

REPORT 2017

MATTER **NSF**



employment, entrepreneurship, future

Matter: “is part of the observable universe, it has energy, is capable of interacting, it can be measured and has a space-time dimension that is compatible with the laws of nature”.

PRESIDENT OF THE NOVIA SALCEDO F

LUIS CAÑADA

THE PATH TOWARDS EMPLOYMENT



IRON FIRM AND WILLING

1

COLOR LOOK, AND “SEE”

DIRECTOR OF THE NOVIA SALCEDO FOUNDATION
BEGOÑA ETXEBARRIA
 "PERCEIVE THE ENVIRONMENT... AND ACT TO IMPROVE"

2



WOOD

WE HAVE WHAT IT TAKES

USER OF OUR SERVICES
CRISTINA RODRÍGUEZ
OUR YOUTH. PREPARED AND WILLING

3

USER OF OUR SERVICES
MARINA ARBE
OUR YOUTH. PREPARED AND WILLING

FLYING AWAY AIR

4

AGAR BREEDING GROUND

A&B BIOTECHNOLOGY LABORATORIES.
JON KEPA IZAGUIRRE
TUTOR OF YOUNG PEOPLE

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USER OF OUR SERVICES

IHOBE

COLLABORATING ENTITY

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DEVELOPMENT GOALS**
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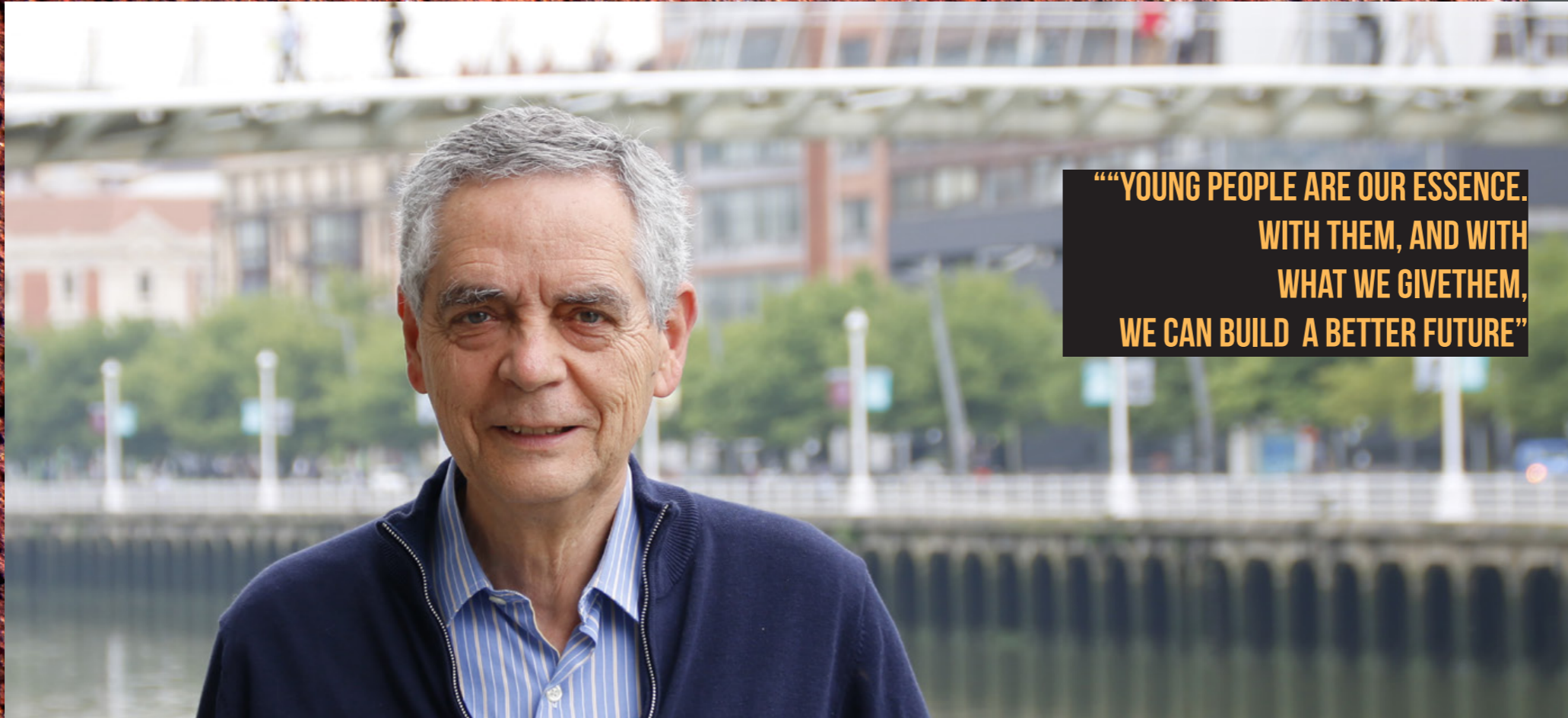
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FIRE 
PASSION FOR WHAT WE DO

PROFESSIONAL TEAM

ABOUT US

WE WANT TO CONTRIBUTE... AND HOW WE DO SO.



