

IE FOUNDATION

ANNUAL  
REPORT

2016



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# 1 — OUR VISION & VALUES —

**The IE Foundation is a non-profit organization that works to enhance the social impact of IE, through the application of its own resources as well as collaborations with strategic partners. Founded in 1997, the Foundation has been actively promoting the institution's values of entrepreneurship, diversity, inclusivity and innovation for the past twenty years.**

The IE Foundation's principal goals are to provide resources and create initiatives that increase the quality of education at IE; to support applied research that adds value to the academic community and society at large; to implement and finance scholarship programs for talented individuals; and to foster a culture of social awareness and community involvement.

The pursuit of these goals is demonstrated by the work the Foundation has carried out throughout its history, and over the last year in particular. From funding dozens of scholarships that give talented students access to the education and opportunities they deserve, to supporting research related to diversity, globalization, gender equality, entrepreneurship and social innovation, we strive to ensure that every member of the IE community has the chance to grow both personally and professionally—and to contribute in their own way to societal progress.

The IE Foundation maintains a strong commitment to social engagement and the humanities. The leaders of tomorrow must understand the importance of social responsibility and cross-cultural communication, no matter the professional path they choose. As such, IE considers the humanities to be a vital part of higher education, and works to ensure that all students are exposed to a variety of perspectives and disciplines. The Foundation supports this mission through the creation and operation of spaces like the IE Library; initiatives like the Prizes in the Humanities; and sponsorship of various entities and events.

All of this is made possible by the continuing support of IE students, alumni, families, staff and partners. Their generosity is the driving force behind everything the IE Foundation accomplishes. With this incredible community behind it, the Foundation works tirelessly to achieve its objectives, improve its operations, uphold its values and enhance the educational and professional opportunities available to all.

# THE \_\_\_\_\_ IE \_\_\_\_\_ \_\_\_\_ FOUNDATION \_\_\_\_ LEADERS

## 2016 MEMBERS OF THE BOARD

### **President**

D. Diego del Alcázar Silvela, Marquis of la Romana

### **Executive Vice President**

D. Rafael Puyol Antolín

### **Incoming Executive Vice President**

D. Carlos Mas Ivars

### **Secretary**

Dña. Macarena Rosado Corral

## 2016 TRUSTEES

D. Juan Miguel Antoñanzas Pérez-Egea  
 D. Fernando Barnuevo Sebastián de Erice  
 D. Javier Benjumea Cabeza de Vaca  
 D. Salvador Carmona Moreno  
 Dña. Aranzazu de Areilza Churruca  
 D. Guillermo de la Dehesa Romero  
 D. Diego del Alcázar Benjumea  
 Dña Isabela del Alcázar Benjumea  
 D. Fernando Fontes Migallón  
 D. Gonzalo Garland Hilbck  
 D. Juan José Güemes  
 D. Santiago Íñiguez de Onzoño  
 D. Alfonso Martínez de Irujo  
 D. Miguel Sagües González-Estrada

CORPORATE GOVERNANCE

LEADERSHIP

ENRICHMENT

DEMOGRAPHICS

BREXIT & LAW

INNOVATION — SMART CITIES — DISCOVERY

TALENT — DIVERSITY

INVESTOR BEHAVIOR

ENTREPRENEURSHIP

FAMILIES IN BUSINESS

INSURANCE

ISLAMIC FINANCE

SOVEREIGN WEALTH FUNDS

GROWTH

TRANSPARENCY

KNOWLEDGE DISSEMINATION

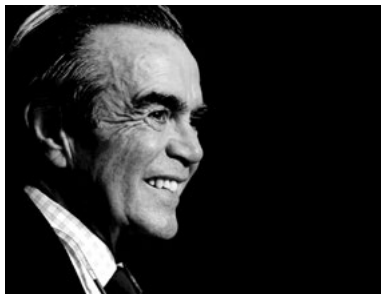
EXPLORATION

DEVELOPMENT

FINANCIAL SUPPORT

# 2 \_\_\_\_ LETTER \_\_\_\_ FROM \_\_\_\_ THE \_\_\_\_ PRESIDENT





Dear friends and colleagues,

Together we continue to build the IE community block by block. Comprised of students, alumni, professors, families, staff, collaborators and all of us who strive to keep it growing, this community has been built by everyone, for everyone. Hence, I want to provide you all with a brief description of the key developments currently underway.

The IE Foundation is working on initiatives aimed at improving the quality of education, driving research, funding scholarship programs, promoting a culture of giving back, and strengthening IE's core values and their impact on society.

As stated above, it is thanks to the constant support provided by our students, alumni, families, strategic partners and other contributors that the IE Foundation is able to channel the activities carried out by our schools to make a real impact on society, while further strengthening the IE community. As in previous years, in 2016 our efforts were focused on two major aims: attracting the best student and research talent to IE, and launching projects with a high level of impact in social and economic terms.

## BUILDING — THE IE COMMUNITY TOGETHER —

In 2016 the IE community, through the Foundation and IE funds, provided 1,100 students from 83 countries with an IE scholarship to study undergraduate, graduate and executive education programs. With the help of the funds so generously donated to the Foundation, the IE community was able to recognize the excellence, diversity and entrepreneurial spirit of its students, and ensure that no high-potential candidate was turned away.

One of the major projects launched in 2016 was the IE Foundation Prizes in the Humanities, which attracted entries from students and alumni from all five IE schools. The humanities are a core value for our institution, stimulating the capacity to have another voice, see things another way and develop critical thinking. We are therefore grateful to all the participants who, with their stories, poetry, videos and photos, made this event such a resounding success.

The year 2016 also saw changes in the structure of the IE Foundation, with the arrival of Carlos Mas as executive vice president. Carlos had previously served as chairman and senior partner of PwC España and as a member of PwC's Worldwide Board of Management. Given his exceptional profile, we are honored to have him at the helm of the IE Foundation.

Mas took over from Rafael Puyol, who, following a spectacular trajectory in Spain's state education sector, joined IE, where he carried out magnificent work. We are all very grateful for the more than ten years he spent leading the Foundation, and for his many great achievements, which have benefited us all. Rafael maintains a close connection with our institution as president of IE University's Board of Governors, and as director of the Observatory on Demographics.

The IE Foundation's strength stems from the values and initiative of IE's members. We will keep promoting talent and breaking down barriers—but we cannot do it alone. We continue to ask for your full support, and we encourage you all to keep working closely with the Foundation to put forward and implement new ideas.

**Diego del Alcázar**  
*President of the IE Foundation*

## 3

# EMPOWERING TALENT

— HELPING  
THE BEST  
TO REACH  
— THEIR  
POTENTIAL

At IE we believe that each individual deserves the opportunity to achieve his or her full potential. Everyone should have the chance to become the best they can be, and we do not think that financial limitations should be a barrier to success. With this in mind, the IE Program for Supporting Talent and Excellence 2013–2017 has been created in order to give as many talented students as possible access to the opportunities afforded by IE.

Through the IE Foundation and the backing of our entire community of students, alumni and partners, we are delighted to be able to invest in the potential of individuals from diverse cultural and socioeconomic backgrounds. We work with the Financial Aid Office to provide a wide range of scholarships and grants, in order to ensure that all IE students develop their skills, further their knowledge and lay the foundations for their future careers—while being surrounded by

the best professors, peers and mentors of the international community. In a world where business has an increasingly global dimension, the opportunities afforded by the dedicated work of the IE Foundation are invaluable, both to our students and to the business landscape itself. Through scholarship programs such as Young Talent Leaders, students with great potential are able to continue their studies with the full support of our community and partners. We are proud to empower students from all over the world in this way.

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

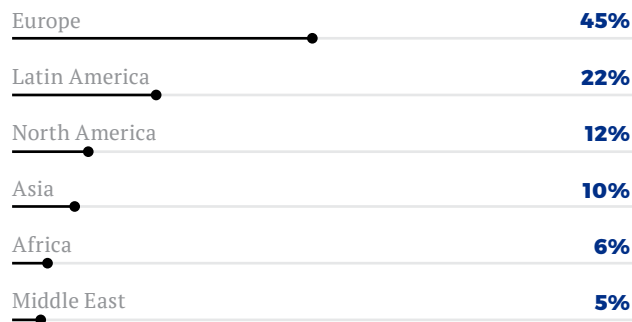
In addition to supporting high-performing individuals throughout their studies, we believe that empowering talent means providing support for the intellectual curiosity of all of our students. We strive to achieve this objective by supporting the work of the IE Library.

At every level of operation, the work made possible through donations to the IE Foundation drives each member of our community onwards and upwards, helping them get closer to achieving their goals and fostering learning, success and progress along the way.

## Scholarship data

**€15,000,000** awarded by IE and the IE Foundation.

Students of **83** nationalities affected in 2016-17:



More than **6,000** students of **180** nationalities affected in the past 5 years

**45%** of scholarships awarded to female students

**57%** of undergraduate scholarship recipients are female

**€6,000,000** awarded to female students in 2016-17

# 3.1 \_YOUNG \_\_\_\_\_

## \_\_\_\_\_ TALENT\_\_LEADERS

**With the help of the IE Foundation, IEU Parents and strategic partners, the Young Talent Leaders scholarships ensure that top domestic and international students can benefit from our excellent programs and contribute to our intellectual community. Thanks to the support of leading businesses like Fotowatio Renewable Ventures, Philyra and AJEGROUP, these scholarships offer talented individuals multilateral support during their time at IE. From tuition to accommodation and materials to medical insurance, our Young Talent Leaders are supported and empowered every step of the way.**

### **IE Foundation - IEU Parents for students with high potential**

Often, it is not until students find themselves in a supportive and exciting educational environment that they truly begin to flourish. These scholarships recognize that fact; they are offered to individuals who, during their first year of study, demonstrate high academic potential, extraordinary talent and entrepreneurial flair in their chosen fields. With the help of the IE Foundation, they support students throughout the remaining years of their undergraduate studies at IEU.

### **IE Foundation and AJEGROUP**

The IE Foundation works together with this multinational beverage company to support talented individuals from Thailand and Indonesia. The scholarship is awarded to students who show brilliance in all aspects of their lives—both in their academic pursuits and in extracurricular activities. It is offered for all degree programs, with the goal of helping talented individuals reach their full potential in any field.



*I have been awarded a once-in-a-lifetime opportunity that will help me gain the knowledge and experience needed for my future plans, which I will bring back with me to my home country of Jordan, and hopefully make a positive contribution to my local community.*



**SARAH AL ATIYAT**

***Bachelor in Architecture***

2016 IE Foundation / FRV Young Talent Leaders scholarship recipient

## IE Foundation and Philyra

In November 2016, Philyra took over the management of this scholarship opportunity, which was previously offered by the prestigious Quirón Group. The scholarship operates on the same basis as that of AJEGROUP, but in this case it supports homegrown talent here in Spain. IE is proud to nourish and share Spanish talent with the rest of the international community, thanks in part to the support this scholarship provides.

## IE Foundation and FRV

This scholarship is offered in partnership with Fotowatio Renewable Ventures, a global utility-scale solar development company. It is awarded to a student in one of the communities where the company has worked, in order to drive positive social change and the progress of education in that region. In 2015 it was awarded to an individual from Uruguay, and its international dimension has since been further expanded with two scholarship recipients from Jordan.

## 3.2 — SUPPORTING ———— TALENT IN ALL AREAS —————

**Through donations to the IE Foundation, we are able to empower talent by offering economic assistance to promising individuals—no matter their area of interest. This support is available to students across the different academic disciplines and schools, from IE Business School to IE University and executive education programs.**

### **José María Cervelló Chair**

Together with the José María Cervelló Chair, the IE Foundation supports scholarships for students of law or tax at IE Law School. These are awarded to individuals who have high academic potential, but would otherwise be financially unable to access the academic opportunities at IE.

### **European Professional Women’s Network**

An important part of empowering talent is supporting initiatives to ensure equal access to education. The IE Foundation collaborates with the European Professional Women’s Network in order to promote the participation and equality of women in all of the different programs offered at the institution.

## Prizes in the Humanities

The humanities are a key aspect of the IE identity. Regardless of each student's chosen course of study, they are offered the chance to participate in a variety of competitions and events designed to exhibit their diverse talents.

In September 2016, the first Prizes in the Humanities were awarded by IE Foundation President Diego del Alcázar. These awards recognized the most creative contributions from IE students in various formats such as fiction, visual arts, poetry and more. The awards ceremony was an impressive showcase of all that our students are capable of, both within and beyond the academic setting.



▲ Prizes in the Humanities, 2016

## 3.3 \_ BREAKING \_\_\_\_\_ FINANCIAL BARRIERS \_\_\_\_\_ TO ACADEMIC ACHIEVEMENT

**To truly excel in the world of academics and the professional environment, students must have access to the best educational opportunities available. Even the most talented, motivated and promising individuals sometimes need assistance to access those opportunities. This is where the IE Foundation comes in. We seek out those with the highest potential—who may not be able to accomplish all they are capable of due to financial limitations—and give them the help they need to achieve and exceed their goals.**

### Doctorate degree programs

IE Business School offers two doctoral programs: a full-time PhD and a part-time DBA. These programs are designed to bring out the best in people who are at the top of their fields, and take them to the next level academically and professionally.

The PhD program is limited to an intake of just ten students each year, allowing participants to receive individual attention and support as they explore ideas, conduct research and prepare their theses. The IE Foundation offers several grants to cover tuition and fees, so that candidates can focus on their projects without having to worry about finances.

In April 2016, IE hosted the third annual Doctoral Consortium. The event gave PhD candidates the chance to share their academic experiences through panels regarding various aspects of management, presided over by faculty. Over 80 researchers from all over Europe were present at this enormously successful event, along with various participants from IE and other institutions.

### General Scholarship Fund

A little goes a long way, and at the IE Foundation we know that any amount of economic help can be the boost needed to drive someone toward success. This year, the General Scholarship Fund has supported over 200 students on the path to fulfilling their potential. Awards are based on each student's academic performance, social involvement and financial situation, in order to ensure that the most deserving individuals receive the help they need.

### Fulbright Commission

We are honored to collaborate with the world-renowned Fulbright Commission in order to support postgraduate students from the United States in their studies at IE. The Foundation funds full-tuition scholarships for programs such as the International MBA, the Master in Management and degrees in communication and the social and behavioral sciences. These are highly competitive awards, given to students who show great academic potential and a unique drive to innovate and effect change in the world around them.



**VICTOR MUO** is an International MBA student who was the recipient of a 2016 IE Foundation Scholarship. We asked him to share his story, as well as his thoughts on IE and higher education.



