



**PWN | MADRID**

PROFESSIONAL WOMEN'S NETWORK

*10 years*

**EMPOWERING WOMEN**

---

**2016 ANNUAL REPORT  
PWN MADRID**



[www.facebook.com/EPWN.Madrid](https://www.facebook.com/EPWN.Madrid)



<https://twitter.com/pwnmadrid?lang=es>



<https://www.youtube.com/user/EPWNSpain>



<https://pwnmadrid.net/>

# CONTENTS

<b>Letter from the Chairwoman</b>	<b>04</b>
<b>About us</b>	<b>06</b>
<b>Purpose and mission</b>	<b>09</b>
<b>Management &amp; organization</b>	<b>10</b>
<b>PWN Global in figures</b>	<b>12</b>
<b>Impacts &amp; stakeholders</b>	<b>16</b>
<b>Our members</b>	<b>18</b>
<b>Our corporate partners</b>	<b>22</b>
<b>What we do</b>	<b>24</b>
<i>Group mentoring</i>	<b>24</b>
<i>Training:</i> <i>Learning Series Workshop (LSW)</i> <i>Only for Corporates (OFC)</i> <i>Only for Mentors (OFM)</i>	<b>30</b>
<i>Networking</i>	<b>36</b>
<i>Job &amp; Career programme</i>	<b>38</b>
<i>Engaging Men programme</i>	<b>39</b>
<b>Our events</b>	<b>40</b>
Major meetings and events	<b>40</b>
Collaborations with other associations and foundations	<b>48</b>
<b>International connections</b>	<b>50</b>
<b>Communication channels</b>	<b>52</b>
<b>Other contributions</b>	<b>58</b>
<i>ME-Totem. Mentoring as a Tool Towards Empowerment</i>	<b>58</b>
PWN Madrid: case study	<b>59</b>
10 measures to encourage women to positions pursue leadership	<b>60</b>
Associations and companies that work with PWN Madrid	<b>62</b>



## Letter from the Chairwoman

Dear reader,

I am delighted to be able to present PWN Madrid's 2016 activity report, the year we celebrated our 10th anniversary.

We are proud of the work done in 2016 and feel that the targets set in our programmes and working groups have been achieved: there has been impact in terms of growth, in the number of both direct and indirect beneficiaries, across a range of different stakeholders. I would like to point to the coverage in both on- and offline media of the messages we launched at our events and that have helped to bring our association the recognition it deserves.

Our corporate partners renewed their support for PWN Madrid in 2016, while our network of individual and corporate partners grew by 13% from the year before. We have new corporate partners, such as Telefónica Open Future and Altitude, with whom it is a privilege to work. We have also cooperated with associations and institutions in areas affecting women directors, entrepreneurship, innovation and company boards; these events are underpinned by the central tenet of promoting equal opportunities for women.

In 2016 we ran another PWN Avanza [Step Forward] programme to give a fresh focus to our organization's activities in the strategic areas we have defined: leadership, technology, digitisation, innovation and finance. In addition to the group mentoring programme, the training workshops and networking events, all of which addressed issues that are critical for women, we have continued our Job & Career programme, to support women as they move forward with their careers, with a focus on women over 45, those at risk of exclusion and young women. We have also started activities to promote women's entrepreneurship.

PWN Youth was launched in November 2016 to help young women university students as they launch themselves in the corporate world. The day was centred around STEM degrees and throughout 2017 we will be expanding our work in this field, which represents a key area for our network in the future. The evaluation provided by participants at the event, as well as the coverage in the media, was extremely positive. Furthermore, we are fortunate to have a group of volunteers who are working on an action plan for young people, which will be embedded in all the different areas in which the association operates.

Group mentoring continues to be much in demand among our male and female members and participating companies; every year we draw from a pool of mentors who offer their programmes pro bono. During 2016 nearly 200 mentees took part in this activity and the feedback about the programmes' quality and usefulness was good. Once again, we are satisfied with the results given by mentees in their evaluations. We are very proud to be able to use this powerful tool for sharing knowledge and experience, while motivating people to acquire new skills and make an impact on changing their lives so that they can achieve their goals; we will continue to work to improve the breadth and quality of this programme.

In entrepreneurship, we have held two events in the Impact Innovation Talks series, the outcome of an agreement with Telefónica Open Future to promote entrepreneurship among women. These events feature conversations between one man and one woman who talk about company success stories across a range of sectors, to encourage entrepreneurship among successful women, to inspire entrepreneurial hubs and give visibility to new projects. Both events were well received, in our own community and in the media.

In 2016, as part of Women on Board, PWN participated in the Spanish chapter of research into women on company boards conducted by the Norwegian academic Morten Huse. We have also spoken at numerous conferences and workshops about the impact on company boards of digital transformation.



Men participate in everything we do; this year the association was invited to get involved in several events to broadcast our Engaging Men activities, both in Spain and abroad.

PWN Global continues to grow, with Geneva and Zagreb recently joining our network. Our community has expanded too, with a network of over 40,000 people worldwide. A new platform was launched at the end of 2016 which PWN Madrid has signed up for, making it easier to communicate between networks and share knowledge. This is one of the challenges for 2017: to make our admission procedures more straightforward and improve usability to meet our needs.

In February 2016 PWN Madrid took part in the international Diversity Lab meeting organised by PWN Global in Barcelona for our collaborating companies. During the course of the day the initiatives being rolled out by these companies considered as best practice, ones that encourage inclusive leadership and promote policies for greater equality of opportunity and career progress for women in organizations, were debated.

Independently of our global DNA, we have increased our international connections from within PWN Madrid. Specifically, in 2016 PWN Madrid joined the Women Entrepreneurship Platform (WEP) where we actively participate in European calls for women's entrepreneurship. PWN Madrid was also present at the launch in Brussels of the Wegate programme and has applied for consultative status on the United Nations (New York) ECOSOC in order to extend the scope of our messages.

On International Women's Day, Meral Guzal, UN Women's coordinator for Europe and Asia, was the keynote speaker at a lunch organised by PWN Madrid. PWN Madrid works closely with UN Women and has joined the Empower Women platform, as have a good number of our partners.

We are satisfied with the impact achieved by the 10-point Charter of measures to improve gender equality, that we launched at our 10th Anniversary event *Avanza y Líder* ("Step Forward and Lead"). It is fair to say that it is becoming a reference in gender equality. This Charter underpins PWN's strategic plan for the coming years, on which we are currently working. The results of PWN Global's ME-Totem project, co-financed with European funds, analysing the measures needed to drive women's careers towards senior management and decision-making positions, were presented at this Anniversary event, which helped to create awareness about the project. It was attended by over 300 people and achieved extensive coverage in the media and social media.

We were given a grant by the Institute for Women in 2016 to carry out our 2016 and 2017 programmes. This was the first time in PWN Madrid's short history, and represented recognition of the efforts that Board members are making to apply rigour, transparency and excellency to everything we do. This grant will enable us to take on resources to support the management of our activity, most of which is carried out by female and male volunteers, and which is much needed for our project to be sustainable.

I would like to highlight the interest that our association has garnered in the academic world: it was chosen by Madrid's Complutense University to form part of the research for a doctoral thesis by one of our partners, Consuelo Lozano. The central focus of the research is PWN and the motivations driving this project, based on knowledge transfer. In 2017 we hope to be able to present the results of this study.

PWN is very clear as to its mission, while our vision is just as alive and meaningful after these 10 years as it was at the outset. We believe that it is essential to have a committed team that is aligned with our causes, and that this is how progress is made towards reaching our targets, from a position of generosity. I would like to take this opportunity to encourage all those who want to volunteer with us to get in touch and join our network.

I would also like to express my thanks for the dedication given by those members who left the board in November 2016, particularly those who have been in PWN since it was founded and whose time in PWN has given continuity to our endeavour. In addition I would like to welcome the members who have joined the board for the first time this year and wish them great success in their new roles. I also welcome the new partners, women and men, who I encourage to take active part in this most gratifying activity. Our watchword in PWN is to give back what we have received from society with our own individual contributions. Together we can do it!

It is a great honour to announce that we have been granted an audience with Her Majesty the Queen in the near future. For the first time we will make a presentation to Queen Letizia and tell her about our plans. We are humbled that a member of the Spanish Monarchy has shown interest and that we are able to have this meeting.

We will carry on working so that our network and our impact continues to widen, for the sake of a better world. Our doors are open to all stakeholders who wish to be part of our project. You are all very welcome!

Thank you for reading our report.