**““YOUNG PEOPLE ARE OUR ESSENCE.
WITH THEM, AND WITH
WHAT WE GIVETHEM,
WE CAN BUILD A BETTER FUTURE”**

LUIS CAÑADA

PRESIDENT OF THE NOVIA SALCEDO FOUNDATION

Iron, a chemical element of the greatest significance on Earth. After carbon, it is the most abundant among those that are solid at ambient temperature. While C sustains the chemistry of life, through evolution, Fe is the basis of the evolution of steel, through the development of human culture.

This report will be connected through the thread of matter and it will not be easy to work with this matter that sometimes is ethereal, others liquid, and, often solid, hard, rigid, crystalline, or ductile, malleable, resilient.

Our Planet is possibly 4,000 million years old and, since its origins, it has contained all the variables required to develop what today humans call life. Life that emerged by chance (?) 500 million years ago in watery environments.

The evolution that Darwin helped us understand explains how life became more complex through selective adjustments of the genetic matter. During this evolution, few, if any, of those adjustments depended on the volitional actions of the living species.

But something changed about 6 million years ago when one branch of apes from central Afri-

ca began, through genetic mutations, the long path towards walking erect and, while its ability to walk upright improved, so did its encephalic mass.

A time arrived about 60,000 years ago when many factors combined in this “homo”; factors that developed in a more or less isolated manner that allowed him to create communities. Governed by increasingly complex social systems, these communities developed different languages and, through them, individual and collective awareness always accompanied by needs and questions that had not been asked previously. Matter began to be transformed into symbols: art, religion, power, myths.

From that moment onwards, the evolution of life, based on the evolution of matter, encountered an increasingly important competitor; the culture that this species of homo created at a geometrically progressive rate.

This second evolutionary factor led to unique results; the questioning of matter, the question of whether everything is matter or whether conscience and what is associated with it have a unique entity. A result that, in turn, led to the germi-

nation of another, that of artificial intelligence, for which we now have an assessment test, the Turing Test. Everything seems to indicate that within a few decades we will be in for important surprises.

And now, we are faced, once again, with the question that has been asked for 60,000 years, who, what are we? A question that we may be making ourselves incapable of answering because we are underestimating the world of knowledge that can answer it. We are avoiding philosophy, art, music, poetry, sociology, psychology, etc. while overestimating everything connected with STEM.

Young people! You, who are going to live in the age of artificial intelligence-conscience, do you think we are training you adequately or, on the contrary, are we starving you of the cognitive bases that will enable you to govern, with dignity, the entities we are creating?

MATTER **NSF**

Iron: “Iron, a chemical element of the greatest significance on Earth. After carbon, it is the most abundant among those that are solid at ambient temperature. While C sustains the chemistry of life, through evolution, Fe is the basis of the evolution of steel, thanks to the development of human culture”

**YOUNG PEOPLE! YOU, WHO ARE
GOING TO LIVE IN THE AGE OF
ARTIFICIAL INTELLIGENCE-CONSCIENCE,
DO YOU THINK WE ARE
TRAINING YOU ADEQUATELY
OR, ON THE CONTRARY, WE ARE
STARVING YOU OF THE COGNITIVE
BASES THAT WILL ENABLE YOU
TO GOVERN THE ENTITIES WE ARE
CREATING WITH DIGNITY?**

IN 2017:

2047

**THE EMPLOYABILITY OF
YOUNG PEOPLE HAS IMPROVED.**

89%

**OF YOUNG PEOPLE ON WORK
EXPERIENCE PROGRAMMES
CONSIDER THEY HAVE ACQUIRED
PROFESSIONAL SKILLS.**



MATTER^{NSF}

Color: ““perception generated in the brain when interpreting signs transmitted by the retina of the eye, which, in turn, interprets and distinguishes different wavelengths”.

LOOK AND “SEE” FEEL, PERCEI-
VE THE ENVIRONMENT...
AND ACT TO IMPROVE IT.

66

MILLION UNEMPLOYED
YOUTHS IN THE WORLD

37%

YOUTH UNEMPLOYMENT
IN SPAIN

24%

YOUTH UNEMPLOYMENT IN THE
BASQUE COUNTRY POPULATION

(WORKING POPULATION UNDER 25)



BEGOÑA ETXEBARRIA

DIRECTOR OF THE NOVIA SALCEDO FOUNDATION

We would like to share with you the contribution that our Novia Salcedo Foundation has made to the improvement of the employability of young people in 2017. The contents of this report are only part of a dynamic and complex system to which we dedicate a great part of our lives and that we want to make into the best organisation that helps young people access the job market.

We are living in a complicated context and complicated situations cannot be solved using standard protocols. Therefore, for several years we have focussed on what we can handle, improvements in the way we relate to users, businesses and society. In addition, we are aware of the great changes happening in the world and our commitment and efforts are in line with the 2030 Agenda goals for sustainable development, “the best framework we have to promote the well-being of humanity and the ambitious project of ensuring peace and prosperity for all on a healthy planet” (António Guterres, UN Secretary-General).