**On the IE Foundation Scholarship:** *“When I applied to IE last year, Nigeria’s economy was badly hit by the crash in oil prices. This significantly reduced the value of my savings and put my MBA dreams out of reach. But the IE Foundation came to the rescue with a sizeable scholarship to reduce my financial burden. The team was very understanding, and they were aware of the Forex crisis in Nigeria. I remain grateful to the Foundation for the financial support I received to complete my MBA.”*

**On the IE experience:** *“My experience at IE has been magical. The first thing that wowed me was the school’s diversity, with more than 90 countries represented in the program. Amazing stuff! This diversity enriched our classroom discussions, group activities and overall sociocultural experience.”*

**On the power of education:** *“I believe that we all have a moral obligation to support any cause that educates our youth and develops their talent. Whenever we have the opportunity, we must intervene in the cycle of poverty and lack of education by providing the resources required to break the chain. Remember, to educate a person is to give them life.”*

## Scholarships for talent and excellence: Economic help for those with high potential

These scholarships are supported by donations from the IE community, with the express purpose of giving promising prospective students the financial assistance they need in order to continue their studies. They are offered to students who are studying in all of IE’s five schools and in its masters and executive education programs, and who have outstanding academic records as well as strong social commitment.



**“** *Despite being a small cohort of rigorously selected candidates, we at IE have a diverse mix of students from varied backgrounds and nationalities, making it a truly international experience.*

**”**

**CHANDRIKA RATHEE**

**PhD candidate from India**

Recipient of a 2016 IE Foundation PhD scholarship

## 3.4 — SPOTLIGHT ON: THE IE LIBRARY

The IE Foundation is deeply committed to supporting the IE Library, whose work encompasses all of the aims and principles of the Foundation. It strives to meet the needs of the entire IE community, providing access to materials and technology as well as support for research and learning. Offering personalized service both on site (with locations in Madrid and Segovia) and remotely (through the Virtual Library), the Library promotes the vision of IE by upholding its core values of entrepreneurship, diversity, inclusivity and innovation in everything it does.





# SUPPORTING THE COMMUNITY AT HOME...

**With the support of the IE Foundation, the IE Library carries out various initiatives and events with the goal of enriching the educational environment at IE. Here we highlight some of the projects the Library has recently been involved with on campus.**



Development and introduction of the My IE Library Account app.



Inclusion of the IE Library in the World Around Me app.



Updating and maintenance of the Worldshare Management System (WMS) and the Worldcat Discovery tool, both of which were developed under the auspices of the Online Computer Library Center (OCLC).



Measurement of acquisition and circulation through the WMS platform using Worldshare Analytics: Worldshare Reports and Worldshare Report Designer.



Launch of the Smart Areas app, which allows users to interact and communicate within designated zones.



Creation of two new touch points: digital boards where the Library can publicize events, updates to the catalog, access to resources and other marketing actions. Users can interact with the touch points to watch conferences, listen to audio versions of articles and more.



Addition of the possibility to borrow smartphone charging cables, tablet charging cables and headphones from the Library.

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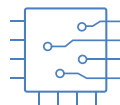
Installation of RFID (Radio Frequency Identification) tags on the Library's printed materials.

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Efforts to change how users interact with the Library, through the creation of short videos about the services it offers.

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Internal management of the Selective Diffusion of Information service through the Netxo platform, and external management through Dialnet (in cooperation with the University of La Rioja).

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Addition of the capability for professors to directly add materials to their course syllabi through a search tool included in the syllabus management platform—moving toward the concept of an “embedded library.”

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Purchase of required reading materials, which are available digitally through the Library's online catalog.

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**The IE Library participates in various networking events with the goal of spreading the institution's values, as well as expanding its relationships with similar entities. Here we present a selection of the events, groups and organizations the Library has recently been involved with.**

Participation in the Europe, Middle East and Africa Regional Council (EMEARC) meeting in cooperation with the Online Computer Library Center (OCLC), which took place in March 2016 in Madrid.

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Meetings of the Executive Committee of the OCLC throughout the year in Dublin, Ohio (USA) and Leiden (Netherlands) in order to work on the committee's various activities and projects.

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Recognition by the Madrid Convention Bureau, part of the Government of Madrid, for its work to make the city a leading location for business conferences.

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Participation in the ABLD-EBSLG-APBSLG Joint Conference & Meeting 2016 in Singapore—the world's leading event for business schools and university libraries.

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Organization of the IFLA Management and Marketing Committee's biannual meeting, with the theme "Libraries and Technology." The meeting took place in the IE office in February 2016. The 13th edition of the BibLibre International Marketing Award was presented, with the IE Library serving on the jury.

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Collaboration in the International Conference on Economics and Business Information (INCONECSS), organized by the German National Library of Economics and held in Berlin in April 2016.

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## ... AND BEYOND.

Celebration of IE World Book Day 2016, along with other IE departments.

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Attendance of the European Business Schools Librarians' Group (EBSLG) meeting in Ljubljana, Slovenia in September 2016.

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Celebration of the FESABID Cluster at IE Business School.

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Attendance at the 24th annual assembly of REBIUN (Spanish Network of University Libraries), held at the University of the Balearic Islands in Palma de Mallorca in November 2016.

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Hosting of the annual Assembly of the Professional Association of Archivists, Librarians and Documentalists of Madrid.

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Support of the FESABID Cluster Action Workshop, which brought together members to identify opportunities for digital transformation in libraries and information centers through group activities and meetings.

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Participation in the annual meeting of CLADEA (Latin American Council of Management Schools) for the third year running. The IE Library represented Spain at the 13th CLADEA Directors of Information Centers Meeting in October 2016 in Medellín, Colombia, with the theme "Innovation in Libraries."

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Participation in the 2016 Global Conference on Emerging Trends in Business Librarianship (ETBL) at the Indian School of Business, Mohali Campus.

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**Through all of these initiatives both on and off campus, the IE Library strives to constantly improve the educational environment of IE. The projects it conducts internally are designed to make the academic pursuits of students and faculty more productive and valuable. The events it hosts and supports enrich the school's cultural involvement and resources. The conferences, meetings and groups in which it participates help to create a network of similar institutions that have the same values and goals as those of the IE Foundation. In other words, the work of the Library is an integral part of the institution itself, and a shining example of the accomplishments and aspirations of the IE Foundation.**

4

# COLLABORATIVE APPLIED RESEARCH

## FOSTERING CROSS-DISCIPLINARY KNOWLEDGE

The best way to progress in any area is to constantly push the boundaries of what we know, in an effort to gain knowledge and discover new solutions. The IE Foundation is dedicated to promoting learning and innovation, and collaborates with many different entities to ensure that we are constantly moving forward.

The Foundation lends its support to individuals at the top of their fields by facilitating the publication of research papers and studies. Our primary focuses represent our values as an organization, and great emphasis is therefore placed on research concerning diversity and inclusivity.

The establishment of think tanks, centers of excellence, observatories and chairs allows IE to tackle key issues and remain at the cutting edge of innovation in business. Programs such as the Diversity Lab and



**5**  
*Centers*



**5**  
*Chairs and observatories*



**15**  
*Research projects*



**50**  
*Appearances in  
communication media*



**60**  
*Events organized*

the Gender Tension Gap Program demonstrate this, and provide vital insight into the real issues that companies face today.

Another important area of research is Islamic finance: both its history and the role it plays in a contemporary financial framework. While a great part of this work is completed by the fantastic Saudi-Spanish Center for Islamic Economics and Finance (SCIEF), the individual efforts of a number of our academics must also be highlighted.

Moving forward, the IE Foundation will continue to support research across all fields and at all levels. We will search not only for knowledge, but also for solutions and tools that can help all members of our community in their endeavours to enhance the world of business and society as a whole.

**Types of Research:**

**DIVERSITY** **GENDER EQUALITY**  
**CULTURAL** **INTERNATIONAL**  
**IDENTITY** **FINANCE**  
**CORPORATE** **GOVERNANCE**  
**INNOVATION**  
**PREMIUM PRODUCTS**  
**CASH MANAGEMENT**  
**INSURANCE**  
**LEGAL ISSUES**  
**CUSTOMER LOYALTY**

## 4.1 RESEARCH PROGRAMS

As part of our commitment to promoting the development and practical implementation of knowledge, the IE Foundation supports various research and knowledge-dissemination programs addressing diverse issues. In keeping with the institution's core values, we focus our efforts on universal topics such as diversity and gender equality—as demonstrated by the following initiatives.



▲ *Gender Tension Gap Program*

## Diversity Lab

As a collaboration between the Diversity Foundation and the IE Center for Diversity, the Diversity Lab focuses on the connections between diversity and innovation in business. What impact does diversity have on innovation—and vice versa? By considering the ways in which these factors drive each other, the Lab applies academic research skills to the analysis of their relationship.

With the participation of various businesses and partners, the Diversity Lab aims to create a roadmap for companies that will allow them to achieve success through an optimal approach to diversity and innovation. The Lab identifies three key types of diversity: demographic, experiential and cognitive. Knowledge of the impact of each on innovation can provide crucial insights for all sectors. We expect the ongoing work of the Lab, along with the support of the IE Foundation, to greatly benefit businesses in Spain and beyond.

## Gender Tension Gap Program

Through IE Business School's Center for Diversity in Global Management, the Gender Tension Gap Program (GTG) aims to use academic research to construct a tool that will allow companies to manage the issue of gender tension gaps in the workplace. In 2018, GTG will consider the struggle that individuals may face between the expectations (both current and aspirational) of their genders, and those of their roles in the workplace.

Bringing together an impressive group of diversity experts from a variety of sectors, GTG will deliver a self-diagnosis tool to uncover unconscious biases. In addition, it will produce an annual Corporate Gender Gap Report and carry out ongoing research into the disparities between emerging and traditional gender roles.

## 4.2 — SELECTED PUBLICATIONS

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

### Searching for Women on Boards

*Gabaldon P., De Anca, C., Mateos de Cabo, R., and Gimeno, R. (2016). Searching for Women on Boards: An Analysis from the Supply and Demand Perspective. Corporate Governance: An International Review. Volume 24, Issue 3, pages 371–385. May 2016.*

In line with IE's core values of diversity and equality, this publication considers the factors that aid and hinder women's access to boards, and explores the tools that can be used to encourage their promotion to senior corporate positions. The authors identify gaps in research in this area, pointing out how the dearth of scientific analysis prevents real progress from being made.

### Equal for Equal, Hand to Hand

*Cattelan, V. (2016). Equal for Equal, Hand to hand: Comparing Islamic and Western Money. In Gimigliano, G. Money, Payment Systems and the European Union. (Cambridge Scholars Publishing).*

Vincenzo Cattelan examines Islamic laws of finance, considering their role within a contemporary financial context as well as their legal and socioeconomic origins and rationale. He investigates the identity of Islamic money, and the challenges that it can present for the convergence of conventional and Islamic finance in modern economies.

## Money and Identity within the Framework of the EU

*De Anca, C. (2016). Money and Identity within the Framework of the European Union. In Gimigliano, G. Money, Payment Systems and the European Union. (Cambridge Scholars Publishing).*

Celia de Anca, Director of the IE Center for Diversity, explores the link between money and identity, examining the impact of a shared currency on the development of a community identity within the European Union. She examines the concept of money in the European context, the role of national currencies in the construction of national identity and the emergence of community-based finance.

## EMIDIS Report 2016

In the 2016 EMIDIS report on the management of gender diversity in Spain, IE was ranked among the top five Spanish companies for its LGBT diversity and inclusion initiatives. This report evaluates strategies and best practices related to gender and sexuality in the workplace, and provides recommendations for future improvement. Its highly favorable ranking of IE was based on the institution's equality policies, training and acquisition, corporate culture, LGBT employee networks and external communication.

## 4.3 — CENTERS

### Center for Good Governance

The Center for Good Governance is a research, educational and impact-oriented institution that is a joint initiative of the IE Foundation and Grant Thornton. It aims to enhance general understanding of good corporate governance, responsibility and reputation. Its central focus is the development of a prosperous and sustainable society.

The Center is ultimately a forum for the exchange of ideas, opinions, analysis and research, and it works to facilitate the identification of new ideas and trends in a fast-changing, globalized world. It also devotes significant time and resources to tracing the origins of national and international economic and financial crises, in addition to developing preventative measures and strategies in an attempt to better anticipate and manage future catastrophes.

In 2016 alone, a multitude of research papers covering various topics—ranging from good governance strategies for unlisted companies to the importance of corporate social responsibility—were penned by its members, underscoring its position as an international platform of knowledge and innovation. It was a year in which the Center also played host to a number of events, including a one-day workshop on good governance in early summer.

▼ Center for Insurance Research



▲ Center for Insurance Research



## Center for Insurance Research

The Center for Insurance Research came into being as a result of the IE Foundation's deep commitment to research and the dissemination of knowledge. Its establishment was first announced in February 2016, at a roundtable discussion on the impact of new regulations on insurance entities. The Center opened its doors for the first time in July of the same year, with sponsorship from Clifford Chance, SCOR and Informática El Corte Inglés.

The Center's mission is to promote and contribute to society's general knowledge and understanding of insurance through investigative studies and collaboration with the business and scientific communities. It also fulfills an important social function by offering protection to injured parties, namely accident victims.

The insurance sector plays an important economic role in the developed world and constitutes around 6.5% of the global GDP (5.5% of the Spanish GDP). Not only is it a significant source of employment, but it also functions as a counter-cyclical stabilizer mechanism in times of crisis and encourages innovation and long-term planning.

## Center for Innovation in the Public Sector

The Center for Innovation in the Public Sector is a joint initiative of IE Business School and the PwC Foundation. Its primary focus is the transformation of antiquated systems of public administration. The Center works to raise awareness of the need to modernize such institutions through education, outreach, events, research and publications.

In 2016 its work centered on three main areas. The first of these, smart cities, concerned the transformation of our urban communities into intelligent, sustainable environments and the impact of this phenomenon on systems of public administration. The second, European funds, focused on the capital allocated by the EU for the 2014–2020 period, and its use in implementing new policies and projects. The last of the three, the use of emerging technologies in the public sector, identified information technology systems as key components in the transformation of these instruments of governance.

The Center also held presentations and courses as part of its public events schedule. These events included an executive course in public leadership, attended by 35 senior figures in the public sector; the presentation of a report on smart cities; and a working breakfast concerning public procurement regulations for the new digital age.

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

### OVERVIEW

*SCIEF is the leading European center for the study of Islamic finance and economics. Since its establishment in 2009, the Center has worked tirelessly to promote the understanding and application of Islamic finance and economics among businesses, both in Spain and internationally. It is also committed to the education of governments and future leaders.*

### PARTNERS

*SCIEF's main partners are IE Business School, King Abdulaziz University's Islamic Economics Institute, and the Chair of Financial Ethics and Standards (CEFN) at Paris-Sorbonne University.*

### EVENTS

*Together, these partners carried out many initiatives in 2016, including these highlights:*

- Islamic Finance Think Tanks II, III and IV. Held in February, July and October in Madrid.
- A seminar entitled “Are Ethical Funds More Resistant to Crisis than Conventional funds?” Held on February 10 in Madrid, Jeddah and Paris.
- Workshop on Finance Endowment. Held on March 8 at the Casa Árabe in Madrid.
- 2<sup>nd</sup> Youth Immersion Week Madrid. Held on November 7 in Madrid.
- The Islamic Finance Forum 2016, in collaboration with the Islamic Financial Services Board and the Banco de España. Held on May 23–24 at IE Business School in Madrid.