Best wishes

Raquel Cabezudo  
Chair of PWN Madrid


## About us

**PWN Madrid** is a non-profit organization encouraging women's professional careers, leadership and entrepreneurship with training tools, mentoring and networking. **PWN Madrid** is a member of **PWN Global**, which brings together all the associations set up under this banner in cities around the world. It is currently active in 19 countries and has 27 local networks: Amsterdam, Barcelona, Bilbao, Brussels, Bucharest, Copenhagen, Dublin, Istanbul, Stockholm, Frankfurt, Geneva, London, Lisbon, Lyon, Madrid, Marseilles, Milan, Munich, Nice, Oslo, Paris, Rome, São Paulo, Vienna, Warsaw, Zagreb and Zurich. It has over 4,000 signed up members, men and women, and a community of 40,000 professional women of 90 different nationalities, who work in either the corporate or entrepreneurial world. Its purpose, as its mission statement highlights, is to connect, learn from and share people, experiences and knowledge, as well as providing other advantages that come from belonging to a global federation.


We believe in a unified approach and in optimising the way in which women and men work together. We welcome the opportunity to collaborate, co-promote and co-create in order to reach our shared goals more easily and sooner.




For **women**: we provide an integrated platform with access to our different local networks across all countries; training in a number of disciplines; group mentoring and networking for professionals with more than 8 years' experience, as well as being able to give value to, and raise awareness of, their own professional skills in an outward-looking association.



For **companies**: we offer a network for their highflying managers and a unique source of best practice in all corporate cultures in integrating generations and gender equality.




For our **internal network and other networks**: we have a highly sophisticated online platform with access to a directory of full members and the events calendar.



**“Leadership is the capacity  
to turn vision into reality”  
(Warren Bennis)**







**“Don’t wait for a leader to arrive; do it yourself,  
face to face. Be faithful to the little things, that  
is where your strength lies”.**

(Mother Teresa)



# Purpose and mission

## Purpose

**To promote leadership among women**, so as to involve 100% of the world's talent, making better decision making possible. As well as an economically sustainable and happier society.

**PWN Madrid** aspires to accelerate the rate of change, inspire our community to adopt new abilities, for men and women to help each other to push through reform.

Ours is a non-profit activity centred around information, training, representing and managing professional women's interests.

To this end we organise a range of activities to promote the role of women in the professional sphere, both in Spain and abroad.



### MISSION

To promote women's professional development and career sustainability, as well as contributing to their visibility and profile in leadership and senior management positions in organisations.

Share   Connect   Learn  
Grow   Globally



### VISION

To be viewed by women professionals and companies as the most dynamic and pro-active professional women's network in Spain.



### VALUES

- Commitment to society
- Personal respect
- We connect people, guiding them towards success
- We share
- Transparency and integrity

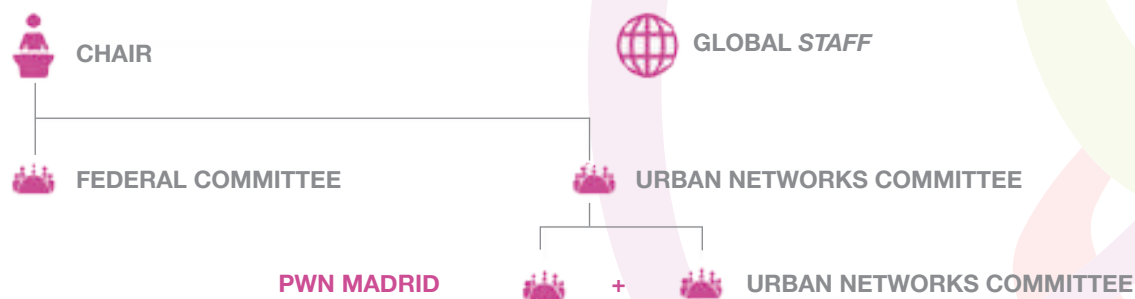
## Management & organization

**PWN Madrid** has a management board, consisting of senior managers from the corporate world and entrepreneurs, who work pro bono to promote the association and its activities, giving of their time and effort to further women's professional progress, as do the volunteers who support them.

**PWN Global** was set up in 2003 in Paris, as a network to help women further their professional careers. It now has a footprint in Europe, South America and the Middle East.

Globally, we are organized as follows:

### PWN GLOBAL ORGAN OF GOVERNANCE



## PWN MADRID ORGAN OF GOVERNANCE



**Chairwoman**  
Raquel Cabezudo



**General Secretary**  
María Spottorno



**Deputy General Secretary**  
Maite Díez



**Treasurer**  
Ana Basurco de Lara



**VP Mentoring**  
Lourdes Camarero



**VP Networking**  
Miren Polo de Lara



**VP Membership**  
Gloria Fernández



**VP Corporate Partners**  
Elisa Martínez de Miguel



**VP Organization & Volunteering**  
Cristina Moreno



**VP Institutional relations & entrepreneurship**  
Isabel Raventós



**VP International Projects & Development**  
Eduvigis Ortiz



**VP Partnerships**  
Maya Rotshteyn



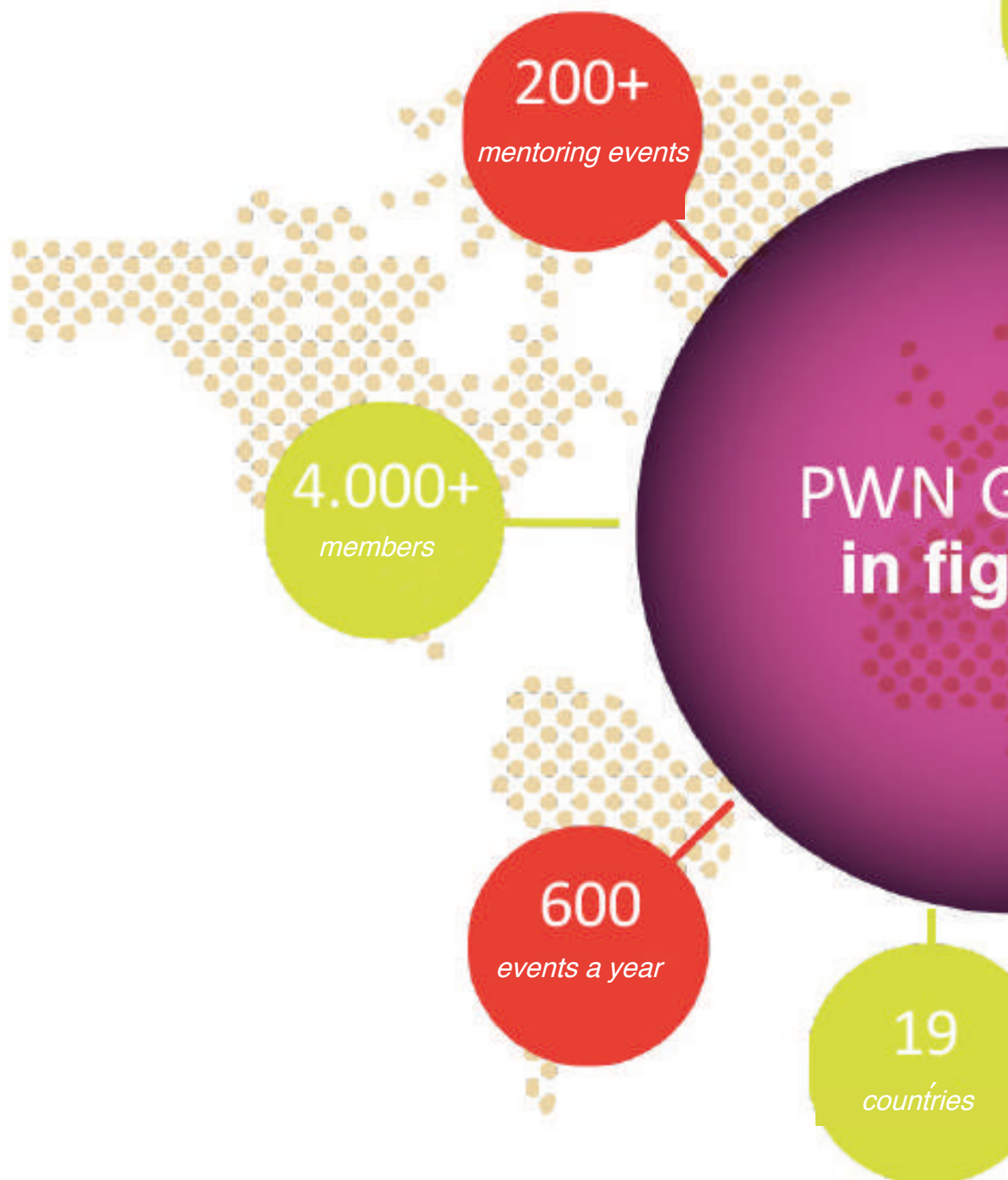
**VP Digital Transformation & Innovation**  
Belén Ruiz Beato



**VP Marketing & Communication**  
Isabel Saracho



## PWN Global in figures







## **PWN Global, a network of women committed to women's leadership**







Members of several PWN Global boards at an international forum in Madrid. In the centre, Raquel Cabezudo, Chairwoman of PWN Madrid, next to Sonya Richardson, Chairwoman of PWN Global.