We are facing a world challenge to generate enough economic activity to create decent jobs for everyone. Spain has a structural problem regarding youth unemployment. And not even the Autonomous Region of the Basque Country can escape this challenge. Therefore, we are promoting what we understand can be a long-term solution: the transformation of businesses towards a culture of innovation based on the participation of people and the creation of shared knowledge.

Only a change of corporate mentality will be able to create solid foundations for youth employability. Young people, in turn, need to understand that developing entrepreneurial skills will lead to opportunities in business projects. We all need to embark on training directed towards problem-solving skills. Scientific literature tells us how important it is for young people to start their careers performing jobs that adapt to their level of training. According to Eurostat 2016 data, 23.1% of young people aged 20 to 24 have higher education in Spain, compared to the European average of 17.6%, and that among people aged 25 to 34 these figures stand at 41.0% compared to 38.2%. Professor O'Reilly – and her colleagues in “Five Characteristics of Youth Unemployment in Europe: Flexibility, Education, Migration, Family Legacies, and EU Policy” - at the IV BYEF organised by our Foundation in November, was very clear. We share the concern that when

young people accept jobs for which they are over-qualified, this situation may become chronic throughout their careers. And this leads to their limited professional development and to lower purchasing power in the future that will result in higher rates of poverty.

We clearly advocate public-private collaboration. We want to become the best organisation that helps young people to improve their employability. We have improved youth and business profiling systems. We are trying to work with tutors from businesses to define the starting skills they need from young people to be able to assess the outcomes.

We have delivered training to improve the employability of 2047 young people and managed work experience in businesses for 865 youths, cooperating with 323 companies. A total of 605 young people were hired after the training received from the Foundation.

We are very grateful to the young people who have placed their trust in us. We are deeply sorry for the young people who, throughout this crisis, expected some form of assistance from us but which we were unable to provide due to a lack of resources. We have done what we could in each case. The issues regarding the skills young people need require in-depth solutions and the collaboration of all. Indeed, we would like to thank all the businesses and institutions that are committed to employability and that work with us, particularly the people in those businesses that are driving change. Without you, our task would have been impossible.

“WE ARE FACING A WORLD CHALLENGE TO
GENERATE ENOUGH ECONOMIC ACTIVITY TO
CREATE DECENT JOBS”

MATTERNSF

Wood: “Elastic material contained within the trunk of trees. It grows every year forming concentric rings”

WE HAVE WHAT IT TAKES!
EVERY EXPERIENCE, EVERY RING
ADDED, CREATES A STRONGER
TREE THAT IS BETTER PREPARED
FOR THE CONDITIONS IT WILL
ENCOUNTER.

**OBJETIVOS
DE DESARROLLO
SOSTENIBLE**

**4 EDUCACIÓN
DE CALIDAD**



**8 TRABAJO DECENTE
Y CRECIMIENTO
ECONÓMICO**



649

YOUNG PEOPLE HAVE PARTICIPATED IN THE GUIDANCE PROCESS

476

YOUNG PEOPLE HAVE TRAINED WITH THE NSF

88%

YOUNG PEOPLE RECOMMEND THE NSF PROGRAMMES

CRISTINA RODRÍGUEZ

MS RODRÍGUEZ TRAINED IN DIGITAL MARKETING AND FOUND HER FIRST JOB WITH THE ASSISTANCE OF NSF

I started my relationship with the Novia Salcedo Foundation in September 2017. I found out about it and about the opportunities it offered through a friend and I decided, together with another two friends, to ask for some information.

The first thing I did was sign up on the website and start looking for courses, programmes, work experience... I took several courses aimed at finding jobs, how to use LinkedIn as a tool and networking system, how to improve my CV and I worked on my Personal Brand. During this period I met Leticia, who was delivering the first course I joined and she transmitted the trust and the desire to continue working with the Foundation.

Through her, I signed up for the first Digital Marketing Course and then continued with the second one, thanks to which I have my current job as a Publicity Advisor at Grupo Prisa.

The Foundation has provided me with the knowledge I needed to find a job; it showed me how everything has changed when you are looking for a job and how we need to adapt to those changes. Thanks to the

foundation, I signed up for LinkedIn and started Networking, and I continue to do so.

I have worked intensely on my personal brand and I have learned to appreciate my knowledge; in the past, I was frightened to look for a job because I thought I didn't have the necessary training. However, thanks to Leticia and to my tutor, Josu, I have realised that I could and that I can and I now have a job that I like and I am very happy.

The process I followed at the Foundation has been very satisfactory at a personal and professional level. However, particularly at a professional level, I would like to highlight the latest course I took at the foundation as it included guidelines to help students find jobs. The course itself was very well organised and the content was very interesting, there were some highly professional lecturers. Thanks to them, I met Iban Sorolla, the Commercial Director of Grupo Prisa, who offered me a job interview at his company and, thanks to that, I am now working. In addition, this is a job I really enjoy.