▼ WIOT 2016



SCIEF Immersion Course ▼

The Islamic Finance Seminar ▼



## 4.4 — OBSERVATORIES AND PROJECTS



▲ Observatory for the Premium and Prestige Market

## Observatory for the Premium and Prestige Market

Its growth in recent years, coupled with its positive impact across the European Union, make the premium and luxury products industry a particularly interesting sector of the market. The Observatory for the Premium and Prestige Market seeks to enhance both industry and consumer knowledge of this sector. Though Spain is its initial focus, the initiative will ideally be rolled out on a global scale in the future.

2016 saw the publication of a number of studies by the Observatory, including the first edition of its Premium Travel Barometer. It is hoped that this annual publication, which incorporates knowledge and insights from travel industry experts, will serve as a useful source of reference for the sector. Several significant news events were also held at the Observatory center last year; for example, Miguel Angel Gardetti and María Eugenia Girón celebrated the release of their book *Sustainable Luxury and Social Entrepreneurship* in late June.

## Observatory for Cash Management

The Observatory for Cash Management has established itself as a leading point of reference in business and financial circles. Its key sponsors include the international professional services firm PricewaterhouseCoopers and the Madrid-based credit insurance company Crédito y Caución. The institution itself is divided into three main areas: credit risk (customer relations), management expenditure (dealings with suppliers) and banking negotiation.

This pioneering observatory aims to assist financial executives in the acquisition and development of their professional competencies, by providing them with relevant information as well as practical methodologies and tools. It is also designed to serve as a meeting point for those with an avid interest in the field. The Observatory center was proud to play host to a variety of noteworthy events in 2016. These included the presentation of the ninth edition of the Spanish credit risk management survey, an annual in-house publication.

## 4.5 CHAIRS

The IE Foundation facilitates various Chairs that specialize in improving the practices of research, training and development for the students and faculty of IE University. With support from various companies and corporations, the Chairs provide the resources and space for members of the IE community to continue pushing the limits and becoming leaders in their industries.



▲ José María Cervelló Chair

## Chair for Human Resource Management

The Chair for Human Resource Management, in partnership with Inditex, explores how innovative best practices can lead to value creation for companies in all industries. The three main activities handled by this Chair are applied research, professional development and documentation. These efforts produce new information and studies that reflect an innovative and cutting-edge approach to human resources, while promoting the upward mobility and career optimization of each company's employees.

Just as our methods of communication and dissemination of knowledge have evolved, so too must our management styles. The Chair for Human Resource Management works both to improve the value of each company and to conduct valuable academic research that benefits the industry as a whole. The Chair has also worked hard to document these initiatives, making this data readily available for use in academic studies. Inditex's sponsorship of this Chair has generated significant revenue, making the 2016 renewal of the Chair agreement an unquestionably worthwhile venture.

## José María Cervelló Chair

The José María Cervelló Chair finances the education of students pursuing degrees in law and finance at IE Law School. The winners of the scholarships provided by this Chair are chosen based on their excellent academic merit and demonstrable economic hardship. This financial assistance is sponsored by ONTIER.

Throughout the year the Chair promotes a number of activities that revolve around teaching, investigation and outreach. For example, the Cervelló Award is given to students who provide excellent perspectives on each year's law-related theme. In 2016 it was awarded to María de los Ángeles Villegas García and Miguel Ángel Encinar del Pozo, based on the topic "Business compliance: principles, corruption prevention and competitive efficiency, with a special focus on the open market between Europe and the USA."

## Travel Club Loyalty Chair

The Travel Club Loyalty Chair provides an interactive space dedicated to applied research on customer loyalty. In 2016 alone, this Chair conducted a number of studies that took a theoretical approach to the most relevant findings on real brands' customer loyalty. Participants in the 2016 events explored and discussed the "moment of acquired loyalty"; the essential moment when customers make the conscious decision to support a particular brand instead of its competitors.

Leading up to these events, Air Miles sponsored the Chair to conduct investigations on the proposed topics and create case studies of both national and international companies. Invaluable research was gathered that allows for a better understanding of the various stages the customer experiences during the decision-making process. This data can be applied directly to the field of marketing, giving both students and faculty fresh data on which to base future studies.

## 4.6

# SUPPORTING ACADEMIC RESEARCH

**One of the core pillars of the IE Foundation is the promotion and sponsorship of applied research. Technological advancement means that modes of conducting business are constantly changing. In order to create the most up-to-date curricula and conduct cutting-edge research, applied research pulls real world instances into the classroom, offering members of the IE community innovative experiences to fuel their studies.**



## Seed Funds

At IE University, professors are more than just classroom instructors. They are innovative leaders in their fields, paving the way for the future of their companies. The IE Foundation's seed funds offer staff an opportunity to develop new methods and practices through research and investigation. This initiative affords university faculty the necessary resources for conducting the applied research that will take their students to new academic heights. Thanks to these funds, professors can utilize the latest technology, software and databases to ensure that they are providing the most up-to-date and hands-on experience possible.

Aside from useful resources, this program also provides funding to conduct studies that involve interactive exercises. These activities range from experiments to data analysis and manuscript preparation, and offer an engaging supplement to the curriculum. IE faculty members also receive funding to share their findings with the world. Seed funds allow professors to travel to domestic and international conferences, giving them the chance to be the first to present new solutions in their fields. This initiative is available to all faculty and is a great way to get both students and staff excited about the possibilities of applied research.

## Research Forums

In addition to providing the tools needed to conduct research, the IE Foundation goes one step further by bringing the world's most innovative researchers to the IE campus. Research forums are an exceptional chance for members of the IE community to engage with a selection of the world's top thinkers and leaders. All are welcome to attend these summits, in an attempt to create an interdisciplinary exchange of ideas and data. Since 2013, experts from an array of fields have presented their latest findings in the incredible academic setting provided by these events.

Research forums bring together students, professors, professionals and moguls to collaborate, inform one another and change the way we think about business. One of these forums, the South Summit, is focused on highlighting some of the more obscure sectors in order to promote interest and the generation of new ideas. The South Summit also encourages students' continued development in the business climate by showcasing success stories of all kinds. Here, small businesses and outstanding entrepreneurs are emphasized, further promoting Madrid as the newest global hub of entrepreneurial activity. The IE Foundation's research forums offer a chance to network and stay informed on the latest findings on an array of topics, leaving participants with a fresh perspective and newfound inspiration.

# 5 \_ IMPACT INITIATIVES \_ AND \_ EDUCATIONAL OUTREACH \_

**The IE Foundation is more than just a source of financial support for students and research. We are committed not only to helping our own students succeed and fostering knowledge that transcends borders and disciplines, but also to engaging with the community. We do everything we can to get involved with the world around us, using our considerable resources—generously provided by donors and partners—to encourage social change and foster cross-cultural understanding.**

In 2016, the IE Foundation supported several events and initiatives with this goal in mind. From seminars and networking nights to internships and informal chats, we have continued to promote the values of IE both within and beyond the institution itself. Ultimately, the success of the Foundation is measured not only in the progress of IE, but in that of the overall community and culture of which it is a part.

# GIVING BACK TO THE COMMUNITY

We know that this is an ambitious goal. Effecting large-scale change is a difficult mission, and even on a small scale it takes time, money and dedication. Even so, we believe that it is our responsibility to help drive society forward—and we know that the biggest changes begin in the smallest places. It starts with helping a student from a developing country gain professional experience, and then watching them flourish and become a global leader. It starts with a simple magazine article, which grows and evolves and inspires someone to launch their own startup. It starts, in other words, with seemingly insignificant actions—and this is where true progress is born.

In 2016, the IE Foundation proudly participated in several social and educational projects that are making a real difference in the world. In its own way, each of these initiatives reflects and reinforces our core values of diversity, inclusivity, entrepreneurship and innovation. In the future, we will continue to work with them and to seek out other opportunities for meaningful outreach. We will work even harder to reciprocate the generous support we receive by giving back to the local and global communities to which we belong.



GENDER  
EQUALITY



LGBT  
RIGHTS



CULTURAL  
DIVERSITY



ENTREPRENEURSHIP  
AND SMALL BUSINESSES



FINANCE AND  
MICROFINANCE



CONSULTING



CAMPUS  
LIFE

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# EVENTS \_\_\_\_\_ FOR SOCIAL IMPACT \_\_\_\_\_

**The IE Foundation organizes and supports various events in line with our vision and values. These efforts are not limited to the business community; social and educational areas are equally important to our work. These are a few of the many innovative and worthwhile initiatives that we were involved with in 2016.**

**FITUR GAY 2016:** the International Tourism Trade Fair in Madrid, with a focus on gay tourism and the promotion of LGBT rights.

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**QS IN CONVERSATION 2016:** a seminar for higher education professionals, focused on the theme “Advancing Female Leadership through Higher Education.”

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**FEMALE ENTREPRENEURS IN SPORTS AND TECH:** an event organized by the IEOut Club and LesWorking professional group, with guest speakers Cristina Aranda and Beatriz Crespo.

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**DIVERSITY COFFEE CHAT SERIES:** talks featuring successful professionals and entrepreneurs. Themes included “Why Diversity Matters,” “Gender Diversity in Multinational Corporations,” and “Diversity in Standardization,” among others.

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▲ *Consulting Afterwork Event with Accenture*

**2<sup>ND</sup> EDITION OF THE CONSULTING WOMEN AFTERWORK EVENT BY ACCENTURE:** a debate designed to highlight the myths and realities of the consulting world and provide insight into career opportunities in the field.

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**INTERNATIONAL WOMEN'S DAY 2016:** a debate concerning gender equality, moderated by the IE Foundation Director General Margarita Alonso and featuring Nítida Pastor, Valeria Domínguez, Annick Marie-Jose Janssens, Paula Aranegui and Rolando Ober.

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**AEQUALIS 2015 RESEARCH PROJECT PRESENTATION:** Sponsored by the Madrid regional government, AEQUALIS 2015 is a research project focused on best practices in the field of LGBT normalization in the workplace. It was launched by María Giralt from the Gender & LGBT Lab, with the pro-bono participation of Margarita Alonso from the IE Foundation. It was presented at IE Business School by the US Ambassador to Spain, James Costos, and Madrid regional government councillor Carlos Izquierdo.

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# SOUTH \_\_\_\_\_ \_\_\_\_\_ SUMMIT



**One of the IE Foundation's principal goals is to support entrepreneurship and development in the world's most disadvantaged communities. One way to do this is by bringing promising young people from these communities into the international business environment, and giving them the resources and training they need to succeed. This is the objective of the South Summit, an event created by Spain Startup to help turn the country into the newest global hub for entrepreneurship.**

The South Summit allows startups from southern Europe, the Mediterranean and Latin America to demonstrate the talent and innovation they have to offer. It fosters the entrepreneurial environment here in Spain and around the world, and strengthens connections between countries that are often left out of the global business network. This event maximizes the visibility of some of the world's most innovative entrepreneurs, thereby enriching the entire industry with new ideas, perspectives and opportunities.

# CENTER FOR — DIVERSITY IN GLOBAL — MANAGEMENT

**The Center for Diversity in Global Management was created to promote diversity in gender, culture, age and ability in the corporate world. It accomplishes this largely through content creation and the diffusion of knowledge. The Center conducts training, raises awareness, encourages cross-cultural conversation and uses current research to develop future plans. More information on the research and events the Center has recently carried out can be found in the first two sections of this report. Here we will focus on the educational initiatives the Center has recently undertaken.**

## **Diversity Impact Project**

This program gives International MBA students at IE Business School the chance to apply their skills to real-world problems, enhancing the diversity training they receive as part of the degree. Students work in teams of two to four to tackle a diversity-related challenge at one of the school's partner companies, with the support of the company's management and IE faculty.

In 2016, IMBA students worked with companies including IBM, Zurich Insurance Group and Amadeus as part of this project. They helped develop programs to attract women in the STEM fields, improve corporate diversity strategies, solve problems posed by specific situations and design policies targeted at millennial employees.

## **IE Women in Business Mentoring Program**

The IE Foundation has provided support for the IE Women in Business club to operate this mentoring program, in which female students are paired with business professionals to exchange knowledge and experience. In 2016, the program held a meeting for the executive committee to set objectives; a workshop for the ten mentors and ten mentees to be matched with one another; a meeting for the mentors to discuss progress; and a meeting for the mentees to share their experiences.

# FINANCIERS WITHOUT BORDERS

**Financiers without Borders is a non-profit organization created by IE professors and students, with the goal of promoting funding in the parts of the world that need it most. It supports micro-production activities in regions that have underdeveloped microfinance systems, particularly in Africa.**

Financiers without Borders currently operates at three levels: at IE, in Ghana and on an international scale. At IE, it helps to set the institution apart from its competitors and attract students and professors. According to the IE Admissions Department, 30% of students in the Master of Finance program choose it in part because of this organization.

In Ghana, the organization plays an important role in the development and growth of the micro-production sector. It works in collaboration with microfinance institutions (MFIs) as well as the Central Bank and the Ministry of Finance and Economic Planning. Internationally, it operates as a large-scale NGO comparable to Harvard's ACCION International and ESADE's Institute for Social Innovation.

## ACTIVITIES

In 2015, Financiers without Borders suffered as a result of organizational restructuring and budget cuts. 2016 was thus a year of rebuilding. The organization explored collaboration opportunities with other IE master's programs (beyond the MIM) and redesigned its operations to adapt to the resources available—and to ensure that future issues of this kind would have a reduced impact. A plan was created to develop new activities, the first of which would have students work with MFIs to improve social strategies and make a greater impact on low-income populations.

