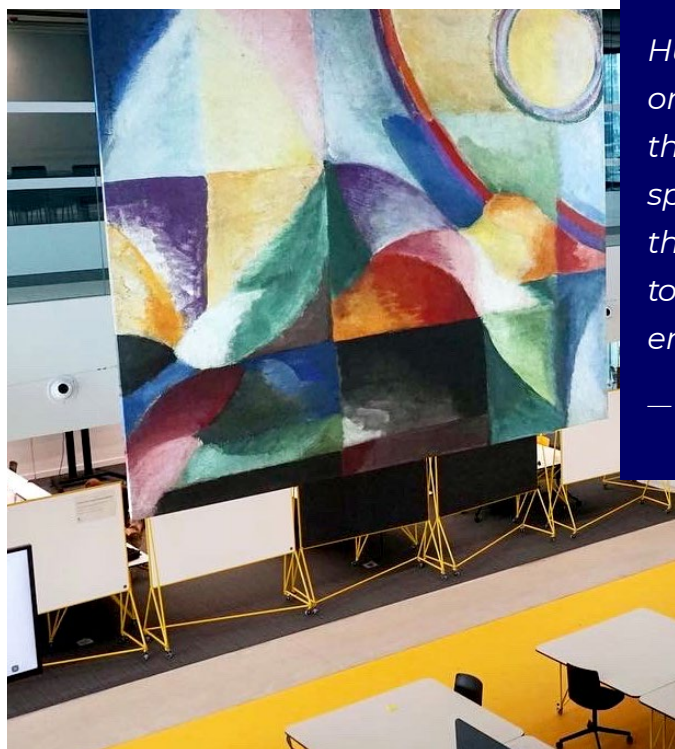
There were also initiatives created to help unemployed and underemployed people reinforce the skills needed to succeed in the labor market and generate a habit of permanent improvement in their employment conditions.

One of the main ways we contribute is by getting IE University students involved, either as volunteers and trainees, or by collaborating with them on their academic projects in initiatives related to our goals and activities.





## 6.7 SPOTLIGHT ON: THE HUMANITIES



“Every week at IE University is Arts and Humanities Week, as our students enjoy ongoing activities on campus related to art, theater, music, literature, etc., but these special days allow us to recognize that these disciplines provide a unique opportunity to celebrate the human experience and enjoy a fuller life.”

— Catalina Tejero, Associate Head of the Division of Arts & Humanities at IE University

### Humanities Week

IE University celebrated the third edition of Humanities Week starting February 22<sup>nd</sup>, in collaboration with the Faculty of Arts and Humanities and IE Foundation. This annual event aims to explore how these disciplines transform our perspective and change the way we see life.

During this year's edition, IE University members were able to visit the Marlborough Gallery in Madrid, which was showing works by Lucien Freud and Francis Bacon, such as the Irish painter's "Second Version of the Triptych". In Segovia, students were also able to visit the studio of artist Patricia Azcarate, as well as the art exhibit "House of Cards" at the IE Creativity Center.

### Prizes in the Humanities

The IE Foundation Prizes in the Humanities serve as a formal recognition and celebration of outstanding written and audiovisual work created by both students and staff over the course of the academic year. The prize categories include short story and essay writing, poetry, video and photography, both in Spanish and English.

In this sixth edition, the jury for the awards included distinguished guests such as photographer Jean-Marc Manson and writers Javier Moro and Kit Fan.

*With the support of the humanities faculty, IE Foundation organizes these awards every year to promote a humanities-focused vision of the world, which plays a significant role in the institution's identity.*

### IE and Museo Thyssen-Bornemisza collaboration

In November 2021, IE Foundation and the Art & Humanities Division of IE University collaborated with the Thyssen-Bornemisza National Museum to bring art to the new campus during the IE Sustainability Week.

Since then, IE University has held an exhibition of large-scale representations of pieces from the Museum's permanent collection in the IE Tower allowing our community to connect with each original work in person, as well as to reflect on this sustainable art project.



Hay Festival Segovia 2021

### Hay Festival Segovia

From September 16<sup>th</sup> to 19<sup>th</sup>, alongside IE Foundation, IE University co-sponsored the annual Hay Festival Segovia, lending many of its state-of-the-art facilities on its Segovia campus to the event. This world-renowned, award-winning cultural festival takes place in various cities around the globe each year, including Segovia.

*This year's topics of discussion included the future of world peace, the challenges of sustainability, and the growth of the global economy, among others.*

This year's edition was delivered in a hybrid format, bringing together international figures in person while also being broadcast simultaneously via streaming.

The festival welcomed respected figures from the political and social world such as Nobel Peace Prize winner and former President of Colombia, Juan Manuel Santos, who spoke with human rights defender Ingrid Betancourt in a debate moderated by Jesús Vigorra and presented by Diego del Alcázar Benjumea, CEO of IE University.



Hay Festival Segovia 2021

## 6.8 DIVERSITY AND IMPACT



### *Innodiversity Index*

The *Índice de la Innodiversidad* (in English: “Innodiversity Index”) is a three-year project led by the IE Center for Diversity in Global Management and sponsored by Pfizer and HP. The report on the second set of results, ► *Innodiversity in Spanish companies 2021*, revealed a number of interesting trends.

For starters, the Innodiversity Index revealed that Spanish companies tend to truly believe in diversity, and manage to put it at the service of innovation. It was also discovered that Spanish companies are committed to rewarding their most innovative employees, with half of them already providing non-monetary recognition to their most innovative members of staff.



### *Intergenerationality: Innovation Opportunity for Business and Society*

The III Report of the Observatory of Demography and Generational Diversity, ► *“Intergenerationality: Innovation Opportunity for Business and Society”* (2021) was led by the Center for Diversity in Global Management and the Center for Social Innovation and Sustainability, and was sponsored by Correos, Fundación Santander, and Mapfre.

The report analyzes the profound demographic transformation that is affecting Spanish companies in aspects such as their relationship with employees and customers, as well as in the development of products and services. It also proposes good business practices in the wake of these challenges.

According to the report, the percentage of senior employees within the Spanish workforce has grown from 11% in 2008 to 17% in 2019, while junior employees (under 34 years of age), who accounted for 38% of the workforce in 2008, now represent just 26.5%. These numbers make the study of intergenerational collaboration even more important, for individuals, companies, and the economy at large.



## 6.9 IE FOUNDATION SPONSORSHIPS

During 2021, IE Foundation continued to support those activities on campus related to the humanities, including visits to museums during Humanities Week and Arts Week, through its patronage of El Prado Museum, Reina Sofía Museum, and the Thyssen-Bornemisza National Museum.



25

1992–2017  
MUSEO THYSSEN-  
BORNEMISZA



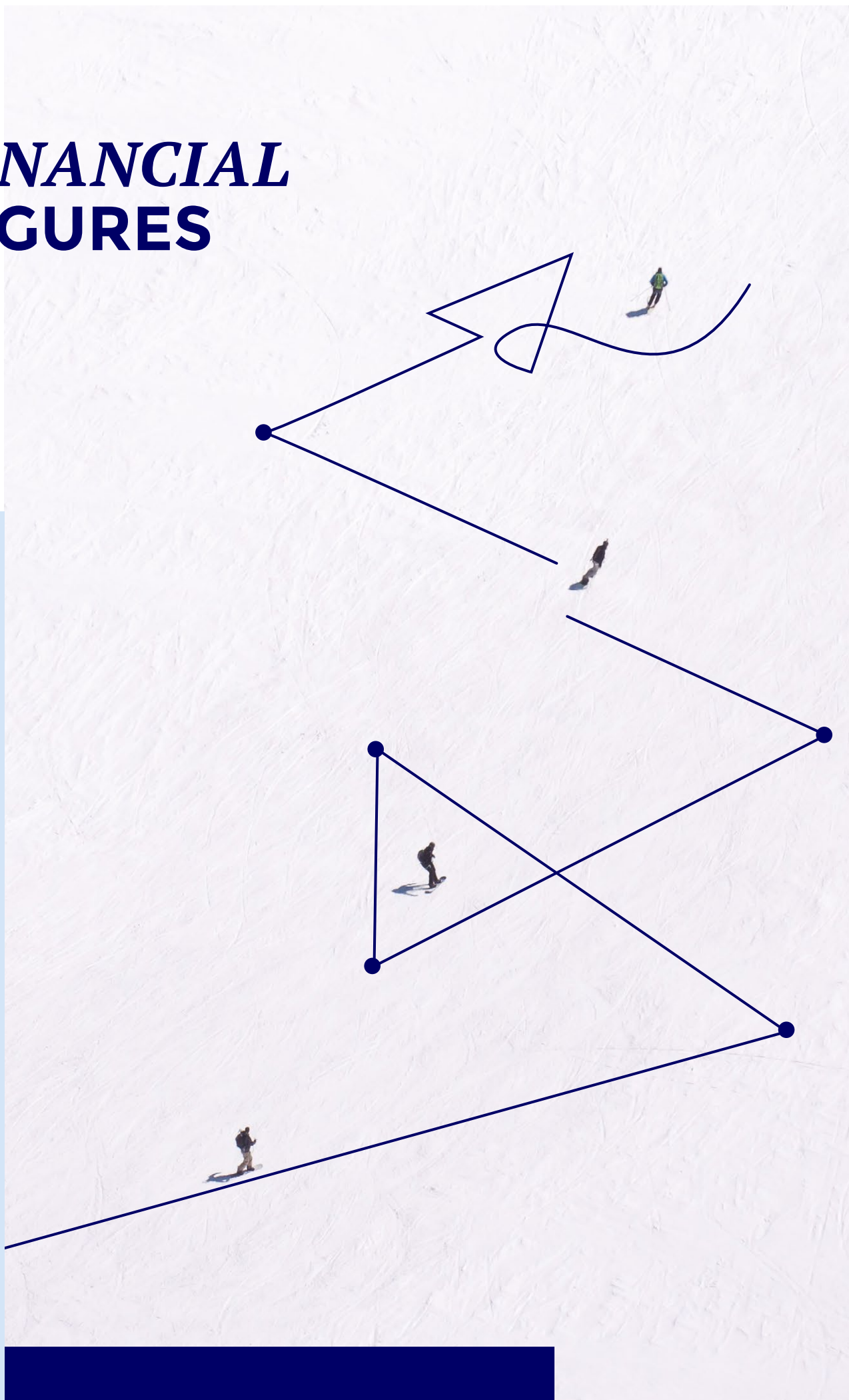
MUSEO NACIONAL  
CENTRO DE ARTE  
REINA SOFIA



