



**FIT FOR THE
FUTURE**

Interview - Asociación para Mujeres en el Deporte Profesional

WP 2

Activity 1 (Leaders Interview)

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Interview Metadata

Date of Interview:	23/06/2025
Interviewer Name:	Nicole Bergamin
Consent for data collection	
Additional remarks on the interview	

Meet the leader

Name:	Mar Mas
Age:	58
Gender:	Female
Current role and position:	President of the “Asociacion para mujeres en el Deporte Profesional”
Years of Work Experience:	40 years
Years in Leadership Roles:	Since 1992
Organization:	Asociacion para mujeres en el Deporte Profesional
Sector of Activity:	NGO
Country / City:	Spain
Organization Size:	<input type="checkbox"/> Micro <input checked="" type="checkbox"/> Small <input 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>After working as a communications professional with experience in public and private media in Spain she founded a production company dedicated to documentaries focusing on women. Her participation in the first review of the Beijing Conference in New York, working with women's caucuses from around the world, marked a turning point that prompted her to become actively involved in the fight for women's rights in the political arena and non-governmental organisations. She had been inspired by many women in different areas. She admires female leadership models, which are more collaborative and inclusive. She firmly believes in moving forward as a society without leaving anyone behind, from a feminist and collective perspective. She also firmly believes that leadership means to give power to women, to get the most out of them in management and leadership so that they themselves become leaders. Delegating is the only way to empower them to grow. It's necessary to have many more women in decision-making positions and women have to be the ones who help each other, who push each other. Delegate, learn to develop confidence and, above all, grow in the same values. Delegating it is like passing the baton because more women are necessary to start taking on those roles and start changing and start being in decision-making and wanting to do so.</p>	<p>“The work done by women and feminism is much more collaborative, a work in which you don't want to leave anyone behind and we must move forward as a society and as humanity, all in unison.”</p> <p>“We need to have many more women involved in decision-making, and we need to be the ones who help ourselves, who push ourselves forward.”</p>
<p>Your Approach to Leading Inclusion, decision-making, vision</p>	<p>Personal and collective growth is only possible when people, especially women, feel involved, valued, and in a safe environment where their ideas matter because diversity of perspectives is key to building a more just and equitable society. She quotes that the world is experiencing multiple crises that highlight the urgent need for a new model of leadership. Women, who sustain daily life and develop practical solutions, must be at the centre of decision-making.</p>	<p>“If you are not involved, if you do not feel confident enough to propose ideas, grow or develop projects, if you do not feel that you are in a safe space and environment where your opinions are valued, whether they are positive or not you will never be able to grow. When</p>



	<p>She also thinks that it is also time for new generations to organise, talk about their fears and aspirations, and make their voices heard. This is the only way to transform this deeply unequal system and build a more humane and sustainable future for all.</p> <p>When women become aware of their power, denounce situations of discrimination, and begin to make decisions, real change is generated. It's necessary to organise ourselves into networks to build communities, businesses and spaces that generate social value and serve the common good. Raising our voices and working together is essential to achieving a society in which women can develop fully, without discrimination, and with pride in what we can build together.</p> <p>Social sustainability cannot be understood without social and gender justice. Women's sport represents a key opportunity to break with the dominant patriarchal model, demonstrating that women can be champions and leaders but to do that they need to be provided with the necessary resources. Changing this system is urgent and necessary to achieve true equality.</p>	<p>someone gives a bad idea, there is never a bad idea, it is always a new idea to build on and perhaps a different point of view that also needs to be taken into account."</p> <p>"I am seeing changes in women who are doing things very differently, [...]. There is a hunger for the world to be different and to stop being this hostile environment that is changing towards disaster."</p>
<p>Driving Change Strategies for sustainable and positive outcomes</p>	<p>What helps her to make decisions in difficult moments is to be rounded by women that, based on their own experience and competence, advise her, give her opinions and show her other paths.</p> <p>She fosters collaboration and responsibility in her team by delegating, by giving people the chance to work, welcoming all the people who want to collaborate and helping them to create groups and developing projects.</p> <p>Equality and inclusion in sport remain very limited, especially for women, so despite what has already been achieved, there is still a lot to be done. True inclusion is built on openness and constant listening, because challenges arise every day.</p> <p>Equality will only be possible if we continue to work collectively to transform this system and build a society where everyone has a place.</p>	<p>"I believe that we still need everyone to continue pushing this society so that we understand that we have to do things differently in a way that includes everyone."</p>
<p>Bias & Belonging Tools, practices, awareness</p>	<p>Dialogue, law and a wide range of skills and perspectives are important tools for raising awareness, reducing prejudice, and promoting inclusion. The range of skills and perspectives is important to evaluate diverse ideas that enable the development of more inclusive solutions.</p>	<p>"The thing is, nobody here does any work. Here, things are changed because people want to, because they are excited about it, because they need to, because they agree on it."</p>



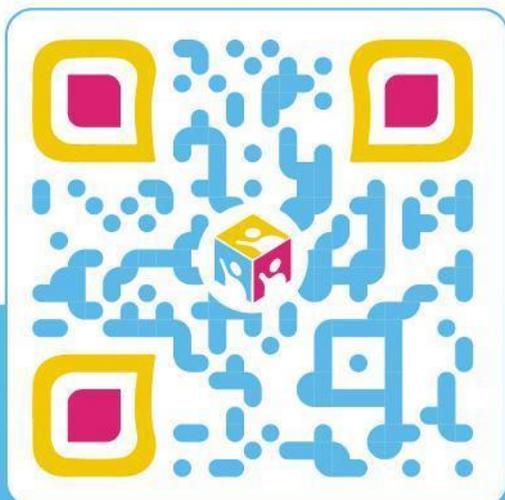


	<p>In order to create a space for different voices and perspectives it's important to foster peace, human rights and sustainable development.</p> <p>What's important in the Association is not to simply have the job done but to find a space where women can develop projects and ideas, create networks, build communities, and share experiences.</p>	
<p>Sharing What Works Inspiration, examples, transferable tools</p>	<p>To promote the inclusion and representation of diverse people it's important to have diversity within the organisation, the more different perspectives you will have that you, as an individual, would never be able to develop from your own point of view.</p> <p>Inspiration and best practices for building inclusive, prejudice-free environments come from both personal experience and ethical and political commitment. The source of inspiration is women who, from all corners of the world, lead through commitment, justice, and social construction. Women who, even from anonymity, keep going without giving up, demonstrating that true success is not about accumulating wealth, but about building a more equitable and supportive society.</p> <p>Sport is also an inspiration because the aim of sport is to build our best version and this is what each one of us, not only athletes, should do.</p> <p>The current society led by people who are destroying the world inspires us to fight to build a different society based on collective wellness, equality, justice and humanity.</p>	<p>"The more diversity you have within the organisation, the more different perspectives you will have that you, as an individual, would never be able to develop from your own point of view"</p> <p>"I don't want to be rich. I want everyone around me to have the basics, the minimum, the ability to develop"</p> <p>"We must be very clear about who we want to be in this short life we have, because I am already 58 years old and have lived a long life, and I prefer to be on a planet where people look at me with affection and respect as equals, and not with hatred and a desire to steal what I have. I prefer to share it than have it stolen from me"</p>



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