

**2016 REPORT**

# **SHARED STORIES**

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STORIES



noviasalcedo  
fundación

employment, entrepreneurship, future

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“THE NSF WORKS TO EXPLORE AND ANTICIPATE THE FUTURE, SO THAT WE CAN ALLOCATE SUFFICIENT QUALITY EMPLOYMENT FOR YOUNG PEOPLE”

## LUIS CAÑADA PRESIDENT OF THE NOVIA SALCEDO FOUNDATION

**Could you please give us a summary of the contents of the report being presented today?**

It is a new report aimed at our stakeholders, who are participating actively, that follows the ideas held over the last decade, highlighting the results of all the activities in which we have invested resources, including financial resources, and our time and creativity.

This year, there are references to our innovative Employability 4.0 project, through which we hope to establish a conceptual link between youth employability requirements and industry 4.0.

**What concerns, if any, do you have regarding “work in the future”? Will there be enough decent jobs?**

I'm very concerned because we know that there are not enough jobs for everyone in the Basque Country, in Spain, in Europe, or in the World. Furthermore, job quality has fallen significantly since 2007 due to changes in the corporate paradigm caused by the crisis and the neoliberal orthodoxy is gaining ground.

On the other hand, there are reasons to

be optimistic because the overall rate of the population in work in 2015 has increased, exceeding the figures in 2007. We are at a historical high, 43.84%, while the world population has increased from 6,676 million to 7,347 million.

If we compare the labour market to Heraclitus' river saying, “no man ever steps in the same river twice”, the job market in the future will not be like today's. I believe that: a) the 2030 Agenda (SDGs) provides a vast reserve of best practices and employment for Humanity, and b) that the excellent scientific and technological progress are assisting employment. We can analyse the case of electromagnetism as formulated by Maxwell 160 years ago. Without that, we wouldn't have 95% of what exists and we must ask ourselves, what type of employment can arise when we develop applications connected with Einstein's relativity and gravitational waves or Plank's, Schrödinger's, Heisenberg's quantum physics at a massive scale?

There are two aspects that are certain, concentrating on the educational model and understanding employment as we do

today will NOT take us very far.

The NSF is working to explore and anticipate the future so that we can allocate sufficient quality employment for young people, which justifies the implementation of projects, such as Pegasus – Youth Employment Decade.

**Tell us about the SDG 17: Partnerships.**

It should be SDG 1. Everything in human societies is extremely complicated. There are many people on the planet with interests that are often divergent. If we want to enjoy an inclusive economy based on equality, the only solution is to forge an alliance between the big and the small players, public and private entities, profit and non-profit agencies, equal and different, schools-vocational studies-universities-businesses to act and reflect with generosity and sharing outcomes. That is the intention of the above-mentioned Employability 4.0.

IN 2016  
200 MILLION UNEMPLOYED PEOPLE IN THE WORLD

SHARED STORIES

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STORY ABOUT THE FUTURE OF NSF

“TRANSFORM OUR ORGANISATION, CHANGE THE WORLD”

## BEGOÑA ETXEBARRIA DIRECTOR OF THE NOVIA SALCEDO FOUNDATION.

For us, 2016 has been a year of change. At a time when society is changing and the youth employment crisis is threatening to become structural, the NSF is also transforming again. A transformation that will enable us to provide our **own model on youth Employability 4.0, based on the “Creation of Shared Knowledge”**. A project that originated from this organisation's innovative vocation and from the commitment to help young people so that, together, we can achieve the goal formulated by the United Nations in 2015: “Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all” No. 8.

Based on the data taken from this report and on the personal stories shared, we can state that we have achieved some of the best results in recent years. However, we are aware that this is not enough. The number of young people who have come

to NSF has doubled our capacity to provide appropriate attention. This has forced us to delve into the management of innovation.

- We need more accurate diagnostics on young people's skills to help them to develop.

- We need to improve our knowledge on businesses, their business culture, and the way they manage personnel (transparency, how they understand the role of companies in society...).

- We need more companies to come up with more and better youth training projects.

- We need to assess how social values are affecting youth employability: values experience in their families, in educational institutions, and in companies.

- We need to improve the evaluation of the results of our foundation's actions. Assessing data affecting young people, companies, and the social values present

in the family, companies, and schools will enable us to identify key aspects to improve our actions.

We are equally realists and idealists because we are aware of the great revolution taking place in the world. However, we also know that it is in our hands to contribute to focus on and contribute feasible solutions. That is what we are working on.

IN 2016:  
1,418 YOUNG PEOPLE HAVE IMPROVED THEIR EMPLOYABILITY THANKS TO NOVIA SALCEDO

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STORIES ABOUT FIRST JOBS

“A FULFILLING AND  
POSITIVE EXPERIENCE”

## MARÍA ESCUDERO

SHE HAS WORKED AS AN INTERN WITH THE HELP OF THE NSF

María is a qualified social worker performing an internship at Servicios Sociales Integrales (SSI).

**Hello, María. What was your situation before you heard about Novia Salcedo?**

I had just finished my university studies in Deusto. I graduated as a Social Worker. As I had no professional experience other than the practical training offered at a university, I had a feeling of uncertainty regarding my job prospects. I believe that everyone finishing their studies is quite prepared to take on any challenge, and that was my case. I didn't care where I would start, I just wanted to take the first step and get my first chance.

**You are an intern at Servicios Sociales**

**Integrados. Do you find the experience useful?**

SSI is a cooperative that integrates companies with social initiatives and of public use.

My main tasks involve the elderly. I make sure nobody goes without the assistance they need regarding their care. This was a field of social services that was new to me. This internship has become a very enriching and positive professional experience; not only regarding the practical knowledge I have acquired but also the professional and personal skills it has provided.

**What would you highlight from this experience?**

There are several aspects that I would highlight. For example, the company tutor is a key element. Having a person you can

consult when you have any query is a significant backup.

On the other hand, there is also a tutor from NSF who ensures that the internship provides real, high-quality learning.

**How would you value the training you are getting during the internship?**

It is very interesting, especially the Personal Brand and the Speaking in Public courses.

I think they will help me in the future because I am constantly in contact with people when at work and communication skills area essential.

## ANA SAGARDUY

TUTOR OF YOUNG PEOPLE PERFORMING INTERNSHIPS

Ana is in charge of the laboratory at Metallo Spain S.L., a business dedicated to non-ferrous metallurgy.

**Hello, Ana. What do young interns contribute to your company?**

We have been employing interns from the foundation at Metallo Spain S.L. for many years. Integrating their youth, energy, and the will to learn into a team with extensive experience, always results in a catalysing effect that is very positive for all. In addition, it is a perfect way for the company to find adequate candidates for our generational change.

**Do you think they are adequately tutored?**

I think the foundation is running a complete annual programme to monitor and help their interns and the company should integrate that programme into the

personnel development programmes we offer in relation to leadership skills and responsibility in order to help them in their development.

**What opinion do tutors have of young interns?**

In my experience, young people are quite delighted with their first work experience. It is an excellent opportunity for them to concentrate on aspects where they think they can contribute most and, at times, to redirect their career if they realise they have not made the right decision.

**You attended a tutoring workshop. Do you think it is important for tutors to be trained?**

Yes. However, the truth is I hadn't thought about it until I received the invitation by e-mail.