Fundación Amigos Museo del Prado

# 7

## ***FINANCIAL*** **FIGURES**

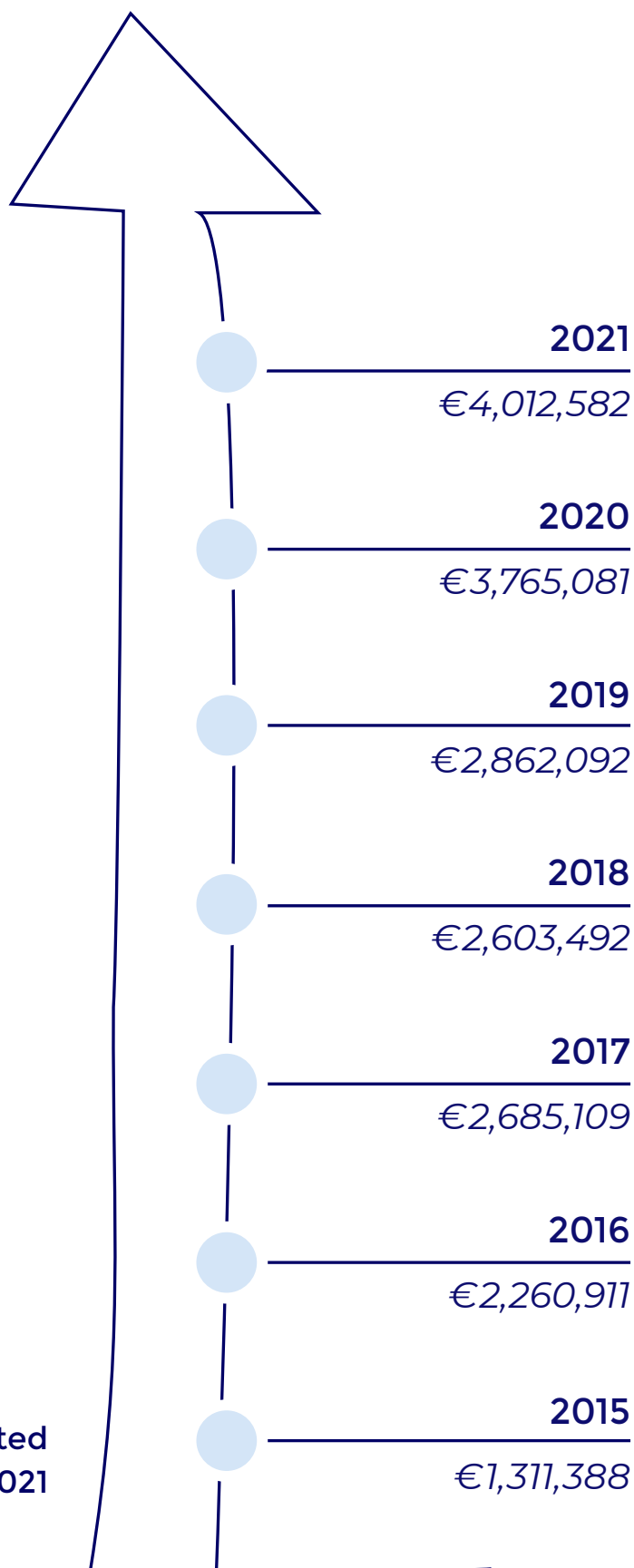


# An investment in a better tomorrow

IE Foundation invests millions of euros each year in scholarship programs, knowledge generation and cultural development initiatives. All of this is possible thanks to the generosity of IE students, alumni, families, staff and corporate and institutional partners, who help us nurture talent and positively impact society.

Our work extends far beyond the strictly financial, but we know that the best way to achieve our vision and promote our core values is through financial assistance programs. We also acknowledge that we are only able to ask for your trust and your continued support by offering in return complete transparency in our accounts. This is why our annual report for 2021 includes a financial overview that details where our funds come from and where and how they've been used.

**Scholarships granted  
in 2015–2021**





# 7.1 INCOME & EXPENSES

## INCOME IN 2021

- Contributions from students, alumni, families and employees: **€5.913.821**
- Partnerships and business donations: **€3.317.634**
- Financial revenue: **€701.031**

**Total income: €9.932.486**

Total surplus, change in equity for the year: **€2.114.587**

General Accounts audited by KPMG and approved by the IE Foundation Board – June 22, 2022

## EXPENSES IN 2021

- Scholarships: **€3.804.376**
- The IE Library: **€847.499**
- Research: **€1.363.714**
- PhD programs: **€208.206**
- Sponsorship of cultural, social and entrepreneurial activities: **€470.921**
- Alumni activities: **€170.700**
- General expenses, management and administration: **€641.191**
- Others, ordinary and extraordinary: **€311.292**

**Total expenses: €7.817.900**

## OUR IMPACT

Where our funds come from

**33,4 %**

Corporate partnerships  
(companies and foundations)

**7,1 %**

Financial income  
(endowment)

**59,5 %**

IE community  
donations (students,  
alumni, families, staff)

## WHERE WE IMPACT

**51,3 %**

Scholarships  
(Undergraduate, Master's,  
ExecEd, Ph.D.s)

**17,4 %**

Applied  
research

**10,8 %**

IE Library  
sponsorship

**8,2 %**

General expenses  
(admin &  
management)

**6 %**

Sponsorship  
of awards &  
activities

**2,2 %**

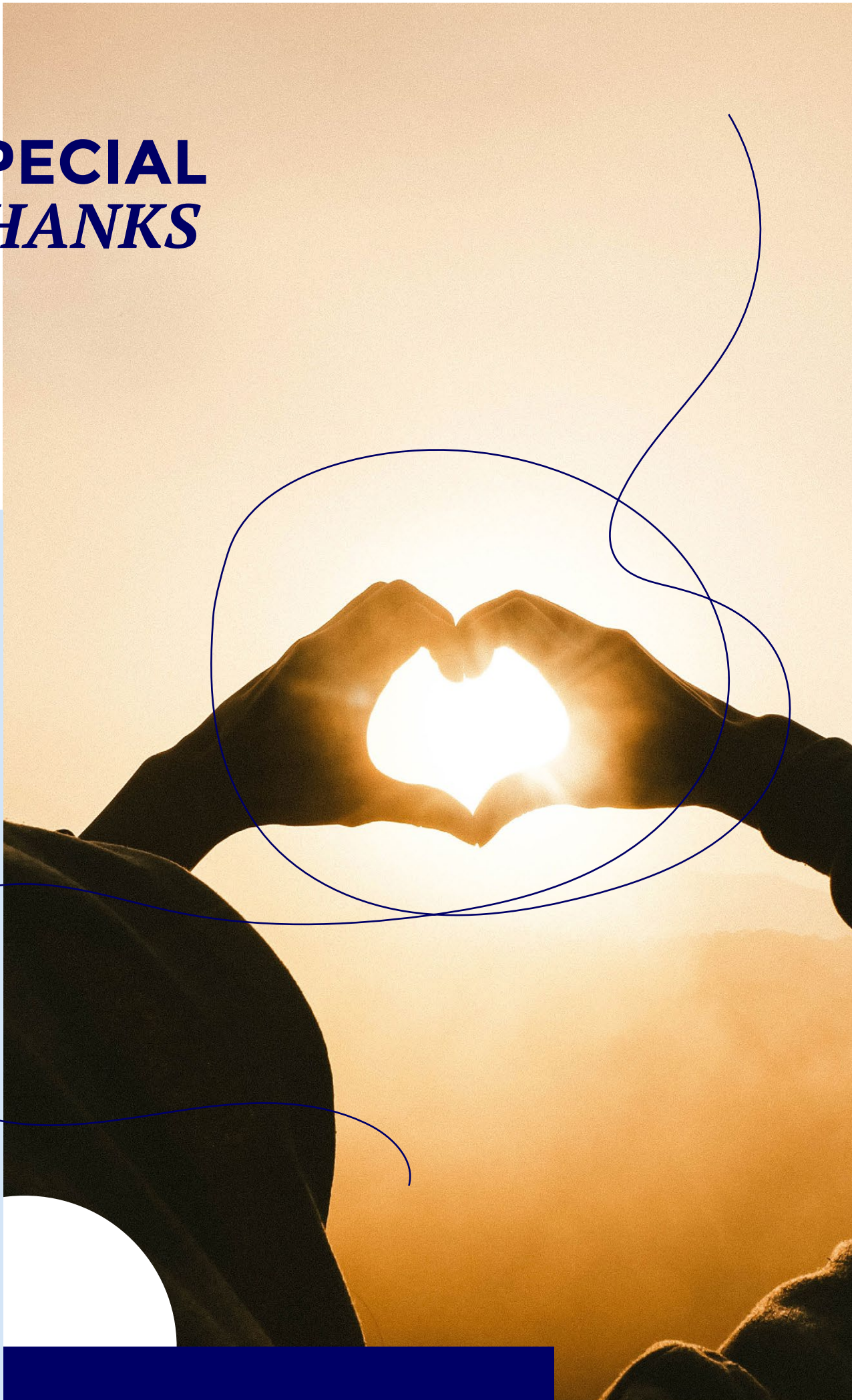
Support to  
alumni  
associations  
and activities

**4 %**

Other expenses

**8**

**SPECIAL  
*THANKS***



The actions carried out by IE Foundation in the pursuit of its mission—empowering talent, adding value to education and fostering social change—would never be possible without the help of the IE students, alumni, families, staff and partners that make up the IE Community.

Our work is part of what makes IE so much more than a school, and it's all because of you. We're not just talking about your financial support, either. Your help and generosity represents a commitment to our ideals and an investment in a better future.

We extend a sincere thank you to over 6,100 donors who contributed to IE Foundation in 2021. You're the reason we're able to continue to support talented students, challenge the status quo, and promote the IE Community's values, engagement and social impact.

IE Foundation owes a special debt of gratitude to our contributors in 2021.

*All of this is possible thanks to you.*



## Companies





**9**

# **IE FOUNDATION *DONORS***



# STUDENTS, ALUMNI, FACULTY, FAMILY, AND FRIENDS OF IE FOUNDATION

## SPECIAL THANKS

A special thank you to IE University students, alumni, faculty, parents and companies, whose donations exemplify the IE philosophy and community.

Guillermo de la Dehesa  
Michèle Barbé  
Princesa Noor Bint Asem  
François Xavier

Ahu Büyükkusoglu  
Aristotelis Xenofontos  
Arjun Mallik  
Barnaby Ferrero on behalf of the  
Ferrero Family

Bernhard Niesner  
Claire Pérez-Redondo  
Enrique De Solís Tello  
Fernando Barnuevo  
Florin Lanz  
Garrett Koehn  
Guenther Haffner  
Guy Taylor  
Hassan El-Shabrawishi  
Ignacio Arbilla

Julius Telaranta  
Nicolás Reitz  
Nicolò and Rosalen Carpaneda  
Nika Kurdiani  
Paul Murphy  
Romain and Carina Porot  
Sebastian Mackensen  
Thamer Balghonaim

## A

Álvaro Villalón Criado  
Aakanksha Choumal  
Aaron Jay Fleishman  
Abchee Abchee  
Abdallah Khaled Mohamed Rashad  
Abdelhak El Mansouri  
Abdulaziz Jazi Alotaibi  
Abdulahman Demir  
Abhishek Basrithaya  
Abigail Frings  
Ada Maria Vittoria Facchetti  
Adam Paska  
Adel AlGhamdi  
Adela Josefa Ferreiro  
Aditya Tendulkar  
Aditya Singh Rana  
Adnan Rahib Alshaikh  
Adolfo Ruiz Valdivieso  
Adolfo Ferrin Tamayo  
Adrián Miguel Jiménez García  
Adriana Cutler  
Adriana Morales Jimenez  
Adriana Osorio Betancourt  
Adriana Martínez  
Adriana Carolina Muñoz Rubio  
Adriana Sartori Aulicino Aulicino Sartori  
Afonso Oliveira  
Agustin Correa Wood  
Ahmad Ramadan Mneimneh  
Ahmad Altheeb  
Ahmed El-Gamal  
Ahmed Keshka  
Aila Noaro  
Aimery Privat De Fressenel  
Ainhua Axpe Fernández  
Ainhua Iscar Salvador

Airat Sharapov  
Akarsh Subash Indi  
Akhil Teja Erubothu  
Akshay Fatehpuria  
Alaa Mahrus  
Alan Grinbaum Martin  
Alaukika Vaishnav  
Alba Braserio Caicho  
Alberto Moriana Rivas  
Alberto Bersani  
Alberto de la Rivaherrera  
Alberto Guarnerio  
Alberto Pombo Kling  
Alberto Kuri Garcia Rendon  
Alberto Martín Hernández  
Alberto Alejandro Mesanza Ferré  
Alberto Germán Pérez García  
Alberto Magno Calderon de la Vega  
Albine Roy-Contancin  
Alec Briem  
Alejandra Carvajal Camacho  
Alejandra Córdoba Rincón  
Alejandra Duque Navia  
Alejandra Charrabe Ciacci  
Alejandra Espinosa Torvisco  
Alejandra Maria Diaz Ibarra  
Alejandro Fernández Muñoz  
Alejandro Francone Sánchez  
Alejandro Beltrán Miguel  
Alejandro Baluja Suárez  
Alejandro Capdevielle Gonzalez  
Alejandro del Campo Zafra  
Aleksander Sawosz  
Aleksandr Wobeck  
Aleksandra Nalewajek  
Aleksei Alkhimov Alkhimov  
Alessandra Arezzi Boza  
Alessandra Tatriele