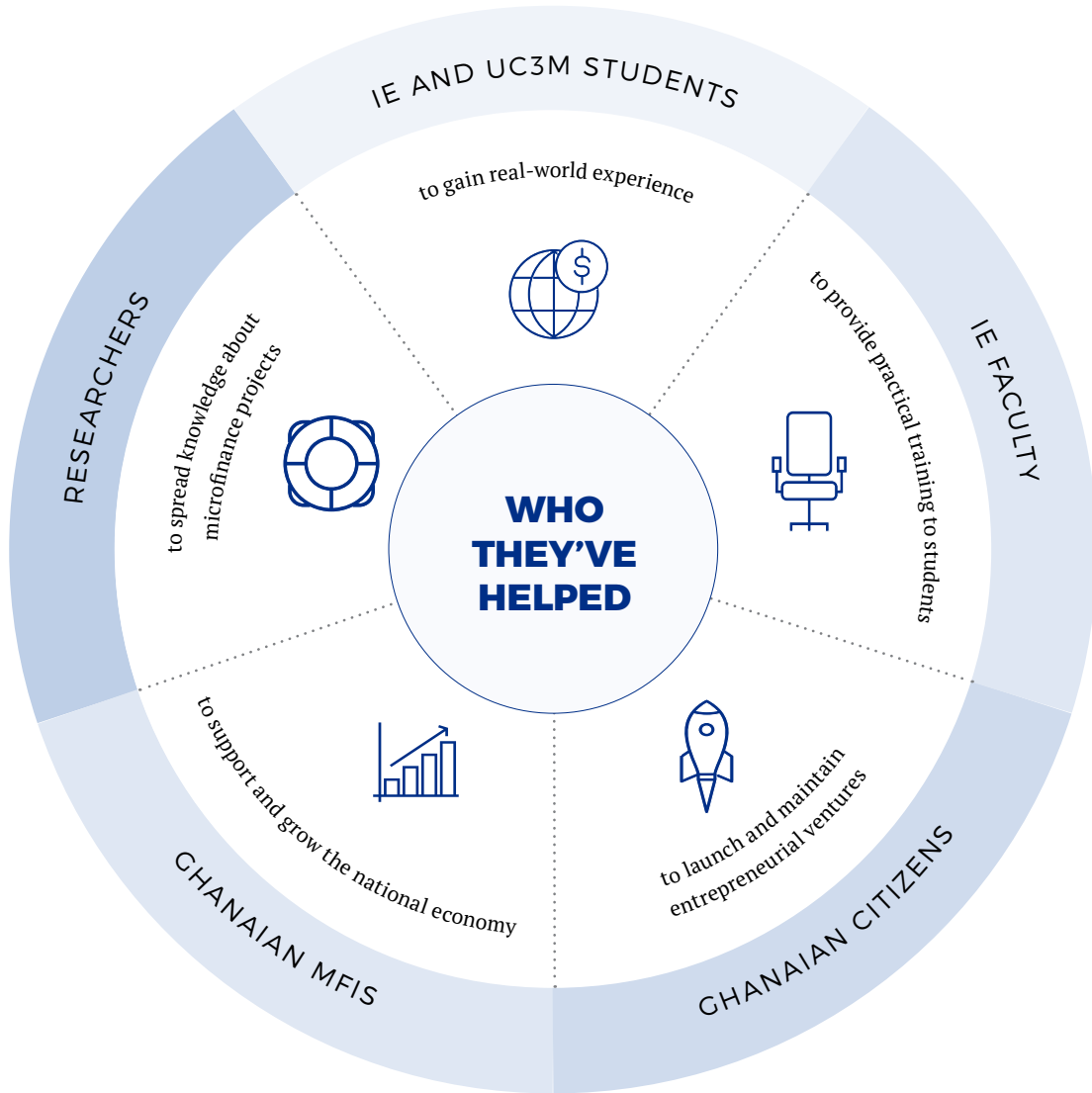
In 2016, Financiers without Borders carried out several initiatives and activities. It helped provide technical assistance to Ghanaian MFIs in both the spring and the fall, at events that were attended by six MFIs, seven IE professors and 28 students from the Master of Finance program.

It also supported several research projects, including one sponsored by the London School of Economics and the International Growth Center. This study was entitled "*Microfinance institutions and micro and small enterprises in Ghana: The potential of the missing middle.*" It was presented at the 2016 annual meeting of the African Accounting and Finance Association in Nairobi, Kenya by IE faculty member Marco Trombetta.



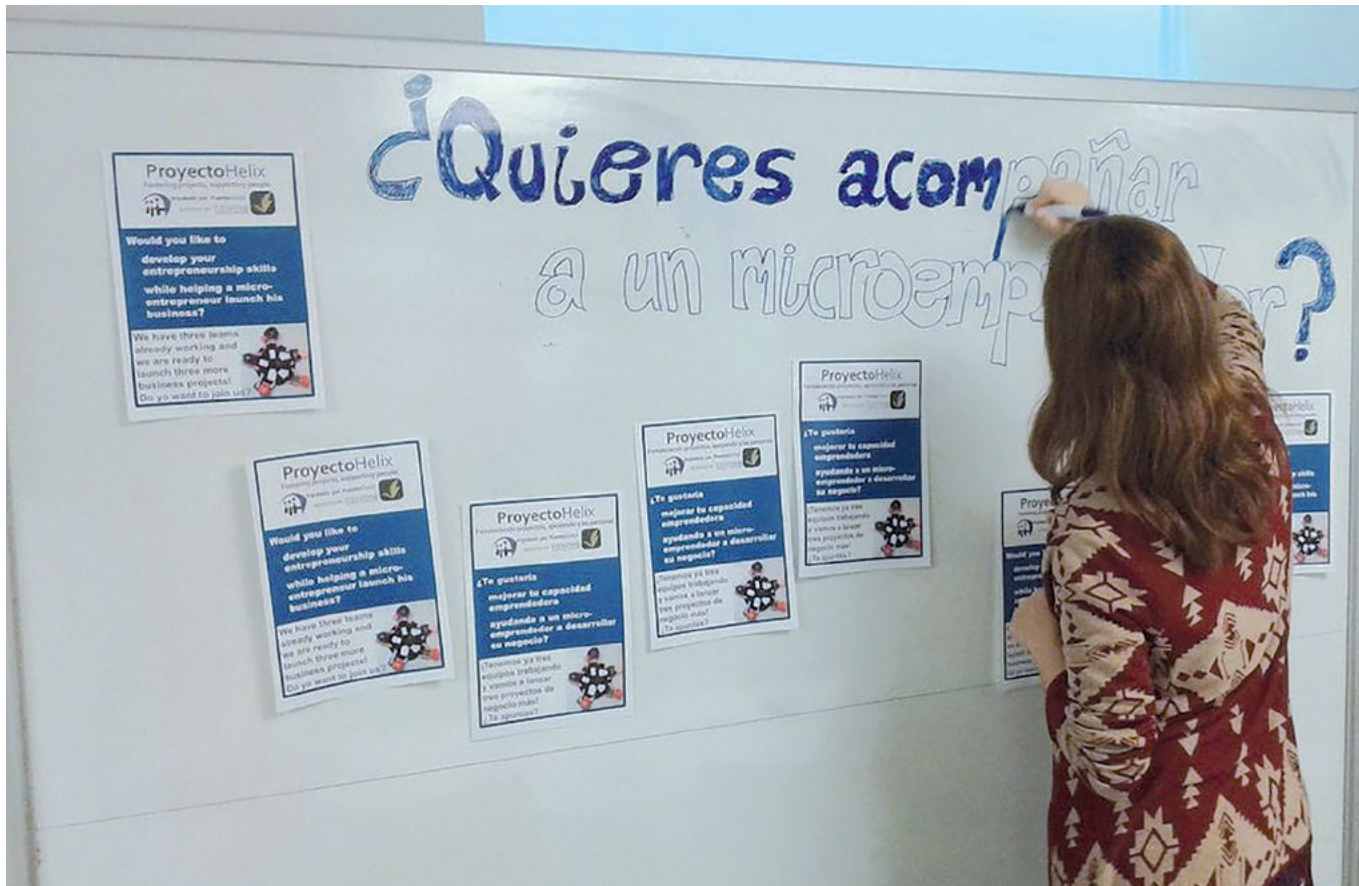


# Who they've helped:



# \_SPOTLIGHT ON: \_\_\_\_\_

## PUENTES \_\_\_\_\_ GLOBAL



▲ Project Helix presentation



**Puentes Global is a social venture that operates with the support of the IE Foundation. Its goal is to help vulnerable individuals enter the workforce through entrepreneurship. It accomplishes this by training, advising and supporting entrepreneurs and other social entities in this field. The organization strongly encourages IE students and community members to participate in its work.**



## Project Helix

Project Helix is the central activity of Puentes Global. Its principal objective is to facilitate collaboration between students of business administration or entrepreneurship with small business owners, allowing them to receive support as they develop their projects.

In 2016, Project Helix made significant progress in several areas. It saw an increase in the number of participating students and schools, with the involvement of five students from the Carlos III University of Madrid's Master in Entrepreneurship program. Sixteen IE IMBA students also participated in the project in 2016, providing advice to four entrepreneurs. At the end of the year the first Social Impact Lab was held in Segovia.

At the end of 2016, Project Helix started developing new tools and methodology to restructure the advising process and focus on agile launches of new businesses. These updates now provide the teams of students and entrepreneurs with an improved framework that facilitates better results.



## La\_\_b Marmita

In spring of 2016, Puentes Global took over the management of La\_\_b Marmita, an incubator for creative entrepreneurs. La\_\_b Marmita is a joint effort between Puentes Global, La Casa Encendida cultural center and Los Hacedores (a digital manufacturing workshop and training center), with support from the Carasso Foundation. It provides training and advising to help creative entrepreneurs develop the technical and business aspects of their projects. Twelve individuals participated in its first edition.



## Entrepreneurship training

In addition to Project Helix and La\_\_b Marmita, Puentes Global collaborates with several other entities to promote entrepreneurial training. It works with the master's program at the Carlos III University of Madrid, offering students the chance to gain real-world experience as well as practical knowledge. Puentes Global also works alongside the NGO Action Against Hunger to provide valuable training to micro-entrepreneurs.



# CAMPUS INITIATIVES

## Campus Life

The IE community places great value on the all-around experience of its students, both inside and outside the classroom. For this reason, the work of the Campus Life department is invaluable in coordinating student-led extracurricular activities that promote both the diversity among students and the common interests they share. These activities create a strong sense of community and help to develop interpersonal communication skills in a non-academic environment.

One such event was the TEDxIEMadrid conference, held in July of 2016. Approximately 100 people attended, including students from all of IE's masters programs, alumni, staff, professors and business professionals. Speakers from across the world presented talks centered on the theme "Why not?" The conference's goal was to bring inspiring ideas to the IE campus, motivating members of the IE community to question accepted norms and make a positive impact.

The IE Foundation also worked with Campus Life to present the IE Social Responsibility Forum 2016 in November. More than 200 IE master's students, alumni, professors and business professionals attended the event. They were encouraged to share their experiences and ideas relating to a range of issues, under the theme "Social responsibility at all levels: from startup to the boardroom."



## IDEAS magazine

IDEAS magazine is a joint project of the IE Foundation and the IE Alumni Association. It is a quarterly publication offered free of charge, which focuses on business, economic and legal themes. It serves as a platform for sharing best practices and expert opinions, and spotlights successful alumni and entrepreneurs in the global business community. The magazine is currently distributed throughout Spain and internationally.



**Through initiatives like the the South Summit, the Center for Diversity in Global Management, Financiers without Borders, Puentes Global and more, the IE Foundation engages with the community and does its part to promote positive change in the world. Our work does not end at the boundaries of the IE campus, or even the borders of Spain. We believe that the biggest societal changes originate in classrooms, in boardrooms, on university campuses and in the hearts and minds of individual citizens.**

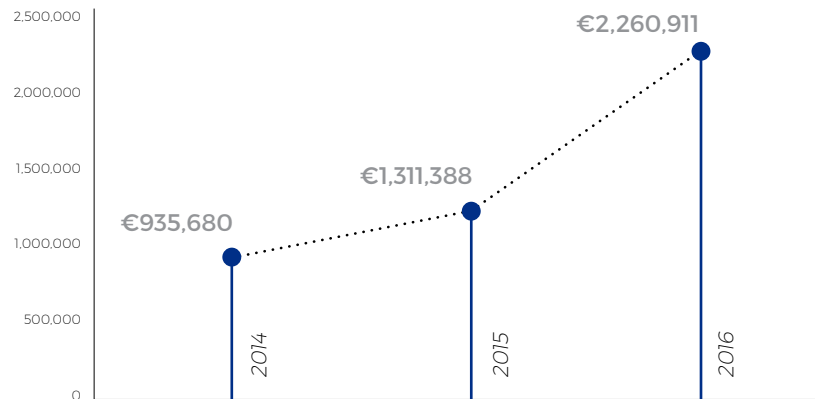
**For this reason we will continue to promote innovation and entrepreneurship; to encourage collaboration among the most promising and deserving members of society; to foster cross-cultural understanding and relationships that transcend geographic limits; and to strive to make the world a better place to learn, work and live. We thank you for your support as we carry out this mission today, tomorrow and for years to come.**

# 6 — FINANCIAL FIGURES

Every year, the IE Foundation invests hundreds of thousands of euros in education, research and cultural development. Thanks to generous donations from students, alumni, families, staff and companies, we are able to provide support to deserving individuals and worthy causes both within and beyond the IE community.

Our vision and values are not strictly financial, but we recognize that often, the best way to achieve and uphold them is by providing monetary support. We also know that when it comes to expenses, transparency is vital to maintain trust and integrity. For this reason, we have included an overview of 2016 by the numbers: where our funds come from, what they are used for, and how these figures have changed in recent years.

## Investment in Empowering Talent



\*Named Scholarships, Annual Funds and PhDs



# INCOME & EXPENSES

## INCOME IN 2016

- \_ Specific contributions: €3,584,262
- \_ Centers: €328,719
- \_ Chairs: €257,569
- \_ Projects: €87,769
- \_ Financial revenues: €174,731
- \_ Total income: €4,433,050

## EXPENSES IN 2016

- \_ Staff: €615,364
- \_ Named Scholarships: €254,679
- \_ PhD programs: €487,108
- \_ Research: €358,621
- \_ The IE Library: €426,689
- \_ Centers and chairs: €277,309
- \_ Sponsorship, publications and marketing: €601,176
- \_ Depreciation and financial expenses: €43,105
- \_ Total expenses: €3,064,053

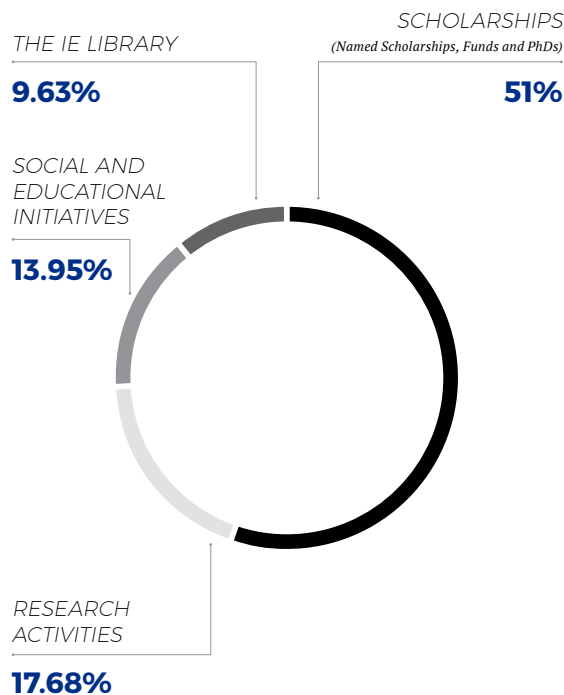
## Margin between income and expenses: €1,368,998

Annual endowment to the IE General Scholarship Fund: **€1,519,124**. This endowment was supported by budgetary surpluses from previous years.