**What was your experience at the workshop like? What skills do you consider**

STORIES ABOUT FIRST JOBS

“INTEGRATING THEIR YOUTH,  
ENERGY, AND THE WILL TO LEARN  
INTO A TEAM WITH EXTENSIVE  
EXPERIENCE ALWAYS RESULTS IN A  
CATALYSING EFFECT”





STORIES ABOUT TRAINING

**"I HAVE IMPROVED MY  
SPECIALISATION IN THE DIGITAL  
FIELD, A KEY ASPECT TODAY"**

## ASIER MENO STUDENT IN OUR TRAINING COURSES.

Asier studied Marketing at the UPV/EHU and specialised in Digital Marketing.

**Hello, Asier. How did you hear about Novia Salcedo?**

When I finished my studies, I needed to improve my CV with greater specialisations and experience.

NSF offered me the chance to continue my education and to achieve more work experience, as well as helping me to extend my network of professional contacts.

**You took the Community Management course. Why did you choose this course?**

The Community Management course provides my profession with more extensive knowledge about social media and how to build, manage, and administer a brand in the on-line world. Therefore, I decided to take the course as it enables me to look into this field of marketing in greater dep-

th and learn what this profile can contribute to my profession.

**You also took the Digital Marketing course. What did you get out of that course?**

Marketing is my passion. Therefore, I couldn't miss the chance to take the course. It has improved my specialisation in the digital field, a key aspect today. It has also allowed me to acquire new digital tools and skills, thus improving my professional development.

**Are you going to start a project at Waixo.**

I am going to prepare a real project for the company, Waixo. This business specialises in digital printing on textiles, a field in which online tools are used widely. This chance will provide me with greater experience in entrepreneurship and it will allow me to test my skills together with a multi-disciplinary team to achieve a common goal.

**Finally, what do you think about our activities?**

They give young people a chance to continue to train in a professional environment, allowing us to acquire new skills and values, and providing an opportunity to obtain work experience in local companies or, why not, to open our own business. From the beginning, the NSF staff transmit the essence of the foundation, which is to assist in developing our employability, help us throughout the entire process, and provide guidance to help us see a way out and some hope in this difficult task of finding a job.



STORIES ABOUT TRAINING

**"THEY FIND JOBS RELATED TO  
THEIR TRAINING SHORTLY AFTER  
FINISHING"**

## NANCY FERNÁNDEZ Y GONZALO MÚGICA DIGITAL MARKETING TEACHERS



Nancy and Gonzalo are the founders of Kaleidoscopio, a digital marketing agency. They are coaches on the digital marketing courses offered by NSF.

**Hello. What is Kaleidoscopio, what do you do?**

We provide companies that need to promote themselves or improve their communications through on-line media with advice. We provide website design services, web browser positioning, social networks, on-line publicity, we assist companies...

Additionally, in recent months, we have started to impart training courses on these issues.

**What does the training in marketing that you offer contribute to young people?**

This is a field that is clearly growing. Companies need more professionals for posi-

tions related to digitisation, whether internally or outsourced, as is our case.

Recently created positions, such as community managers, digital marketing supervisors, or SEO or SEM specialists are becoming increasingly widespread in companies.

Not all these skills are available at universities, although they are gradually finding a place there in the shape of master's courses or as additional training.

In addition, they are also cross-cutting skills that are useful in any corporate sector. Hence, the importance of continuous training.

Everything is developing very quickly in this field and, therefore, you have to keep up with all the new developments that are constantly arising.

**What does this mean for you from a professional point of view?**

This new aspect we have embarked on is

very rewarding. Mainly because we see that the students are happy with the course and they either acquire new knowledge or improve existing knowledge. Some of them have found jobs related to this training shortly after finishing, which makes us very happy.

**And from a person point of view?**

From a personal standpoint, it requires and encourages us to keep up with all the changes that arise in the field of online marketing. It's good for us as it requires us to refresh our knowledge and keep up to date.

IN 2016:  
1,021 YOUNG PEOPLE HAVE TRAINED WITH NSF

SHARED STORIES

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IN 2016:  
92.8% OF YOUNG PEOPLE SATISFIED WITH THEIR NSF TRAINING

RELATED — FIND MORE ON THE WEBSITE:





HISTORIES ABOUT GUIDANCE

“IT HAS ENABLED ME TO THINK ABOUT MY FUTURE CAREER”

## IBAI BASTERRETXEA USER OF OUR GUIDANCE SERVICES

Ibai graduated in Business Administration & Management from the UPV/EHU in Sarriko. He came to NSF seeking guidance.

**Hello, Ibai. What was your situation before you heard about the foundation?**

I studied Business Administration and Management as well as two master degrees while I was working part time. Then, I was offered a full-time contract and I started training new workers who joined the company. I did that for a year until I decided I wanted to improve my professional career. That's when I came to Novia Salcedo.

**What guidance programmes have you followed?**

As soon as I arrived, I had a one-on-one interview so that they could understand

my profile and skills to work in a team. That was a very important starting point as it improved my self-awareness and it helped the foundation to know my profile and job expectations.

**How would you assess your time here?**

The most interesting aspect of the guidance programmes is that, when you start, you think you have certain strengths; however, until a third party acknowledges them, you don't really know what your potential is. In my case, as I had worked in a store that specialises in sportswear, I had good sales and customer skills. They also highlight aspects that need enhancing and that may lead to more specialised programmes.

**Has this helped you define your professional targets?**

It has helped me to think and consider

my future and to design the path I want to follow.

I have become interested in entrepreneurship and the New Employment Generation Model.

I currently belong to a team that is working on a business project.



STORIES ABOUT GUIDANCE

“THE SUCCESS OF AN INTERNSHIP AND MAKING THE MOST OF ONE DEPENDS, TO A GREAT EXTENT, ON THE WORK OF THE TUTOR”

## NATALIA GARCÍA HEAD OF NSF YOUTH TUTORS

Natalia is responsible for youth tutoring processes.

**Hello, Natalia. What goals do you pursue when assisting young people during their employment integration process?**

I would say there are many but they are all geared towards improving the employability of young people.

We tutored 650 young people in 2016; people who, thanks to our internship programmes, have had their first work experience.

**What is the secret to integrating so many young people into the labour market?**

My experience as a tutor of these young people is that one of the keys to the success of an internship is the relationship between the youth and the tutor. Having a person they can go to, being welcome,

having clearly defined tasks, a solid training programme are aspects that young people value very highly.

They are 100% motivated and they need training, assistance, guidance. They want to learn.

I would say that the success of an internship and making the most of one depend, to a great extent, on the work of the tutor.

**What role do the tutors play in the companies?**

It is mainly to assist the interns during this important stage, solve any possible conflicts, and provide them with good feedback.

It is important to dedicate time to them, to be close to solve their queries, and to assist them in their learning process.

**What role does Novia Salcedo play in this youth-tutor relationship?**

Novia Salcedo favours encounters between young people and their tutors; they

fill in some follow-up forms that provide formal grounds for conversations.

We make sure that this relationship does not only exist because it is a programme requirement, but because it is a high-quality relationship.

With this in view and to help tutors in this task, we have designed the Workshops for tutors of young people performing internships.

Here, the professionals can talk about their fears and doubts when tutoring and learn to use coaching tools to relate with young people on a day-to-day basis. In addition, these tools are not only useful for young people, they facilitate the management of the teams of professionals. The results are very good. We provide them with experience, we place ourselves in their situation, and it is a chance to share experiences.