# The individual, the driver for our stakeholders

## WHO WE IMPACT

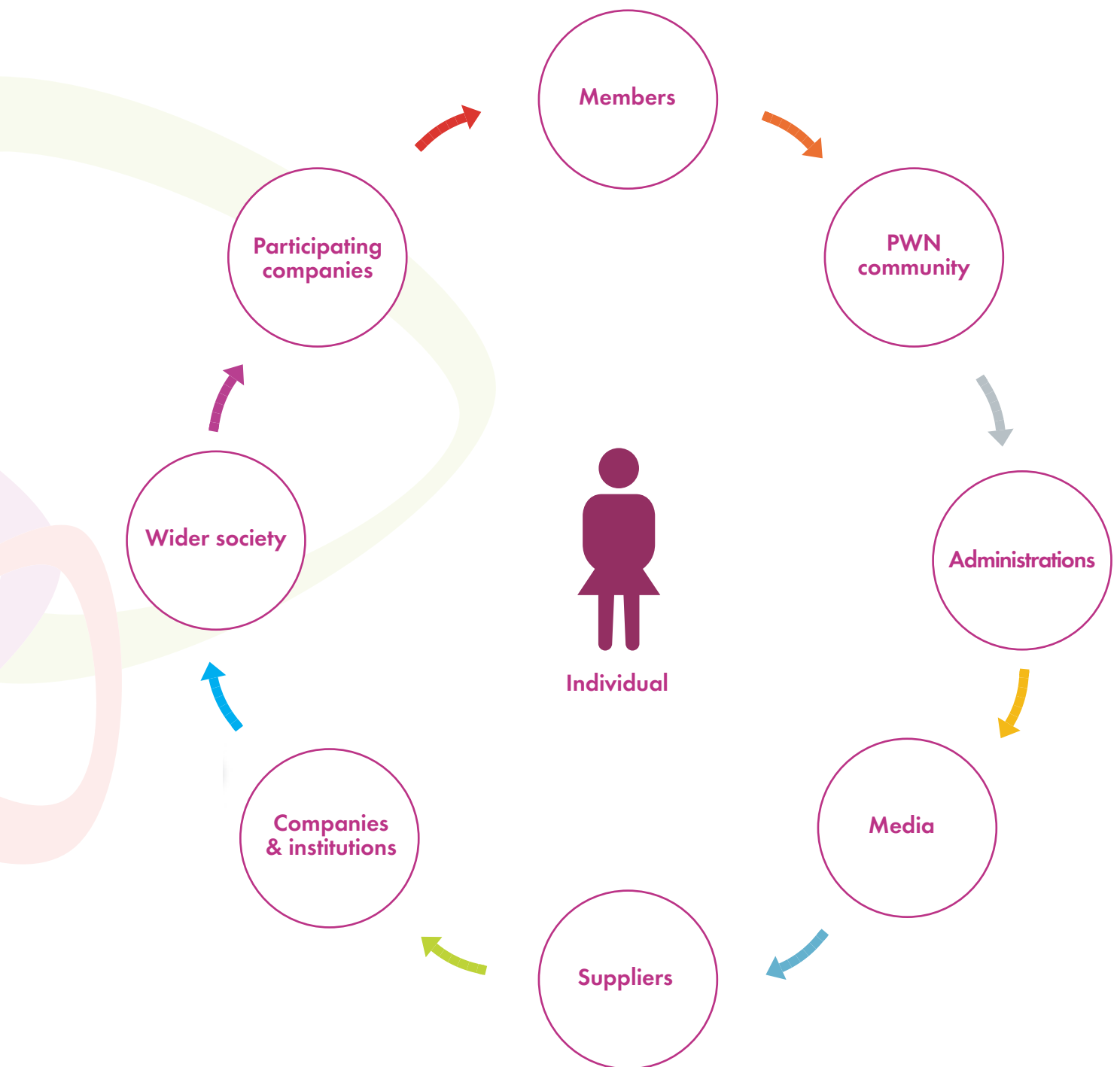
---

**MEMBERS**, women and men, their families, **CORPORATE PARTNERS** and their partners, institutions, networks and forums. Our **COMMUNITY** speaks out and proudly puts our **VALUES** into practice in their own organizations.

## HOW WE HAVE AN IMPACT

---

By sharing **EXPERTISE**, **BEST PRACTICES**, **TOOLS** and **SKILLS** through mentoring, networking and training events to develop leadership.



## Our members

### Advantages for our member



Access to the **PWN Global** network online and in person: discussion forums, professional resources, job offers and direct email access to all the association's members throughout the world.

Access to stakeholders and meetings with high-level executives, both in companies based in Spain and abroad, through our events.

Ideas hub. Access to information with case studies and best practices through our task forces on issues relating to professional development.

Access to the mentoring programme, either as a mentor or as a mentee, benefiting from our professional education offering.

Promoting your abilities and business through your profile as a PWN Global member, in interactions with a range of professionals, discussing new ideas and building business relationships.

We give our members, women and men, the opportunity to connect with professional women working in major corporations, the public sector or in academic life, and with others who are entrepreneurs and have set up their own businesses. All this takes place in a multicultural, multilingual context. Many of our partners work in multinational environments or have lived or worked in more than one country. They are all keen to belong to a network where they can build relationships with other women, learn and find inspiration and help to move their careers forward to positions of leadership, or to get their entrepreneurial projects to the next stage.

### Professional experience

Our members have held down positions of responsibility, mainly in private-sector corporations, but also in the public sector, and in many cases in more than one country. Most have degrees from prestigious universities or business schools and have at least 8 years of experience in a senior management position.

### Interests & activities

We organize members-only events throughout the year where they can meet other members and assess the value of our organization's help in furthering their professional career.



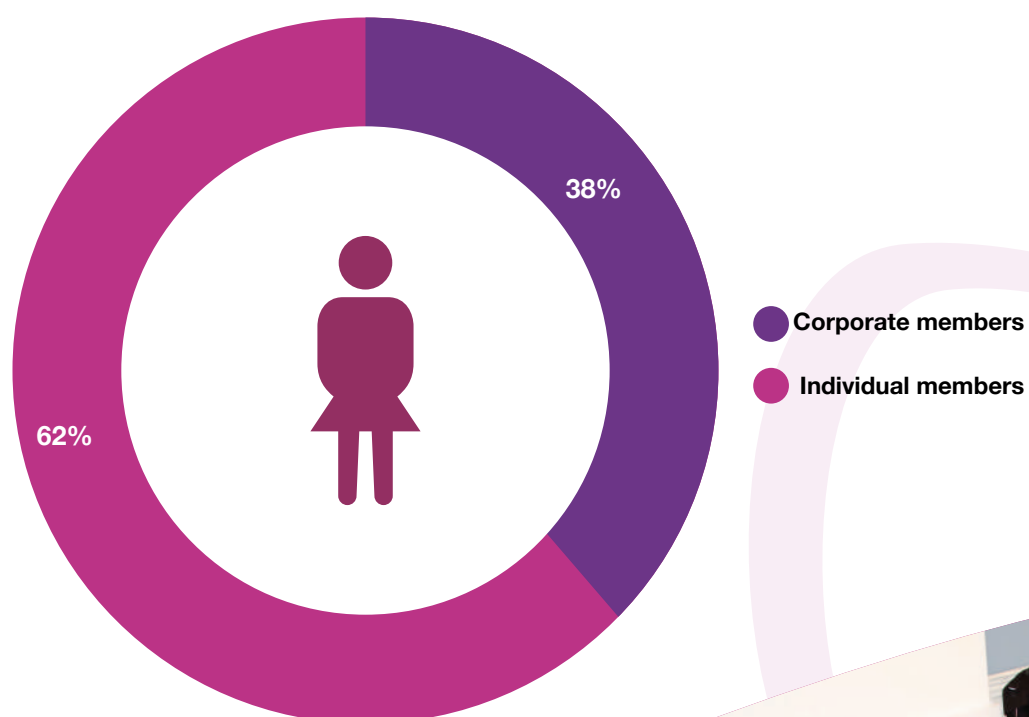


More than 300 members and guests attended PNW Madrid's 10th Anniversary event.

## PWN Madrid member data

The number of **PWN Madrid** members rose by 13% in 2016 from 2015. Individual members accounted 62% of the total and corporate partners 38% at the end of 2016.

Origin of members 2016





## Where our members and Corporate Partners are based

Our corporate partners are based in a number of countries. In Spain, they have their HQs and other branch offices throughout the country. We have members in the cities and autonomous regions indicated below.