At the company, I am learning about the world of

marketing and I am obtaining in-depth knowledge about the conventional media, something I would never have considered before. I hope to carry on learning because I have some good teachers and a great company where I would like to stay.

I have recommended the foundation to many people already and I know other people who are very happy with the results, which makes me very happy. I think it's a great place because the job market is quite complicated for the new generations and having somewhere to go to get information and a tutor to help you is a great privilege.

**“THE PROCESS I FOLLOWED AT THE
FOUNDATION HAS BEEN VERY
SATISFACTORY AT A PERSONAL
AND PROFESSIONAL LEVEL”**



MATTERNSF

Air: “A mixture of gases that constitute the Earth’s atmosphere. It is essential for life on the planet and is transparent to the eye”.

AIR THAT SURROUNDS US, THAT
ALLOWS US TO FLY FAR AWAY,
ENJOY VALUABLE EXPERIENCES
THAT WILL PREPARE THE PRO-
FESSIONALS OF THE FUTURE.

101

YOUNG PEOPLE ON INTERNATIONAL
WORK EXPERIENCE
PROGRAMMES

51

INTERNATIONAL BUSINESSES
HAVE HOSTED YOUNG PEOPLE

97%

SATISFACTION RATE AMONG YOUNG
PEOPLE ON INTERNATIONAL
WORK EXPERIENCE
PROGRAMMES

1376

YOUNG PEOPLE HAVE PARTICIPATED
IN THE “PROFILING”
PROCESS.



**“I WOULD CLEARLY ADVISE ANY
YOUNG PEOPLE CONSIDERING TO
APPLY FOR THIS SCHOLARSHIP TO
DO SO BECAUSE THIS IS AN UN-
BEATABLE EXPERIENCE”**

MARINA ARBE

A YOUNG USER OF NOVIA SALCEDO'S INTERNATIONAL WORK EXPERIENCE PROGRAMME IN
BOLIVIA - SPAIN'S CULTURAL CENTRE

What was the result of the employability assessment we performed on you? Did you learn anything new?

It provided me with information on my profile and my role within a work team, and also on my strengths and weaknesses. I have also developed my capacity to think creatively from a business point of view, more specifically thanks to the training course we were given prior to the work experience period. Thanks to all this, I am quite satisfied with the Foundation.

What has your employability programme included, what aspects have you worked on?

I have studies in Humanities with a special mention in history and a Master in Arab and Hebrew Culture and, thanks to the foundation, I have been able to put it to use this year. Bolivia is a destination that did not seem to be at all related to my master's degree, but that was an interesting aspect for the Centre when they offered me the position and, therefore, I am learning that it is advisable to have knowledge covering a range of topics.

What has your relationship with the key people at Novia Salcedo meant for you?

I have learned that you must always try to take opportunities like these, even if everything seems to be complicated at the beginning, because it is a completely positive experience for your future personal and professional life. I have also learned to be prepared for opportunities like this one, to take all the paperwork into account before applying for a position and to know how to “sell” myself a bit as a professional. I still have a lot to learn about Cultural Management, which is the field into which I have been introduced, and about the job market in

general. This is a work experience programme and I am still learning.

What can you say about your international professional experience?

Right now, my experience here has been very intense and positive. From day one, working at Spain's Cultural Centre, I have met many people involved in culture in La Paz, I have been to several events and I was informed of my duties, which are quite in line with my profile. I am working in cultural management, taking in all the information possible, sometimes a bit scared of making a mistake due to my lack of experience, but I am aware that I am learning and that this will be positive for me, so I am very happy.

If you had to recommend this to other young people, what would you tell them? What has been the most valuable aspect for you regarding the services offered by the Foundation?

I would clearly advise any young people considering to apply for a scholarship in the future to do so because this is an unbeatable experience, not only from a professional point of view - it is clearly a wonderful opportunity to learn about our field of expertise - but also from a personal point of view as it also provides a chance to travel and learn about other cultures, other places, which I consider is absolutely necessary, even essential, to develop as a person. And, in the end, you come back with a far more interesting CV, with more experience, more knowledge, and respect for other cultures. Everything it provides is good and very valuable.



JON KEPA IZAGUIRRE YOUTH WORK EXPERIENCE TUTOR AT
A&B LABORATORIOS DE BIOTECNOLOGÍA

To what extent do you think NSF's work experience programme helps improve youth employability?

It is clearly a great initiative. Once young people go through a training period, I think you need to connect everything they have learned with real situations in businesses to provide real value to that training. The work experience programme allows young people to integrate better in organisations, acquire new knowledge, and adapt without so much pressure from day to day events. In my experience, I have noticed that the people who have performed well during their work experience period acquire features that help them stand out from the rest. Companies value the fact that they have completed their studies with a work experience period; we take for granted that they are better prepared and that they will find it easier to adapt to their future position. Therefore, all this clearly improves the employability of young people.