IN 2016:

454 YOUNG PEOPLE HAVE PARTICIPATED IN CAREER ORIENTATION PROCESSES

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IN 2016:

100% OF PROFESSIONALS WHO HAVE PARTICIPATED IN WORKSHOPS FOR TUTORS ARE SATISFIED

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SHARED STORIES





STORIES FROM THE OTHER SIDE OF THE WORLDALDEAN

**“AT A PROFESSIONAL LEVEL,  
THIS EXPERIENCE GAVE ME  
THE BOOST I NEEDED”**

## NEREA ALDEKOA SHE IS ON A GLOBAL TRAINING PROGRAMME INTERNSHIP IN CHILE

**Nerea studied publicity. She is on a Global Training internship in the La Familia S.L. creative agency in Santiago de Chile, managed by the Novia Salcedo Foundation.**

**Hello, Nerea. How did you hear about the Foundation? What was your situation at the time?**

I heard about the Novia Salcedo Foundation from a friend who had been on a Global Training programme with you. Despite having finished my studies and taken post-graduate studies with good marks, I felt that I was not really trained to find a job, I needed some practical experience. So, I found some information on the Global Training programme and the options the Foundation was offering and I decided it was an excellent opportunity. As soon as I saw the list, I made up my mind: a job as a creative agent in a Chi-

lean publicity agency.

I applied and since then it has all gone very smoothly: making it into the Foundation's selection process, the interview with the agency, the course, and finally, setting out on this adventure.

**What has it provided you from a professional point of view?**

This experience has given me the boost I needed professionally. I have not only acquired technical knowledge, I have also found myself in the daily workings of a publicity agency and I have won their trust as my responsibilities also increased. I certainly feel I much better prepared now.

**And at a personal level?**

From a personal standpoint, this is proving to be a wonderful experience. The atmosphere in the agency is marvellous, the liveliness of Santiago de Chile, the character of the people... everything in

a cultural environment that is different and that opens your eyes and makes you question your way of understanding life. In short, this is an enriching experience and I can only thank all the people who have made it possible.



STORIES FROM THE OTHER SIDE OF THE WORLD

**“WE ARE ENTHUSIASTIC TO  
TAKE PART IN THE PROGRAMME,  
AND CONSTANTLY MEET NEW  
YOUNG PEOPLE”**

## ERNESTO OSSES TUTOR OF YOUNG PEOPLE ON INTERNATIONAL INTERNSHIP PROGRAMMES

**Ernesto Osses is the CEO of La Familia, a creative agency in Chile.**

**Hello, Ernesto. What's your opinion on the International Internship Programme?**

Chileans are born hearing that we are at the end of the world and that we are far from everyone else, and that our culture lacks its own identity due to external influences and because we are unable to appreciate our own cultural wealth. This scenario is changing over time. In recent years, we have opened up to tourism and we have witnessed the arrival of thousands of immigrants who have contributed to our society. From this point of view, cultural exchange is essential to develop communication within this new society and this is why the Global Training programme by the Novia Salcedo Foundation is so important.

**You have hosted several interns. What was the experience like?**

Through this programme, we have received eight interns from the Basque Country who have worked with us for at least six months. During that period, they have adapted to our agency's daily work routine, creating campaigns and digital communications for our customers and for consumers in Chile. During that period, they have also shared experiences, made friends, travelled around Chile, and learned about our culture. However, the most important aspect is that they have contributed a different point of view to our work, providing a global outlook that is often unavailable to young Chileans. This is why we are enthusiastic to take part in the programme and constantly meet new young people because we also see this enthusiasm in them when

they arrive and the sadness with when they decide to leave after their six months. Some have even come back, and in some cases, we have explored options to extend their stay. The Global Training programme has not only helped the Basque Country to connect young people with the labour market, it has also served our organisation to improve culturally and to acquire a fresh outlook on today's world.

IN 2016:

94 YOUNG PEOPLE HAVE PERFORMED INTERNATIONAL INTERNSHIPS

SHARED STORIES

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IN 2016:

45 INTERNATIONAL COMPANIES HAVE HOSTED YOUNG INTERNS

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#### STORIES ON ENTREPRENEURSHIP

**“WE MANAGED TO ACQUIRE SOME VERY USEFUL SKILLS AT GROUP AND INDIVIDUAL LEVELS”**

## MAIDER DUARTE

**SHE HAS PARTICIPATED IN THE “NEW EMPLOYMENT GENERATION MODEL”.  
COMPANY: LYNBER**

**The “New Employment Generation Model” (NEGM) is an entrepreneurship programme that offers a specific project with a client business. It is performed in a group with a view to obtaining work experience in entrepreneurship in a real project.**

**Maidier has a degree in Industrial Chemical Engineering.**

**Hello, Maidier. What has the NEGM meant for you?**

The NEGM allowed us to launch a project that we began and that concluded several months later with the opening of a new company for which we are still working. During the time the NEGM lasted, we expanded the initial idea of the project, participating in various activities thanks to which we improved our original skills and that can be summarised as follows: we prepared a market and social media survey, created a brand image, sought

funding, web design and programming, and we also won two prizes. All in all, we acquired a set of skills related to our qualifications as well as cross-cutting skills.

**How did the team operate?**

The team consisted, from the beginning, of the young people participating in the NEGM and the company Lynber. In the first months, we lost some people from both groups, which resulted in some delays and in the greatest problems we had to face when setting up the company. Currently, of the 5 people who belonged to the initial NEGM group, 2 carried on with the project.

**What have been the most positive and the least positive aspects?**

The most positive aspect was the possibility of learning lots of skills, many of which were unknown to us at first and, of course, having the chance to get a job. The negative part is what I mentioned before: the people who left, which was clearly the main cause that could make a good project fail.

**Tell us about the results.**

We consider the experience to be positive. As I mentioned at the beginning, thanks to the NEGM initiative and the project we were developing we managed to acquire some very useful skills at group and individual levels: project management, adapting to a work environment with undefined risks, entrepreneurship, learning about our creative capabilities, and improving communications skills within the team.



#### STORIES ABOUT ENTREPRENEURSHIP

**“BELONGING TO AN INTERDISCIPLINARY TEAM HAS BEEN A VERY POSITIVE EXPERIENCE”**

## MARTA LÁZARO

**PROGRAMME: “NEW EMPLOYMENT GENERATION MODEL”.  
COMPANY: FAIR SATURDAY.**

**Marta has a degree in Law. She participated in the Fair Saturday project, a social movement with a cultural and global vocation.**

**Hello, Marta. What has the NEGM meant for you?**

It has provided me with the chance to obtain work experience in a field that is not related with my qualifications but that I had always found interesting. Working with a professional team in which I was the only law graduate has allowed me to discover how I perceive things thanks to my training, on the one hand, and to learn about things I didn't know, even in what in theory is my speciality. On the other hand, belonging to an interdisciplinary team has been a very positive experience because my colleagues, Maite and Leire, often compensated my shortcomings and helped me learn new things every day, whether they were technical aspects or improving my Basque.

**How did the team operate?**

The team was the best part of the work experience project in my opinion. I have been very fortunate to be able to work with Leire and Maite because whenever there was a problem or some needed support, there was always someone there to help, explain, complete. I think the atmosphere at work was excellent and working under pressure but with a smile and knowing there is someone there to help you if you stumble is really noteworthy because this is not always the case.