## Our Corporate Partners

Our Corporate Partners are companies or institutions that believe in our goal and provide finance in order to benefit their own employees. They represent an essential and differentiated part of **PWN**'s great network, and we are working with them on joint co-creation projects.

**PWN**'s Global Corporate Partners define the criteria for involving their employees in our network and this is how they contribute to making our professional world more diverse. They narrow the gender gap, drive the rise of women into management positions in their organizations and put more women in a position to get onto directors' boards. We are very proud to be working with the best companies in moving forward on this shared mission.

On the other hand, our Corporate Partners in Spain, **PWN Madrid's** "allies", contribute to carrying out the same goals locally. Many professionals spend more than half their lives working in large corporations and the way in which they are influenced by corporate life leaves an imprint on their personal styles that have an impact on other social spheres and smaller companies.

We are also lucky to have other excellent Knowledge Partners as allies, who give us their help in different ways, such as one-off event sponsoring, free spaces to hold these events and pro bono donation of their team's or brand's working hours, brands that are always well-known, to organize our events. In exchange these allies enjoy activities that are designed exclusively for them.



## Global Corporate Partners



## Madrid Corporate Partners

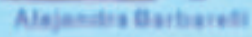


## Knowledge Partners



A large, solid pink oval is centered on the slide. Inside the oval, the text "What we do" is written in a bold, white, sans-serif font. The background of the slide is a blurred image of a modern building with glass and wood panels.

# What we do



# Group Mentoring

Mentoring is the relationship between an expert (the mentor) and someone who wants to learn from their experience (mentee), in which the former helps the latter to reach their development goals by transferring their own knowledge and through shared analysis.

**PWN Madrid** has been running a **group mentoring programme** for 10 years which has grown continuously, both in terms of participation and in results. It provides the environment for group learning and expands associates' own professional networks.

Due to demand, we increased the number of group mentoring courses in 2016 by 84.62%. The participation of mentees also went up by 50.76% in 2016 compared to 2015.

## 2015-2016 DATA

	2015	2016
Nº of mentoring programmes	13	24
Nº of mentors	15	26
Nº of mentees	130	196
Nº of mentoring hours	156	288

## Group and institutional mentoring programme. List of courses:

	Subject	Mentor
Finance	• <i>How to negotiate successfully</i>	Laura Redondo
	• <i>Customer centric marketing, Processes &amp; Technology – design and roll-out</i>	Monique Janse
	• Entrepreneurship & Leadership	Paz Gómez Ferrer / Rocío de la Calle
	• Client experience: vision, strategy and implementation	Silvana Buljan
	• Multiply your impact and your income: winning mentalities for entrepreneurs	Sophia Rascón
Job & Talent	• Your CV: your value	Jimena García / Romeu Núñez
	• Career strategy & professional development	Mari Fe Benito
	• Career management & leadership	Pascale Marcou
	• <i>From Manager to Leader; from Leader to Executive</i>	Sonia Comajuan
Leadership	• The importance of perception	Berta Balmes
	• Developing senior management skills	Blanca Sánchez Pérez
	• Self-motivation & flow	Carlos Garrido
	• Developing multicultural intelligence	Catalina Parada Pentz
	• IDP – Integrative Directors' Programme	Gema Agudo / Carlos Rodríguez
	• Increasing your self-esteem	Marcela Martínez Moya
	• Developing assertiveness for effective relationships	Maruxa Solís
	• Wellbeing at work	Mónica Quintana
	• Oral communication techniques	Pascale Bang
	• Public Speaking & Debate	Pilar Rodríguez Losantos
	• Creativity in action (2nd part)	Sophia Rascón
	• Bioenergy	Txema Gorriá
Technologies	• Your CV: your value	Jimena García / Romeu Núñez
	• Career strategy & professional development	Mari Fe Benito
	• Career management & leadership	Pascale Marcou



## 2016 Group mentoring programme Launch and closure

Google Campus Madrid was the scene for the kick-off of **PWN Madrid** 2016's group mentoring programme, held in February. The programme covered a total of 24 mentoring courses given by 25 mentors, with subjects divided into: leadership, technology, job & career and finance.

In November the Garrigues Study Centre hosted the closure of the programme, in which 199 mentees altogether had taken part. The central theme of the event was a creative workshop designed to embody and transmit what each group had learned during the sessions. We are confident that many of the women benefiting from attending these courses will soon be in significant positions and driving forward their careers in their companies.

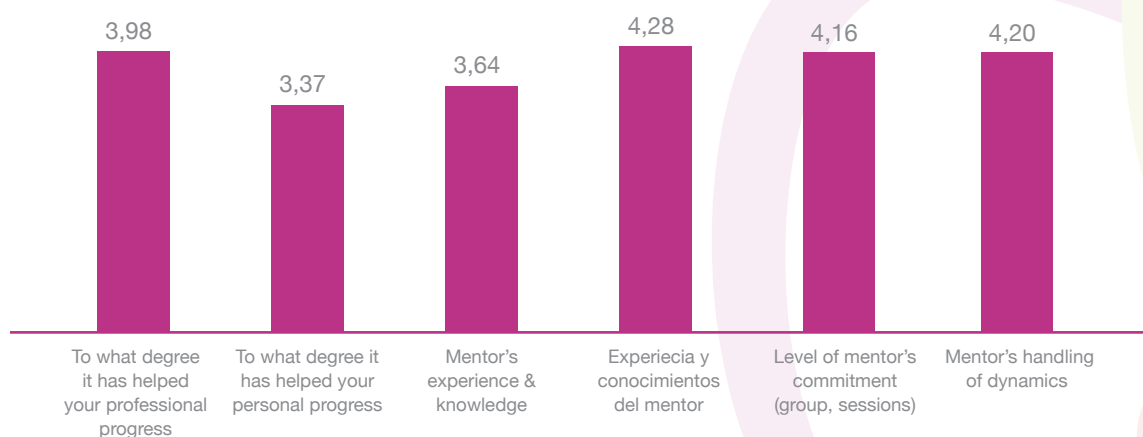




## Group and institutional mentoring programme

### The mentees' opinions

Each of the courses on the group mentoring programme run by **PWN Madrid** is assessed by the mentees. They evaluate all aspects of it, from how the group performed, to the contents, as well as offering their opinion on the mentor giving the course, which enables us to measure how well it is going.





My mentor has helped me to tackle challenges with more confidence.

The diversity of the group's members meant that there were fresh ideas and contributions on all the issues we discussed.

It's a brilliant programme, and we had a superb mentor. Thank you for such an amazing job

10 out of 10 in leadership, communication & commitment.

Thanks to her wise advice and techniques, I have succeeded in changing my profession with confidence and assertiveness.

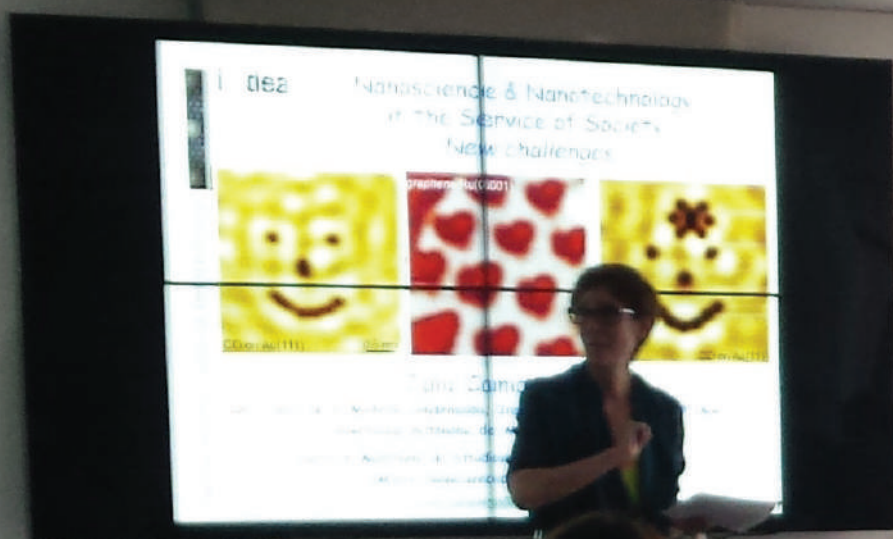
Our mentor knew how to explain things very well and was high profile. I have learned a great deal and, most importantly, everything I have learned is directly applicable in-company

The best thing of all was the enthusiasm she showed in the subjects we covered; that was exceptional.

Very well structured and organised. I found the practical part very useful.

It is a different approach from the "overload" one and eliminated unconscious obstacles.





**TRAINING**  
One of PWN Madrid's  
three pillar





### ***Learning Series Workshops (LSW) & working breakfasts***

Learning workshops are targeted at those members who do not have the time to commit to a programme of several months or to implement an action plan, both requisites for participating in the mentoring programme. We make available small learning modules every two weeks, where a senior partner or someone close to them shares her knowledge with other members. In 2016, 8 LSWs and 3 working breakfasts took place, and were extremely popular among our members.