General Accounts audited by Audi Consulting Auditores S.L. and approved by the IE Foundation Board – September 28, 2017.

The Board also approved the designation of KPMG as auditor for the following years.

## Where funding goes



TOTAL EXPENSES  
**€3,064,053**

# 7 SPECIAL THANKS

**None of the actions performed by the IE Foundation would be possible without the help of IE students, alumni, families, staff and corporate and institutional partners.**

Giving to the Foundation is not only about providing financial support for outstanding talents, but also about making a commitment to the education of future leaders and the sharing of knowledge on both a local and global scale.

We want to thank the more than 3,200 donors who contributed to the IE Foundation in 2016 for helping us to make a bigger and better impact on our community and the world.

# PRINCIPAL \_ DONORS

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**The IE Foundation would like to highlight the main contributors to its collaborative initiatives in 2016.**

**Thank you for your trust!**

## Individuals

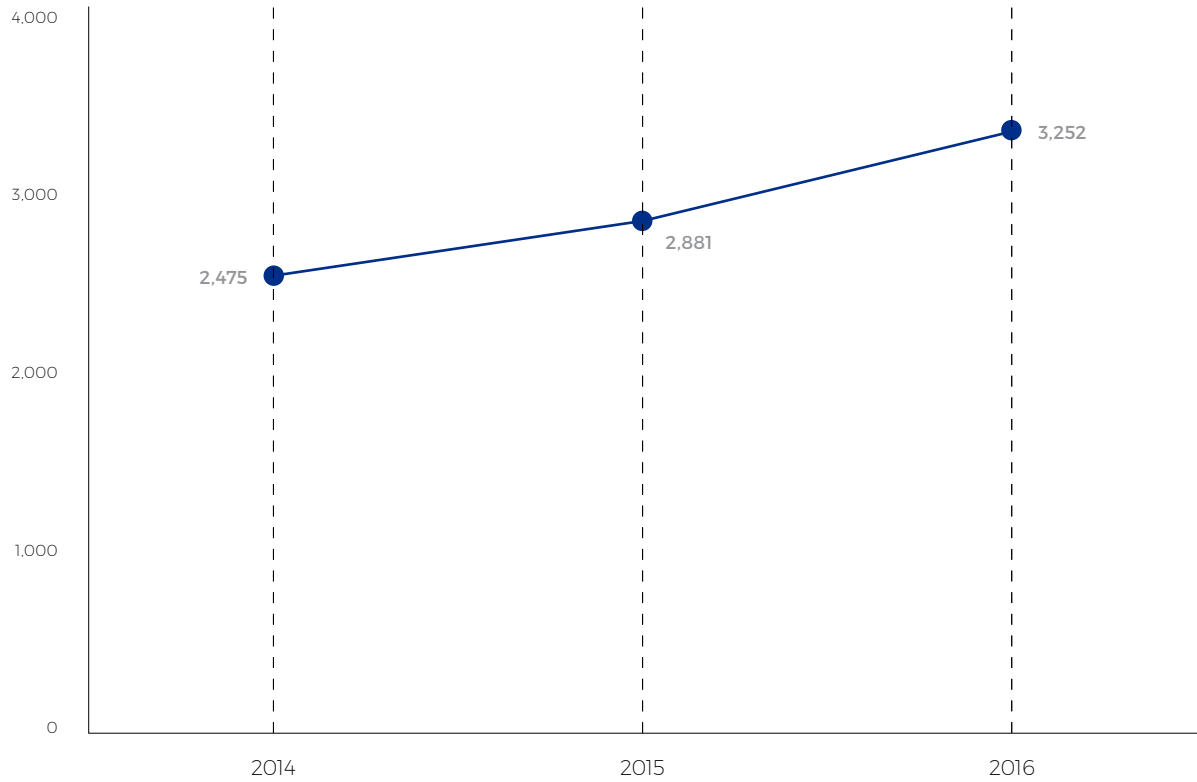
- \_ Rafael del Real Rubio
- \_ Fernando Luis Arenas  
Escribano
- \_ Bernardo Gutiérrez  
de la Roza Pérez
- \_ Luis Antonio Leis Mayan

## Companies

|   |  |   |
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# Number of donors

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# 8 — IE — — FOUNDATION — DONORS

# Students & alumni

## A

A. Boutros, Mina  
A. Sallman, Karim  
Aamot, Erlend Pena  
Abdallah, Ehssan  
Abdelnaby, Amr  
Abdelrehim, Sherif  
Abdin, Tamara  
Abdulghaffar, Majid  
Abdullah Al Rawas, Ahmed Salim  
Abdullayev, Elnur  
Abdulmajeed, Rana  
Abelgas, Ángela  
Abhishek, Kunwar  
Abi Aad, Michel  
Aboki, Umar  
Abou Merhi, Hussein  
Abou Tine, Dayan  
Abu Nada, Waleed  
Abubakar Amin, Fahmi  
Abud Madrid, José Rodrigo  
Abugattas Salem, Lucas  
Acuña Javier, Alexander  
Adama, Azeba-Jiik  
Adamson, Sean  
Adeliyi Adebaminle, Olutomiwa  
Adigun, Akin  
Adushita, Yasmin  
Advani, Mischaela  
Afanador Diaz, Natalia  
Afanasyev, Maxim  
Afolabi Martins, Akindele  
Aftab, Ahsan  
Aggarwal, Neha  
Aggarwal, Prakhar  
Agha, Khaled  
Agostine, Juan  
Agrawal, Aadhar  
Agrawal Ravi, Goyal Rishabh  
Aguayo Flores, Jorge Anghelo  
Aguilera Rivero, Jessica Beatriz  
Aguinaga Tello, Andrea Teresa  
Aguirre, Xabier  
Ahluwalia, Andy Ranjit  
Ahmad, Saad  
Ahmed, Syed Sohail  
Ahmed Mohamed, Mohamed Magdy  
Ahmed Abdelwahab Saleh, Reem  
Ahuja, Arun Kumar  
Ajarrista, Blanche  
Akanza, George  
Akbas Dilek, Emir  
Akerele Damilola, Maxwell

Akerele, Olaoluwa  
Akpata Oladayo, Godwin  
Al Snipes, Dumakas  
Al Somali, Mohammed Samia  
Al Achkar, Reina  
Al Hashimi Hamade, Noura  
Al Kurdi, Salam  
Al Lawati, Ali  
Al Saintbai, Rashad  
Alaguna Escobar, Shirley Viviana  
Alaily, Yazane  
Alakbarov, Ilgar  
Alaman Villa, Sergio  
Alameddine, Omar  
Alaminos Gil-Ortega, María Josefa  
Alarte Gorbe, Jorge  
Alba Reyes, Gabriela  
Albader, Ahmad  
Albaladejo Pérez, Víctor  
Albanawi, Waleed  
Albar, Abdullah  
Albayrak, Mehmet Ali  
Albertsen, Henning  
Albinana Trias, Francesc Xavier  
Albitar Nahil, Ahmad Adnan  
Ablewy, Rashed  
Albogami Muneer, Luluwah  
Albury, Isabella  
Alcázar De La Guía, Ana Isabel  
Alchammaa, Akram  
Alcubilla, Alberto  
Aldeeb, Yasmine  
Alepez Espada, José Carlos  
Alexandre Winder, Jean Leonel  
Alfaro Orduña, Andrés  
Alfaro Parot, Eduardo Manuel Ignacio  
Alfonzo Stanchieri, Marianna  
Ali, Ahsan  
Alibrandi, Lorenzo  
Aljofi Egal, Abdulsalam  
Aljudaimi, Abdullah  
Allen, Jennifer Marie  
Allendesalazar Mora, Alfonso María  
Almeida Mendes De, Antonio Pedro  
Almeida Molina, Irene  
Almena De Vega, Ana María  
Almezini Safwat, Waleed  
Almusa, Emad  
Alnakhala, Reema  
Alnimer, Safa  
Alonge, Opeoluwa  
Alonso Wehri, Beatriz  
Alonso Castaño, Leticia  
Alonso Alda, María Del Pilar

Alonso Martín, Flor De Lis  
Alsamman, Sharif  
Alsayer, Naser  
Altaweel Emad, Sara  
Alushi, Ailda  
Alvarado Colmenares, Mariana  
Alvarado Karla, Edith  
Álvarez Gonzalez, Illan  
Álvarez Figaredo, José María  
Álvarez Castellanos, María Emilia  
Álvarez Sifontes, Mario  
Álvarez Lobo, María  
Álvarez Busani, Wilfredo Alejandro  
Álvarez Fernández, Francisco Alberto  
Álvarez Loscher, Rafael  
Álvarez De Toledo Ortiz, Sofia  
Álvarez Fernandez-Queipo, Alejandro  
Álvarez-Hevia Quirós, Rafael  
Álvaro González, Daniel  
Alwan, Tamara  
Aly, Mahmoud  
Amago, Verónica  
Aman, Marc  
Amin, Bader  
Ammar, Driss  
Amor De Hoyos, Pedro  
Ampaikitpanich, Pich  
Anagbogu, Ifeoma Uche  
Anavalon Gary, Ignacio Javier  
Anders, Pia  
Anderson, Kc Martin  
Ángel Miralles, Pau Josep  
Angiras, Shruti  
Anglada Dieste, Alberto  
Angles Vásquez, José Alejandro  
Ankrah Jr., Ben  
Ann De Guzman, Pamela  
Antonio Hooker, Marvin  
Antoun, Elie  
Anzola Rincón, Eduardo  
Aoun, Soumar  
Aparicio Pastor, Ignacio  
Aparicio Alfaro, Jaime  
Apice, Vincenzo  
Araba, Stephen  
Arana Salazar, Catalina  
Arana Umendia, Javier  
Arbel, Yael  
Arbelaiz Escribano, Iñaki  
Ardolino, Alfonso  
Aregger, Rafael  
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 Ashwathnarayan, Santhosh  
 Asselberghs, Olivier  
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 Asturias Santamarina, Edgar Estuardo  
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 Avelino, Catherine  
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 Aylett, Christine  
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 Azzouz, Leila

### B

Baaddi, Kenza  
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 Badarchy, Baiyr  
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 Baratta, Camillo  
 Baray, Rick  
 Barbosa, María Fernanda  
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 Barr Trobman, Maaike  
 Barradas Romão, Rita  
 Barranco García, María  
 Barreales García, David  
 Barrera Macchiavello, Luis Armando  
 Barrera Karrer, Jesús  
 Barrio Martín, Juan  
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 Bassetti, Leonardo  
 Bassi, Edoardo  
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 Basterra Miret, Belén  
 Bastidas Plaza, Hector Eduardo  
 Batanero Díaz, Francisco  
 Batilando, Emiliano Joel  
 Batra, Aakash  
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 Baur, Moritz Sebastian  
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 Bautista, Ana María  
 Baviera Germán, Amparo  
 Bayley, Emily  
 Bazerji, Gabriel  
 Beato Ramos, Samuel  
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 Beauchamp, Christopher  
 Beaumont, Thomas  
 Becerril Garcia, Mariana  
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 Becker, Franziska Magdalena  
 Bedeschi, Federico

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 Belbel Laynez, Fernando  
 Beliachkov, Georgii  
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 Beltrame, Giovanni  
 Ben Jelloun Bricha, Sabrina  
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 Benhaddou, Khadija Aya  
 Benini, Enzo  
 Benitez Santos, Andrés Mauricio  
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 Bennett, Brodie  
 Berezovskiy, Leonid  
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 Berger, Javier  
 Berger Crespo, Juan Diego  
 Bergschneider, Hunter  
 Berkelmans Cojan, Blandine Anne Clothilde  
 Berlín, Laura María  
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 Bernal Piñero, Santiago  
 Bernard, Clara Louise  
 Bernardello, Marcos Roberto  
 Bernardo Carrasqueira, Joana Filipa  
 Berrannoun, Lyna  
 Berro, Wassim  
 Bertran, Violette  
 Bertsch, Claudia  
 Betran, Pablo  
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 Beyer, Markus  
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 Bhandari, Raghav  
 Bhatia, Anurag  
 Bianchi, Luca  
 Bielma Toledo, Ricardo Felipe  
 Bierry, Gauthier Pierre Yves Mari  
 Bigle, Nicolas  
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 Binbrek, Ali  
 Bindal, Hemant  
 Bisbano, Caitlin  
 Bishi, Azeezat  
 Bisht, Hersh Vardhan Singh  
 Bizon, Maxime  
 Blackwell, Kyle  
 Blanco Calzado, Carlos Alberto  
 Blassiotto, Javier  
 Blecher Oliveira, Carlos Henrique



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 Bodenmann, Iris Barbara  
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 Boedo Granero, Alfonso  
 Bogaert Defillo, Daniel Arturo  
 Bohorquez, Daniel  
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 Bollati Delclós, Marcos Diego  
 Bollmann Hahmann, Eugenia Maria  
 Bondarenko, Oleksandr  
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 Bonilla Carrión, Elena  
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 Bonnet, Maxime Geofroy Philippe  
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 Bordalo Silva, Pedro  
 Borjabad López-Pastor, Daniel  
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 Borrego, Ariel  
 Bosselmann, Víctor  
 Bossers, Nicolás  
 Bossset, Carla  
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 Botero González, Santiago  
 Botti, Simone Giacomo  
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 Bou-Nader, Elliot  
 Bozdog, Mehmet Sinan  
 Bozdogan, Bedirhan Cristobal  
 Brain Ross, Felipe  
 Brandenberger Caballeros, Hans Joerg  
 Braojos Moreno, Eva  
 Brauer, Momme-Niklas  
 Breedt, Dirk Bezuidenhout  
 Brenard, Damien  
 Briales Maldonado, Javier  
 Bricano Rodriguez, Vanesa  
 Brightling, Jill  
 Bringmann, Donald  
 Brizzio Simon, Sofia Maria  
 Broucker Perianez, Daniel  
 Brodie, Mary  
 Brown, Matthew Curtis  
 Brown, Samuel  
 Bruenjes, Tim  
 Brum Gazzoni Brum, Giovanna  
 Bruyère, Olivier  
 Buelta Ares, Alberto  
 Bugaenko, Vitaly  
 Buhligah Buhilaigah, Tariq  
 Buil Mestre, Nuria  
 Buitrago Urrea, Sebastian Federico  
 Bukreev, Galina  
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 Busto Ondarra, Anastasia  
 Bustros, Alexandra  
 Butragueño Moavro, Carlos Eduardo  
 Butt, Piers Ndoke