Alessandro Zappia  
Alessandro Tassinari  
Alessandro Riccardo Brenna  
Alessia Pulega  
Alex Glancz  
Alexander Hamilton  
Alexander Garankin  
Alexander Kaj Holst-Gydesen  
Alexandra Lieberman Del Corral  
Alexandra Isabel Yabut Villarreal  
Alexandra Maria O. Mathay  
Alexandre Pascal Jérôme  
Alexandre Collot  
Alexandre Pereira  
Alexandre, Antranik, Patrick, Fabrice Missakian  
Alexey Grishin  
Alexia Muhire  
Alexis Peltier  
Alfonso Ferreiro Boto  
Alfonso Del Saz Antoral  
Alfonso Ferrándiz Hervella  
Alfredo Werner Jr. Motta  
Alfredo Perilla Glen  
Alfredo Beracasa  
Alfredo Leonardo Cerdeña  
AlHasan Boubou  
Ali Cheet  
Alice T'scharner Dony  
Alice Legleye  
Alice Porto  
Alicia Piqueras Pérez  
Alide Flores Urich Sass  
Alienor Massenet  
Almudena Gil Fernandez  
Alonso Ibarguren Allende  
Alvaro Velez Aristizabal  
Alvaro Justo Hernandez  
Alvaro Guitard Maldonado

Álvaro López Buces  
 Álvaro González Martínez  
 Alvaro José Hernández Grillo  
 Amalia García-Gavito Serrano  
 Amanda John  
 Amanda Chu Noriega  
 Amanda Moles de Matos  
 Amaury Martelo Vecchio  
 Ameli de Morris Maduro  
 Americo Hernan Zabaleta Gonzalez  
 Amin Azad  
 Amir Hossein Dehghan Azad  
 Amishee Choksi  
 Amit Jain  
 Amit Kumar Mittal  
 Ammar Balkar  
 Amy Ingram  
 Ana Gutiérrez Jiménez  
 Ana Ramirez Cervera  
 Ana Galindo León  
 Ana Moreno Sánchez  
 Ana Perez Palacios  
 Ana González Ascaso  
 Ana Perez Aranda  
 Ana López Meseguer  
 Ana Ivanovic  
 Ana Catalina Hernandez Florez  
 Ana Federica Echavarría Albert  
 Ana Germania Egas Maldonado  
 Ana Helena Sosa  
 Ana Maria Rodriguez Pérez  
 Ana María Angel Gutiérrez  
 Ana Paula Carrillo De La Fuente  
 Ana Victoria Chiari  
 Anastasia Guledani  
 Andre Freitas De Oliveira  
 Andre Saade  
 Andrea Maria Siano  
 Andrea Mantegazza  
 Andrea Chevasco Quiroz  
 Andrea Sacco  
 Andrea Arcusa Ferrer  
 Andrea Cubillos Hernández  
 Andrea Corman de la Hoz  
 Andrea Alejandra Oyanader Arntz  
 Andrea Liliane Chelala  
 Andrea Maria Puentes Viana  
 Andres Mejia Escobar  
 Andres Benvenuto  
 Andres Mejia Uribe  
 Andres Oyanedel Diaz  
 Andres Jimenez  
 Andres Adum Perez  
 Andres Robalino Orellana  
 Andrés Vejarano Calderón  
 Andrés Schapira  
 Andrés Santos Merchán  
 Andrés López Candanedo  
 Andrés Cardona Ganen  
 Andres Fernando Bardales Cabarrus  
 Aneta Georgieva  
 Angel Dieguez Nieto  
 Ángel Yanguas Aragoneses

Ángel Martínez Miniño  
 Ángel Pareja Pérez  
 Angela Friedl  
 Angela Giovanna Maria De Stefano  
 Angelica Gyorgy Gyorgy  
 Angelica Ortolani  
 Angelique Hendrix van Oosterwyck  
 Angelo Gabriel Pillas Laki  
 Aniket Roy  
 Anil Kogata  
 Anirudh Nair  
 Anja Groener  
 Anjali Kishore Makhija  
 Anna De Liebersen Falik  
 Anna Markowetz  
 Anna Ianushevych  
 Anna Ilyuchshenko  
 Anna Fellay Thi Xuan  
 Anna Rapp  
 Anna Christina Maeher  
 Anna Frances Tracy Brodhead  
 Anna Nicole Sarmiento  
 Anna Paola Keller Sarmiento  
 Anne Laure Vilminot  
 Anne-Sophie Klein  
 Annie Zuniga  
 Ann-Sofie Gilberte Verresen  
 Anora Katarina Sweeney  
 Ansh Jain  
 Anthony Boadle  
 Anthony Rahme  
 Anthony Hidell  
 Antonella Monti  
 Antonella Fiorenza del Castillo Vizcardo  
 Antonia Gutiérrez Cisternas  
 Antonino Sistac Arnáez  
 Antonio Casanova De Encío  
 Antonio Alfeirán Espinosa  
 Antonio Melissa  
 Antonio Pedersoli  
 Antonio Gandia Cuenca  
 Antonio Gómez-Guillamón Manrique  
 Antonio Padilla López  
 Antonio Trillo  
 Antonio Gandía Gómez  
 Antonio Sancho Consuegra  
 Antonio Messina  
 António Alexandre Bessa Menezes Falcão  
 Antonio Javier Morey Garau  
 António Manuel Meireles de Araújo Teixeira  
 Anuraag Rai  
 Anurudh Pratap Singh  
 Anzor Muradovich Abesadze  
 Aoun Michel Claudine  
 Apurv Garg  
 Arianna Cozza  
 Arianna Trabanino  
 Ariel Lerer  
 Arijana Topalovic  
 Aristotelis Xenofontos  
 Arlette Yidios  
 Armando Luis Betancor Alamo  
 Armenak Utudjian

Arnaud Benitah  
 Arnold Wiryanto  
 Arpan Sehgal  
 Arrigo Perin Galamini Di Recanati  
 Artem Kursakov  
 Artur Andryszko  
 Arturo Ford Sosa  
 Arturo Ordóñez Domínguez  
 Arturs Gulans  
 Arwa Shafi  
 Asad Habib  
 Aseem Ahamed  
 Ashish Kulkarni  
 Ashley Chilton Holden  
 Ashley Duffins  
 Ashlyn Rogers  
 Ashutosh Singh Bhadauria  
 Asli Dayi  
 Augustin, Louis, Marie Desclozeaux  
 Aurelia Maria Bogucka  
 Aurora Castillo  
 Aurora Eugenia Dell'Elce  
 Austin Friedman  
 Austin Kirts  
 Avo Deronian  
 Aylin Abudak  
 Ayman El Baitam  
 Ayodeji Owadara

## B

Banah (Mohamedshubaib) Mahmoudghazal  
 Rousan  
 Barak Alberro Letemendia  
 Barbara Tschanhenz  
 Barbara Andrea Holguin Rodriguez  
 Barnaby William Shand  
 Bart Wauters  
 Barthélémy Meneux  
 Basil Robert Nicholas Mavroleon  
 Bassam Chouaib Chouaib  
 Bassey Alorye Adie  
 Bastian Drengemann  
 Bazan Stéphane Bernard  
 Beatriz Chedid Pereira Barretto  
 Beatriz Cañedo Birrell  
 Beatriz Perez Lidon  
 Beatriz Bagaces Serrano  
 Bechara Wakim  
 Begoña Conill Piquer  
 Begoña Villamide Muiña  
 Bekir Kocabas  
 Belén Olías Ericsson  
 Belén González de Simón  
 Belén Sarria Vieira  
 Benedetta Gentile  
 Benedikt Kühne  
 Beniamino Guetta  
 Benjamín Kutscher Campero  
 Benjamin Brook Taylor  
 Benoit Du Passage  
 Bernard Isebaert Isebaert



Bernard Michel Bitar  
 Bernard Pascal Claude Azais  
 Bernardo Sánchez Revilla  
 Bernardo Jose Ouro Preto Santos Bernardo  
 Bernhard Schaller  
 Berta Rodríguez González  
 Bertrand Pulles Pulles  
 Bertrand Jabre  
 Bettina Alessandra Haegler  
 Bettina Fischer  
 Bettina Höfinger  
 Bhagwandas Nageshwar  
 Bharat Kaushish  
 Bhawna Shankaran  
 Bibhash Thakur  
 Bijan De Pallejá Fazeli  
 Blaise Cohen  
 Blandine Vuchot  
 Blondel Andre Philippe  
 Bootz Julien  
 Borja Enrique Escuin Alegre  
 Brando Meoni  
 Brandon Woolfolk  
 Brenda Morote  
 Briar Rose DeTommaso  
 Brilliet Marc  
 Bruno Perez Campanella  
 Bruno Giglio  
 Bwoling Cheng

## C

Cagla Bakan  
 Camila Bustos Canedo  
 Camila Tobar Rodríguez  
 Camila González Hernández  
 Camila Rodas Lopez  
 Camila Andrea Rico Galindo  
 Camila Michele Mac Lean Cooper  
 Camilla Wahl  
 Camilla Ciceri  
 Camilo Baptiste  
 Camilo Tobar Lopez  
 Camilo Saavedra Pintor  
 Camilo Blanco Chaparro  
 Candelaria Villar Urquiza  
 Carelle Bejjani  
 Carl Christian Wendt  
 Carla Tous Godia  
 Carla Lercari Miranda  
 Carla Patrice Cucueco  
 Carles Torras Dalmau  
 Carlie Guerrero Garcia  
 Carlos Sarmiento Medina  
 Carlos De Olaguibel  
 Carlos Ostiz Apezteguia  
 Carlos Barrie Aladrén  
 Carlos Cuevas Perez  
 Carlos Serrano Valentín  
 Carlos Benítez  
 Carlos Martínez-Almeida Morakes  
 Carlos Zegarra Zamalloa

Carlos Arambarri Garcia-Bardon  
 Carlos Portillo Pinedo  
 Carlos Jardón Iglesias  
 Carlos Alberto Nolasco Junior  
 Carlos Alberto Isidor Victoria  
 Carlos Alberto Galvan Rios  
 Carlos Alberto Bassi Gonzalez  
 Carlos Andrés Pareja Penagos  
 Carlos Daniel Perez Ledergerber  
 Carlos Guillermo Melgarejo Coda  
 Carlos Mario Escobar Bravo  
 Carlos Nicolas Ramirez Perez  
 Carlota Barrufet Borrell  
 Carlota De Sas Collazo  
 Carlota Otegui Guerra  
 Carlotta Sem Diaz  
 Carmela Zocco  
 Carmelo Renobales Aldamiz-Echevarria  
 Carmen Vega Zamorano  
 Carmen Lafont Arce  
 Carmen Lasa Lasa  
 Carmen Mangas Naranjo  
 Carmen Hernández Mestre  
 Carmen Hoyos Melchor  
 Carmen Rosa Pereyra Davila  
 Carolina Hernández Rubio  
 Carolina Kennedy Arjonillo  
 Carolina Segebre Abudinen  
 Carolina Moraes Rios  
 Carolina Tavares  
 Carolina Soledad Buonomo  
 Casandra-Ioana Timofte  
 Casey James Wahl  
 Casilda Suarez De Puga Zobel de Ayala  
 Casimiro Juanes  
 Cassidy Cook  
 Caterina Collalto  
 Catharina Brenner Doria  
 Cecilia Serrano  
 Cecilia Guren  
 Cecilia Anne Wilhelmy  
 Celina Schwarz  
 Cernaj Sandrine Sandrine  
 Cesar Buitrago Chegwin  
 Cesar Alba Fuster  
 César Daniel Bolfeta Rosas  
 Cesare Sala  
 Chahat Pardasani  
 Chandrani Sachdeva  
 Chandrasekhar Mallela Sitarama  
 Chantal Amanda Philipp  
 Charbel Junior Herro  
 Charbel-Jesus Al Daouk Nasr  
 Charlene Franziska Fürer  
 Chia Keng Law  
 Chiara Croci  
 Chiara Alexa Lehmann  
 Chihiro Fukuoka  
 Chin-Undram Odsuren  
 Chitra Bhagwandas Nawalrai Mehtani  
 Chloé de Bayser  
 Chloe Alexander  
 Chloë Marie B. Lansman