**What have been the most positive and the least positive aspects?**

In my opinion, the most positive aspect was, first of all, working as a team, because apart from the hours of work I think we were able to create a good work environment that went beyond the office environment. In addition, given the nature of the company, a start-up, we were granted a high degree of freedom and also of responsibility that taught me a lot about the

labour market and all its nuances.

The least positive was the remuneration obtained. Although as a first working experience it's alright, it could be one of the goals to improve if the budget allows. Finally, regarding my experience as a grant holder, in three months you sometimes leave at the best part of the project and of the learning process.

**Tell us about the results.**

In my case, participating in the NEGM resulted in signing a one-year contract to do a job that I like.

All in all, an experience I can recommend, a salary that could be better, and a team with which I would love to do more work.

IN 2016:

**6 NEGM PROJECTS WERE SUCCESSFUL IN 2016**

# SHARED STORIES

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IN 2016:

**18 YOUNG PEOPLE HAVE PARTICIPATED IN THE “NEGM” PROJECTS**

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STORIES ABOUT GUIDANCE TO CHOOSE STUDIES

“EVERY YEAR IT CREATES A STIR AND PRODUCES A HEALTHY FEELING OF UNREST: THEY HAVE TO DECIDE ABOUT THEIR FUTURE PROFESSION”

PROFESSOR AT MUNABE,  
A SCHOOL THAT PARTICIPATES IN ESKOLAN-LANALDI

FROM THE BLACKBOARD

This is the point from where teachers see their students each day. It is not the only one, but it is his: he is there. When you have first year A Level students who will soon have to make the key decision of what professional or university studies to pursue, you often ask yourself: how can I help them best? A few years ago, we “invented” what is known as “shadowing”, i.e. getting to know a university student for a day, becoming familiar with a university degree “from inside”. We dared to dream more ambitiously and we thought they could “shadow” a professional for a day: it was a difficult task and we enabled 20% of the youths to try this action, which we called “Professional Match”. And, please don’t laugh, but a call from the Novia Salcedo Foundation telling us about the LanAldi Programme was like an apparition of the fairy godmother making a wish come true: that all students could perform this activity. This programme also added other values, such as self-awareness activities, an introduction to the culture of entrepreneurship, the understanding of professional skills that make this type of activity more significant, and then the pooling of experiences. Three years of experience enable us to state that this activity does work. Why? Because the students are introduced to an environment of which they know nothing: the world of professional skills and entrepreneurship that they have heard about but as it is not on the “syllabus” they fail to see as important. When Iñigo saw a small company closing down because the two partners were unable to reach an understanding, he realised that communicating was very important; or when Juan saw that a team leader was not the best person to calculate structures but the best to direct the team; or Tomás, who realised that in Engineering you have to be fluent in English because all the manuals are in English and several people were speaking English on the phone. Many used this experience to confirm their professional vocations, like Jorge, who was lucky enough to become a philosophy teacher for a day, or Alejandro, who confirmed his vocation for literature after sharing a day’s work with Juan, a veteran teacher of Hispanic Philology. Sometimes they discover they are better than they thought because “the boss” let them do something, like summarising in one minute a case that arrived at a law firm to see whether they should accept it or pass it on to another firm; or because their final opinion on the “bleakness” of a workplace coincides with the business changing premises a few months later and they call him to tell him the new and invite him over to work for another day at the new premises. If an image is worth a thousand words, the images captured throughout an entire day are worth more than... lots of words, especially in the field of professional guidance services which is an experience-based field. Evil has unforeseen collateral effects; and so has good. This programme also has its “collateral Lanalid effects”. In my opinion, there is one, which is very important: every year, at the start of the 1st year “A” level course, it creates a stir and produces a healthy feeling of unrest: they have to decide about their future profession. It awakens and encourages them to spend time on activities aimed at choosing their future university studies.

I believe Lanaldi brings the future closer.

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FROM THE DESK

STUDENTS PARTICIPATING IN ESKOLAN – LANALDI

Maitane, from the Sagrado Corazón Carmelitas centre, shared a day with Eibar Inunciaga, from Deusto University.

““Thanks to the Lanaldi programme organised by the Novia Salcedo Foundation, I was able to spend a day in the department of International Projects of Deusto University. The department’s work focuses on organising exchange programmes around the world and, during my stay, each of the members told me about the relationships with the countries they deal with, the difficulties they have on a day to day basis and how they try to solve them. In addition, they explained how the financial part of the programme worked, an aspect that I find very interesting”.

Adela, from the St. George’s English School, shared a day with Ainhoa Galdona, from Ormazabal Protection & Automation.

“I am writing to thank you (Ainhoa Galdona) and all the professionals I met on Monday. You were all very kind to me. I learned very much and obtained a lot of information that I needed. Thank you very much, once again”.

PROFESSIONALS PARTICIPATING IN ESKOLAN-LANALDI

Estibaliz Santos from Zuhaitzi Haur Eskola.

“We were delighted to share our professional experience and explain relevant aspects of our work. In addition, we know what her questions could be and how she felt because, at some time in our lives, we also felt that way. I hope she enjoyed the day with the young children and that everything we told her about education and on a teaching career has helped her to decide the profession she wants”.

Laura Etxebarria, from La Fundición.

“Well, it was a success. An intense morning during which we explained our structure and how we operate and manage the theatre and training centre for artists and artistic processes involving scenic art. They told us about their interests and hopes and we had a very interesting conversation that I hope was useful for Aitor and Enar. He was particularly motivated and had very clear ideas about studying Theatre. We also dedicated some time to talk about communication technologies, awareness programmes and activities, and the life of creations and artists. And about the efforts made by the professionals, for which the students were very grateful”.



IN 2016:  
717 STUDENTS HAVE SHARED A DAY WITH A PROFESSIONAL.  
503 PROFESSIONALS HAVE OFFERED PLACES.  
29 EDUCATIONAL CENTRES.



STORIES ABOUT GUIDANCE TO CHOOSE STUDIES

“THEY EXPLAINED THE DIFFICULTIES IN THEIR DAILY TASKS AND HOW THEY TRY TO SOLVE THEM”



## PEGASUS PROJECT COORDINATOR MARIJE NOVO

Marije is the coordinator of the Pegasus Project – the International Campaign to Proclaim a Youth Employment Decade.

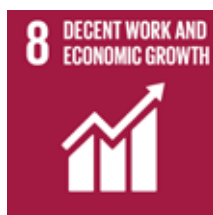
Hello, Marije. Can you tell us what the Pegasus Project is?

The Pegasus Project – “International Campaign to Proclaim a Youth Employment Decade” is a public-private cooperation initiative designed and promoted by NSF in 2013 and headed by Government of Spain since June 2015. With this project, the NSF wants to realise some of the Sustainable Development Goals, particularly number 8 “Decent jobs and economic growth for all”. We would like to develop this initiative in an alliance with governments, companies, international organisations, with civil society and with citizens. Today, we have the support of 582 entities from 86 countries.



## What are the Sustainable Development Goals?

In September 2015, the General Assembly of the United Nations approved the 2030 Agenda for Sustainable Development. This is an Agenda that provides us with the unique opportunity to change things and improve the lives of thousands of millions of people. We all have a role to play to ensure that “no one is left behind”. The Novia Salcedo Foundation, too. And we want to contribute through what we think we do best: youth employment. This is also one of the most important progress drivers to comply with the 17 Sustainable Development Goals (SDGs). Therefore, our organisational and long-term strategy seeks to contribute to the global ideal that we shall have full employment, social protection, and decent jobs for all by 2030.