### ***Only for Mentors (OFM)***

Activities run exclusively for mentors.

### ***Only for Corporates (OFC)***

Activities to enhance professional women's development that our Corporate Partners request and which PWN Madrid conducts in their corporate head offices.

## *Learning Series Workshop (LSW) & working breakfasts*

### **2016 workshops**

- Keys to communication: Public Speaking
- How to get the most out of LinkedIn
- Digital transformation
- From speculative to socially responsible finance
- Nanoscience, nanotechnology and its usefulness for society
- How new technologies are going to change jobs
- Entrepreneurial ecosystems. The successful Israeli model
- Personal Branding & Dream Brands
- In-company cyber risk management
- Digital transformation
- Reputational Due Diligence

### *Only for Mentors (OFM)*

In recognition of the work being done by mentors and as a sign of our gratitude, in 2016 we organised an exclusive workshop on “Nanoscience at the service of society”, given by Instituto Madrileño de Estudios Avanzados (IMDEA), Madrid’s Advanced Studies Institute.







## *Only for Corporates (OFC)*

**PWN Madrid** collaborates with its Corporate Partners to organize exclusive members-only events and workshops only for members, which are generally held on a partner's premises.

Woman on Impact. Over the course of 2016, PWN organized a workshop on "Moving your professional career forward" given by Araceli Cabezón, Rosa de la Calzada and Laura Martínez.

This event was held as part of a day of seminars run by CISCO to celebrate International Women's Day.

**PWN Madrid** also organized the following OFC events in 2016:

### **2016 Workshops**

- English 4 Power | LAFARGE ESPAÑA
- Inclusive leadership | CAPGEMINI
- Strategic Mind | MERCER Madrid
- Diversity Lab: impact and inclusion | MERCER Barcelona





**CONFERENCES RESERVED FOR  
CORPORATE PARTNERS**




## Networking



### Networking drinks

Networking drinks are informal meetings held at least once every quarter, unless they coincide with another event, somewhere in central Madrid, so that partners can meet one another in a relaxed atmosphere, exchange business cards and widen their network of contacts. Networking drinks are also open to anyone from our partners' circle of contacts who might be interested.



### Annual Christmas lunch, December 2016

We like to hold our traditional Christmas lunch every year, where we find excellent venues, at reasonable prices.



### Annual General Meeting

Presentation of results, annual financial statements, elections to the Board of Directors



M<sup>a</sup> Antonia Otero, CEO of Antali Technologies and former board member of Jazztel, speaks to one of PWN Madrid's members.



Blanca Drake, senior manager of Telefónica Open Future, with Belén Ruiz Beato, VP of Digital Transformation & Innovation, PWN Madrid



PWN Madrid's members celebrate their traditional Christmas lunch in the Alma Sensai Club

## Job & Career programme

**PWN Madrid** launched its **Job & Career** programme to promote women's professional careers and to make it easier for companies to attract the talent they cannot reach with their own internal resources so that they comply with their diversity targets.

This programme helps women at risk of exclusion because they are over 45, those who are actively looking for a career change and those looking for a job.

Its purpose is to bring together the best talent and companies, helping members with years of professional experience who want to re-energise their careers and those who are in a transitional period in theirs. We want our network to facilitate the search for senior management and for our members to benefit from this.

As part of this programme we have rolled out the **PWN Youth** project, focusing on young women and men and students in their final years of their degrees, to transmit to them the added value that skillsets and cultural, generational and gender diversity contribute.

We have been telling our members about job offers that reach us through our Corporate Partners and other collaborating institutions since 2015. Notable examples include MasterCard Europe, Engel & Volkers, and several legal firms.





## Engaging Men programme

**PWN Madrid's** Engaging Men programme seeks to share points of view about gender equality with men, to create awareness about the differences and understand stereotypes at work in order to overcome them, in a spirit of achieving a complementary balance and of improving individual and group performance.

We understand that the definitive success of equality for women also depends on men and we view them as fellow travellers who are needed to explain what gender equality offers to society, to organizations and to companies, with the argument that by working together we all win.

This is some of the progress we have made in 2016:

- Every year there are more male members, both in **PWN Madrid** and in **PWN Global**.
- We have been particularly careful this year to include male professionals among our speakers at all our events.
- We are boosting the number of male mentors and mentees in our group mentoring programme.
- Some of our Corporate Partners request women mentors to mentor their male senior management.
- Other Corporate Partners put equal numbers of women and men members on to **PWN Madrid** programmes.



PWN Madrid endeavours to have a top-level male representative on all its seminars and expert panels.

## PWN Madrid's meetings and major events



Susan  
Secretaría de Estado de Igualdad y Políticas Inclusivas  
Ministerio de Sanidad, Servicios Sociales e Igualdad  
"Liderazgo Femenino:  
Nuevas Políticas en Materia de Igualdad"



Todos tenemos una gran tarea por delante: la de contribuir a que el conocimiento heredado de otros, junto con nuestro particular valor añadido, siga transmitiéndose a las siguientes generaciones en libertad. Todo ello desde el servicio a los demás y mediante nuestra entrega, nuestro esfuerzo y nuestro sacrificio. Si aplicamos así nuestro conocimiento a mejorar el bienestar de más gente habremos contribuido un poco a facilitar la convivencia de los habitantes de la Tierra.

Rafael del Pino





## 10th Anniversary of PWN Madrid. Step forward and Lead. October 2016

**PWN Madrid** celebrated the 10th anniversary of its creation in Spain on 24th October, with an event attended by over 300 people. The ceremony took place at the Rafael del Pino Foundation, with institutional speakers including **Susana Camarero**, at the time **Secretary of State for Social Services and Equality**, and from the world of business **Arturo Gonzalo**, corporate director of People & Organization at Repsol. **Marta Delgado**, deputy Chair and secretary to the board of **PWN Global** represented the global organization. **Hooda Soodi**, director of Personal & Professional Development at **PWN Milan**, presented the findings of ME-Totem: Mentoring as a Tool Towards Empowerment, a study conducted by PWN Global and made possible with EU funds, demonstrating the benefits of mentoring in the rise of women's leadership.

The event was well covered in the media and social media. Afterwards, the audience, made up mainly of members, as well as other executives and entrepreneurs with links to our association, gave very possible feedback.



Susana Camarero,  
former Secretary of State  
for Social Services & Equality



Arturo Gonzalo Aizpiri,  
corporate director of People &  
Organization at REPSOL



Raquel Cabezero,  
Chairwoman of PWN Madrid



Marta Delgado,  
Deputy Chair & Secretary to the Board of  
PWN Global



Hooda Soodi  
Director of Personal &  
Professional Development  
at PWN Milan



## ***Impact Innovation Talks: innovation and entrepreneurship with Telefónica Open Future (TOF) and PWN Madrid.***

### ***July / November 2016***

As a result of the collaboration between (TOF) and **PWN Madrid**, the first encounters in the **Impact Innovation Talks** season took place in July and November, to drive dialogue and serious thought about the progress, innovation and future of women's entrepreneurship at the Telefónica Foundation and the Wayra Academy. Both sessions were moderated by the journalist Susana Roza. Women and men who are leaders in their respective fields had discussions in pairs and contributed their ideas for promoting and moving forward in women's entrepreneurship.

At **Impact Innovation Talks I**, the conversations were between: Pilar Mateo, Chair of Inesfly Corp; Juan Ignacio Cirac, physicist and member of Telefónica's Board of Directors; Mercedes Iborra, CMO of Visual Nacert; Javier Ulecia, founding partner of Bullnet Capital; Ana Segurado, General Manager of TOF and Miguel Arias, COO of CartoDB. Throughout the day the speakers voiced their ideas about innovation in terms of social impact, investment and entrepreneurship, together with the challenges of being a global entrepreneur.

During the **Impact Innovation Talks II**, Isabel Aguilera, international consultant; David del Val, CEO of Telefónica I+D; Almudena Trigo, founder of BeAble Capital, and Gonzalo Tradacete, CEO of Faraday; Veronica Pascual, CEO of ASTI and Roberto Romero, COO of Future Lighthouse, debated the future of big data, innovation and investment, robotics and virtual reality.



**Women entrepreneurs,  
under the spotlight of  
PWN Madrid**

Ana Segurado, global director of Telefónica Open Future and the founder of the start-up CartonDB, Miguel Arias.



The winner of the Prince of Asturias Award for quantum physics and board director Telefónica, Juan Ignacio Cirac.



The Chair of Ascri, Javier Ulecia and the co-founder of VisualNacert, Mercedes Iborra.