Christal Sarkis  
 Christian Barba Rodulfo  
 Christian Stephan Rapp  
 Christian-Alexander Leo Karl Ernst Adam  
 Melchior Graf Bruges-Von Pful  
 Christina Mack  
 Christina Germana  
 Christine Comte Wateau  
 Christine Liu Liu  
 Christine Abdel Khalek  
 Christopher Scalone  
 Christopher Saliba  
 Christopher Latti  
 Chyank Kalla  
 Claire Michel  
 Clara Romero Muñoz  
 Clara König Garcia-Cano  
 Clara Pancorbo Menéndez-Pidal  
 Claris Ramos León  
 Claudia Rossi Graciela  
 Claudia Arango  
 Claudia Vázquez Pardeiro  
 Claudia Jara Sifuentes  
 Claudia Liqiao García Corbeira  
 Claudia Patricia Garcia Paz  
 Claudio Sforza  
 Claudio Javier Pini  
 Clemencia Zuluaga Mora  
 Clemente Hernandez Coello  
 Clémentine de Ville de Goyet  
 Cloe Cicorella  
 Cloé Lamon  
 Colin Harding Douglas  
 Colin Robertson  
 Colleen McArdle  
 Collins Yeates  
 Colombe Marie Louise Aymée de Galzain  
 Company Queribus Investissements Eyt Dessus  
 Constança Drago Braga  
 Corina Grama  
 Cosette Haugen  
 Covadonga Bilbao Hoyos  
 Covadonga Gafo Lamas  
 Covadonga Fernández-Tresguerres Fernández  
 Cristian Lissauer  
 Cristina Rios Amorim  
 Cristina Hernández Fattorini  
 Cristina Moran Gonzalez  
 Cydavia Patterson  
 Cynthia Vincent

## D

Daichi Matsuki  
 Damien Holvoet  
 Damini Sharma  
 Dan Benzion Cohen  
 Daniel Alejandro Otero  
 Daniel Graf Von Der Schulenburg  
 Daniel Bustos Valdivieso  
 Daniel Sanchez  
 Daniel Pangman

Daniel Martin  
 Daniel Brillembourg  
 Daniel Marsano Cornejo  
 Daniel Fernandez Valdivia  
 Daniel DiCienzo  
 Daniel Francisco Aguirre Cardoso  
 Daniel Wolfgang Ohnes Verduguez  
 Daniela Estremadoyro Morales Macedo  
 Daniela Romero Van Ginhoven  
 Daniela Villanueva Erices  
 Daniela Toro  
 Daniela Alexandra Bautista Jacobo  
 Daniela Lucia Maria Giancristofaro  
 Daniela Sofia Garza Aguirre  
 Daniele Nazzani  
 Darayus Behram Dhabhar  
 Darija Mitrovska  
 Darine Zeghad  
 Darko Koporcic Molina  
 Darneil Teboul Joane  
 Dave McAvinchey  
 David Ekman  
 David Sossin  
 David El Helou  
 David Isabel Williamson  
 David Avila Alfonso  
 David Ducret  
 David Shocron Ventura  
 David Valcarce Santos  
 David Mayordomo García  
 David Cristancho Camargo  
 David Rodriguez Fraga  
 David Aghniashevili  
 David Avila Torres  
 David Antoniy Kalyagin  
 David Jacques Grechez-Elkoubi  
 Dean Roberts  
 Debjit Dutta  
 Deborah Lawrence  
 Décio Soto Galdão  
 Delcourt Olivier Hector Paul  
 Delfina Giustiniani  
 Delfina Accolti Gil  
 Denise El-Sayah  
 Denitza Boumbalova Hristova  
 Derin Kurultak  
 Descas Jean-Christophe  
 Desiré López Martín-Lara  
 Desiree Gabuteau Espinosa  
 Desiree Rommy Antonia Schottenhamel  
 Dhawal Mehra  
 Dhiren Dinesh Jain  
 Diana Matz  
 Diana Burton  
 Diana Fernandez  
 Diana Suarez Cortinas  
 Diana Galarreta Toyofuko  
 Diana Karen Cisneros Morales  
 Didier Malka  
 Diego Delclaux Zubiria  
 Diego Ramos Stanziola  
 Diego Nuño Gesto  
 Diego Montes Zuñiga  
 Diego Scheibling

Diego Llorens Echegaray  
 Diego Felipe Morales Uriarte  
 Diego Fermin Lopez-Galan Medina  
 Diego José Lorenzana Lagman  
 Dimitry Kumsishvili  
 Diogo Cary  
 Divya Subhash Jain  
 Dolores Aparicio Colodron  
 Domenick Fanelli  
 Domenico Maria Pizzicoli  
 Dominic Taurins  
 Dominic Lacy  
 Dominik Roser  
 Dominique Fremont  
 Dr. Markus Baum  
 Dr. Rheinheimer Hans-Peter  
 Drew Fleury  
 Dries Sel Sel  
 Driss Alami  
 Duarte Braga  
 Duarte Parente Vargas  
 Dumeige Marc  
 Duncan Montanez Baez  
 Dupuy Carole

## E

Edgar Daniel Toro Lévano  
 Edoardo Pasquotti  
 Edoardo Fagetti Romero  
 Edoardo Predetti  
 Edoardo Ferrero  
 Eduardo Parras Costa  
 Eduardo Messuti Cuellar  
 Eduardo Montojo Pérez  
 Egor Zubarev  
 Egor Chernyshev  
 Einar Schiefloe  
 Eithar Ben Gassem  
 El Habib Nadir  
 Elena Marcenta  
 Elena Shavrova  
 Elena Hernandez Mestre  
 Elena Borislavova Borisova  
 Eleonóra Peták  
 Elice Elibariki Maleko  
 Elie Lobez  
 Elisa Sara Böhm  
 Elisabeth Arrouas  
 Elisabeth Kuhn  
 Elise Beziere-Lafosse  
 Elise Vocke  
 Eliz Lopez López  
 Elizabeth Farah Made Nahum  
 Elizabeth Marie Sarue Diaz  
 Elizaveta Moskaleva  
 Elizaveta Shavrova  
 Ella Salome Zaoui  
 Ellie Jane Kavadas  
 Elvis Albrand  
 Emad Assaad  
 Emilia Cabrera Robles  
 Emilia Rincón Cortés

Emilio Martinez  
 Emily Ann Hildebrandt  
 Emily Taonga Cole  
 Emma Destexhe  
 Emma Aurora Eriksson  
 Emma Elizabeth Dutton  
 Enkhzul Ulambayar  
 Enricomaria Guerra  
 Enrique Martínez-Laforgue Sainz  
 Enrique Navarro Contreras  
 Enrique Taulet Novo  
 Enrique Peñalba Ortega  
 Enzo Pangrazio Martinez  
 Eric Van Den Bemden  
 Eric Descombes  
 Eric Declercq  
 Erick Chidan Plasencia  
 Erika Harrington Masís  
 Erling Astrup  
 Ermiyas Neway  
 Ernests Jansons  
 Erwan Mahe  
 Erwin Raphael Asinas Saldares  
 Esperanza Nishizawa Ciales  
 Esteban Vivero Perez  
 Esteban Von Ruster Sued  
 Estefania Antia Rincon  
 Estefania Valeriano Lapenta  
 Estelle Gleser  
 Ethan Douglas  
 Eu Gene Thor  
 Eugenie Burgard  
 Eugenie Teasley  
 Eugenio Gulminelli Barrau  
 Eva Ramos Parraga  
 Eva Toledo Martinez  
 Eva Nur Alea Ibrahim  
 Eve, Anouk Dahan  
 Even Bratsberg Bratsberg

## F

Félix Durandoux  
 Fabian Wöhler  
 Fabián Andrés Vagnoni Molina  
 Fabiola Hernandez Gonzalez  
 Fabrice Dumontel  
 Facundo Belocoppitt  
 Fahd Baroudi  
 Famke Loos  
 Fargier Marcelle Fabienne  
 Fatima Manzur Telge  
 Fayon Luc  
 Fazila Rialland  
 Federik Adrian von Hagen Constanst  
 Felipe Escorihuela Sahun  
 Felipe Suárez Parra  
 Felipe Pinto Vázquez Mellado  
 Felipe Moya  
 Felipe Sanz Escallón  
 Felipe Francois Pascual  
 Felipe José Carbonell Sánchez  
 Felix Massenet

Felix Bartl  
 Fernando Sanchez Martín  
 Fernando Casado Montalban  
 Fernando Sedano Zapata  
 Fernando Caballero Barriga  
 Fernando Martinez Sanz  
 Fernando Cortes  
 Fernando Bertoni  
 Fernando Rodriguez Rossi  
 Fernando Suárez Pinto  
 Fernando Staines Sanders  
 Fernando Barragan Rincon  
 Fernando Maria De Velasco Brocos  
 Fessard Mathieu  
 Filippo Andretta  
 Filippo Maurizi  
 Finlay Grierson  
 Flavia Mariella Boero Céspedes  
 Flavio Rumbos Betancourt  
 Florabel Marroquin  
 Flore Gestin  
 Florence Mimoun Blazy  
 Francesca Lindo  
 Francesca Muyshondt  
 Francesca De Haro Marin Foucher  
 Francesca Lo Bello Zangara  
 Francesco Mansi  
 Francesco Radogna  
 Francesco Tagini  
 Francis Diaz Messinese  
 Francisca Marti Perez  
 Francisco Meza  
 Francisco Alandi Escrig  
 Francisco Pozzy Parrilla  
 Francisco López Martínez  
 Francisco Gimena Ramos  
 Francisco Caprile  
 Francisco Mena Montalvo  
 Francisco Flores Opazo  
 Francisco Barros Romero  
 Francisco Baiz Meneses  
 Francisco Mantica Pellas  
 Francisco Saenz Pecchi  
 Francisco Ripoll  
 Francisco Enrique Azocar Pinto  
 Francisco Isidoro Lafuente Mendilaharsu  
 Francisco Javier Krohn San Emeterio  
 Francisco Javier Álvarez Muñoz  
 Francisco Javier Alvarez Campos  
 Francisco Javier Álvarez Mayoral  
 Francisco Jose Priego Morón  
 Francisco José Soto Muñoz  
 Francisco Jr. Alba Tiongco  
 Francisco Quintana Caro  
 Francisco Tomás Lobo Rodriguez  
 Franco Trivellini Macedo  
 Franco Ferraro Ravettino Ravettino  
 Franco Andres Benvenuto  
 Francois Peylet  
 Francois Banon  
 Francois Pascual  
 Francois Boer  
 François Gautier

Frank Steinacher  
 Frank Gaillard  
 Frank Alexander De Boer  
 Frédéric Panizzutti  
 Frédéric Georges Bost  
 Frederik Hyldahl  
 Fredy Del Vecchio Galvis  
 Frieso Nicolau Maria Brenninkmeijer  
 Fumi Aoki  
 Fumitaka Iizuka  
 Funlola Aduwo