## C

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 Cabrero, Ángela  
 Caicedo Cardenas, Santiago  
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 Calisti, Benedetta  
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 Calle Brush, Jorge Antonio  
 Callejas Castineiras, David  
 Callieri Callieri, Matías  
 Calso Pardo, Eloy  
 Calvo Montoro, Ana María  
 Calvo Rodríguez, Arturo  
 Calvo Balbuena, Guillermo Carlos  
 Calvo Rojas, Jorge Francisco  
 Calvo Andrés, Manuel  
 Calvo Ramirez, María  
 Calvo Carvajal, María  
 Calzolari Coolsma, Daniele  
 Camacho Núñez, Antonio  
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 Campbell Hurtado, Carlos Alberto  
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 Campiotti Regules, Manuela  
 Campos Herraiz, Alba  
 Campos Suárez, Mauricio  
 Campos Ruiz, Alejandro  
 Campos Parra, Jose Maria  
 Campos Ferreira, Anabela Beatriz  
 Canabal, Rafael  
 Canales Santa Rosa, Tristán  
 Cancela De Abreu, Miguel María  
 Canchanya Barreda, Wilfredo Francisco  
 Canny Cipriani, Susana  
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 Carbajales Quintáns, Antonio  
 Carbonel, María Milagros  
 Carbonell Vilar, Vicente  
 Carboni, Enrico  
 Cardelli Buso Gomes, Eduardo  
 Cardenas, Raúl  
 Cárdenas Márquez, José Pedro  
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 Carrasco Barbero, Agustina  
 Carrau Carbonell, Santiago  
 Carrera Basagoiti, David José  
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 Carvalho Reis, Virgilio Augusto  
 Carvalho Iglesias, Joao Miguel  
 Casas Berdeja, Gabriel  
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 Castellanos Vargas, Ana María  
 Castilla Sedas, Carolina Johana  
 Castillo Caro, David  
 Castillo Del Alcazar, Esteban Daniel  
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 Castro Villacis, Maria Jose  
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 Castro-Mendivil Sosa, Marita  
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 Cegla Gregorio, Nelson  
 Ceroni Perisic, Nicolas  
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 Cervantes Pérez, Isabel  
 Cervantes Columbos, Cynthia Carolina  
 Cervantes Funes Funes, Omar  
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 Chahin Faraj, Valeria  
 Chalev, Nikola  
 Chan, David  
 Chan, Guo Qiang Benjamin  
 Chandrasekar, Priyanka  
 Chatterjee, Tanmoy  
 Chauhan, Nidhi  
 Chavan, Sheetal  
 Chawla, Chander  
 Chen Zheng, Hong  
 Chen, Silin  
 Chen, Tan  
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 Cheng, Lin Ni Lisa  
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 Cincotti, Giuseppina  
 Cintra Bussolan, Nadia  
 Cirigliano Ciasca, Orianna Isabella  
 Cislak, Kevin  
 Cisneros Torres, María Paulina  
 Civeira Marín, Juan  
 Clement Tjiptoprodjo, Kevin  
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 Coelles Vargas, Antonio Enrique  
 Coffi Kacou, Hubert  
 Cogorno Falcone, Luciano  
 Colon, Charles  
 Condrey, Hannah  
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 Conesa Pla, Laura  
 Conesa Mula, Maria Jose  
 Conesa Rodríguez De La Vega, Rocío  
 Congiu Congiu, Giada  
 Conrad Junker, Robert  
 Copppe, Jan  
 Cordoba Jensen, Carolina  
 Córdoba Vallet, Eduardo  
 Cordone, Camilla  
 Correa Soares, Eduardo  
 Correa Benedetti, Guillermo José  
 Correa Sainz, Pablo  
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 Cortés Ruiz, Mauricio Alejandro  
 Cortés Muñoz, Paloma  
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 Cueto Mateos, Pablo  
 Cuevas López, Fernando  
 Cukierman, Yonatan  
 Cunha De Campos, Alexandre  
 Cuñat Fernandez, Cristina  
 Cupas De Obaldía, Juan Raúl

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D'apice, Nicola  
 D'Ambrosio Vila, Isabella  
 D'Oultremont, Edouard M Guillaume  
 Da Rocha Mendes, Hugo Miguel  
 Da Silva Lima, Hugo  
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 Dakkak, Abdul Rahman  
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 Dandache, Ghinwa  
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 Davis, Thomas  
 Davitaia, Ana  
 Dawar, Ali  
 Dayrell Rossi, Pedro Paulo  
 De Andrade Vivo, Sofia Paz  
 De Arriba Villares, Rosa María  
 De Bernard De Fauconval, Augustín  
 De Blank, Wouter  
 De Boeck, Jerome  
 De Carvalho Moraes Teixeira, André Ricardo  
 De Castro, Diego Orlando  
 De Causmaecker, Dries  
 De Coster, Riad Xavier  
 De Diego Galindo, Julieta Del Carmen  
 De Felipe Uruña, Christian  
 De Foestraets, Victor  
 De Gregorio Verdejo, María  
 De La Cierva De Borbón, María  
 De La Cuadra Navarro, Joaquín  
 De La Peña Basurto, María Gloria  
 De La Peña Garcia-Arquimbau, Alejandra  
 De La Serna Climent, Alberto  
 De Larturière, Thibault  
 De Les Rico, Carlos  
 De Los Reyes Tomas, Ignacio José  
 De Los Rios Fegali, Sergio  
 De Miguel Estrabón, Javier  
 De Montauzon Vargas, Bertrand  
 De Morais, Felipe

De Oliveira, Leandro Augusto  
 De Oliveira Azancot, Reinaldo  
 De Paz Álvarez-Garcillan, Jaime  
 De Plessier Inigo, Alvaro Carlos  
 De Santiago Espinos, Fernando  
 De Schaetzen, Maxime  
 De Zarate Gonzalez De Echavarri, Tomas  
 Deahl, John  
 Debbas, Ahmad  
 Del Amo Puente, Eric  
 Del Barrio Urquiza, Carlos  
 Del Valle, Ignacio  
 Delbani, Abdulrahman  
 Delgado, Sebastián  
 Dennis Lievano, Susana  
 Deryabina, Galina  
 Detemple, Matías  
 Deuring, Alexander  
 Dhamija, Ashray  
 Di Biase Tonutti, Antonio  
 Di Cicco, Andrea  
 Di Fonzo, Rebecca  
 Di Mella Scifo, Silvana  
 Diaz Toranzo, Karen  
 Díaz Santillan, Leandro  
 Díaz Cornejo, Carlos  
 Díaz Roldan, Miguel  
 Díaz Granados, Daniel  
 Díaz Aguilera, Andre Francisco  
 Díaz Malavé, Manuel Antonio  
 Díaz Granados, Danilo  
 Dickerson, Mary Grace  
 Dickmann, Matthew  
 Dika, Sarel  
 Divasson Mendivil, Juan  
 Dixit, Supriya  
 Djetou Wilfried, Francois  
 Doblaz Bravo, Gonzalo  
 Dolidze, Givi  
 Dolmetsch, Richard  
 Domingue, Elliot  
 Domínguez Prado, Ignacio  
 Dos Santos Marcano, Andres Alejandro  
 Dos Santos Pinto, Guilherme  
 Downing James, Matthew  
 Dramov Stanislav, Cristov  
 Dronov Kazas, Alexandre  
 Drost, Michaela  
 Duane, Ja-Nae  
 Duarte Pérez, Alexander  
 Duarte Agudelo, María Ximena  
 Duesing, Michelle  
 Dufour, Marc  
 Dugin, Vladimir

Dunfey, Neala  
 Durán González, Karina Elena  
 Durán Restrepo, Pablo  
 Durand Fernandez, Any Beth  
 Durivage, Amelie  
 Dutriz Boillat, Diego José Roberto  
 Dwarakanath Dwarakanath, Nidhi  
 Dwernicki, Constantin  
 Dwyer, Jeffrey  
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Ebrahim, Shaima  
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 Eguidazu, Santiago  
 Eichhorn, Nina  
 Ekesan, Vehbi Alihan  
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 El Asfari, Youssef  
 El Boulli Rguibi, Yacine  
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 El Garem, Muhammad  
 El Hajjar, Rani  
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 El Moghrabi, Omar  
 El Naggar Samakieh, Omar  
 El Turk, Youmna  
 El-Ras, Mais  
 Elbashir, Amin Gafar Elamin  
 Eleini, Isaac Murad  
 Eleonore, Beca  
 Elliott, William Curtis  
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 Eloussoul, Ismail  
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 Elsalem, Walid  
 Elsayed Ahmed, Omar  
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 Ennabili, Kenza  
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 Entsminger, Joshua  
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 Ershova, Anastasiia  
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 Espiñal Antay, David Hernán  
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 Eustace, Stephen

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Facorat, Aurelie  
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 Fedio, Juan Pablo  
 Feeney, Antonio  
 Feng, Xiaoying  
 Fenyvesi, Csaba Gabor  
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 Fernandes Herrera, Raquel  
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 Fernández Quiñones, Alvaro  
 Fernández Gutiérrez, Hector  
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 Fernández Bornay, Manuel  
 Fernández Moran, Mark  
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 Fernández López, Antonio  
 Fernández Moreno, José Manuel  
 Fernandez Avellaneda, Oliver  
 Fernández Martínez, Estefania  
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 Fernández Rodero, Juan José  
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 Fernández Oterino, Silvia  
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 Ferrari Peirano, Gabriella  
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 Ferrer De Simón, Enrique

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 Fiol Calvo, Antonio  
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 Flor, Cresten  
 Florentino, Rui  
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 Fouche, Andrea  
 Fournier, Paul  
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 Foyaca López, Carlos  
 Fragoso, Lourenço  
 Franciscolo Caillaux, Flavia  
 Franco Peña, Rogelio Diego  
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 Frein Von Boeselager, Teresa  
 Freire De Andrade Azevedo Gomes, Constança  
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 Freter, Jan Philipp  
 Freymond, Diane  
 Freynhofer, Magdalena  
 Frezza, Filippo Giulio  
 Friling, Christophe Antoine Rene M  
 Fu, Yan Lin  
 Fu, Yanji  
 Fucci, Guido Emanuele  
 Fuertes Hernández, Elena Abigail  
 Fuertes Bueso, Sergio  
 Furukawa, Keisuke

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 Gaius, Ikenna  
 Galaz De Miguel, Cayetana  
 Galea, John Joseph  
 Galeano Agudelo, Monica  
 Gali, Ganesh Sai Chaitanya  
 Gallegos Torres, Juan Andrés  
 Gamboa Nosti, Mauricio  
 Gamez Salcedo, Juan Felipe  
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 Gannage, Chelsea  
 Garande, Tarisai

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 García Cachinero, Azahara  
 García Albacete, Esteban  
 García Paramo, Jorge  
 García Bosque, José Ramón  
 García Rosas, Juan Pablo  
 García Estévez, Miguel  
 García Valls, Oriol  
 García Perez, Pedro  
 García, Vicente  
 García Moral, Cristina  
 García Velarde, Roberto  
 García Maldonado, Andrés  
 García Argüelles, Eduardo  
 García Colino, Javier  
 García Rodas, Luis Francisco  
 García Montes, Noemí  
 García Rodríguez, Patricia  
 García Córdoba, Vanessa  
 García Alegre De La Torre, Álvaro  
 García De Zúñiga Hernández, María Teresa  
 García San Miguel Rodríguez De Partearroyo, Javier  
 García-Alcalá Díaz-Regañon, Eva María  
 García-Barrosa Basa, Carlos  
 García-Escudero Ramos, Pío  
 Garg Naresh, Prakhari  
 Gargano, María Sofía  
 Garrido Rodríguez, José Ignacio  
 Garro Hernández, Isabel  
 Garutti, Ana  
 Garza García, Andrés  
 Garzón Albarrán, Olga  
 Gassauer, Timo Thomas  
 Gatupov, Iurii  
 Gaudenti, Francesco Giovanni  
 Gaupman, Vadim  
 Geerts, Bart Franciscus  
 Gentil Gentil, Gabriella  
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 Georgiev Slavomirov, Petar  
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 Germany Rozas, Matías Hanna  
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 Giancola, Cassia Louise Metra

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 Gili Mulet, Luis  
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 Gill, Simrat  
 Gillett, Adam  
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 Gimon Senior, María Gabriela  
 Gioia, Antonio  
 Giordano, Anthony  
 Giorgana Mendoza, Victor Manuel  
 Giovannardi, Giulia  
 Gippini Requeijo, Alfonso  
 Girard, Benoit  
 Girona Prieto, Clara  
 Gispert Rubio, Álvaro  
 Gissin, Egor  
 Glazkova, Anna  
 Godillon, Teddy  
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 Goicoechea Ruiz De Escudero, Ohiana  
 Goitia Osorio, Rosfarith Del Jesus  
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 Goll, Titus  
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 González Martínez Celis, Diego  
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 González Díaz, Judy Andrea  
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 González Sampayo, Jesús  
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 González Pinzón, Juan Pablo  
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 González Morales, Sergio  
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 Govender, Nishkar  
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 Požlep, Mark  
 Pozo Rosales, Luis Alberto  
 Prabhakar, Saurabh  
 Prada Botella, Rut  
 Pradas González, Alfonso  
 Prem Rodríguez, Mariana  
 Prieto, Kristian  
 Prinz Von Croy, Vinzenz  
 Protash, Albert  
 Protsyuk, Serhiy  
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 Puelinckx, Michiel  
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## Students & alumni

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 Ramos Rodríguez, Miguel Ángel  
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 Rifkin, Gray  
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 Robertson, Sean  
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 Rodríguez Villapol, Saul  
 Rodríguez Pozo, Susana  
 Rodríguez González De Cossio, Federico  
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 Rodríguez Herrero, Oscar  
 Rodríguez Sagastume, Pamela  
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 Romero Sommerz, Tania  
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 Romo Sada, Jaime  
 Ron Ozores, Lucía  
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 Rosales Rodríguez, Luis Alejandro  
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 Rosner, Toby  
 Rothfos, Johannes  
 Roti-Balogun, Rukevwe Aroutu  
 Roy, Martin  
 Rozat Nuñez, Jerome  
 Rua Peñate, Javier  
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 Rubio Abellán, Javier  
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 Sabbatucci, Gianluca  
 Sabido Coronado, Marina  
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 Sáenz De Miera Pérez, Gonzalo  
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 Sáez Ródenas, Elena  
 Sáez De Ibarra García, Juan Ignacio  
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 Saidi Rida, Mustapha  
 Saif Juma Balama Altamim, Hiba  
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 Salas Martín, Alberto  
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 Salceda, Ignacio  
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 Saldaña Alegre, Jorge  
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 Salmina, Christian  
 Salomao Vilar, Luciana  
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 Samant, Sharvari  
 Samayoa Pacheco, Stefani  
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 Sánchez Martín, María  
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 Sánchez González, Esperanza  
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 Sánchez De Lamadrid Arbaiza, Fátima  
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 Santos Martínez, Juan  
 Santos Villar, Marta  
 Santos Enrique, Victoria  
 Santos Prieto, Juan José  
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 Sarkis, Jad  
 Saud Dos Santos Silva, Luciana  
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 Schwarz Seguías, Federica Alejandra  
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 Silva Herdy, Isabella  
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 Somuri, Sam  
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 Steininger, Tatjana Mara Sophia  
 Stempka, Jeffrey  
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 Sternel, Isabelle  
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 Stoyancheva Valentinova, Nevena  
 Strabel, Lukasz  
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 Streibich, Katharina  
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 Sutil Espinosa, Laura  
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 Szclar Bialik, Jack  
 Szymczak, Elsa