## Focus on STEM degrees

**PWN Madrid** joined forces with Madrid's Polytechnic University (UPM) to organise a conference on promoting women's take up of **technology-based degrees**, known as STEM (Science, Technology, Engineering and Maths) degrees.

They came to the following conclusions:

- Demand for this type of STEM degree will grow by double digits over the next decade.
- Countries that do not nurture STEM degrees will see their competitiveness and their future compromised in the coming years.
- **Only 25% of women study these subjects, when they make up the majority over men in other university degrees.**
- Stereotypes about the difficulty of the subjects and the access requirements, the lack of guidance and the slow integration of subjects relating to engineering at early ages, are some of the reasons for the loss of technical and technology vocations in Spain.
- The dearth of inspirational female models, the prejudice that maths and sciences are male subjects, and getting stuck in middle management positions, among the reasons for the low percentage of women studying these degrees.

Guillermo Cisneros Pérez, rector of UPM; Raquel Cabezano, Chairwoman of PWN Madrid; Félix Pérez, director of ETSI Telecomunicación; M<sup>a</sup> Teresa González Aguado, general secretary of UPM; Sonia Comajuán, engineer and Customer Care Officer with Altitude Software; Elisa Martínez de Miguel, member of **PWN Madrid's** management board and partner of Pedersen & Partners Executive Search; Eduvigis Ortiz, engineer and Global Alliance & Innovation Director for Cybersecurity in Prosegur, took part in the conference.





To the left, Guillermo Cisneros, rector of UPM. Below, the rector with Raquel Cabezudo, Chairwoman of PWN and Félix Pérez, director of ETSI Telecomunicación. Above, the general secretary of UPM, Maria Teresa González Aguado, with the women engineers who spoke during the conference.



## PWN Madrid and UN Women, together on International Women's Day. March 2016

**PWN Madrid** held a working lunch to celebrate International Women's Day where we had the honour of listening to a presentation about the Empower Women programme, given by **Meral Guzel**, regional coordinator for Europe and Asia of UN Women.

Meral presented UN Women's new tool for promoting women's economic empowerment around the world, which is to be relaunched with a new interface, contents and capabilities. It is a global web platform that aims to provide a meeting point where men and women can collaborate, share their concerns and find opportunities for growing in the workplace and becoming entrepreneurs.

[www.empowerwomen.org/es](http://www.empowerwomen.org/es).

The event was organized by **PWN Madrid** and attended by around fifty senior women managers as well as well-known academic figures and names from the public and private sector. Among them, María del Carmen Quintanilla, Chair of the Congress of Deputies' Equalities Commission and member of the Parliamentary Assembly of the Council of Europe, Carmen Becerril, board member of Acciona, M<sup>a</sup> Antonia Otero, CEO of Antaly Technologies and Pilar Laguna, Dean of the Faculty of Legal & Social Sciences at Rey Juan Carlos University, among others.



Meral Guzel, coordinator of UN Women's Empower Women.



Raquel Cabezudo, Chairwoman of PWN Madrid and Carmen Quintanilla, Chair of the Congress of Deputies' Equality Commission.



## Drive your career: challenges and opportunities. May 2016

Work session organized by **PWN Madrid** and the Instituto de Empresa (IE) under the title “Drive your career: challenges and opportunities”. This was one of the events commemorating **PWN Madrid's** 10th Anniversary and the key note speaker was the CEO of HP Iberia, Helena Herrero. Participants at the round table afterwards were: Elvira Alcalá-Zamora, HR director of Cisco Systems, Mariano Ballesteros, HR director of Gestamp, Margarita Constantino, Career & Education director at IE, Alicia Sánchez, HR director at Altran and Elisa Martínez de Miguel, member of **PWN Madrid's** management board and partner of Pedersen & Partners Executive Search.

They discussed the latest trends in job selection processes in the domestic and foreign arenas, and the measures needed to retain talent in organizations.

Other issues tackled during the conference, attended by a large audience of women, were

- New business leadership models
- Senior management buy-in
- Setting indicators for measuring performance



Left to right: Raquel Cabezudo, Chair of PWN Madrid; Helena Herrero CEO of HP Iberia; Alicia Sánchez, HR director of Altran; Elisa Martínez de Miguel, partner of Pedersen & Partners Executive Search and VP of PWN Madrid; Elvira Alcalá Zamora, HR director of CISCO Systems and Mariano Ballesteros, HR director of Gestamp.

## Collaborating with other associations and foundations. PWN Madrid supports the work of others in favour of gender equality

Throughout 2016, **PWN Madrid** took part in all manner of events, studies, awards and platforms linked in one way or another to gender diversity.

### Progress made and challenges to come in promoting women in senior management: Forum at Casa Decor

Together with other professional women's organizations, **PWN Madrid** participated in this forum to explain its proposals for pushing forward in women's entry to senior management positions

### Judging panel for the Activia Award for women of talent

Raquel Cabezudo, Chair of **PWN Madrid**, was on the judging panel for this award, that recognises the talent of women at different points of their professional career.

### Study into value creation on company boards

**PWN Madrid** has actively collaborated in the work for a study Creating value on company boards and diversity in Spain, led by Morten Huse, Professor at the BI Norwegian Business School and the University of Witten/Herdecke (Germany).

### *Women's Age*

Isabel Raventós, member of **PWN Madrid**'s management board, took part in the round table on entrepreneurship and innovation during the celebration of the anniversary of the Telefonica Open Future's Women's Age programme, on 19th November to mark International Entrepreneurial Women's Day.



## Collaborating with other associations and foundations. PWN Madrid supports the work of others in favour of gender equality

### *Inspiringgirls*

**PWN Madrid** supports this initiative mentoring girls as they choose their professions, to break down stereotypes.

Raquel Cabezudo, Chair of **PWN Madrid**, with Miriam González, Chair and founder of Inspiring Girls worldwide, Marta Pérez Dorao, Chair of Inspiring Girls in Spain and the journalist Susanna Griso, on the launch day in Spain



### *Global Summit of Women*

**PWN Madrid** supported and collaborated during the Global Summit of Women held in Poland.



### *Engaging Men*

The Chair of **PWN Madrid** took part in the Engage Men conference organized by Mujeres y Cía in November. Together with other associations, PWN shared news about its activities and progress in engaging men. PWN's believes that the key lies in having male leaders who actively promote gender equality in their organizations and put their commitment to society into practice.



### *Other associations*

**PWN Madrid** works with other associations and foundations such as Atos, Everis Foundation and the French Embassy on the second edition of OUI INMOV.



**PWN Madrid** took part in the Top 100 Awards, proposing candidates and also in the awards ceremony organized by *Mujeres y Cía*



## PWN Madrid's international links in Europe and at the United Nations

**Women Entrepreneurship Platform (WEP)**, headquartered in Brussels, brings together European organizations that promote women's entrepreneurship and coordinates initiatives with the European Parliament to promote robust dialogue between European institutions and legislators to support entrepreneurship in Europe. WEP has a network of 26 ambassadors, all members of the European Parliament, and is active in Commission and European Parliament projects. In 2016 PWN Madrid became a member of this platform.

WEP coordinates the Interest Group on Women Entrepreneurship led by Sirpa Pietikainen, MEP, in the European Parliament, and its purpose is to promote and drive projects in collaboration with Europe's principal institutions. Isabel Raventós, member of the management board, is vice-president of WEP.

[www.womenentrepreneurshipplatform.eu](http://www.womenentrepreneurshipplatform.eu)

**PWN Madrid** attended the official launch of the WEgate platform in Brussels on 30th September, organized by the European Commission's Directorate General for Internal Markets, Industry and Enterprise (DG Grow).

[www.WEgate.eu](http://www.WEgate.eu)

**PWN Madrid** is part of the community of international organizations that work with the UN Women platform.

[www.empowerwomen.org](http://www.empowerwomen.org).

In 2016 **PWN Madrid** requested consultative status as an international organization to enable it to become a member of ECOSOC and take an active part in the meetings of the Commission on the Status of Women (CSW) that take place at the UN in New York.







Isabel Raventós, VP of Institutional Relations, PWN Madrid.