What is your opinion about work experience as a way to access the job market for young people?

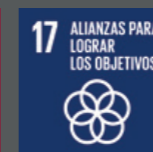
This is a complicated issue and, without generalising, sometimes, regarding grants, young people may relax a bit because there is some money as back-up and, on the other hand, businesses that receive young interns may not make the most of them because they assign them to tasks that are below their skills. Perhaps new agreed modes of "grants" linked to goals by both parties would provide greater value. Based on my experience with these NSF programmes, I know that these issues are being studied and that follow-up processes based on visits and surveys for the tutors are helping to make the most of these work experience programmes.

How do you get the young people on these work experience programmes to align with the organisational culture of A&B Laboratorios de Biotecnología?

I think the key lies in the way the people are received and the fact that they are considered full members of the organisation. One of our commitments to society is to accept people on work experience programmes every year. They are always assigned a tutor who, during their time in the company, will help them adapt and learn new skills. And we also learn from them, they always have something to teach us. Our experience is very positive. If the people feel they belong, that they are taken seriously, they feel at home, work better and actively cooperate in the tasks assigned. We have several examples of people who came here on work experience programmes and were eventually hired by the company. This is possible because they have proven their potential and their adaptation to the business.

Young people place a high va-

"FOLLOW-UP PROCESSES BASED ON VISITS AND SURVEYS FOR THE TUTORS ARE HELPING TO MAKE THE MOST OF THESE WORK EXPERIENCE PROGRAMMES"



lue on participation and on the transparency of organisations. How do you approach this at A&B Laboratorios de Biotecnología?

Well, this aspect is not only highly valued by young people but by the entire staff. People are the driving force behind organisations. Good communication, sustainable growth models, equal opportunities and transparent management are the pillars that allow an organisation to grow and become more competitive. There should be no difference regarding these aspects between the staff and the people on work experience programmes or new workers. We apply several systems to encourage participation and transparency. Some examples are our working breakfasts, improvement groups, improvement parties, the joint follow-up of strategies and their evolution. For the general public, we publish sustainability and management reports. We try to align our efforts, generate trust among our stakeholders, and we also consider that perhaps other organisations can be inspired in some way by our best practices and improve their management and competitiveness.

865

**YOUNG PEOPLE HAVE PERFORMED
NON-LABOUR INTERNSHIPS**

605

HAVE BEEN HIRED

MATTER^{NSF}

Agar: *"A gelatinous substance of marine origins. Nutritional agar is used as a means of culture"*

**COMPANIES AND ORGANISATIONS
THAT COOPERATE WITH NSF ARE
THE CULTURE IN WHICH FUTURE
PROFESSIONALS GROW.**

711

**ENTITIES ARE COMMITTED TO
EMPLOYABILITY**

323

**BUSINESSES HAVE HOSTED ONE
OR SEVERAL YOUNG INTERNS**

INITIATIVES THAT ALLOW THE PARTICIPATION OF YOUNG PEOPLE IN ENVIRONMENTAL PROJECTS.

72

YOUNG PEOPLE HAVE TRAINED IN PRODUCT ENVIRONMENTAL INNOVATION

50

BUSINESSES HAVE COOPERATED WITH THE BASQUE ECODESIGN HUB

OBJETIVOS DE DESARROLLO SOSTENIBLE



WHAT IS THE BASQUE ECODESIGN HUB?

The Basque Ecodesign Hub is the core element of Ecodesign training in the Basque Country. It is located in Bilbao and is open to all Basque Country universities and vocational training centres.



PLACE OF LEARNING

Located in Cantera Square, this is a space dedicated to working on projects connected with young people, entrepreneurship, and employment. The Basque Ecodesign HUB is located in these facilities.

MATTER NSF

Stone: *"In the common language, a material of natural origins characterised by its high level of consistency. Stone is the material that can be preserved best and it was the most popular material used to produce the earliest tools".*

THE EARLIEST TOOLS, CONSTRUCTIONS THAT ENDURE. IF NATURAL RESOURCES ARE USED CORRECTLY, THE FUTURE OF YOUNG PEOPLE WILL BE SUSTAINABLE.



IHOBE

ECOLLABORATING ENTITY.

TXEMA FERNÁNDEZ, PROJECT SUPERVISOR

The relationship between IHOBE and the NSF goes way back in time. How would you rate this joint relationship?

Indeed, the relationship between IHOBE and the NSF goes back a long time and I see it as a very positive relationship. This can be seen in the growing cooperation between both organisations, which has evolved from our mere participation in scholarship programmes for young people organised by the NSF to designing joint initiatives to facilitate the participation of young people with environmental projects linked to IHOBE activities in Basque industrial enterprises.

Recently, we launched the Basque Ecodesign HUB. What does this mean for IHOBE and how would you rate NSF's participation?

At IHOBE, we are aware that businesses, and more specifically SMEs, are the heart of the Basque economy and industry and, therefore, they must be considered key factors for the development of a circular and low-carbon economy.