## C

Gabriel Navarro Muñoz  
 Gabriel Dario Oehling Goyanes  
 Gabriel Roberto Herrera-Davila  
 Gabriela Walbaum  
 Gabriela Quijada Aguilar  
 Gabriela Gomez  
 Gabriela Estefanía Ayala Mancheno  
 Gabriela María Vera Fernández  
 Gabriele Chiari  
 Gabriella Walker  
 Gabrielle Lagesse  
 Gaetan Herkens  
 Gaia Niembro Di Pace  
 Gastón Tello Fernandez  
 Gemma Florensa Villasevil  
 Geoffroy Gérard  
 George Moukheiber Amine  
 George Apolo Campoverde  
 George Thomas  
 George Moarbes  
 George Frederick Rautenbach  
 Georges Nziki  
 Georges El Hoyek  
 Georges Obeid  
 Georgia Garuti  
 Georgia Paschali  
 Georgios Vakirtzis  
 Georgy Hadife  
 Geraldine Grinda nathalia  
 Gerard Scheij  
 Gerardo Naranjo  
 Gerardo Silva Orantes  
 Germán García Borboroglu  
 Ghada Naous Ghada Naous  
 Ghita El Hachmi  
 Giampiero Bianchi  
 Gian Luca Carpignano  
 Giancarlo Lanzillotta  
 Giancarlo Andreoli  
 Gianluca Mansi  
 Gil Reinaldo Con Chin  
 Gino Descalzi Salgado  
 Gino Guarnieri  
 Giorgi Gogshelidze  
 Giorgia Ghidini  
 Giorgini Nicholas Cyril  
 Giorgio Davidoni  
 Giorgio Gheri

Giorgio Gandolfi  
 Giovanni Zanarotti  
 Giraldo Molina Rodríguez  
 Girish Manglani  
 Giulia Gennari  
 Giulia Raphaella Egas Pazos  
 Giulio Guarnieri  
 Giuseppe Scigliano Gianella  
 Giuseppe Mastandrea  
 Gloria Alvarez  
 Gloriana Gonzalez Rodriguez  
 Gonçalo Silva Botelho de Barros Rodrigues  
 Gonzalo Guzman Ilic  
 Gonzalo Ortiz Sanz  
 Gonzalo Areizaga Libano  
 Gonzalo Brignardello  
 Gonzalo Salazar Arenas  
 Gonzalo Aldea Castrillón  
 Gonzalo Hernan Sanchez  
 Gorka Otazua Ayala  
 Guglielmo Lorenzo Maria Baldin  
 Guillaume Loisanse  
 Guillermo Marinakys Belot  
 Guillermo Hopkins Pérez  
 Guillermo Moreno Ochoa de Echagüen  
 Guillermo Palacín Gómez  
 Guillermo Carazo Castillo  
 Guillermo Antonio Altieri Andrade  
 Guillermo De Jesús Alcántara Lozano  
 Gulmira Khaltayeva  
 Gunnar Donovan  
 Günther Piff  
 Gustavo Ramos Sampedro  
 Gustavo Cordero Pareja  
 Gustavo Mendez  
 Gustavo Orrico Sandrin  
 Gustavo Gonzalez Clement  
 Gustavo Alberto Mejia Ramirez  
 Guy McQueen

## H

Hakon Ehlers  
 Hala Jardaneh Tieby  
 Hana Muasher  
 Harish Solanki Futarmal  
 Hasini Kakumanu  
 Hasmitha Rangaswamy  
 Hassan Jammi  
 Hector Parodi  
 Héctor Climent Bellver  
 Heheveb Usuhebeve  
 Helena Farran  
 Hemlata Kaul  
 Hendrik Prins  
 Henri Massaad  
 Henry Bradford Sicard  
 Henry Janne D'othee  
 Henry Alejandro Cubides Moreno  
 Heraclio González Perandones  
 Herbert Courtney  
 Herr Mukherjee



Hiba Shanaa  
Hieu Vu Nguyen  
Hiren Patel  
Hokuto Takeuchi  
Holger Andreas Rausch  
Horacio Bittar Pirovano  
Hrishikesh Basrithaya  
Hubert Mathet  
Hugo Hernando Ramírez Rincon  
Hugues De Sailly  
Humberto Crestuzzo  
Hunter Campbell  
Hunter Shaffer

Isabel Victoria Ruiz Pablos  
Isabella Palumbo Rodriguez  
Isabella Campollo  
Isabella D'Ambrosio  
Isabella Cardona Espinosa  
Isabella Grimaldi Llanos  
Ishia Calinisan  
Ishita Baid  
Isidore Leiser  
Isidro Lopez Arrubarrena  
Ismael Ayat Ortiz  
Ismail Chrifi Alaoui  
Ítalo Hilario Carceles Feal  
Iulian Augustin Paval  
Iuliia Semenova  
Ivan Salinero Blazquez  
Ivan Romero Garrido  
Ivan Calderon Cruz  
Ivan Petrov  
Ivo Alexander Padberg

Jay Bhadra  
Jaya Surya Sakthivel  
Jayant Bhandari  
Jayesh Vakharia  
Jaynaan Parmar  
Jeachristophe Monfret  
Jean-Francois Gillard  
Jean-Jacques Lamon  
Jeanne Hamelin  
Jeffrey Beeson Evan  
Jelena Trifkovic  
Jens Schädler  
Jeremy Page  
Jeroen Rijk  
Jerome Aubourg  
Jerome Bassot Bassot  
Jeronimo Nasser Ortigoza  
Jessica Tadeo Calderon de la Barca  
Jessica Millman  
Jessica Schanz  
Jessica Diane Bunn  
Jesus Muñoz  
Jesús Bóveda De Castro  
Jesús Prieto Codias  
Jesús Bóveda De Castro  
Jesús Bencosme Cáceres  
Jesús Mier Prado  
Jhalak Sahay  
Jiatian Chen  
Jidapa Sareerum  
Jimena Germana Valverde  
Jimena Rodriguez Navas  
Jimmy Neuhuys  
Jing Jia  
Joana Rocha Camargo  
Joao Araujo  
João Carlos Jerónimo De Sousa  
Joaquin Castano Teso  
Joaquín Díaz Vega  
Jocelyne Marine Ramos  
Johan Boden Sven Richard  
Johan Sjöstrand Boris  
Johan Mossberg  
Johannes Dreger  
Johannes Brandstätter  
John Alves  
John Benedict Arjonillo  
John Eric Steiner  
Johnny Moussa  
Jon Henry Aquino  
Jonas Anderen  
Jonas Busch  
Jonas Beckmann  
Jonás Vélez  
Jonatas Bernhard De Souza  
Jonathan Levy Faig  
Jonathan Badi  
Jood Osama Ghazi Abu-Hantash  
Jordi Esteinou Alvarez  
Jorge Couttolenc Suberville  
Jorge Nemr  
Jorge Polanco Cafferata  
Jorge Di Terlizzi

## I

Iciar Martin Uriarte  
Ido Tidhar  
Idoya Maguregui Villalain  
Idrissa Diop  
Ignacio Clopés Estela  
Ignacio López Del Hierro Bravo  
Ignacio Fiter Salgado  
Ignacio Garcia Gomez  
Ignacio Suárez De Puga Fontes  
Ignacio Tuduri Perez  
Ignacio Chova Peiro  
Ignacio García Martínez  
Ignacio Gonzalez Granero  
Ignacio Maortua Gaminde  
Ignacio Vijil Cabrera  
Ignacio Álvarez de la Gala Abellán  
Ignacio González Bohórquez  
Iker Ramirez Romero  
Ilan Nico Okker  
Ilse Wilson  
Imrane Hanich  
Inés Pereira  
Inaki Llaguno Castro  
Inas Khodr Fakhreddine  
Inês Ribeiro  
Inês Bastos Teixeira Costa de Novaes  
Ines M Fernández  
Ingrid Behr Ipince  
Inmaculada Cánovas Fuertes  
Iñaki Andoni Azua Mendia  
Iñaki Andoni Azua Mendia  
Iñigo Rosas Ocon  
Iñigo Álvarez Canoa  
Ioane Menabde  
Ion Andrei Biris  
Irasema Maria Villacis Estrada  
Irene Pardo Montero  
Irina Krlić  
Irina Yevtukh-García  
Irina Ycaza  
Irmgard Drey  
Isabel Fernandez Lopez  
Isabel Uriarte Inchausti  
Isabel Embarba Moraga  
Isabel Rosado Ortega  
Isabel Escoffery Arias

## J

J. Emilio Alonso González  
Jackson Hollenbach  
Jacopo Di Cristofaro  
Jad Azar  
Jad Mahfouz  
Jade Mirna Nohad Theresa Klat  
Jafnan Aldossary Aldossary Mohammed  
Jaime Martinez Gomez  
Jaime Aguilera Carmona  
Jaime Grande Gutierrez  
Jaime Ávila Gómez  
Jaime d Almeida  
Jaime A. Blanch Grau  
Jaime Ramón Astarloa Echevarrieta  
Jamal Matalaka  
Jan Bernard Maciejowski  
Janire Ortega  
Jaskirat Singh  
Jaume Pujol Benet  
Javier Acevedo Jimenez De Castro  
Javier Sevilla Jimenez  
Javier Martinez Ochoa  
Javier Sánchez-Prieto Alcazar  
Javier Gorbeña Yllera  
Javier Uruñuela Fernández  
Javier Rodríguez Lozano  
Javier Asua Vidri  
Javier Fernández Martínez  
Javier Montero Curto  
Javier Román Bengoechea  
Javier De Mora Navarro  
Javier Robledo Cisneros  
Javier Guinea Zavala  
Javier Callejo Solano  
Javier Robalino Orellana  
Javier Duran Baste  
Javier Ramón De Vega Domínguez  
Jawaad Alkhalifah  
Jawahar Lalwani Lalwani

Jorge Lara Izquierdo  
 Jorge Barrera Valdivia  
 Jorge Montenegro Del Castillo  
 Jorge Herrera Cruz  
 Jorge Pantin Gil  
 Jorge Campillo Romero  
 Jorge Dias  
 Jorge Esteban Sadurní Ruán  
 Jorge Horacio Zuluaga Navarro  
 Jose Moya German  
 Jose Larios Marquez  
 Jose Vazquez Romero  
 Jose Bau Jover  
 Jose Marina  
 Jose Ureta Donoso  
 José Mendes Leandro  
 José Cebrián Alonso  
 José Murillo Galiano  
 Jose Velasco Ibáñez  
 José Adrian Bercovich  
 José Agustín Puente Narváez  
 Jose Alejandro Hurtado Alsina  
 Jose Ángel Moreiro Valverde  
 Jose Antonio De Las Moras Reyes  
 Jose Antonio Fandiño Carnero  
 Jose Antonio Jorge Quintana Corral  
 José Augusto Barroso Díaz  
 Jose Damián Toboso Gómez  
 José Daniel Páez Escobar  
 Jose Fernando Tapia Salido  
 Jose Ignacio Orlandi  
 José Ignacio Munita Morgan  
 José Ignacio Gutiérrez Ruiz  
 José Javier Rueda García  
 Jose Luis Quintanilla Salces  
 Jose Luis Prida  
 Jose Luis Ezcurra  
 José Manuel Jordán Silva  
 José Manuel Asencio Pascual  
 Jose Maria Martinez-Gallo Perez  
 Jose Maria Rodriguez Ruiz  
 Jose Maria Puerto Pica  
 Jose Maria Rull Bertran  
 José María Aguirre Galatas  
 Jose Mathew Tutor  
 Jose Miguel Aragon Marriaga  
 José Pablo Lozoya Martín  
 José Ricardo Perdomo Polanía  
 Joshua Fergus Ginnane  
 Juan Angulo Diez  
 Juan Pastor Gutiérrez  
 Juan Muñoz Moreno  
 Juan Muga Peña  
 Juan Cordero  
 Juan Malpartida  
 Juan Castellano Sanchez  
 Juan Alonso Sánchez-Agustino  
 Juan Posada Martínez  
 Juan Andrés Gallegos Torres  
 Juan Camilo Velasquez Henao  
 Juan Carlos Agreda  
 Juan Carlos Aguila Camacho  
 Juan Carlos Hidalgo Guzman