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Tabasco Ceca, Tomás  
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 Tadopalli, Siva Sumanth  
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 Talke, Lina  
 Tamaio Flores, Veronika  
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 Tan, Chu Le  
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 Tapia Solís, María Paula  
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 Tapiador De Pedro, Daniel  
 Tarhini, Ali  
 Tato Maluquer, Idoya  
 Tay, Kenya  
 Teckchandani, Pritesh  
 Teixeira Alvares, Carlos Eduardo  
 Tejero Pozo, Dimas  
 Tempia Bonda, Filippo  
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 Terence Yu Ong, Daniel  
 Terrón Moreno, Lucía Teresa  
 The, Fei Ming  
 Thomas, Edward  
 Tikoo, Manik  
 Tiwary, Mayaank Mohan  
 Tjahjana, Dea Maria  
 Toghias, Anna  
 Togo, Taro  
 Tolba, Reda  
 Toledo Ibáñez, Francisco  
 Tomasello, Gianluca  
 Tonnelier, Pablo  
 Torkunova, Uliana

Tornero De Diego, Clara  
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 Torrealba Escalona, Juan Pablo  
 Torrente, Andrea  
 Torres Cabrera, Andrea  
 Torres Muñoz, Araceli  
 Torres Martínez, Lorena  
 Torres-Llosa Pooley, Sebastián  
 Torri, Fernanda  
 Torrijos Sánchez, Ana Isabel  
 Torrón Armenteros, José Javier  
 Tortorici, Theo  
 Toyoda, Keiichi  
 Travieso Itriago, Alesia  
 Tremsal, Marie  
 Troina, Giulia  
 Troychuk, Daria  
 Tsang, Melinda  
 Tsantekidis, Nikolaos  
 Tsereteli, Avtandil  
 Tsianos, Vasileios  
 Tsokas, Marinos  
 Tsuchida, Yuko  
 Tuganov, David  
 Tuma Navarro, David Isaac  
 Tunuguntla, Nanda Krishna  
 Tuñón, Rodrigo  
 Turinetto, Massimiliano  
 Turull Leyba, Eduardo  
 Twomen, Conor

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Ucelay Cabral, Cira  
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 Valdés Dávalos, Tomás  
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 Valmikinathan, Chandramouli  
 Van Rooij, Maikel  
 Van Steenwyk, Matthew

Vanerio Seré, Nicolas  
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 Vasconsellos Gómez, Carlos  
 Vasilescu, Stefan-Bogdan  
 Vasylieva, Vladyslava  
 Vavilov, Alexander  
 Vázquez Carreño, Agustín  
 Vázquez Ferrer, Antonio  
 Vázquez Peña, Diego José  
 Vázquez Rodríguez, Mathias  
 Vega Fernández, José Antonio  
 Veiga Rodríguez, Beatriz  
 Vela García, Carlos  
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 Vemuri, Dinesh  
 Venkatesvaran, Gnanagurubaran  
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 Wang, Qianqian  
 Wang, Xiao  
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 Ward, Tererrance  
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 Weber, David  
 Wedzel, Marcin Karol  
 Wei, Lan  
 Weinstock, Michael  
 Weis Servat, Arnau  
 Weissenegger, Manuel  
 Weissinger, Paul  
 Wenzl, Johann  
 Weston Iv, Jefferson  
 Wijnen, Ilse  
 Wijsman, Diederik Adriaan  
 Williams, Corey  
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 Wilson, Rahael Kamy  
 Winkler, Lucas Leon  
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 Wu, Ping Kit Anthony  
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 Yuhei, Urabe  
 Yuhua Yuhua, Gu  
 Yusupov Yusupov, Akmal

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 Zurdo Barbero, Alfonso  
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## Families

### A

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 Aguilar Sulzer, Juan Carlos  
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 Alamo González, José Luis  
 Albarrán Isabel, Angel Jesús  
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 Alegre Sánchez, Enrique  
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 Alhmoud, Fares  
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 Almodovar García, Javier  
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 Alonso Fernández, Margarita  
 Alonso González, Ana María  
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 Alvarado, Gladys  
 Álvarez Gallego, Jesús  
 Álvarez Riestra, Francisco Javier  
 Álvarez Cienwambot, David Antoni  
 Álvarez Calderón, Milagros  
 Álvaro Julio, Francisco  
 Álvaro Fernandez, Sergio  
 Aly, Salwa  
 Amaral Lopes, Gabriela  
 Amin Helal, Walid  
 Amirssoleimani, Afsun  
 Amoedo, Begoña Sofía  
 Andrea Conti, Stefano  
 Angulo Bernedo, Carmelo  
 Angulo, Rodolfo  
 Anibal, Salvai Oscar  
 Antones Barbosa Martins, Teresa Manuel

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 Aranguren, Camilo  
 Araujo Bernabe, Rafael Eduardo  
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 Arguiñano Huici, Venancio  
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 Ariza, José  
 Ariznabarreta, Marta  
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 Armesto Mauriz, Manuela  
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 Aspas Ibáñez, Javier  
 Assimi, Guennouni  
 Athavale, Ram  
 Ayestaran Perez, Joaquín  
 Aznarte López, Francisco

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Baker Schreyer, Antonio  
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 Ballester Martinavarro, Joaquín  
 Ballesteros De La Puerta, Aurelio  
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 Baquero Hernandez, Luis  
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 Barcenilla Mena, Juan Carlos  
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 Barden, Ronald  
 Baro De Vivero, María Luisa  
 Barquin Del Puerto, Juan Ignacio  
 Barrachina Villagrana, Maria Mar  
 Barranco Soriano, María Pilar  
 Barreiro Blanco, Pablo  
 Barros Borrajo, José Antonio  
 Barth, Jean Francoise  
 Bascones Gómez, Juan  
 Bello González-Echenique, Santiago  
 Belloin, Philippe  
 Benjelloun, Nasser  
 Benkirane, Omar  
 Bentin Remy, Carlos Felipe  
 Bermúdez De La Puente, José

Bernabeu Calmes, Fidel  
 Bernar Solano, Pedro  
 Blanchard, Philippe  
 Bomet, Thierry  
 Bongianni, Luciana  
 Bonmatí Llorens, Rafael  
 Botero Motero, Antonio  
 Bouchaib, Khalili  
 Bougara Hassani, Leila  
 Boulari, Muna  
 Brancoli Pablete, María Pía  
 Brandin Lorenzo, José Angel  
 Breuil, Chrystelle  
 Brignone, Enrico  
 Broglia, Dario Giovanni  
 Bueno Osorio, José

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 Cano Balbas, Ángel  
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 Capra, Giovanna  
 Carazo Carazo, Martín  
 Cardin, Mimosa  
 Cardoso Nina, Tiago  
 Carrillo Fierro, Omar  
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 Carrizosa, Camilo  
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 Castillo Nestares, Carmen

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 Castro Somoza, Luis Carlos  
 Castro Sanchez, José  
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 Cucchiara, Maurizio

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D'Agostino, Giovanni  
 D'Elia, Mariela  
 Da Cruz Palmera Ribeiro, Jose Filipe  
 Da Silva Sousa, Luis Miguel  
 Dæhlen, Kristian  
 Dajbura Fischer, Diego  
 Daoudi, Mohamd  
 De Azambuja, Jaime  
 De Borbón Dos Sicilias, Pedro

De Bordas, Francois  
 De La Cerda López, Deborha Mariá  
 De La Fuente O'Connor, Luis  
 De La Peña Gil, Luis  
 De Los Rios Arranz, Alberto  
 De Medrano Caballero, Ignacio  
 De Miguel, Luis  
 De Motta Martínez, María Jesús  
 De Nobrega Goncalves, Rui Alberto  
 De Oliveira De Camargo, Priscilla  
 De Orbe, Jose M<sup>a</sup>  
 De Palma, Rosa  
 De Paternina Sunley, Alvaro  
 De Paz Suárez, Ana Isabel  
 De Paz Gago, Marta María  
 De Quadras Scherdel, Mireia  
 De Remedios, Juan Manuel  
 De Rojas Galiana, Loreto  
 De Togores Barandica, Luis Roca  
 De Vera Muslera, Fernando  
 Dejonghe, Wim  
 Del Brio, Carlos  
 Del Castillo, Ariana  
 Del Castillo, Guillermo  
 Del Castillo-Olivares Santos, Fernando  
 Del Moral Estevés, María Dolores  
 Del Olmo, Marta  
 Del Pino Garcia, María Del Pilar  
 Delgado Romero, Carmen Ivonne  
 Della Noce, Patricia  
 Delphine, Lecaron  
 Deluoye, Vincent  
 Demir, Selma  
 Desrués, Helene  
 Destombes, Thierry  
 Devillard, Marc  
 Díaz Muñoz, José Antonio  
 Díaz González, Alicia  
 Díaz Bernardo, María  
 Díez Triguero, Felix  
 Diez De Baldeon, Andrés  
 Doblado Castellote, Daniel  
 Domange, Christian  
 Domínguez Granda, Julio Benjamin  
 Domínguez Santamaría, Ana Esther  
 Dumont Schuette, Christian  
 Durante Blanco, José Manuel

## E

El Hariry, Khalid  
 El Hemam, Jamila  
 El Kateb, Abdalla Yehia  
 El Mernissi, Yassine  
 El Zaher, Mohamad  
 Ella Bochmann, Herta  
 Elsaid, Ahmed Nabil Mohamed  
 Elshamary, Hasan  
 Entrecanales Archaga, Juan Bosco  
 Escarate, Rodrigo Del Rio  
 Escuariaza Zubiria, Alfonso  
 Espeja Andrés, Alberto  
 Estavillo Dorado, Marta

## F

Fagu, Saimir  
 Faical Rachid, Laraichi  
 Falcón Lamban, Carlos Luis  
 Fanfani, Luca  
 Fayos Bonell, Enrique José  
 Felicetta, Giancola Teodora  
 Fernández Ongil, Manuel  
 Fernández Lopez, Antonio  
 Fernández Giménez, M<sup>a</sup> Dolores  
 Fernández Del Riesgo, Enrique  
 Fernández Escribano, Angustias  
 Fernández Fernández, Rafael  
 Fernández Fernández, Santiago  
 Fernández Fernández, Mercedes  
 Fernández De Henestrosa, Rafael Cabrera  
 Fernández Bartolomé, Mariano  
 Fernández López, Luis Ignacio  
 Ferrari Da Passano, Teresa  
 Ferreira Falcao Nogueira, José Luis  
 Ferrer Zuluaga, Luis Felipe  
 Ferrero Molina, María Paula  
 Filoso Sevilla, Soledad  
 Fiol Servera, Elisa  
 Fleming, Paul Dabid  
 Fonseca Garcia, María Consuelo  
 Fontes Migallon, Fernando  
 Franzen, Damián  
 Fresno Moro, Elena  
 Frontanilla, Narciso  
 Frutos, María Del Pilar  
 Fuente Arce, Pedro

## Families

Fuentes Berdala, Marta María  
Fuster Maguregui, Elena

### G

Gaign, Jean-Eric  
Galan Asensio, Paloma  
Galdós Lora De Olavide, María Del Pilar  
Gallego Zambrana, Pedro  
Galván Rodríguez, Amadeo  
Ganzaraín Aguirrezabala, Jorge  
Garces Lozada, Manuel Augusto  
García Arriero, Gerardo  
García García, Julián Carlos  
García Gómez, Joaquín María  
García Mínguez, Diana Aurora  
García Toral, M<sup>a</sup> José  
García, Pedro Adrian  
García Piñón, Vicente Salvador  
García Urbano, Jose M<sup>a</sup>  
García Casañas, María  
García Ferreira, Ricardo  
García Carbajales, Eugenio  
García Palacio, Rosa Ana  
García-Forte Amoros, María Luisa  
García-Terrero Herce, Ángela María  
García-Urgeles, Juan Antonio  
García-Valdecasas Colell, Enrique  
Garely Vega-Hojas, Coral  
Garin Ruiz De Villa, Silvia  
Gasset Muñoz-Vargas, Ignacio  
Ghisoni, Giuseppe  
Gigliotti, Edoardo  
Gil Brunet, Asunción  
Gil Ramón, Simón  
Gil Jacobo, Dankner  
Giraldo Gómez, Luis Enrique  
Girona Miralles, Antonio Andrés  
Gomart, Charlotte  
Gómez Robles, Rosa  
Gómez Damborenea, José Antonio  
Gómez Cuevas, José  
Gómez-Lechon Cuadrado, Alicia  
Gomez Villa, María Teresa  
Gomis Noguera, Adelina  
Gonçalves, Paulo  
González Martínez, José M<sup>a</sup>

González Saez, Eduardo  
Gonzaláz Ballez, José María  
González Ambres, Sandra  
González Ubeda Rico, Francisco Javier  
Goodrdich, Forest  
Grau Blanco, Jorge Ignacio  
Grima Osquiquil, María Rita  
Gross, Michael  
Guek Hoon Froude, Jasmine  
Guerola, Alfredo  
Guerra Llamas, Ángel  
Gutiérrez Martín, Luis Carlos  
Gutiérrez González, José A.  
Gumil Reyes, Carolina  
Gurcharan Kaur, Shanni  
Gutierrez Fernández, José Manuel  
Gutiérrez Barquín, Javier

### H

Haider, Marc  
Hendrickx, Tom  
Herrera Varas, Fernando  
Herrero Ayuso, Concepción  
Herrero Moro, Mariano  
Herrero Porta, José  
Herrero Fernández De Cordova, Fernando  
Hess, Niklas  
Hidalgo Fernández-Zuñiga, Alvaro  
Hilel Segal, Vered  
Hinojosa Gabela, Franklin Andres  
Hirsch, Francisca  
Ho, Edwin  
Huberts- Von Haare, Cecile  
Humberto Young, Juan  
Hyani-Zit Badda, Laila

### I

Ibáñez Rodriguez, Carmen  
Impiglia, Alfredo  
Infante, Luz Stella  
Íñiguez De Onzoño Fernandez, Rafael

### J

Japaridze, Teimuraz  
Javier Ruiz Lara, Francisco  
Jiménez Planas, Esteban

Jiménez Marín, Rocío  
Jimeno Barral, Juan Carlos  
Joselson, Eric  
Julián Gómez, José Javier