## MILESTONES OF THE 2016 YOUTH EMPLOYMENT DECADE CAMPAIGN:

-  A special paper on the Campaign at the plenary session of the **ECOSOC Youth Forum 2016** and organisation of a **side event** with the participation of and cooperation from the **UN Global Compact, INJUVE, UNDP, ILO, SDG'S Funds and the OIJ**.
-  **Setting up of the Latin America and the Caribbean Regional**
-  **Presentation of the Campaign before the Employment Commission of the Basque Parliament.**
-  **Draft paper to present the Campaign before the Spanish Parliament, seeking its support.**
-  **The Novia Salcedo Foundation achieve Special Consultative Status with the ECOSOC (United Nations).**
-  **The Campaign Committee was present at the Youth Employment Summit within the framework of the 105th Session of the International Labour Conference of the ILO, Geneva, June 2016.**
- 2nd meeting of the Campaign Committee in Madrid on 21 July 2016.**
-  **Presentation of the Campaign in October 2016 at the 1st Africa Youth Employment Summit, Yaoundé, Cameroon.**
-  **Presentation of the Campaign in October 2016 at the 1st Latin American Entrepreneurship and Democracy Summit, Bogota, Colombia. Participation in the 11th Latin American Employer's Meeting, Cartagena de Indias (Summit of Latin American Heads of State and Government).**

## “CIVIL SOCIETY CAN AND SHOULD CONTRIBUTE TO RAISING AWARENESS OF THE 2030 AGENDA”



## CRISTINA GALLACH UNDER-SECRETARY-GENERAL FOR COMMUNICATIONS AND PUBLIC INFORMATION OF THE UNITED NATIONS 2015-2017

### What is your opinion on projects like the Campaign to Proclaim a Youth Employment Decade?

Very positive. I think its contribution is essential and relevant. These are specific examples of the involvement of civil society to mobilise all possible resources to achieve the changes that will make this world a much better place for all. Improving youth employment is a task that requires the simultaneous combination of macro and micro-economic processes. In addition, many of the improvements will be noticeable in the medium and long term. Therefore, I consider that proclaiming a “Decade” to mobilise, change the current situation and seek results is a good way to address this great challenge. However, to have an impact, the mobilisation must be global: civil society, the private sector, governments. Everyone has to be responsible and committed to the proclamation of the “Decade” and to the work it requires. If it materialises, the “Youth Employment Decade” will consolidate significant changes. Equally, I believe that actions aimed at promoting the “Decade” can benefit from synergies with other international pro-

jects that promote additional goals. For example, the International Labour Organisation (ILO) and the Office of the UN Secretary General's Special Envoy on Youth are committed to finding solutions to youth unemployment. Some of their ideas may have a positive impact on the NSF's work and on the “Decade”. I think it is good to make an effort to frame the “Decade” within a global campaign for change and, thus, contribute to improving youth employment at an international level.

### How can the United Nations benefit from the activities of civil society? And the NSF in particular?

First of all, civil society can and should contribute to raising awareness of the 2030 Agenda. The better it is known, the greater the awareness of its potential for change and of the commitments entered into, to apply it, the better for all. Governments will adopt it, they will create coordination systems so that the various parts of the public administrations can get to work and global plans will be prepared to implement it. This awareness task is essential. You have to make a noise, mobilise people, explain, inform... We should not only be capable of mobilising the pu-

blic sector, but also the private sector, companies, international organisation. These will serve as advisors, counsellors, and as a way to pool individual efforts. Because of this dissemination process, civil society will monitor compliance with the commitments and provide transparency to the process. In coordination with experts, scientists, universities, non-governmental organisations, the media and through their own means, they must exert pressure so that governments, the private sector and international organisations meet the objectives set out. And, on time. A lot is at stake: a healthy planet and people who will enjoy better lives.



STORIES ABOUT GLOBAL ACTION

**“THE ABSENCE OF SUSTAINED ECONOMIC GROWTH IS AFRICA’S GREATEST PROBLEM”**

**WILSON FORBI** AFRICAN COMMITTEE — [WWW.YOUTHEMPLOYMENTDECADE.ORG](http://WWW.YOUTHEMPLOYMENTDECADE.ORG)

Ngwa Wilson Forbi, director general of the “Integrated Youth Volunteer” Foundation and coordinator of the African Regional Committee for the Youth Employment Decade speaks about the situation of young people and their employment perspectives.

**Hello, Wilson. What are the greatest barriers that young Africans must overcome to access the labour market?**

The most pressing problem of Africa’s labour market today is the absence of sustained economic growth and the creation of employment opportunities, two essential elements required to reduce poverty and improve the people’s standards of living. Other challenges are the persistent structural deficit of skills due to the disparity between the skills acquired in the educational system and those needed by

the labour market, the nature of the new industries that are being set up, the closure of some companies and the short-term employment actions without clear sustainable long-term strategies.

**What are the main challenges to start dealing with the youth employment problem?**

First of all, education and acquiring skills. The challenges affecting youth unemployment in Africa, within the context of education and the skills young Africans acquire, still require an assessment of the policies that have tried to promote this education and these skills. These challenges also provide a quantitative insight into the education and skills of young people in Africa with a view to achieving Goal 8 of the Sustainable Development Goals. The main conclusion here is that, unless the inequalities in the educational results among young people are addressed, it

is unlikely that any actions on the labour market will result in a satisfactory change.

**How has the emergence of the YEDIA (Youth Employment Decade in Africa) Committee affected these issues?**

The Youth Employment Decade in Africa implies the emergence of programmes designed to create employment, especially for young people in the continent. The purpose of these programmes is to provide an appropriate environment so that the government and the private sector can create jobs and develop the skills and knowledge required to increase youth employment rates.

2016AN:

AFRIKAKO 36 HERRIALDETAKO 153 ERAKUNDEK BAT EGIN DUTE GAZTE ENPLEGUAREN HAMARKADAREN ADIERAZPENERAKO KANPAINAREKIN

SHARED STORIES



STORIES OF GLOBAL ACTION

**“WORKING TOGETHER PROVIDES US WITH AN OVERALL VIEW WE LACKED BEFORE”**

**JAVIER KRAWICKI** [TUPRIMERAPEGA.CL](http://TUPRIMERAPEGA.CL) — [TUPRIMERLABURIO.COM.AR](http://TUPRIMERLABURIO.COM.AR)  
ALIANZA INTERNACIONAL

Javier is the co-founder of a Chilean social Company called Tupprimerapega. (pega is a colloquial expression in Chile that means job).

**Hello, Javier. How valuable do you consider the alliance between Novia Salcedo and Tupprimerapega?**

Working with the NSF is a great honour as it is so professional. In 2016, we shared many projects: The Proclamation of the Youth Employment Decade, BYEF, the allocation of Global Training, among many other projects. We have created powerful synergies regarding these shared projects. It is good for us as an organisation to have an ally like the Novia Salcedo Foundation.

We like to stress the commitment and leadership of the NSF regarding all issues connected with youth employment. In a context where the sum of organisations does not only add efforts but multiplies

them, the NSF is always ready to create networks and alliances to promote global projects.

