



Interview - Mescladis

WP 2

Activity 1 (Leaders Interview)

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Interview Metadata

Date of Interview:	25/06/2025
Interviewer Name:	Nicole Bergamin and Ludovica Stasi
Consent for data collection	Yes
Additional remarks on the interview	

Meet the leader

Name:	Claudia Sanguinetti
Age:	49
Gender:	Female
Current role and position:	Director of Economics and Finance
Years of Work Experience:	29 years
Years in Leadership Roles:	29 years
Organization:	Asociación para mujeres en el Deporte Profesional
Sector of Activity:	Hospitality, culture, education
Country / City:	Spain
Organization Size:	<input type="checkbox"/> Micro <input type="checkbox"/> Small <input checked="" type="checkbox"/> Medium <input type="checkbox"/> Large



Main Interview Content

Interview Section	Summary of Answers	Selected Quotes
<p>The Path to Leadership Key moments, challenges, values</p>	<p>She founded Mescladis together with the current general director, Martin, so she didn't become a leader but she started her career as leader. At the moment, the foundation is divided into departments, to whom activities are delegated. Something very important is teamwork, every week a meeting with each department is organized in order to discuss outcomes, goals, problems etc.. Teamwork allows people to feel involved and understand what they are doing and why.</p>	<p>"A lot of teamwork, we hold many operational meetings and, sometimes, reflection meetings too. [...] Thanks to this dynamic, everyone feels very involved and understands why they are doing what they are doing."</p>
<p>Your Approach to Leading Inclusion, decision-making, vision</p>	<p>In order to help people to feel involved and respected is fundamental to literally involve them in decision making, listening to their opinion and if people feel involved, they are committed to what they do.</p> <p>In Mescladis there is a wide variety of people in terms of gender, culture, age and it's fundamental for Mescladis that every single person feels involved and integrated.</p> <p>Sustainability (economic, social, environmental and emotive) in Mescladis is the leitmotif, each decision, each activity is carried out in order to be sustainable. Moreover, both the team and the students are educated so that they can always succeed in respecting the pillar of sustainability.</p>	<p>"The teams are very committed. Whenever something doesn't work, we get together and hold extraordinary meetings if necessary. [...] Everyone gives their opinion to come up with a solution."</p> <p>"We always say this at Mescladis: it's not a job where you 'have to do this, follow these orders', but rather it's challenging to create, to think about how to achieve a goal, and this makes people feel involved."</p>



		“Sustainability plays a central role. Of the 100 people we are, we are all different in terms of culture, gender, and sex.”
Driving Change Strategies for sustainable and positive outcomes	Again, teamwork is fundamental, to involve the team, listen to them, involve them in decision making, allow them to understand what they are doing, why and how they have to act to achieve an object and as a consequence help them to be motivated. In order to evaluate the outcomes, numbers are very important. There are many figures that Mescladís, like the percentage of products from sustainable suppliers on the menu, the percentage of students who were actually included in society, for example by finding work	“A committed team is essential, and you should also involve them in decision-making, in knowing where we are going, why we are doing something, the risks, and the objectives. Each member understands what they are doing and why, and is more motivated to carry out the activities.”
Bias & Belonging Tools, practices, awareness	The organisation implements various tools and practices to promote inclusion and reduce prejudice, such as courses and training on gender, homophobia and racism, as well as a clear protocol for dealing with discriminatory behaviour. Moreover, in order to help people to feel involved, each month they organize a meeting where all the 100 people can participate and talk about problems, doubts etc. Despite that, there is also openness to raise issues at any time. For the organisation it is also important that the team understands the purpose of their work, is committed to Mescladís' objectives and recognises the value of their individual contribution to the collective project.	“All racist, sexist, and disrespectful behaviour is a red line that cannot be crossed, and when something like this happens, it is discussed and consequences and measures are taken to make the person who did it aware of their actions.” “That they understand what they are doing, that they are committed to Mescladís' goals, and that they understand what each person's work contributes.”
Sharing What Works Inspiration, examples, transferable tools	The organisation is committed to forming teams that are diverse in terms of nationality, age and gender (including men, women, transgender people, etc.), always fostering respect, collaboration and a clear understanding of each person's role within the team. Inspiration and continuous learning come from networking with specialised people. These collaborations allow for the sharing of best practices, access to	“We work extensively within our network, because each of the organisations we collaborate with works with specific groups and has experts who can contribute something to us, who inspire us and from whom we can learn a great deal.”



	specialised knowledge and the enrichment of inclusion strategies with experiences from different groups.	
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