Juan Carlos Urteaga Fiol  
 Juan Carlos Aguilera Pérez  
 Juan Diego Ocampo Rodríguez  
 Juan Diego Vargas Rosales  
 Juan Enrique Acosta Izquierdo  
 Juan Felipe Viad Aviles  
 Juan Francisco Horrillo Espitia  
 Juan Ignacio Funes Toyos  
 Juan Jose Rocha  
 Juan Jose Marco Jurado  
 Juan José Astorgano Álvarez  
 Juan Manuel Martin de Vidales  
 Juan Manuel Góngora Mayorga  
 Juan Martin Rivadeneira Pallares  
 Juan Miguel Pangilinan  
 Juan Pablo Herrera  
 Juan Pablo Watty Garcia  
 Juan Pablo Avila Aguilar  
 Juan Pablo Serrano Forero  
 Juan Ramón Acín Ferrer  
 Juan Sebastian Aroca Mejia  
 Judy Issa  
 Jules De Vil  
 Julia Téllez Roca  
 Julia Cronenbold Moreno  
 Julia Sheveleva  
 Julia Morando Simone Pereira  
 Julia Rothenbacher Valeska  
 Julia Cristina Calero Mozas  
 Juliana Archila Villalobos  
 Julianna Elizabeth Saval  
 Julie Poon  
 Julie Dons  
 Julie Lemmens  
 Julio Molano Kishel  
 Julio Antonio Michelen Garcia  
 Julio Gerardo Barba Baigts  
 Julius Telaranta  
 Julius Giron  
 Justin Fogliasso

## K

Kai Brandes  
 Kan Hirata  
 Karan Rajesh Shah  
 Karen Yeranyan  
 Karen Atique Pupo  
 Karen Erazo Martinez  
 Karim Khalife  
 Karim El Chamaa  
 Karime Mota Morad  
 Karl Traboulsi  
 Karolina Norlander  
 Katharina Balogh  
 Katherine Anne Tan Cambel  
 Katherine Lucia Pion Otero  
 Katheryne Dayeh Garcia  
 Kathrin Ortlieb  
 Kathryn Ogawa  
 Katrina Angela Zarate Reyes  
 Kaumudi Joshi

Kazuaki Sugano  
 Keerthini Bhoothalingam Raj Kumar  
 Kei Tamura  
 Kelley Feoli Feoli  
 Kenny Ryan Martinez  
 Kensaku Ichikawa  
 Kenza Jaidi  
 Kenza Ennabli Khoutir  
 Kerim Pinar Tarik  
 Khadiga Khaled Mostafa Esmat Youssef  
 Khaled Esseibi  
 Khaled Ali Al Masri  
 Khaled Alghadhban  
 Khaled Ali Al Masri  
 Khazen Michel Rita  
 Khazhiyav Asmalov  
 Khine Zin Lin  
 Kiesch Felix & Lou  
 Konstantine Tsiklauri  
 Konstantinos Avlidis  
 Kresimir Perkovic Perkovic  
 Krishita Ramchandani  
 Krishna Agrawal  
 Krishna Teja Vemula  
 Kristin Hinks Hinks  
 Kristopher Brigham Dygert  
 Krystel Scouarnec  
 Ksenia Shepilova Ferrante  
 Kumaresh Balaji Sundararajan  
 Kupper Roman

## L

Lamia Hariz  
 Lara Lang  
 Lara Nasser  
 Lara Taylor Borrás  
 Lara Creighton  
 Lara Fraenkle  
 Lara Khalifeh  
 Lara Ellen Pearce  
 Larisa Temchuk  
 Lata Jadhav  
 Laura Ravasi  
 Laura Suarez De La Pava  
 Laura Cajiao Silva  
 Laura De Miguel Olsen  
 Laura Mier De La Infesta  
 Laura Vaquero Serrano  
 Laura Stockert  
 Laura Gutiérrez Martinez  
 Laura Isabel Martinez Izquierdo  
 Laurent Asscher  
 Laurent Bouteloup  
 Laurie Travers  
 Lawrence Amadi  
 Lea Hartmann  
 Leila Lucía Tahiri Santiso  
 Lennart Sebastian Hoops  
 Leonardo Lo Faso  
 Leonor Dantas Bettencourt  
 Leyla Marie Hazim Bahssa

Lieve Beeckmans Baetens

Lin Zhu

Lina Herrera Cardenas

Linda Villarreal

Linda Enyonam Damesi

Line Postmyr

Li-Ren Jih

Lisa Glas

Lisa Marie Kern

Lisbeth Ramirez Niño

Litzey Anahi Ramos Landaverde

Livia Lodoli

Lizi Keshelava

Lohit Pareek

Loreane Lopez teresa

Lorenzo Piccoli

Lorenzo Mayol

Lorenzo Dominici

Lotfi Bouchaara

Louai Haidar

Louisa Picard

Louisa Schiefer

Louise de La Houssaye de La Houssaye

Loulwa El Zein

Lourdes Martínez López

Lourdes Montalvo Perdomo

Lourdes Mariana Reyes Alegría

Lourenco biagi Biagi

Luca Ferranti

Luca Morello

Luca Brilliet

Luca Joe Decker

Lucas Huerta-Murillo Grau

Lucas Brudniak-Berrocal

Lucia Zandonella Maiucco

Lucía Valls Blázquez

Lucía Miranda Suárez de Puga

Lucio Gabriele Ciullo

Lucrezia Sala

Luigi Belluti

Luigi Brescia

Luis Nabais Vidal

Luis Juanes Peris

Luis Manuel Castro

Luis Fañanas Martínez

Luis Charlo de Paul

Luís Pinto

Luís Lima Gomes

Luis Alberto Martinez Ruiz

Luis Ángel Chamorro Rodríguez

Luis Ernesto Maccise Devlyn

Luis Fermin Blanco Garces

Luis Fernando Díez Franco

Luis Guillermo Herrera Saavedra

Luis Javier Gómez García

Luis Jorge Ramírez Montero

Luisa Dehandschutter Gortari

Luisa Villar Urquiza

Luisa-Maria De Donder

Luka Alexander Stützel

Luna Romanelli

Lusoli Stephane

Lydia Iglesias Ferreiro

## M

María del Carmen Nestar Garcia

María Victoria Díaz-Motta

María Angélica Tutor Pacheco

Macarena García García

Macarena Carrion García de Velasco

Macarena Plaza Vela

Macarena Cecilia Villalobos Hinojosa

Madina Akavova

Magali Paroche Vannier De Langre

Magdalena Emilia Brzegowa

Mahathej Subramanyan

Maitane Valverde Buhl

Majed Ghosheh

Manel Cary Cary

Manfred Fitzgerald

Manjunath Narase Gowda

Manon Stévenne

Manuel Mory Dobbertin

Manuel Moreno Chinchilla

Manuel Márquez Guerrero

Manuel Arroyo Prieto

Manuel Carazo Sáenz

Manuel Fernández-Avilés Alonso

Manuel Valencia Villaseñor

Manuela Menconi

Manuela Moscoso Sauma

Manuela Merchan Teran

Manuella Biagi Guiao

Mara Spinello

Maram Al Abdullatif

Marc Debelle Debelle

Marc Toulemonde

Marc Erik Schoettel

Marcel Roberto Prado Alcalá

Marcela González Ramírez

Marcela Yahni Cohav

Marcelino Varela Dajer

Marcell Demeter

Marcelo Smarrito Carneiro

Marcelo Brignardello Moreyra

Marco Balich

Marco Grego

Marco Nebuloni

Marco Levanti

Marco Arizaca

Marco Andre Schiffino Piantini

Marco Antonio Schirrmann Colavita

Marcos Lorenzana Fernandez

Marc-Philip Kunzmann

Marcus Vinicius Rezende Multary

Marcus Vinicius Moura Daher

Margarita Gonzalez Hernandez

Margherita Siano

Maria Dietz

Maria Ruiz Mazzeo

Maria Muguero Del Prado

Maria Bueno Gil

Maria Fernandez

Maria Tkachenko

Maria Sanz Ariño

Maria Alioto

Maria Benito Marqués

Maria Merino Peña

Maria Ávila Quintero

María Sánchez Abril

María Ricarte Espinosa

María Boisán González

Maria Castrillon Pinzon

Maria Alejandra Tirado Amaya

Maria Ana Garcia Rodriguez

Maria Ana Nogueira Leite

María Andrea Rodríguez Basoa

Maria Belen Romero Palomeque

María Belén Padin Viaño

Maria Blanca Pèrez Fontan

Maria Camila Maya Gil

María Camila Cortés Moreno

María Camila Ramírez Moreno

María Carolina Uribe Arango

Maria Del Mar Grande De Azpeitia

María Del Pilar Alvizuri Ampuero

María del Pilar Laris Bravo

Maria do Carmo Pereira da Silva

Maria Dolores Pallares Villamar

María Dolores Miñambres Del Moral

Maria Elisq Arce

Maria Eugenia Centurion E Russel

Maria Evrydiki Kanellopoulou

Maria Fernanda Broc Morales

Maria Fernanda Zamudio Barco

María Fernanda Miranda Ramos

María Gabriela Gorodi Freiria

María Gabriela Celi Villagómez

Maria Gracia Alvarez Jaramillo

María Gracia Oriol Icaza

Maria Graciela Missura Donoso

María Guillermina Valenzuela Gossweiler

Maria Isabel Valero Pavia

Maria Isabel Sánchez Vargas

María Isabel Curto

María Isabel Bello Carro

Maria Isabel Ramos Carvajal

María José Montalvo Engelbrecht

Maria Laura Manzanares Palacios

María Luisa Sanchez Carrillo

Maria Luiza Miranda Siqueira

Maria Margarita Jalandoni

María Nicole Chavarria Durán

Maria Paula Gonzalez Rodriguez

Maria Paula Montoya

Maria Purificacion Salazar Jalandoni

María Rebeca Elmudesi Santos

Maria Sara Lantes Louzao

María Teresa Herrero Gonzalez

María Teresa Roca de Togores Conde

María Valentina Martínez Castro

Maria Virginia Sarria Torrealba

Maria Vittoria Filippini

Maria-Catalina Vaduva

Mariam Saqr Felix

Mariam Katsanashvili

Mariana Jimenez-Ontiveros

Mariana Restrepo Echeverría

Mariana Chaves Gomez



Mariana Quesada Sancho  
 Marianna Canesi  
 Marianne De Maintenant Sieg  
 Mariano Rodrigo Ambrona  
 Mariela Beatriz García Rodríguez  
 Marie-Laure Dubuisson Minnaert  
 Marina Caille Meaulle  
 Marina Daurel Taste  
 Marina Mutavdzic  
 Marina Gómez Fernández  
 Marina Entrecanales Ruano  
 Mario Ramirez Canela  
 Mario Reiter Fernández  
 Mario Ratti  
 Mario Hernan Fermin  
 Marisa Anuska Land Velarde  
 Marisabella Vergara Lopez  
 Marius Wirnand  
 Marius Julius Seiryu Schmich  
 Marius Martin Thorsen  
 Mark Zammit  
 Márk Danyi-Sárdy  
 Markus Michalke  
 Marsha Heavrin  
 Marta Segurado Monraba  
 Marta Ortega Coto  
 Marta Sánchez Urgellés  
 Marta Lázaro Martín  
 Marta Guasch Salvado  
 Marta Auriolles Cordones  
 Marta Locatelli  
 Martha Escobedo Flores  
 Martin Braun Ahrens  
 Martin Pasek  
 Martin Rahn  
 Martin Garcia Huidobro Herrera  
 Martin Usandivaras  
 Martin Klaua  
 Martin Vadheim Dahm  
 Martina Cilia  
 Martine Vanderspuy  
 Marya Mufti  
 Masahiro Igarashi  
 Mason Gregory Brown  
 Massimiliano Guseppe Gerolamo Perletti  
 Massimo Noaro  
 Mateo Rivas  
 Mateo Nogales Espinosa  
 Mathilde Claus  
 Matias Guzman Urzua  
 Matilde Corrêa De Barros  
 Matteo Mugnaini  
 Matteo Cipollone  
 Matthew Addeo  
 Matthias Sohler  
 Matthias, Risto, Patrick Jacquault  
 Matthieu Colle  
 Mattia Marco Pozzoni  
 Maud Helen Hovland  
 Mauricio Cajiao  
 Mauricio Jaramillo Campuzano  
 Mauritz Hensiek  
 Maurizio Luigi Aliprandi