Adopting this new development model will require implementing new manufacturing methods that, during the design period, assess the life cycle of products and services. To provide businesses with qualified professionals in these fields and to supply the growing demand, we launched the Basque Ecodesign HUB two years ago. This is a public-private cooperation initiative that specialises in environmental innovations for products, with the joint cooperation of IHOBE and NSF. A total of 72 young people and more than 50 industrial companies from the Basque Country have participated in this initiative over the last two years.

At the NSF, we are turning towards an approach based on knowledge creation to improve employability and to achieve this we have to understand young people better as well as the organisations with which we work. Has IHOBE identified and does it share this new approach that Novia Salcedo wants to implement regarding businesses? And how do you understand that value?

As I explained before, the transformation from a linear economy based on the extraction and intensive use of natural resources into a new circular and low-carbon economy, which is capable of reusing raw materials and natural resources, is a challenge for our society. Businesses require new knowledge regarding materials, new manufacturing methods, new skills... And, in the end, new professionals. Therefore, our young people need to absorb all that knowledge to improve their levels of employability. This is precisely one of the goals of the Basque Ecodesign HUB. Consequently, we consider that this new approach that NSF wants to implement regarding businesses is a key asset in its activities. Regarding this approach and new transformation, the NSF can count on IHOBE as a collaborating agent with whom to continue strengthening joint lines of activity.



IRATXE IZAGUIRRE UNILEVER
YOUTH WORK EXPERIENCE TUTOR

You have participated in one of our workshops for tutors. You are key players in the cultural transformation of organisations. How do you apply what you have learned to your day-to-day relationship with young people?

We want to provide in-house training to our current tutors, applying the recommendations you gave us. It is essential to implement basic guidelines to be successful as tutors and, in turn, for the success of the programme. Interns who are motivated, who know what they are doing and how to do it, as well as tutors who have the necessary managerial skills are key to achieving successful results. The goal is that the supervisors of a work experience programme should take this training whenever we have new interns.

Do you notice any changes in the young people?

How does this benefit them?

There's a bit of everything but, in general, there is a good level of development regarding both knowledge and skills. Especially, when they are subjected to a good follow-up process. We believe that assessments are necessary for their correct development; it provides guidelines for both sides. A person rarely progresses personally and professionally without a development, work and assessment plan. It contributes to their employability and self-esteem, at least. **Three professionals from Unilever have come to the workshop so far. How important is this in your human resources strategy?**

It is the basic requirement for any business that wants to progress, innovate, and grow. Businesses are made up of people and we decide what we want to achieve and how.

WHAT IS THE TUTOR WORKSHOPS?

Promoting the professional development of a young person is not easy.

We have to:

- Evolve from the concept of Tutor to Mentor.
- Channel the talent and involvement of young people correctly, to ensure they align with the organisation's goals.
- Deploy coaching techniques to promote skills, such as a proactive outlook, creativity, critical thinking, or long-term views.



COMMENTS BY PEOPLE WHO HAVE PARTICIPATED IN THE TUTOR WORKSHOPS:

"It has provided me with an overall view of work experience from both points of view, how to inspire interns, and the importance of feedback".

"A positive idea of the position of interns in the organisation. Value their expectations and attitudes regardless of the training received".

"I have picked up ideas to be a good tutor, the important aspects to focus on and realise how interns can feel".

"I have learned how the grant and the foundation work, that there is a follow-up process, and that it is not only a relationship between young people and the company".

"I particularly appreciate the exchange of experiences we have had with other tutors".

"I have realised how important the role of the tutor is for an intern and the responsibility that comes with the task".

"Organised ideas about what is really important for the development of the interns and what we must do during the work experience period".

"I found it very useful to learn about the situation of a person who obtains a grant from the Foundation, given that it was something I didn't know. It is also useful to remember the commitment tutors take on in this process of developing the skills of a young person".

MATTER **NSF**

Music: *"From the Greek mousiké «the art of the muses».*
A coherent combination of sounds and silence. Art that expresses feelings, thoughts, or ideas

**MUSIC THAT INSPIRES.
MUSES THAT ACCOMPANY,
WITH HARMONY AND RHYTHM, FOR A
MELODY TO BE SUCCESSFUL.**

625

TUTORS FROM 323 BUSINESSES THAT HOSTED 865 YOUNG PEOPLE ON WORK EXPERIENCE PROGRAMMES

100%

SATISFIED PROFESSIONALS WHO PARTICIPATED IN THE TUTOR WORKSHOPS.



MATTER^{NSF}

Soil: “The superficial part of the earth’s crust, biologically active (...). The medium used to grow plants.”

WE SOW THE SEED. STUDENTS, BEFORE CHOOSING WHAT THEY WANT TO STUDY, CAN GAIN EXPERIENCE ON THE DESIRED PROFESSION.

AMAYA DE ALLENDE

LANALDI PARTICIPANT
DIRECTOR OF HUMAN RESOURCES AT THE BASURTO OSI

¿Why is the Basurto OSI (Healthcare Centre) participating in the Lanaldi programme?