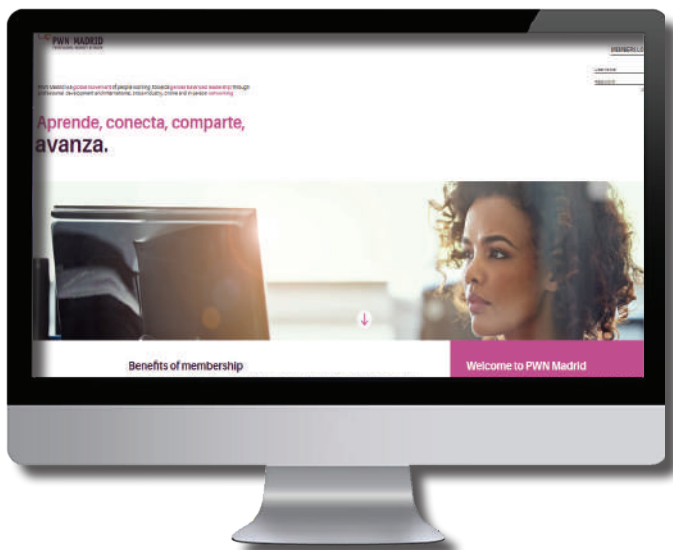


## Multichannel communication is in our DNA

**PWN Madrid** uses a range of channels to communicate with its key stakeholders. Corporate extranet, its new global platform, print and digital media, social media, newsletters, e-mail updates and word of mouth all help the association to keep in touch with its target audience.

### 1. Extranet

EXTRANET: <https://www.pwnmadrid.net/>



**Communication is key to PWN Madrid's success**



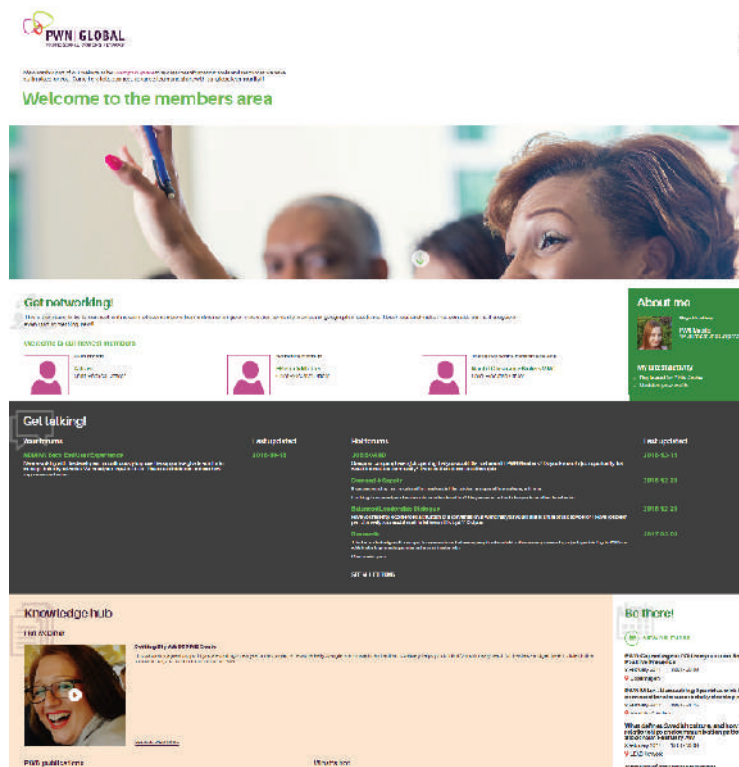
## 2. New integrated management web platform

In November 2016 **PWN Madrid** migrated to a new global CMS [content management system] that enables us to manage numerous activities and requirements, as well as being a leading-edge communication tool both locally and globally, in that it allows us to remain in permanent contact with other PWN offices around the world.

The new platform optimises the member handling process, as well as the communication, sign-up and monitoring of attendees at our events according to their profile. Members, once signed up, join a global network accessing the contact data of different members of the organization, as well as the events and activities organized at all the centres.

The web has a public area and another, private, one only available for association members.

As well as moving to the new platform, **PWN Madrid** redesigned its website, in line with modern parameters and standards, such as vertical content and responsive design, which allow members to access information easily, with content adapting to the device being used.



### SERVICES

Private access for PWN Global partners.

Discussion forums: <https://pwnglobal.net/discussion.html>

Knowledge Hub: in this section PWN provides training in a range of formats to its members: <https://pwnglobal.net/knowledge-hub/pwn-publications/webinars.html#webinars>:

Webinars  
Books  
Publications  
Newsletters

Schedule of upcoming events throughout the network: <https://pwnglobal.net/be-there.html>

### 3. The media

“**PWN Madrid** calls for a boost to women’s leadership in Spain”; “Professional Women’s Network sets out a 10-point Charter to get more women into senior management positions”; “Talent is the fuel of organizations”, according to **PWN Madrid**; “Meral Guzel from UN Women, invited by **PWN Madrid** to a lunchtime debate to celebrate International Women’s Day”. There were some of the headlines published throughout 2016 in the most important Spanish print and online media as a result of the awareness campaign in news and social media run by PWN Madrid in 2016.

As a result of this campaign, **PWN Madrid** increased its media and social media presence significantly during 2016, which has enabled it to maximise not only the events organized by the association, but also to increase the dissemination of key note speakers and others who have taken part in favour of women’s leadership and the rise of women in society at large, corporations and institutions.

Throughout this year, news about the events and work conducted by **PWN Madrid** in Spain has been published in over 30 media, some of which follow the association’s activities closely.

Press agencies such as EFE and Europa Press; nationwide **general news media** such as El Mundo, La Vanguardia in their print and online editions; **financial press** such as Expansión, Cinco Días and El Economista in both their print and digital editions; **regional newspapers** such as El Día, La Voz de Galicia, El Ideal Gallego, Diario El Ferrol, El Diario de Arousa, La Verdad, Diario de Ibiza in print and digital editions; **weekend supplements** such as Yo Dona and El Mundo’s Magazine; digital newspapers such as elconfidencial.com, invertia.com, bolsamania.com, economiadehoy.es, lainformacion.com, elboletin.com, madridiario.es, diariosingloxxi.com; the **portals of the main TV channels** such as antena3.com, Telecinco.es, cuatro.com; webs and publications specialising in HR, women’s world and big data such as Capital Humano, equiposytalento.com, entornointeligente.com, womenycia.com, have all begun to report regularly on **PWN Madrid**.

Throughout 2016, **PWN Madrid** monitored coverage of over 75 articles in 30 print and online news media, with an equivalent advertising value of over EUR 1 million, an audience of over 500,000 readers in print media, an unquantified number of page views with unique users coming to a grand total, altogether, of 164.22 million.



**lainformacion.com**

# Professional Women's Network ha hecho un llamamiento para impulsar el liderazgo femenino en España

Por EUGENIA PÉREZ

El evento se celebrará el 24 de octubre en el Auditorio Rafael del Pino, en Madrid.

El evento se celebrará el 24 de octubre en el Auditorio Rafael del Pino, en Madrid.

El evento se celebrará el 24 de octubre en el Auditorio Rafael del Pino, en Madrid.

**LA VANGUARDIA**

# Professional Women's Network hace un llamamiento para impulsar el liderazgo femenino en España

El evento se celebrará el 24 de octubre en el Auditorio Rafael del Pino, en Madrid.

El evento se celebrará el 24 de octubre en el Auditorio Rafael del Pino, en Madrid.

El evento se celebrará el 24 de octubre en el Auditorio Rafael del Pino, en Madrid.

**PWN GLOBAL**

# Impulsar el liderazgo femenino en España

Con un 24% de mujeres en la dirección, en nuestro país se detecta un claro estancamiento del ascenso de la mujer a posiciones directivas en estos últimos 5 años. El porcentaje de mujeres en consejos de administración en las empresas del Ibex no llega al 17% cuando tenía que haber alcanzado el 40% según la Ley de Igualdad. Invierte en Mentoring, establece un programa de mentoría y respaldar la Ley de Igualdad.

**Responsables**

# Professional Women's Network propone un decálogo de medidas para el incremento de mujeres en puestos directivos

MADRID, 24 Oct. (EUROPA PRESS) - Professional Women's Network ha presentado un decálogo de medidas para el incremento de mujeres en puestos directivos en el marco del 10º Aniversario de la asociación, celebrando el evento en el Auditorio Rafael del Pino, en Madrid.

**EL MUNDO**

# 'La mujer no tiene hoy por hoy un rol tecnológico'

El evento se celebrará el 24 de octubre en el Auditorio Rafael del Pino, en Madrid.

El evento se celebrará el 24 de octubre en el Auditorio Rafael del Pino, en Madrid.

El evento se celebrará el 24 de octubre en el Auditorio Rafael del Pino, en Madrid.

**LA VANGUARDIA**

# Expertos avisan de problemas de competitividad si faltan titulados técnicos

MADRID, 24 Oct. (EFE). - Los países que no impulsen las titulaciones de Ciencias, Tecnología, Ingeniería y Matemáticas (STEM según el acrónimo en inglés) verán comprometida su competitividad y su futuro, según concluyen varios expertos reunidos por la Universidad Politécnica de Madrid (UPM) y la organización PWN para el evento de este jueves.