Maurizio Sella  
 Maurizio Ferrari Bardile  
 Max Heilingbrunner  
 Max Cromback  
 Maxence André Jean Saulnier  
 Maxima Carlotta Friedrich  
 Maxima Yasmin Riep  
 Maxime Lambrecht  
 Maximilian Matz  
 Maximilian Paul Reimer Struve  
 Máximo Muñoz Verda  
 Maxine Meyers Dominique  
 May Sherif Abdelazim Abulnaga  
 Mayte Noemi Franco Garcia  
 Mazarine Báez Macias  
 Megha Uppal  
 Mei Yi Kok  
 Melanie Chinchayan Diaz  
 Melissa Escoffery Arias  
 Melvin Karin Villafane  
 Mia Gevelt Urie  
 Michael Castellano  
 Michael Wille Sauri  
 Michael Jakob Link  
 Michel Schwartz  
 Michelle Martin  
 Miguel Abelleira Doldán  
 Miguel Montero Reiter  
 Miguel Poza Jiménez  
 Miguel Rocha Rodriguez  
 Miguel Olazabal Fourquet  
 Miguel Perez Raby  
 Miguel Estrada Calero  
 Miguel Marti Colombás  
 Miguel Cañamero Esteve  
 Miguel Hidalgo Gonzalez  
 Miguel Rico Garcia  
 Miguel Ángel Castejón Dominguez  
 Miguel Ricardo Seminario Seminario  
 Mikael Dzhanyan  
 Minji Kim  
 Mira Curran Naess  
 Mireia Adroer I Gras  
 Mithat Ozturk  
 Mitsuo Oitate  
 Moataz Elshazly  
 Mohab Gazzarine  
 Mohamad Rizk  
 Mohamad Obeid  
 Mohamad El Oubari  
 Mohamad Said Al Ghazzi  
 Mohamed Amer  
 Mohamed Lazrak  
 Mohamed Elwakil  
 Mohammed Aldawsari  
 Mohammed Ahmed M Alqaraawi  
 Moise Strusberg  
 Mokhles Youssef Harraz  
 Molly McNamara  
 Mona Hamilton  
 Moncef Lahlou  
 Monica Espadaler  
 Monica Barcan

Mónica Hernández García  
 Monica Elisa Catino  
 Mónica Lorena Prieto Abello  
 Monica Milian  
 Monica Paola Obando Medina  
 Morten Kleven  
 Morteza Ahmadi Lari  
 Moulay Noamane El Hachimi El Belghiti  
 Mounir Souizi  
 Msalam Issa  
 Mukhtadir Syed  
 Munesh Bansal  
 Muriel Waked  
 Mylene Manlogon  
 Myriam de Benavides Jimenez

## N

Nadine Raad  
 Naoki Yoshizaki  
 Naoki Motoyoshi  
 Naoko Takahata  
 Narenraj Vivekanandan  
 Naresh Chauhan  
 Natalia Del Real Rocci  
 Natalia Ennis Holtz  
 Natalia Soto Kure  
 Natalia Patricia Celis Polo  
 Nathalie Feller  
 Nathalie Schmitz  
 Nathalie Raffoul  
 Nathan Stroomer  
 Nathan Hugo Drira  
 Natsuko Ishizawa  
 Neal Lasowski  
 Neeraj Farkya  
 Nelson Jaramillo Pita  
 Nia Gabunia  
 Nicanor Lagar Acedera  
 Nicholas Baum  
 Nicholas Richberg Diaz  
 Nicholas Hauger  
 Nicholas Harvey  
 Nick Van Den Borg  
 Nicola Gowing  
 Nicolas Fernandez De Pinedo  
 Nicolas Hassoun  
 Nicolas Nilo Collado  
 Nicolas Sanchez Orti  
 Nicolas Chevrier  
 Nicolas Guadamillas Jaquete  
 Nicolás Vaca Grisales  
 Nicolás Pérez Lopez-Ibor  
 Nicolás Molina  
 Nicole Montilla Matos  
 Nicole Araya Cambronero  
 Nicole Alicia Monheim  
 Nicolo Boaron Otero  
 Nidal Nasereddin  
 Nieco Teipel  
 Nino Surguladze  
 Nino Georgobiani

Nirmala Vinothbabu  
Nizar Bou Hamdan  
Nona Ketchekmadze  
Noor Bekhiet  
Nora Hofmann  
Norbertus Petrus Johannes Maria Schellekens  
Norhalim Serudin  
Norma Hidalgo  
Norton Lara Rizzato  
Nuno Cassamo Xarepe  
Nuria Vivero Cabeza  
Nyck Simon

## O

Oihane Casado Ramoneda  
Ojeabuo Akhiojemi  
Okari Yahiro Wong  
Olaf Stolk  
Olegario Monegal  
Olga Cuesta Lerma  
Olimpia Vincentini  
Oliver Klaua  
Olivier Dejoux  
Olivier Hautin  
Olivier Petragallo  
Omar Atout  
Omar Mansour  
Omar Cruz Elosúa  
Omar Al Sabbagh  
Oriane Sánchez Van Moer  
Oritseweyinmi Smith  
Ortensia Maria Emilia Winkler  
Osborne Thurston Benson  
Oscar Zuñiga Andrade  
Oscar Peinado  
Óscar González Cañete  
Óscar López Cuesta Cuesta  
Oscar Iván Zuluaga Serna  
Óscar J. Herbón García  
Oswaldo Topham Reguera  
Otto Nicolás Hall Malagón  
Ourania Papavasileiou

## P

Pablo Caldas Rico  
Pablo Iglesias Pérez  
Pablo Ortiz Cevallos  
Pablo Rubio Rubio  
Pablo Anabitarte  
Pablo Jiménez de Parga Maseda  
Pablo Cristobo Perez  
Pablo Stoclet Díez  
Pablo Delgado Cano  
Pablo Díez Carballeira  
Pablo Hidalgo Rey  
Pablo Neiszer Fernandez  
Pablo Torres Greus  
Pablo Roecoert  
Pablo Jaime Rivera Argüelles

Paloma Goytre Castro  
Paloma Losada Cano  
Paloma Aparicio López  
Pankaj Singh  
Paola Fantoni  
Paola Dávila Zermeño  
Paola Garufi  
Paola Patricia Corvacho Eduardo  
Paolo Degola  
Paolo Augusto Monte  
Parvathi Athma Kareparambil  
Parviz Shomirzoev  
Pascal Martinaud  
Pascal Lhoëst  
Pat Delaney  
Patricia Serrahima Bartolomé  
Patricia Larrañaga Prieto  
Patricia Carazo Hermoso  
Patricia Álvarez González  
Patricia Eugenia Anita Groth  
Patricia Paula Ruivivar  
Patricio Garrido Lecca De La Piedra  
Patrick Svenburg  
Patrick Guye-Bergeret  
Patrick Meuller  
Patrick Bitar  
Patrick Rossier  
Patrick Charles Nahas  
Paul Sacquin  
Paul Hottinger  
Paul Amblard  
Paul Hadife  
Paul Ribes  
Paul Ghanime  
Paul Mouquet  
Paul Semenets  
Paul Alexandro Moreno McCarthy  
Paul Joachim Adomeit  
Paul Josef Lantz  
Paula Joanna Tkaczyk  
Paulina Castañeda Vacca  
Paulo Teles Da Gama Gaivão  
Paulo Martins Penna  
Paulo Cesar Costa Cristovao  
Paulo Roberto de Mello Abreu  
Paweł Wiater  
Pedro Horna  
Pedro Lopez Gutierrez  
Pedro Puig Alsina  
Pedro De La Puente Crespo  
Pedro Cunha  
Pedro Galindo Martinez  
Pedro Yenes Arroyo  
Pedro Hierro Hernández-Mora  
Pedro San Martín Gutiérrez  
Pedro Valencia Eguerra  
Pedro Antonio García Moncayo  
Pedro Vicente Esteban Orellana  
Pelayo Davila González  
Peregrine Beckett  
Petar Kurdov  
Petar Atanasov  
Peter Larnholt

Phenyo Mabokela  
Philip Koenig  
Philippe None  
Philippe Kerno  
Philippe Bellard  
Phillip Grill Sánchez  
Phillip Read-Santos Paul  
Pier Giorgio Olivero  
Pier-Andrea Colonna d'Istria de Cinarca  
Pierfrancesco Giustiniani  
Pierluigi Vicini  
Piero Torchiani  
Pierre Glaser  
Pierre Ferrer  
Pierre Colin Jean  
Pierre Bancon  
Pierre Alfonds Colpin Colpin  
Pierre-Olivier Gisserot  
Pieter Van Poecke  
Pietro Bessi  
Pilar De Miguel Veira  
Pourush Prakash  
Pranamy Joshi  
Prashantram Sunderaraj  
Priti Mirchandani  
Prodromos Alampritis

## Q

Qianru Lai  
Queen Ehigiator Ehigiator Queen  
Quirijn Bolhuis  
Quirino Cipollone  
Quynh Nguyen Truc  
Quynh Đinh Da Xuân

## R

Radhika Bhatia  
Rafael Rodríguez Argüelles  
Rafael Ascenzo Aparicio  
Rafael Rodriguez  
Rafael Zamora Toledo  
Rafael Gómez Sierras  
Rafael Botella Vayá  
Rafael Teixeira  
Rafael Olivo Cimas González  
Rafaela De La Puente Corpancho  
Raffaella Bongiasca  
Raffaello Pellegrini  
Raghav Bansal  
Raghu Challapilla  
Ragnvald Risan Bror  
Rainer Tschierschwitz  
Rajaa Hassani  
Rajan Mehta  
Rajesh Kumar Gadia  
Rakel Ósk Sigurðardóttir  
Ramesh Kumar  
Ramesh Kumar  
Ramesh Kumar Mehta

Rami Amer  
 Ramon Martinez Borrás  
 Ramon Prior  
 Ramon Noriega  
 Ramón Domínguez-Mompell Román  
 Ramón Secades Suarez  
 Ramón Zubiaga Garteiz-Goxeascoa  
 Ramón Vives Cuesta  
 Ramya Kolla  
 Raneem Hamad  
 Raphael Mattelon  
 Raphaël, Julien Berrebi  
 Raquel Arbués Llorente  
 Raquel Herrera Diab  
 Rasa Bumbliene  
 Rashmi Chaturvedi  
 Raul Ortega Esteban  
 Raul Eduardo Montenegro Jakob  
 Rayeeda Siddiqui  
 Rebecca Budel  
 Reginald Jokhan  
 Reilly Bradford  
 Réka Baranyai  
 Renate Siebenhofer  
 René Steiner  
 Renee Cortes  
 Rhayssa Donderi  
 Ricardo Checa Moreno De Guerra  
 Ricardo De Almeida Figueiredo  
 Ricardo Cantero Callejas  
 Ricardo Bordalo Ribeiro  
 Ricardo Freitas Benevides  
 Ricardo Tannouri  
 Ricardo Dario Perez Principi  
 Riccardo Scaglia  
 Riccardo Bonanno  
 Riccardo Serafini  
 Riccardo Guerra  
 Richard Boxall John  
 Richard Maceiczky  
 Rim Louajri  
 Rishab Jain  
 Rishav Gadia  
 Robert Traboulsi  
 Robert Ravenscroft  
 Robert Bitter  
 Robert Cole de Roux  
 Robert Ellis Bareuther  
 Roberta Palau  
 Roberto Olabe Aranzabal  
 Roberto Lopez De Haro Merino  
 Roberto Minetti  
 Roberto Huerta Perez  
 Roberto Arturo Loof Hereña  
 Roberto Gaston Santos Vives  
 Rocío Idiáquez Orbea  
 Rodolfo Soto  
 Rodolphe Belmer  
 Rodrigo Haya Ramos  
 Rodrigo Figueiredo Guimarães  
 Rodrigo Granovsky  
 Rodrigo Martinez  
 Rodrigo Ortiz Zapata