The OSI is an organisation that is committed to society and we are delighted to help our young people to become aware of what we do and to encourage them to study programmes that will provide us with professionals in the future that share our goals. With enthusiasm, based on realism, our professionals try to convey that the effort to achieve goals can be rewarded with jobs that will clearly contribute to their personal development.

What does the programme provide?

It enables young people to get to know us, to share in the enthusiasm of today's and tomorrow's professionals, cooperate in generating new healthcare professionals...; the satisfaction of being able to help highly motivated young people who also have doubts and lots of questions...

PARTICIPANTS IN THE LANALDI EGUNA:

Maialen Ramos (Lauro Ikastola):

Oso esperientzia polita iruditu zitzaidan. Medikuen egunerokoa ezagutu ahal izan genuen eta guztiz integratuta sentitu nintzen.

Carlota Madariaga (Colegio Corazonistas de Victoria):

This experience has been fantastic. The truth is that I was not expecting it to be so good. It has helped me to strengthen the idea I had about my future, which is now much clearer. I would like to thank all the participants from last Friday and, especially, the professionals (neurosurgeons) who were with us. They were very kind and tried to teach us all they could.

Pablo Garrido Ordozgoiti (Munabe):

The truth is that it has been an experience that I have enjoyed a lot. It has also helped me clarify some ideas about my future and to make a possible decision. I can recommend this to everyone.

LanAldi

WHAT IS LANALDI?

It is a study guidance programme for secondary school students. It includes online activities, tests on professional skills, and practical experience by accompanying a professional during a whole working day.



472

STUDENTS HAVE SHARED A
WORKING DAY WITH A
PROFESSIONAL.

480

PROFESSIONALS HAVE OFFERED
TO HOST STUDENTS

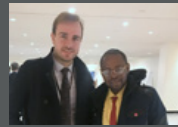
21

SCHOOLS HAVE PARTICIPATED

OBJETIVOS
DE DESARROLLO
SOSTENIBLE

4 EDUCACIÓN
DE CALIDAD

MILESTONE 2017:



THE COORDINATOR OF THE AFRICAN REGIONAL COMMITTEE PRESENTED THE CAMPAIGN AT THE REGIONAL AFRICAN SESSION HELD WITHIN THE FRAMEWORK OF THE "UNITED NATIONS ECOSOC YOUTH FORUM 2017" IN NEW YORK.



PRESENTATION OF THE CAMPAIGN IN ADDIS ABABA, ETHIOPIA, WITHIN THE FRAMEWORK OF THE "1ST YOUTH CONFERENCE ON AFRICAN UNITY AND DEVELOPMENT".



WITHIN THE FRAMEWORK OF THE "55TH SESSION OF THE COMMISSION FOR SOCIAL DEVELOPMENT" OF ECOSOC, AN "ORAL STATEMENT" ABOUT THE CAMPAIGN WAS SELECTED



PRESENTATION OF THE CAMPAIGN BY THE REGIONAL COMMITTEE OF LATIN AMERICA AND THE CARIBBEAN AT BUENOS AIRES AND CORDOBA (ARGENTINA), CHILE, PARAGUAY.



DEPLOYMENT OF YOUTH EMPLOYMENT TRAINING ACTIONS AND DISSEMINATION OF THE CAMPAIGN IN PARTNERSHIPS WITH RED DE JÓVENES LÍDERES DE IBEROAMÉRICA.



THE NOVIA SALCEDO FOUNDATION SUBMITTED A VOLUNTARY REPORT ON THE PROGRESS OF THE PEGASUS PROJECT OVER THE PREVIOUS TWO YEARS AT THE "UNITED NATIONS PRIVATE SECTOR FORUM 2017".



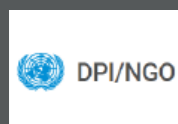
GUIDE: "SDGS YEAR 2. ANALYSIS, TRENDS, AND BUSINESS LEADERSHIP IN SPAIN" PUBLISHED BY THE GLOBAL COMPACT – SPAIN NETWORK: THE BEST PRACTICES INCLUDED THE ACTIONS PERFORMED BY NSF IN FAVOUR OF YOUTH EMPLOYABILITY.



NSF JOINED THE "17 ENTITY PARTNERSHIP – 17 SDGS", AN INITIATIVE THAT BRINGS TOGETHER 17 ORGANISATIONS IN THE BASQUE COUNTRY THAT ARE WORKING TO IMPLEMENT THE GOALS OF THE 2030 AGENDA



NSF WAS A MEMBER OF THE JURY AT THE "YOUTH CITIZEN ENTREPRENEURSHIP COMPETITION 2018", A GLOBAL PROGRAMME THAT SEEKS TO EMPOWER YOUNG ENTREPRENEURS AROUND THE WORLD AGED 15 TO 35 TO CREATE A SUSTAINABLE WORLD THROUGH THEIR INNOVATIVE IDEAS AND PROJECTS.



