

IRATXE LAS HAYAS

Non-Executive Director, CEO, & Transformation Expert

Lemoiz, Bizkaia, Spain

+34 619309396

iratxelashayas@gmail.com

www.linkedin.com/in/iratxelashayas

Core Leadership Traits

Character

- ✓ Integrity, commitment to the organization, and ability to work as a team player.

Communication

- ✓ Clear articulation of ideas, active listening, respectful dissent, and constructive contribution to Board discussions.

Analytical Thinking

- ✓ Critical thinking, consideration of different perspectives, ability to challenge proposals, and sound judgment based on facts.

Strategic Perspective

- ✓ Strategic experience, understanding of the business and the impact of decisions. Clear distinction between governance and management.

Knowledge

- ✓ Understanding of directors' responsibilities, company performance indicators, and senior management. Commitment to continuous learning.

Business Experience

- ✓ Entrepreneurial mindset, experience in family-owned businesses, and international exposure.

Board Biography

IRATXE LAS HAYAS MADARIAGA

Non-Executive Director, CEO, & Transformation Expert

With focus in Strategy, ESG, & Human Capital

With a strong focus in Strategy, ESG & Human Capital, Iratxe Las Hayas is Founder, Managing Partner & Senior Advisor at Smart Jidoka, a consultancy firm that helps companies improve their competitiveness by focusing on 4 areas of business, leadership and management: Strategy, Governance, People and Processes. Expert in transformation, she delivers outstanding results through innovative projects tailored to the client's specific needs.

Iratxe has developed more than 15 years of professional career in General Management positions in different multinational companies with responsibility for P&L & global business management. She is distinguished by her aptitude in leadership positions, her analytical and reflective profile coupled with a clear bias to action, effective decision making, passionate focus on people and ability to create value for shareholders and stakeholders through strategy, innovation, collaboration and operational excellence.

She has extensive experience in strategic definition and implementation, international business development & expansion, and international industrial plant management leading Lean Transformation and Digitalization Projects. Experience in businesses with own designed products, as well as turnkey services with engineering, production and commissioning.

A constant in Iratxe's professional career has been the creation of diverse teams aligned with purpose, vision and values, in cultures of transparency and collaboration, and enhancing the engagement of people in times of change. Her initiatives yielded success in the industrial and management model transformation of several companies.

Iratxe has been Managing Director in different businesses in the electricity sector, both in the Arteche Group and ZIV (Alfanar Group), as well as in the aeronautical sector at ITP Aero (formerly Rolls Royce Group). She currently advises management teams and boards of directors across multiple industries, providing her with a broad perspective on strategic and governance trends, business model innovation, human capital, sustainability, energy transition, and digitalization.

She is an Industrial Engineer specialized in electrical engineering, has several master degrees (MBA, Master in industrial plant management, Digital Transformation) and she is an Executive, Team & Systemic Coach by the ICF.

She is committed to women's professional development, entrepreneurship and education in STEAM disciplines. As a result, she got involved in different organizations (Institutional Relations at the Professional Women Network, Business Angel at Women Angels For Steam, startup mentor at BEAZ). Iratxe is Fluent in Spanish, Basque and English & she has an intermediate level in German.
She promotes management models that embrace diversity, based on purpose and values, ESG governance and the importance of non-financial reporting in achieving sustainable competitiveness.

Iratxe is a proficient Board Director & Managing Director with experience across multiple industry verticals. She has the expertise to successfully contribute across public, private, family business, private equity & nonprofit verticals offering up unique and informed viewpoint to the companies.

She is a member of the Institute of Directors and Administrators; she is certified in Good Corporate Governance by the ICA and by UNIR and holds an International Board Director Competency Designation (IBDC.D). She is also certified in "ESG for Investors" by CFA Institute and in Business Design & Strategy Design certificate by IDEOU.