**What does working with allies like the NSF contribute to your organisation?**

This alliance between the NSF, TuPrime-raPega, and TuPrimerLaburo strengthens the best practices we develop in each organisation in our countries, allowing us to replicate success stories and, thus create synergies among several projects. Working together provides us with an overall view we lacked before and enables us to participate in important forums at world level.

**How do you think the NSF is contributing to the 2030 Global Agenda?**

We are convinced that the NSF is making a great contribution to the 2030 Global Agenda. By coordinating the Pegasus project, it will align criteria, tasks, actions, and it will contribute to creating public policies that result in better youth employability

levels.

We would like to acknowledge their commitment to work, their responsibility and, above all, the constant generation of projects that have an impact on employment in Bilbao and the region.

**What challenge are you working on at the moment?**

The introduction of “Tu primer Laburo” in Argentina. In Chile, we have generated 20,000 jobs in two years, we have helped 10,000 young people to access the labour market. In 2017, our goal for Chile and Argentina is to generate 80,000 jobs and find jobs for more than 80,000 people. These are two different indicators: one refers to the creation of jobs, and the other refers to finding jobs for young people because we have created 20,000 jobs but we managed to find jobs for 10,000 people.

2016AN:

582 ERAKUNDE BATU DIRA GAZTE ENPLEGUAREN HAMARKADARAKO KANPAINARA

HORREKIN LOTUTA - IKUSI WEBGUNEAN:





STORIES ABOUT COMMITMENT  
TO SOCIETY

GOAL: ESTABLISH THE BASIS  
FOR A GLOBAL PROJECT TO  
CREATE DECENT AND  
HIGH-QUALITY JOBS.

## BYEF BILBAO YOUTH EMPLOYMENT FORUM '16

The 3rd Youth Employment Forum, organised by the Novia Salcedo Foundation, was held in Bilbao and brought together representatives from various international agencies to establish the basis for a global project to create decent and high-quality jobs.

The 3rd BYEF focussed in 2016 on combining two key elements for the progress of the 2030 Global Agenda. On the one hand, knowledge of the main goals set out by this agency, in particular regarding youth employment, and how to transform them into specific actions. On the other hand, working with a methodology approved by social sciences on how to work as a team to build organisations aimed at achieving the 2030 Agenda goals. By means of an academic presentation and a practical exercise, 8 representatives from organisations that support the International Campaign for Youth Employment, headed by the Foundation, worked together to set out the next steps to implement the Agenda.

The key goal of the Forum was "Decent jobs and economic growth", point 8 of the Global Sustainable Development Agenda. Youth unemployment is a problem that is "particularly affected by economic cycles" as the Deputy-Regional Minister for Employment, José Andrés Blasco, mentioned.

In fact, the Basque Country has a youth unemployment rate of just over 23%, a level that despite not being the worst in Spain is still "quite significant" and is ten points above the average in Europe. We must not lose sight of the fact that youth unemployment poses a double risk for society due to the psycho-social problem it poses for young people, and the terrible threat for the economic system, given the limited return on the money invested in the education of those young people who cannot find jobs.

The goals of the Forum were to join forces as mentioned by the Vice-Chancellor for Studies, Employment, and Social Responsibility of the UPV/EHU, Maite Zelaia, "the university must add to the

goal of creating quality employment" by also promoting dual training in order to enhance and facilitate the integration of students into the productive process. According to the expert in Policies for Human Development Programmes of the UNDP, Marta Pedrajas, it is important to work in a network, and we must not lose sight of the fact that the two driving forces of the Agenda are gender and employment equality, especially in the case of youth employment. Professor Michael West, an international expert in Innovation Teams and organisations, served as a moderator and assisted the International Campaign team to define its purpose and establish its priority goals for the coming years, thus providing an efficient solution to this worrying situation.



## YIMBKANA "TEST YOURSELF" EMPLOYMENT GYMKHANA

About one hundred young people participated in the "Employment Gymkhana" organised by the Novia Salcedo Foundation on 15 December.

The event was held in Yimby in Bilbao and was a complete success not only because of the number of people but also thanks to the atmosphere during the event.

Young people had to do several tests, either individually or in groups, to enhance their employability. This would enable them to identify their strengths and other aspects that needed improving.

There was a variety of tests:

- Discover your strengths.
- Apply your creativity.
- Generate a contact network.
- Differentiate and stand out.
- Communicate what you know.
- Build something as a team.
- Exploring alternatives.
- Strengthen your initiative.



"If you never give up, you always win"  
"Make your dreams come true"  
"Don't change your goals, change your plans to achieve them"

These were some of the messages that young people used during the tests, applying their creativity and motivation. The challenges of these tests correspond to concepts that Novia Salcedo sets out in the employability workshops it offers to all young people. On this occasion, the event took place in a more informal environment. As can be seen in the images, we managed to make the search for a job a fun experience.



## STORIES ABOUT COMMITMENT TO SOCIETY

**GOAL: ACKNOWLEDGE AND MOTIVATE PEOPLE WHO ARE WORKING FOR THE PROFESSIONAL INTEGRATION OF YOUNG PEOPLE, AND RAISING AWARENESS AMONG SOCIETY.**

7TH EDITION

## NOVIASALCEDO AWARDS

TO EXCELLENCE IN THE PROFESSIONAL INTEGRATION OF YOUNG PEOPLE

With this award, Novia Salcedo wants to achieve three objectives:

- Acknowledge and motivate people, companies, public administrations, and institutions that are working at an international level towards the professional integration of young people by announcing their achievements as an example to be followed.
- Raise awareness in society of the need for the professional integration of young people and their effects on the welfare state.
- Place the Autonomous Community of the Basque Country among major international awards.



The Arriaga Theatre was decked out to promote youth employment and to welcome the four award winners who have performed outstanding work in favour of young people. These objectives were achieved by the Novia Salcedo Foundation with the 7th edition of its Award to the Excellence in the Professional Integration of Young People. The winners were Jordi Albareda, from Bilbao, in the "Person" category; Emtesport in the "Company" category; Fundación Paraguaya in the "Institutions" category; and Victoria Camps in the "Ad Honorem" category. The four received their awards from His Majesty King Felipe VI. The king, who attended the awards as monarch for the first time, highlighted the need for decent employment in his speech. "Employment, creating jobs, and the labour integration of our citizens is, therefore, our great challenge. The lack of employment has mainly affected

young people and women".

### The winners

Jordi Albareda made an emotional speech in which he stressed the fact that everything is happening so fast in today's society and that culture is being relegated. On the other hand, Martín Burt, from the Fundación Paraguaya, focussed on the capability to help young people by catering to their needs, using the method of learning, doing, selling, and earning. Marta Sánchez and Matxalen Laskibar, from Emtesport, spoke of the alarming unemployment figures and considered that it was urgent to undertake measure to deal with this situation, a key requirement for the progress of social justice. The philosopher, Victoria Camps, mentioned that reconciling youth and employment helps to dignify work. In addition, she praised education as a tool to revert a culture based on individualism.