### K

Kabbabe Magamez, Samir  
Kenneth, Luis S.  
Kjando Kiunsi, Jane  
Koche, Brice  
Komuro, Kenji  
Koncz Vucinic, Olivera  
Krc-Jediny, Vladimir  
Krigolson, Jaanus  
Kukuladze, Natia  
Kunzmann, Regine  
Kusikova, Zuzana

### L

Labrador González, Isabel  
Lafaurie Taboada, Roberto Julio  
Lahcinoui, Saida Lanjri  
Lahlou, Mohamed  
Leaune, Segolene  
Lefort, Regis  
Leggio, Mario Giuseppe  
Legorburo Escobar, José Ignacio  
Licci Toti, Daria  
Liprandi, Valeria Carla Eleonara  
Liriano Arostegui, Jaime Luis  
Lizalde Soba, María Nieves  
Lloreda, Jorge  
Lloves Vieira, Enrique  
Lopetegui, Julien  
Lopez Pradas, Consuelo  
Lopez Rivero, Marta  
Lopez Barrios, Carlos Yesid  
López Carrión, Jose Luis  
Lorenzo Vazquez, Juan Luis  
Luengo Orol, Angel  
Luja Zurimendi, Iñaki  
Lupianhes Neto, Nicolau  
Luque Garcia, Victoria  
Lynn Rushton, Tracy



**M**

M. Delhez, Christine Paula  
 Madueño, M<sup>a</sup> Luisa  
 Maliki, Mohamed  
 Mangada Ferber, Miguel  
 Mañez Bellot, José María  
 Marangoni, Marcelo  
 Marco Arbolí, Ignacio  
 Marín Guerricabeitia, Juan Ramiro  
 Mariño Romero, José Manuel  
 Martín Hernandez, Ángel  
 Martín Calvo, María Elisa  
 Martín Axpe, Carlos  
 Martín Cerezo, Pedro  
 Martínez Fuentes, Antonio  
 Martínez Rodríguez, Angel  
 Martínez Labiano, Pablo  
 Martínez Mendo, Jorge  
 Martínez Sánchez, Juan Luis  
 Martínez Gómez, Cesar Enrique  
 Martínez Gómez, Teresita Patricia  
 Massaro, Paolo  
 Mata Vázquez, Francisco Javier  
 Mata Burillo, Francisco  
 Matamala, Ricardo  
 Mateu, Gillbert  
 Matilla Rodríguez, Antonio  
 Mato Adrover, Rocío  
 Mayer, Florián  
 Mayor Díaz, Rafael  
 Megino López, Javier  
 Mekibel, Igor  
 Mendrano De Pedro, María Del Carmen  
 Menéndez García, Francisco  
 Menshchikova, Galina  
 Mestelan, M. Olivier  
 Mezalek Abdelilah, Tazi  
 Mezalek Zoubida, Tazi  
 Mijares, Maite  
 Milla Fargas, Adolfo  
 Minkov, Eva  
 Miño, Mario  
 Mira Cazzaniga, Alejandra  
 Mis, Natasha  
 Molina Camacho, Domingo  
 Molino Sánchez, Juan Antonio

Moraleda García De Los Huertos, Florentino  
 Morales Martínez, María Rosa  
 Morales Zamora, Maritza  
 Moreano Guerra, Guillermo Alberto  
 Moreira Moreno, Javier  
 Moreno Iturbe, Leopoldo  
 Moreno Avilés, Juan  
 Moreno Chinchilla, Manuel  
 Morrison, Norman  
 Mosterts, Massimo  
 Mouhsine, Lemseffer  
 Movilla, Emilio  
 Mptaovakklil, Karim  
 Muchin, Oleg  
 Muguíro Domínguez, Francisco Jaime  
 Mulder, Sylvie  
 Munoz Alcocer, José Luis  
 Munuera Viñals, Gabriel  
 Munuera González, Andrés  
 Muñiz Barcena, Gerardo Francisco  
 Muñoz Puig, Elena  
 Muñoz Susupe, Joaquín  
 Muñoz De Royo, Ilena  
 Murias Fernández, Julio  
 My Zine, El Alaqui

**N**

Nachyla, Monika  
 Naima, Imouyarh  
 Nardiz Prado, María Dolores  
 Nazih Cherkaoui, Ahmed  
 Nebot Rico, Amadeo Jorge  
 Neira Faba, Javier  
 Nilolaeva-Mitrouska, Diana  
 Noguera Marí, Victor Manuel  
 Nohovska, Maryna  
 Novikova, Maria  
 Nucete Far, Diego  
 Núñez, María Cristina

**O**

Ojantakaren, Risto  
 Ojeda Ortega, Ignacio  
 Orbe Zalba, María José  
 Orellona Velesco, Roberto Armando  
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Ortuzar Perez, Victor Manuel  
 Oumghri, Joumal  
 Oz, Mete  
 Ozelyte, Nijole

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 Pajares Alonso, Juan Pablo  
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 Palomar, Jesús Ángel  
 Palomares Fernández, Antonio  
 Palumbo, Carlos  
 Paolini De Herrera, Ana Isabel  
 Papay Refinenetti, María Angela  
 Parkhurst, Lesley A. Beleny  
 Parladé Ybarra, María  
 Pascual Larragoiti, Fernando Luis  
 Pascual Bernabéu, Mónica  
 Pascual Bernabel, Rafael  
 Pasqual Del Pobil Ysern, Hugo  
 Patil, Sandeep Govind  
 Pavicevic, Luka  
 Pedrelli, Claudia  
 Pedreño Sánchez, Antonio  
 Pedrinaci Sarmiento, Enrique  
 Pellegrini, Lelio Giovanni  
 Pemán Gavín, Juan María  
 Penel, Alain  
 Peña Gil, Ignacio  
 Peral Castrillo, Eliecea  
 Pérez Zamora, Norberto  
 Pérez García, Pascuala  
 Pérez Rivero, María Isabel  
 Pérez Torres, Pedro  
 Pérez López, Rafaela María  
 Pérez Noguera, Mónica  
 Pérez Almeida, Gerardo  
 Pérez Ramón, María Del Carmen  
 Perletti, Massimiliano  
 Perrin, Patrick  
 Pessoa, Thiago Luis  
 Petrement Briones, Carlos  
 Pictet, Guillaume  
 Pilco Velásquez De Pérez, Rosarella Marisol  
 Pineda García, Patricia

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Pinheiro, Paulo  
 Piñero Blanco, María De Los Milagros  
 Pipas, Donald  
 Piqueras Díaz - Perona, José Antonio  
 Pita Abad, María Del Carmen  
 Plácido, Madalena  
 Planella Bori, Santiago  
 Planes Mestre, Francisco Javier  
 Pleijlar, Elisabeth  
 Pomati, Giovanni  
 Poppe, Santiago  
 Porrás Díaz, Francisco Javier  
 Porrás Subires, Francisco  
 Porrero Valor, Angel  
 Portabales Gonzalez-Choren, Ivo  
 Prada Ramos, José Luis  
 Prego De Oliver Isarn, Francisco  
 Prieto Ibáñez, José Antonio  
 Puertas Bautista, Francisco

### Q

Quaranta, Frederic  
 Querton, Vincent  
 Quetglas Bauza, Juan Miguel  
 Quintana Pérez, Mercedes  
 Quiroga Berazain, Soraya

### R

Rabereau, Catherine Isabelle  
 Raffalli, Juan Manuel  
 Ramírez Gómez De La Torre, Ignacio  
 Ramón Rodríguez, Argimiro  
 Ramos Navarro, José Manuel  
 Ranger, Lance Dorian  
 Rapisarda, Antonio  
 Ravinder, Jethani  
 Rawlings, Craig  
 Rdgz-Carreño De Cominges, Agustín  
 Real Granado, Antonio  
 Rebanal Martínez, María Dolores  
 Recatala, Gimeno  
 Reyna Domenech, Francisco Javier  
 Rhissassi, Yasmine  
 Ribeiro Custodio, María Fatima  
 Ricchiuti, Franco  
 Rigaud, Ludovic  
 Ripoll, Carlos

Rivas Castro, Marcia Susana  
 Rivera Castellanos, Plutarco  
 Rodríguez Sombrero, Ernesto  
 Rodríguez López, Miriam Carmen  
 Rodríguez Morazo, Nicolás  
 Rodríguez, Isabel Anaya  
 Rodríguez Sevilla, Amador  
 Rodríguez Ramos, Eustaquio Lazaro  
 Rodríguez González, Berta  
 Rodríguez Rivero, Victoria  
 Rodríguez Ortiz, Juan  
 Rojas De Saavedra, Mercedes Elena  
 Rossinol Fuster, María Isabel  
 Rueda Hernando, Javier  
 Rueda Sáiz, Santiago  
 Ruíz Babiola, Rafael  
 Ruíz Ciruelos, Pilar  
 Ruíz Escudero, Juan  
 Rukavina, Hubertus  
 Ruspoli Sanchiz, M<sup>a</sup> Belen

### S

Saab Faour, Munir Elías  
 Saborio Soto, Bernal  
 Sáenz De San Pedro, Juan Antonio  
 Saíinz Cenamor, Carlos  
 Salinas Frauca, Rafael  
 Salvador Piqueras, Eva  
 Salvatore, Frisenna  
 Sammar, Haytham  
 San Cristobal Iguaran, Julián  
 Sánchez Garcia, Juan Carlos  
 Sánchez Goñi, María Fernanda  
 Sánchez Rios, Jesus  
 Sánchez Castro, Carmen Elena  
 Sánchez González, Pedro  
 Sánchez Alonso, Juan Carlos  
 Sánchez Serrano, Andrés  
 Sánchez-Cirujano Sanchez, María Isabel  
 Sánchez-Vizcaino Rodríguez, Jaime Luis  
 Sanetsis, Dimitra  
 Santiago, Alejandrina  
 Santillana Martínez, Jose Felipe  
 Sanz Aguado, Luis Miguel  
 Sanz-Ramos Galvan, Fernando-Javier  
 Sartori, Andrea  
 Satish Trivedi, Dipti

Schaber, Markus  
 Schael, Dorothea Carmen  
 Schambergen, Henricus Johames  
 Schiller, Angelika  
 Schimmer, Ralph  
 Schmieder, Thomas  
 Schmuck, Chistian J  
 Seade Canal, Mario  
 Sebastián Velasco, Pilar  
 Sebastián Pastor, Jorge Antonio  
 Seffar, Leila Fay  
 Sek, Ewa  
 Sen, Biswajit  
 Senosiain Murillo, José Joaquín  
 Serrano Ruiz De Alarcón, María Gracia  
 Serratos Lujan, Francisco Javier  
 Servatios, Carole  
 Sevilla Ribas, Antonio  
 Sikk, Katrin  
 Slealli Benamar, Moonia  
 Sobrino Nogueira, Fernando  
 Sobron Ostos, Fernando  
 Solorzano, Farah  
 Soni, Hiral  
 Sosa De Berger, Ana Cristina  
 Sosa Diaz-Saavedra, Alfredo  
 Sosa Reyes, Jorge  
 Sr Noten, Jules  
 Stefano, Madeddu  
 Stenger, Thomas  
 Stoffel, Andrea  
 Suarez Llorente, Carmen  
 Sultan, Elías  
 Sun, Yeo Cheng  
 Surkova, Olga

**T**

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Talke, Silvia  
Tarhini, Dania  
Tassitano, Lina  
Taub, Joshua  
Teller, Linda  
Thi Bich An, Nguyen  
Tirpude, Kalash  
Todd, Niguel  
Tomás Montero, Marjorie  
Torices Rasines, María Asela  
Torregrosa Higon, Arturo  
Torrero Castillo, Edwin  
Torres Millán, María Victoria  
Torres Sanchís, Juan Carlos  
Trento, Giacarlo  
Trevisan Petit, Ricardo  
Trombetta, Claudio  
Tsetskhladze, Nino  
Turturro, Patrizia

**U**

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Ucha Costas, Beatriz María  
Ugo Casale, Ínigo  
Urđl, Antón  
Uribe Maeztu, Javier  
Uribe, María Elisa  
Urlich, Matthias

**V**

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Valdenebro García De Polavieja, Ínigo  
Valdés Escoffery, Eduardo  
Valdivia Gerada, Juan A.  
Valin Pardo, Francisco Javier  
Van Dam, Nhm  
Van Doren, Nathalie  
Vardanyan, Karen  
Vázquez, Annabella  
Vázquez Mellado Mollon, Marisol  
Velásquez Mejia, Margarita  
Ventura, Juan Diego  
Vercruyse, Blandine  
Vergidis, Stefanos  
Vicente, Felix  
Vidal Rivera, Eugenio  
Videla, Pablo Alejandro  
Vidreira Faria Nunes De Fonseca, Francisca  
Vieilleigne, Jean-Marc  
Vieyitez, Ricardo Antonio  
Vila Quiroga, Jorge Juan  
Vilar Magenti, Salvador José  
Villacis Mejias, Víctor Manuel  
Villameriel Presencio, Alejandro  
Villanueva Guerra, Adela  
Vishalakshi, C.  
Von Stauffenberg, Berthold

**W**

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Wagama Ruittha, James  
Wat, Francois  
Watts, David  
Weisson Baum, Elizabeth  
White, Anthony  
Woermann, Jesko

**Y**

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Yeregui Martín, Antonio

**Z**

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Zaforteza Fortuny, Raimundo  
Zakher, Fadi Jean  
Zaldivar, Nilda Raquel  
Zamora Menendez, Alessandra Elena  
Zanon Di Valgiura, Massimo Zanon  
Zapata, Tomás Ramón  
Zaplana Navarro, Vicente Javier  
Zerouali Ouariti, Mohammed Aly  
Zubizarreta Ceberio, Jesús María  
Zurera Delgado, Luis Fernando

## Companies

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### B

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 Estucalia Morteros, S.L.  
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 Explotaciones e Inversiones Alreina S.L.

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 Fomento y Gestion S.A.  
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### G

García Mecanismos Para Automoción. Grupo Defta  
 Gasset Global S.L.U.  
 Geomembranas y Geosinteticos S.A. de C.V.  
 Glaxosmithkline S.A.  
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 Grupo Lozo-Be S.A. de C.V.  
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### H

Hammann Consultant Sarl Martin  
 Healthy Baby Happy Baby Ltd.  
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 Hp Pelzer Holding GmbH

### I

Ibericar Sociedad Ibérica del Automóvil, S.A.  
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### J

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 Gabinete Abogacia  
 JPMC  
 JR Audio Digital, S.A. de C.V.

### K

Kuehne + Nagel (Ag & Co.) Kg

## L

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Larraín Vial S.A. Corredora de Bolsa  
Lexland Marbella S.L.  
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## O

Omet S.R.L.  
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## Z

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