**Expansión**

# El porcentaje de éxito entre las mujeres que emprenden es mayor que el de los hombres

MADRID, 4 (Europa Press) - Talento, tecnología, tiempo de dedicación, innovación, generatividad, humildad, ambición por generar empleo y riqueza son los factores indispensables para el éxito de una empresa, según la encuesta realizada por la Asociación Profesional de Mujeres en la Empresa (APME) y la organización PWN.

**EFE**

# El emprendimiento femenino en el sector tecnológico y de innovación

MADRID, 24 Oct. (EFE). - El emprendimiento femenino en el sector tecnológico y de innovación prácticamente brilla por su ausencia en España. Sin olvidar el bajo porcentaje de mujeres en investigación científica. Aunque, la realidad es que entre las mujeres en investigación científica se sitúa el 40% en el país germano y las políticas aplicadas para fomentar la investigación en estos campos no está dando el resultado deseado.

**UNIVERSIDAD INGENIERÍAS**

# Expertos avisan de problemas de competitividad si faltan titulados técnicos

MADRID, 24 Oct. (EFE). - Los países que no impulsen las titulaciones de Ciencias, Tecnología, Ingeniería y Matemáticas (STEM según el acrónimo en inglés) verán comprometida su competitividad y su futuro, según concluyen varios expertos reunidos por la Universidad Politécnica de Madrid (UPM) y la organización PWN para el evento de este jueves.

**10 JEFAS**

# 10 JEFAS

El evento se celebrará el 24 de octubre en el Auditorio Rafael del Pino, en Madrid.

El evento se celebrará el 24 de octubre en el Auditorio Rafael del Pino, en Madrid.

El evento se celebrará el 24 de octubre en el Auditorio Rafael del Pino, en Madrid.

**ELI MANDAN**

# ELI MANDAN

El evento se celebrará el 24 de octubre en el Auditorio Rafael del Pino, en Madrid.

El evento se celebrará el 24 de octubre en el Auditorio Rafael del Pino, en Madrid.

El evento se celebrará el 24 de octubre en el Auditorio Rafael del Pino, en Madrid.

**IMPACT INNOVATION TALKS**

# El porcentaje de éxito entre las mujeres que emprenden es mayor que el de los hombres

MADRID, 4 Nov. (Porfolio/EFE). - Talento, tecnología, tiempo de dedicación, innovación, generatividad, humildad, ambición por generar empleo y riqueza son los factores indispensables para el éxito de una empresa, según la encuesta realizada por la Asociación Profesional de Mujeres en la Empresa (APME) y la organización PWN.



## 4. Social media: LinkedIn, Twitter, Facebook, YouTube

**PWN Madrid** has also reinforced its activity in social networks as part of its digital market strategy to create awareness about the association's work and activities. **PWN Madrid** is on LinkedIn, Facebook, Twitter and YouTube with core messages that are adapted to each of these platforms.

On **YouTube**, the association has its own channel [www.youtube.com/EPWNSpain](http://www.youtube.com/EPWNSpain) with the corporate video and audio-visual clips from all its events and some of its key activities.

**PWN Madrid** is also on **LinkedIn** [www.linkedin.com/company/pwn-Madrid](http://www.linkedin.com/company/pwn-Madrid) with information that is updated on all its events and activities; on **Facebook** [Facebook.com/EPWN.Madrid](https://www.facebook.com/EPWN.Madrid) and on **Twitter** @PWNMadrid with a total of 3464 published tweets and 1283 followers.

## 5. Newsletters & update emails

**PWN Madrid** issues a quarterly **newsletter** to all its associates and community with a synopsis of the latest events and news.

Personalised emails are used for activity invitations and reminders. This is a direct form of communication with our associates that enables them, in turn, to contact corporate members and coordinators.

This year we have reached greater openness, after increasing the number of email shots to members significantly, as well as growing the mailing list.

	2015	2016	
<b>N° mailshots (topics)</b>	15	67	346.67%
<b>Emails sent</b>	8,159	37,229	356.29%
<b>Openings</b>	2,610	12,159	365.86%
<b>% emails opened vs sent</b>	32	33	3.13%
<b>Clicks</b>	470	1,891	302.34%

## SOCIAL MEDIA: TWITTER, FACEBOOK, LINKEDIN, YOUTUBE

	2015	2016	
<b>Twitter</b>	910	1242	36.48%
<b>Facebook</b>	1620	1769	9.20%
<b>LinkedIn (Private)</b>	60	139	131.67%
<b>LinkedIn (Public)</b>	384	374	-2.60%
<b>YouTube</b>	17	26	52.94%





## PWN Global. ME-Totem. Mentoring as a Tool Towards Empowerment

ME-Totem. Mentoring as a Tool Towards Empowerment is the name PWN Global has given to its study on the benefits of mentoring in the rise to senior management on the part of European women, conducted in 2016 in several EU countries and financed by EU funds. Its findings were presented in Spain by Hooda Soodi, **PWN Milan's** director of Personal & Professional Development, who took a major part in putting the study together, during the celebration of **PWN Madrid's** 10th anniversary.

The study makes the following proposals to companies and governments:



### ME-Totem FINDINGS

- Invest in mentoring as a high-impact tool that has not yet been fully exploited by organizations and which provides behavioural models, the possibility of self-analysis and inspiration.
- Prevent the obstacles faced by women occupying senior management positions and break the stereotypes of leadership in companies.
- Implement performance indicators in companies to show the positive impact of the presence of women in management and to measure their progress.
- Involve men as key players in guaranteeing long-term success and ensure that all policies and initiatives rolled out in the corporate sphere are gender-neutral, to avoid the ghetto effect.
- At governmental level, the study recommended that the requisite legislation be worked up, and the possibility of imposing women quotas on company boards be mooted.



Programme co-funded by the  
EUROPEAN UNION



ME-TOTEM



## PWN Madrid: a subject for a case study

PhD thesis on knowledge transfer, human motivation and intergroup leadership in professional networks.

**PWN Madrid** was chosen to carry out the fieldwork for a doctoral thesis being prepared by Consuelo Lozano on knowledge transfer, human motivation and intergroup leadership in professional networks in Madrid's Complutense University. This study will enable PWN improve and better understand our network's motivations.

Disseminating the findings of this scientific study will be beneficial for PWN, and represents an opportunity to become a benchmark in the global search for talent, knowledge and women's leadership worldwide.



Consuelo Lozano, director of Investee Companies & Corporate Governance, IDAE.



PROFESSIONAL  
WOMEN  
ASSOCIATION  
MILAN

member of



**PWN | GLOBAL**  
PROFESSIONAL WOMEN'S NETWORK

## PWN Madrid.

### 10-point charter of measures to get more women into senior management positions

PWN Madrid has proposed a 10-point charter of measures to **increase the presence of women in senior management positions**. It was presented by Raquel Cabezudo, Chair of the association, during PWN Madrid's 10th Anniversary celebration.

- ✔ **As a society**, we must bring our business leadership models up to date and not stigmatise men who share the responsibilities of childcare.
- ✔ **From within governmental bodies**; self-regulation has clearly not worked and we must draw up the legislation that is needed to boost women's rise to senior management.
- ✔ **As women**, we should face up to new challenges, leave our comfort zone and involve companies in this paradigm shift, fighting against prejudice.
- ✔ **From companies**, getting senior management on side is critical to make progress, and investment should be made in mentoring programmes for future leaders.
- ✔ **In education**, both women and men must be trained in new paradigms, with more emotional intelligence, with skills that encourage the management of differences, applied to the business world.
- ✔ **In public institutions**, we should reward outstanding talent and companies that are socially responsible on gender issues.
- ✔ **In the media**, an effort should be made to give visibility to female talent and to be more respectful of the role assigned to women.
- ✔ **In associations**, we should share the progress we make and keep talking to find shared areas to work together.
- ✔ **In families**, we should inculcate values in our children to share household tasks more fairly and have more respect for others.
- ✔ **As a person**, we must take the trouble to align individual success factors with organizations and value our talent properly.





Raquel Cabezudo, Chairwoman of PWN Madrid

## Other associations and companies that work with PWN Madrid

PWN joins forces with other associations and institutions, which enrich us and increase the likelihood of achieving our goal. Foundations, professional women's associations, platforms, business schools, professional businesses and the public sector. We want to be close to them to raise the possibilities of our goal making an impact on wider society.

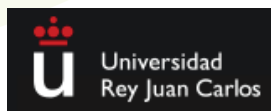
This year we have met, had discussions with, participated in round tables and working breakfasts, and worked together on projects with:







UNIVERSIDAD  
COMPLUTENSE  
MADRID







Together  
we can make  
so many dreams  
come true

SUBVENCIONADO POR:



SECRETARÍA  
DE ESTADO DE SERVICIOS SOCIALES  
E IGUALDAD

INSTITUTO DE LA MUJER  
Y PARA LA IGUALDAD DE OPORTUNIDADES