IN 2016: 7TH EDITION OF THE AWARD:

**1,000 PEOPLE ATTENDED THE NOVIASALCEDO AWARD-GIVING CEREMONY. GREAT RELEVANCE WITH THE PRESENCE OF THE MEDIA.**



### HIS MAJESTY KING FELIPE VI



*"The employment issue clearly crosses borders and affects societies at a truly global level. Novia Salcedo has known this for some time and, with its initiative supported by the government, it has launched an International Campaign for a Youth Employment Decade that – as set out in its basic provisions – aims to generate an international movement of reflection, thought and action that will contribute ideas, content and agreed solutions to the situation of unemployment that millions of young people are experiencing worldwide. As is known, the goal is to convince the General Assembly of the United Nations to proclaim a "Youth Employment Decade" as an opportunity for the economic transformation of organisations and countries in line with the mission – as I have already mentioned and I would like to reiterate – of boosting innovation, entrepreneurship, new technologies, and science to generate greater value and more employment. We also have to promote initiatives that improve the talents of young people. Congratulations to the Novia Salcedo Foundation for this brilliant initiative."*

### THE WINNERS:

**Jordi Albareda** [Person category](#)



For his cultural significance in today's society as the generator of civic virtues, ethical attitudes and solidarity, allowing young talents in this field to become better known by using new digital marketing tools for this purpose.

**Fundación Paraguaya** [Public administrations, Institutions, NGOs](#)



An institution with an extensive network of international alliances and cooperation projects in Africa, with an educational model that deals with eradicating poverty in a different way and uses the methodology of "learning by doing, selling, and earning". This innovative educational approach seeks to make a difference and encourage more young people in vulnerable situations to acquire the skills and knowledge required to launch their own rural companies, access a decent job in the farming sector or to continue with their studies.

**Emtesport** [Company category](#)



As a company headed by businesswomen, with a staff completely made up of young people, in an emerging sector, such as the world of sport, with a high potential for economic development and as a generator of educational and healthy lifestyle values. Their effort to train and update their professionals is outstanding.

**Victoria Camps** [Ad Honorem](#)



As one of the great Spanish philosophers concerned about "making liberal values and the concept of freedom compatible with cooperation, participation and, in short, with everything that generates social cohesion and that creates a community". She sees education as the key to revert a culture based on individualism to a more reasonable type of culture where individuals are capable of cooperating.

HORREKIN LOTUTA - IKUSI WEBGUNEAN:





## STORIES ABOUT SOCIAL INNOVATION

“PROFILING” CONSISTS IN USING  
QUANTITATIVE AND QUALITATIVE  
TOOLS TO KNOW ABOUT YOUNG PEOPLE  
THAT ALLOW US TO WORK WITH  
THEM IN A PERSONALISED AND  
EFFICIENT MANNER.

**ANA DÍAZ** HEAD OF SOCIAL INNOVATION AT NSF.  
DOCTOR IN SOCIAL PSYCHOLOGY.

### Where is the key today to achieve better employment for the future for young people?

We are now focussing on learning to develop ways that will help us generate new knowledge and design actions in accordance with that knowledge with a view to improving the employability of young people.

### How do you generate new knowledge on such a difficult and complicated challenge as youth employment?

To generate new knowledge, we use information that comes from our activities, our experience and our relationships with stakeholders. However, although this is quite necessary today, it is not enough. We are incorporating the latest knowledge that comes from the world of academia and that provides a lot of information regarding future business culture, managing people in future organisations, and how societies should generate regional competition without overlooking the human factor, social well-being. All this must provide us with the information on the employability of young people. This is the basis of what we call “Employability 4.0”. A complicated challenge but one that is also

interesting for an organisation like ours.

### Is this about new skills?

It is about new skills, but that's not all. You cannot burden young people with all the responsibility for their employability, or require them to have certain skills. Companies have a lot to say in this process. Businesses must understand that they are key agents, that they must also train young people, they must become involved in their training process and adapt their culture to this new environment. We cannot prepare young people to become self-employed or entrepreneurs if they are going to end up in a company with a hierarchic culture that cancels any creative or participatory process. That does not make sense; everything has to change together. Companies are already doing this but we still need further changes.

### So, how is the NSF helping the young people who come to them?

Throughout 2016, we studied various European employment services and we have introduced a new way of identifying and getting to know young people; a system that helps us identify their strengths, their employment situation, and other aspects of a more motivational type. We call

this process “Profiling” and it consists in using quantitative and qualitative tools to know about young people that allow us to work with them in a personalised and efficient manner.

### And does it work?

This system, which is resulting in extensive internal changes, is providing us with important clues on what we have to do in the future. For the people working at the NSF, it is also a challenge that requires us to constantly update our knowledge.

The data on the services provided to young people and on the programmes we have developed have revealed good satisfaction and service recommendation rates and a high probability of obtaining a contract. We would like to be able to help more young people and we are working on this by creating the system we call Employability 4.0. We are aware of how vulnerable young people are today regarding the labour market; but at the NSF, we are highly motivated to offer top quality human services.



## STORIES ABOUT COOPERATION

**VIRGINIA OREGUI** DIRECTOR-GENERAL OF GEROA PENTSIQAK BGAE/EPNV

Virginia is the director of Geroa Pentsioak, sponsors of the International Campaign for a Youth Employment Decade.

Hello, Virgina. What is the main reason by which you decided to support and sponsor a project like the “International Campaign for a Youth Employment Decade”

To ensure and convince young people that social responsibility based on support and promotion exists and that we exercise through this sponsorship, among other activities. We want to transmit that they are the basis of a future society that will not only require training, adaptation and flexibility for change but that they also have a right to a job, to acknowledgement and respect. The effort, from our point of view, must be shared among all, assigning to each one the responsibility that corresponds if we really want to have a top-quality SOCIETY that is consistent, cohesive, and healthy. This is why we sponsor and support projects. Today it is our turn to support our young people economically and also to transmit the values needed so that these principles can survive in the future.

### What are the role and the possible contribution of the private sector in improving youth employment?

It is a role that is just as important as that of government, political parties, and the rest of civil society. The contribution of the private sector is to provide access, contribute to the learning process and to acknowledge the effort, dedication, and responsibility of young workers in their just measure. Maintaining a balance between qualitative and quantitative elements if the responsibility of businesses, of the people who manage them.

### How do you think that an initiative of this type can become an opportunity and a driving force for the economic and social transformation of organisations and countries?

This type of initiative makes it possible to visualise the process, to become a mouthpiece and a driving force, to raise awareness and internalise that active and participatory cooperation will enable us to achieve our goals.

## INSTITUTIONAL PARTNERS:



## BUSINESS PARTNERS:



IN 2016:

1294 YOUNG PEOPLE HAVE PARTICIPATED IN THE “PROFILING” PROCESS.

RELATED — FIND MORE ON THE WEBSITE:



MANY MORE SIMILAR STORIES OCCURRED IN 2016:

1,418 YOUNG PEOPLE HAVE IMPROVED THEIR EMPLOYABILITY WITH NSF.  
694 ENTITIES COMMITTED TO EMPLOYABILITY.

675 YOUNG PEOPLE WHO TOOK TRAINING COURSES HAVE FOUND A JOB.  
98% OF YOUNG PEOPLE WOULD RECOMMEND NSF PROGRAMMES.

867 YOUNG PEOPLE HAVE PERFORMED NON-WORK EXPERIENCES IN COMPANIES.  
323 COMPANIES HAVE HOSTED ONE OR SEVERAL YOUNG PEOPLE.

1,021 YOUNG PEOPLE HAVE TRAINED WITH NSF.  
92.8% ARE SATISFIED WITH NSF TRAINING.

454 HAVE PARTICIPATED IN CAREER ORIENTATION PROCESSES.  
100% OF PROFESSIONALS WHO HAVE PARTICIPATED IN WORKSHOPS FOR TUTORS ARE SATISFIED.