Rodrigo Videgain Bello  
 Rodrigo Vivas Pérez  
 Rodrigo Barros Baeza  
 Rodrigo Infante Soler  
 Rodrigo Javier Diaz Heredia  
 Rodrigo Jose Herrera Gonzalez  
 Roey Barkan Elliot  
 Roger Tanios  
 Roman Adamchuk  
 Roman Margoulis  
 Romana Konarska  
 Romane, Luce Prisant  
 Rosa Soares Freitas  
 Rosa Ana Parra Alcolea  
 Rosa Ángeles Alba Sánchez  
 Rosana Maria Rodrigues De Freitas  
 Rosel Moreno Fernández  
 Ross Haskell  
 Rossana Maria Alarcon Villaran  
 Roy Levy  
 Ruben Carrillo  
 Rubén Álvarez Cisneros  
 Rufiz Chiragzada  
 Rui Teixeira Rodrigues Lopes  
 Rutuja Saraf  
 Ryan Letourneau  
 Ryan Theodore

## S

Saad Boutaleb Berrada  
 Saad Alshreef  
 Sabina Carrion Macchiavello  
 Sachin Saraswat  
 Sagi Sheinkman  
 Salma ElGuendy  
 Salustiano Perez  
 Salvador Nacenta Martín  
 Salvador Soto  
 Salvatore Messina  
 Samantha Chang  
 Samantha Marie Anonas de Leon  
 Samar Mohamed Dalloul  
 Samar Habert Samaha  
 Samar Yamine  
 Samer Alqadi A. A.  
 Samir Georgy  
 Samuel Soltermann  
 Samuel Nyeck  
 Samy Reyna Ocampo  
 Sanae Tabnaoui  
 Sanath Kashyap  
 Sandeep Manoharlal Shishodia  
 Sandeep Uppal  
 sandeep chillakuru  
 Sandika Daya  
 Sandra Parisot  
 Sandra Patricia Yseki Salazar  
 Sandro Malquori  
 Sanjana Puthran  
 Sanjana Banerjea  
 Santha Devy Balaguru Balaguru

Santiago Alvarez De Mon  
 Santiago Stuyck Roig  
 Santiago Bisceglia  
 Santiago Pasman  
 Santiago Wakonigg Bereincua  
 Santiago Avalos Roa  
 Santos Benjamin Saguier  
 Sanya Katyal  
 Sara Ferreira Sotomonte  
 Sara Lucia Perez Rios  
 Sarah W Kh N Alshuraian  
 Sarthak Gupta  
 Sasanka Hingorani  
 Sasha Kai Steere  
 Satoshi Okubo  
 Sawsan Shaikh Saleh  
 Scola Mariano  
 Sebastian Vizcay  
 Sebastian Braun Saint  
 Sebastian Kiil  
 Sebastian Cateriano Gonzales  
 Sebastian Trujillo  
 Sebastian Taylor Arcila  
 Sebastian Mackensen  
 Sebastián Llobet Constenla  
 Sebastián Kuschel Gras  
 Sebastián Errázuriz Rodríguez  
 Sebastien De Longeaux  
 Seni Kamara  
 Serena Caserta  
 Sergei Vladimirovich Kravchuk  
 Sergey Malitsky  
 Sergio Alvarez Gonzalez  
 Sergio Nogales Becerra  
 Sergio Rubio García  
 Sérgio Gomes  
 Serhii Koshyl  
 Seyed Hashemi  
 Shahad Alzaifiri  
 Shakira Henderson  
 Shamil Muzaffarli  
 Shannon Therese Clancy  
 Sharon Obiang Bindang  
 Sherif Abdelhamid Saadallah  
 Shin-Ching Jiang  
 Shivanjan Srivastava  
 Shreshth Gupta  
 Shreya Vipulkumar Patel  
 Shri Ram Pandit  
 Shubashini Chandran  
 Shubham Dhiman  
 Shubhendu Prasad Shekhar  
 Shyam Radhakrishnan  
 Shyam Maheshwari  
 Silvana Bada Fialdini  
 Silvia Negroni Negroni  
 Silvia Carulli  
 Simon Clements  
 Simón Antonio Diaz Granados Guerra  
 Simon Robert Ferdinand  
 Simona D'amore  
 Simona Lolli  
 Simone Longtin Kahane



Simonetta Gallizia  
 Siri Meier  
 Sirine Rayess  
 Smarth Celly  
 Sofia Perochena Caraza  
 Sofia Spreafico  
 Sofia Milian Salas  
 Sofia Pagés Yabur  
 Sofia Echezarra Pérez  
 Sofia Isabel Bender  
 Soline Domange  
 Solomon Shiferaw  
 Sonia Borrell Barnosell  
 Sonia Beatriz Avilés García  
 Sonja Visagie Sonja Michelle  
 Soo-Yeon Park  
 Sophia Stransky  
 Sophie Laine  
 Sophie Schaesberg  
 Sophie Minter  
 Soufiane Bencaid  
 Soufiane Oudrhiri  
 Stefan Kaczmarek  
 Stefan Ziegele Happey  
 Stefan Ludwig Leitz  
 Stefanie Laredo Hurtado  
 Stefaniya Yarovenko  
 Stefano Bortoli  
 Stefano Maria Paolo Roberto Visalli  
 Stephan Kühne  
 Stephan Saad Saad  
 Stephan Zürcher Peña  
 Stéphane Segui Esteban  
 Stephanie Nassar  
 Stephanie Margarethe Gessler  
 Stepen Taylor  
 Stephen Douglas  
 Stephen H Taber  
 Steve Pelletier  
 Steven McQueen McQueen  
 Storione Natacha  
 Stuart Quick  
 Sudhir Laxman Kulkarni  
 Sukhpal Multani  
 Suly Sanchez  
 Sumit Banerjee  
 Surender Singh  
 Surya Teja Nikhil Vegi  
 Susana Vidya Peruzzi  
 Sven Kantwill  
 Swati Tendulkar Tendulkar  
 Swati Sucharita  
 Szabolcs Fülöp Lászlóeieva  
 Sylwia Sidor

## T

Takaaki Doi  
 Takafumi Kiuchi  
 Tanguy Aimé  
 Tanveer Ali  
 Tanya Singh  
 Tarek Saadallah Monsalve  
 Tareq Hijazi  
 Tarik Bouabid  
 Tatiana Rodriguez-Curiel  
 Taylor Jones Klinefelter  
 Teejan Hajarat  
 Telmo Santos  
 Tenna Student  
 Teofilo Hafeitz Sasson  
 Teresa Mendez Marin  
 Teresa Ruiz Maldonado  
 Teymour Abdelbaky  
 Theo Lugeon  
 Thierry Manceau  
 Thomas Gabel  
 Thomas Weber  
 Thomas Baer  
 Thomas Patrice  
 Thomas Jenkins  
 Thomas Hoffmann Meyes  
 Thomas Müller  
 Thomas Vachon  
 Tiago Jaime de Pina  
 Ting Wei Chang  
 Tlemcani Rachid  
 Tobias Jarmer  
 Tobias Hattig  
 Tom Heidman  
 Tom Deneke  
 Tomas Maria Villar Naranjo  
 Tommaso Norsa  
 Tomohiro Yamaguchi  
 Tony Kavadas  
 Tony Liam  
 Torntum Phophientong  
 Trinidad Roca  
 Tsung Yu Tsai  
 Tudor Raducea  
 Tugçe Kakirman Fatma  
 Tulio Hernández Rodríguez  
 Tun Htet  
 Tuva Iversen Valdal

## U

Ugo Mario Francesco Dominici  
 Ulf Sander Nilsen

## V

Valentin Patte  
 Valentín Sánchez Puig  
 Valentina Orozco Mondragón  
 Valentina Vaggione  
 Valentina del Valle Cordova Colmenares  
 Valeria Caroprese  
 Valeria Moscoso Gomez  
 Valeria Gimeno  
 Valeria Maria Ulloa Eusse  
 Valérie Fischer  
 Valeriy Panov  
 Vanessa Gil Pesquera  
 Vanessa Alba Reyes  
 Varinder Mohan Singhal  
 Varun Jain  
 Vasanthi Vadali Venkata Satya  
 Vasco Vinhas  
 Vasco Oliveira  
 Venezia Stene-Nyholm  
 Veronica Ascarrunz Prinzo  
 Véronique Selarl Dr Eiller Cuny  
 Veronique Namy Charrin  
 Vicente Castellano Ortega  
 Vicente Perez-Lucerga Ribelles  
 Vicente Marino Roiz  
 Vicente Azambuja Duarte Santos Braga  
 Vicente Ignacio Orts Bañon  
 Victor Barrera Andaluz  
 Víctor López Tejeda  
 Víctor Espinosa  
 Victor Alfredo Montenegro Cueva  
 Victor Julio Castelblanque  
 Victor Vestlund Lynghjem  
 Victoria Dopieralski Lemos  
 Victoria Hofer  
 Victoria Camila Volman Martínez  
 Victoria Marie Azar  
 Victoriano Manuel Cárcaba Fernández  
 Vidal Israel  
 Vijay Bharath Suravaram  
 Viktoriia Lazurenko  
 Vincent Griffon  
 Vincent Favro  
 Vincenzo Montella  
 Vincenzo Cappello Cappello  
 Vinod Kalla  
 Violeta Torres  
 Vipul Jashavantlal Patel  
 Vir Sher Singh  
 Virginia Ford De Fernandez  
 Virginia Demichelis  
 Vito Caradonio  
 Vittoria Parchitelli  
 Viviane Maldonado Rosa  
 Vladimir Sarybekov  
 Vladimir Suárez Gironzini  
 Vladimir Nekhvyadovich  
 Vrinda Mehta

## W

Walid Sultani  
Wanda Taveras De Collado  
Warner Jenkins  
Wazed Mollah  
Wendt Wendt Guido  
Werner Decker  
William Adams  
William Ceferino Redondo Galan  
Wilmer Martin Garcia Risco  
Wytske Veldmans

## X

Xavier Lagarrigue  
Xavier De Vil  
Xavier Lambrecht  
Ximena Pineda Staebler  
Ximena Cam Arellano

## Y

Yago Roa Beaurang  
Yann Gonin  
Yara Abo El Waffa  
Yash Singh  
Yasha Mitrotti  
Yashica Nagrani Lalwani  
Yasmin Romdhane  
Yasmin Romdhane  
Yasmin Elisabeth Gröhn  
Yasmina Taher  
Yasmine Hindi Ahmad  
Yifei Ma  
Yipei Li  
Yizhou Chen  
Ynez Alcid  
Yohan Di Pinto Trindade  
Yolanda Reyner Echevarría  
Yordano Garcia Matos  
YoungGwan Kim  
Youssef El Asmar  
Ysabel del Gallego Garcia  
Yuewen Guo

Yuki Niimi  
Yuko Igarashi  
Yuliya Linevych  
Yusuke Hashizume

## Z

Zaffer Mir Mir  
Zandile Ntombizamasala Hlophe  
Zarmineh Rab  
Zaya Dakhqan  
Zaza Tavdishvili  
Zélie Marie Euphémie Camille Dieleman  
Zhelin Yu  
Zineb Alami-Hamdouni Lazzouzi  
Zineb Lahbabi  
Zoriana Adamovych  
Zulma Mascaretti Mascaretti  
Zura Suladze  
Zuzanna Bochenek  
Zynab Gaius-Obaseki  
Zulema Ayllón Valero





C/ María De Molina, 11, 13, 15

Tel: +34 915689600

[www.ie.edu/ie-foundation](http://www.ie.edu/ie-foundation)

[iefoundation@ie.edu](mailto:iefoundation@ie.edu)

IE Foundation is a proud member of:



COUNCIL FOR ADVANCEMENT  
AND SUPPORT OF EDUCATION®

