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UNIVERSITAT RAMON LLULL

The Dean of Esade Business School,
considering that, in accordance with current university legislation and regulations,

Natalya Pak

with identification document XOU65W20, has fulfilled the corresponding academic requirements,
issues this in her favour:

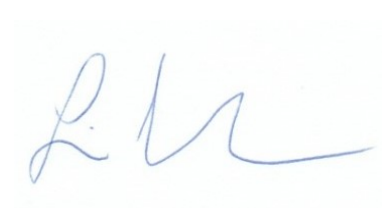
University Microcredential in Leadership & Management of Disruption: Beyond Resilience

with an overall PASS qualification, obtained on 14 November 2025.

Microcredential of 1.5 ECTS credits, issued under the provisions of Article 7 of Organic Law 2/2023 of 22 March, of the University System, in accordance with the University's own degree and the Recommendation of the Council of the European Union on a European approach to microcredentials for lifelong learning and employability. Mode of study: On-site.

Barcelona, 14 November 2025.

Lisa Hehenberger, Dean of the Business School



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