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Board profile

I am an experienced Board Director, CEO, and Senior Advisor with over 15 years of board-level experience across multiple industries, which gives me a broad perspective on trends in business model innovation, sustainability, the energy transition, and digitalization. I have built a strong track record in the Technology, Energy, and Aerospace sectors, as well as in consulting. My board-level work also includes advising boards and executive committees on governance, strategy definition, innovation, and human capital management. I am the author of the book on good governance and board operations, *"HIGH IMPACT. BOARDS OF DIRECTORS THAT SUCCESSFULLY TRANSFORM THE COMPANY"*.

I am certified in "ESG for Investors" by the CFA Institute and in Good Corporate Governance by the ICA. I hold an International Board Director Competency Designation (IBDC.D) and a master's degree in Chief Digital Officer by MIT.

Board Experience

2026 - Pres Non-Executive Director. ELAY GROUP
2026 - Pres Non-Executive Director. ITURRI
2025 - Pres Non-Executive Director. AVS
2023 - 2025 Non-Executive Director. GRUPO LARRIÓN
2015 – 2017 President of the Smart Grid Committee & Member Exec Board. AFBEL
2011– 2014 Executive Board Director. ARTECHE Smart Grid Business Unit

Board Level & Executive Experience

2020–Pres. Co-founder, Managing Partner & Senior Advisor. SMART JIDOKA
A consultancy firm that helps companies improve their competitiveness by focusing on 4 areas of business, leadership and management: Strategy, Governance, People and Processes.

2017-2021 Managing Director. Precision Casting Bilbao-ITP Aero-Rolls Royce Group
ITP-Aero is world-leading technology company in the aeronautical and industrial engines market, involved in all phases of the product life cycle, from the design phase to support and maintenance.

2015-2017 Managing Director -Substation Automation. ZIV Automation-Alfanar Group
ZIV designs, manufactures and installs solutions for integrated protection, control and telecommunication systems. Provides also engineering services to EPCs and utilities around the world.

2012– 2015 Managing Director EUROPE. Smart Grid & Power Quality. Arteche Group
2010– 2012 Business Manager-Smart Grid. Arteche Group
2004– 2012 Managing Director- Relays . Arteche Group. Arteche is a global company in the electrical sector with an international footprint. It provides advanced technological solutions in ITs, relays, protections & control equipment, automation, power quality, and smart grid solutions.

Mentorship,Teaching & Affiliations

2023-Pres Delegate in the Basque Country for DIRSE- Directivos de Sostenibilidad
2021-Pres Board Member. Basque Chapter-CLUB OF ROME
2021-Pres Basque Country ambassador for Women StartUp Com & Inspiring Girls Found.
2015-Pres Member of ICA- Instituto de Consejeros y Administradores
2020-2022 Business Angel in Women Angels For STEAM
2016-2020 Tech Start-up advisor BEAZ Bizkaia
2016-2019 VP Institutional Relations Professional Women's Network
2002-2006 Electrical Engineering Teacher Univ. of the Basque Country UPV-EHU

Education & Certifications

2023 Medal for Merit in Commerce- Ministerio de Comercio, Industria y Turismo
2024 Program for Family Business Consultants - NEXIA
2023 Chief Digital Officer Certificate – MIT (Massachusetts Institute of Technology)
2022 Certificate in ESG Investing- CFA Institute
2022 International Board Director Competency Designation- IBDC.D
2022 Business Innovation Certificate. Designing Strategy & Business- IDEO U
2021 Selected Women To Watch- PWC Program to promote Women on Boards
2021 Advanced Program in Board Of Directors- UNIR
2021 Senior Management Program in Digital Transformation- The Valley
2020 Executive COACH, Team COACH & Systemic COACH - ICF and others
2017 Diplomacy & Public Affairs Executive Program- Schiller University
2016 Certificate Good Governance Of Capital Companies- IC-A
2007 Master in Business Administration (MBA) UPV-EHU
2002 Master In Production Organisation & Industrial Plant Mngmt- UPC
2001 Supply Chain Management Executive Program- ICIL
1998 Electrical Industrial Engineer- Univ. of the Basque Country UPV-EHU