94 YOUNG PEOPLE HAVE PERFORMED INTERNATIONAL INTERNSHIPS.  
45 INTERNATIONAL COMPANIES HAVE HOSTED YOUNG INTERNS.

18 YOUNG PEOPLE HAVE PARTICIPATED IN THE “NMGE” PROJECTS.  
6 PROJECTS HAVE BEEN SUCCESSFUL.

717 STUDENTS HAVE SHARED A DAY WITH A PROFESSIONAL.  
503 PROFESSIONALS HAVE OFFERED PLACES.  
29 EDUCATIONAL CENTRES.

1294 YOUNG PEOPLE HAVE PARTICIPATED IN THE “PROFILING” PROCESS.  
95.9% OF YOUNG INTERNS BELIEVE THEY HAVE ACQUIRED PROFESSIONAL SKILLS.

582 ENTITIES HAVE JOINED THE CAMPAIGN FOR A YOUTH EMPLOYMENT DECADE.  
ENTITIES IN 86 DIFFERENT COUNTRIES SUPPORT THE CAMPAIGN.

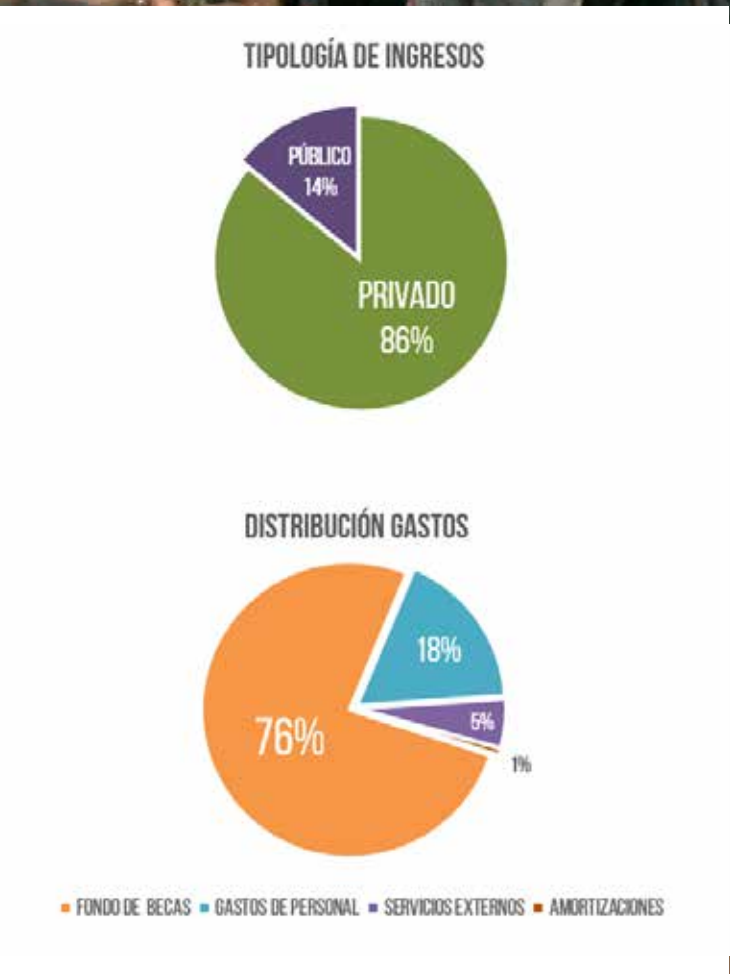
200 PEOPLE PARTICIPATED IN THE BYEF FORUM.  
100 YOUNG PEOPLE IMPROVED THEIR EMPLOYABILITY AT THE “EMPLOYMENT GYMKHANA” EVENT.

1,000 PEOPLE ATTENDED THE NOVIASALCEDO AWARD-GIVING CEREMONY.  
39 PEOPLE NOMINATED FOR THE NOVIASALCEDO AWARDS.

6 INSTITUTIONAL COLLABORATORS.  
21 CORPORATE COLLABORATORS.



STORIES ABOUT SUSTAINABILITY  
**ECONOMIC RESULTS  
OF THE NOVIA  
SALCEDO FOUNDATION**



The NSF conducts an annual audit of its financial situation that is available to anyone who requests it. It is registered in the Registry of Foundations of the Basque Country, under number 166.



## PROFESSIONAL TEAM:

Zuzendaria: Begoña Etxebarría  
Mercedes Apella  
Aitziber Barañano  
Maidier Bilbatua  
Leire Bujanda  
Maidier Cascón  
Itziar Casillas  
Ana Díaz  
Paloma Eizaguirre  
Inge Elorriaga  
Paul Etxenike  
Iratxe Gamboa  
Leticia Garay  
Natalia García  
Xabier Gómez  
Alberto Granados  
Iratxe Herboso  
Oihana Ibarzabal  
Arrate Lastra  
David Lázaro  
Andrea López  
Elisa Mena  
Mónica Muñoz  
María Jesús Novo  
Itziar Pineda  
Josu Robredo  
Sergio Salas  
Laura Simón  
Lorena Tejedor  
Iratxe Torre  
Begoña Varona

## BOARD OF TRUSTEES:

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Alejandro Echevarría Busquet - Member  
Benita Ferrero Waldner - Member  
Fernando Querejeta San Sebastián - Member

## THE NOVIA SALCEDO TEAM

## NETWORKS TO WHICH WE BELONG:

As an entity, we belong to:

- Aptes
- Bilbao Metropoli 30
- Dema
- Special consultative status before ECOSOC
- Fundación Antonio Aranzabal
- Innosbasque
- Jury of the Princesa de Girona Award.
- Members of the executive committee of the Spanish Global Compact network.
- Member of EFQM
- Transparency International Spain
- UNESCO Etxea

HORREKIN LOTUTA - IKUSI WEBGUNEAN:

## ABOUT US

The Nova Salcedo Foundation (NSF), a non-profit private organisation, has been assisting young people for 36 years to improve their levels of employability, to enable them to have access to decent jobs from a perspective of Human Development, in a changing global environment in which employment is no longer guaranteed.

From a vocation of anticipation and cooperation, we consider that the challenge of providing young people with decent employment is a driving force for the economic and social transformation of people, organisations/ businesses, and of the world in general.

### WE WANT TO CONTRIBUTE....

To bringing about a situation of full employment, social protection, and decent work for all young people by 2030.

### AND WE DO THIS BY...

- Providing leadership based on innovation and adding value, employability, and access to decent jobs from a global and local perspective.
- Conducting research and developing knowledge on applied social innovation. We are an agent and a driving force for social innovation, researching usable products.
- Achieving the involvement of young people and mobilising relevant agents in the political, socio-economic, and cultural fields; seeking their active cooperation and raising awareness in society.

WOULD YOU LIKE TO BE ONE OF OUR SHARED STORIES?  
CONTACT US AND LET'S SEE HOW WE CAN COOPERATE.



CAMPO VOLANTIN PASEALEKUA 24, 1 - 48007  
BILBO (ESPAINIA)  
TEL. 94 425 59 59







# SHARED STORIES

2016 REPORT

**WOULD YOU LIKE TO BE ONE OF OUR SHARED STORIES?**  
**CONTACT US AND LET'S SEE HOW WE CAN COOPERATE.**



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BILBAO, (SPAIN)  
TLFNO. 94 425 59 59