ACCREDITATION AS AN ASSOCIATE OF THE DPI, THE UNITED NATIONS DEPARTMENT OF PUBLIC INFORMATION, AS A DISSEMINATOR OF THE 2030 AGENDA.



IV BYEF 2017 21 OF NOVEMBER.

PEGASUS YOUTH EMPLOYMENT CAMPAIGN

600

600 ENTITIES HAVE JOINED THE CAMPAIGN IN



87

 COUNTRIES

MATTERNSF

*Flesh and bone, Humans.
No-one is left behind.*

**FOR EACH AND EVERY PERSON.
COMMITTED TO THE 2030
AGENDA AND THE
SUSTAINABLE DEVELOPMENT
GOALS.**



JAVIER KRAWICKI

TUPRIMERAPEGA.CL - TUPRIMERLABURO.COM.AR
INTERNATIONAL PARTNERSHIP

The first contact of "TuPrimerLaburo – TuPrimeraPega – Fundación DIIEJ" with the Novia Salcedo Foundation took place three years ago within the framework of the PEGASUS Project – International Campaign for a Youth Employment Decade. Highly committed to the goal (create an international movement to reflect on, discuss, and act and provide agreed solutions to the youth unemployment situation and non-decent jobs in the world), and convinced of the power of alliances to change things, we have been working since then as Coordinators of the Regional Committee for Latin America and the Caribbean. A Committee that has established global and international partnerships with 38 organisations and businesses that, in turn, design specific actions and partnerships at local and domestic levels. These international partnerships allow each country to import and export best practices regarding youth employment that will contribute to their internal policies and promote a solution to this huge problem.

We are building our partnership with the Novia Salcedo Foundation from various locations and it is based on a range of actions (knowledge and know-how, working with governments, etc...).

With each edition of the Bilbao Youth Employment Forum (BYEF), in which we are proactive participants, we generate more shared knowledge and cooperation networks, new goals and challenges are proposed and outcomes are put forward that will help us to analyse and improve youth employment around the world, con-

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sidering this type of employment as a key economic accelerator. These international events enable those of us who participate in them to gain in confidence to sustain and influence our own national governments to support the PEGASUS Project.

Another significant example of the importance and value of this type of partnership and cooperation networks can be seen in the funds allocated by the Basque Government to funding the "Global Training" Grants Programme, promoted by the Novia Salcedo Foundation to enhance the training of local youths. At "TuPrimerLaburo – TuPrimeraPega – Fundación DIIEJ", we have received, both in Argentina and Chile, several young Spaniards who have worked with our teams for 6 months, resulting in an interesting and productive cultural exchange.

On the other hand, at "TuPrimerLaburo – TuPrimeraPega – Fundación DIIEJ", we are constantly working with governments to generate public-private partnerships to pursue policies that are considered appropriate and more effective regarding youth employment. Our participation in international forums and our constant work experience programmes provide the necessary tools to bring this great international project of declaring a UN Youth Employment Decade to the attention of the Argentinean Government and its Chamber of Deputies.

In summary, working together, seeking the same goals, with the support of organisations, social businesses and governments, we are trying to build a more decent and favourable situation regarding youth employment in the world.



**“CREATING AN ENVIRONMENT
TO SUPPORT INNOVATIONS
BY YOUNG PEOPLE
IS A NECESSITY”**

PRINCE ISRAEL OREKHA

YOUTH EMPLOYMENT DECADE
COORDINATOR OF THE WEST AFRICA REGIONAL COMMITTEE

Prince Israel Orekha is the Coordinator of the West Africa Regional Committee and the promoter and executive director of the “Connected Advocacy for Empowerment & Youth Development Initiative”, with headquarters in Nigeria. This sub-regional committee for the International Campaign for a Youth Employment Decade is responsible for coordinating the inclusive participation of young people in all the activities performed in connection with the said campaign. In Nigeria, youth unemployment is a critical challenge that cannot be ignored. According to the National Statistics Office of this country, more than 22.45 million Nigerians are unemployed. Even more worrying is the fact that the number of people with full-time jobs has fallen by 2.29%. The greatest challenges young people have to face in relation to violence, crime, and terrorism at various levels in the region are directly related to the lack of decent jobs and to a poor system of values that should stimulate the minds of young people to pursue productive values and a creative mental outlook. Therefore, creating an environment to support innovations by young people is a necessity, as is the need to promote skills through an industrial development park

for young people that will lead to employment for other young people and ensure policies that will contribute to change. Consequently, one of the main causes of unemployment in Nigeria is the irregular supply of power in the country. More than 140 million people do not have access to a stable supply of electricity that would enable them to create small-scale jobs for young people. Our goal as the West Africa Regional Committee, and more specifically through our work in Nigeria, is to defend and develop the capacity to guarantee that the unemployment issue is addressed and reduced as far as possible. We are working (and will continue to do so) to involve those responsible for decision-making so that they will keep their signed commitment to implement sustainable development goals to deal with poverty, inequality, unemployment, insecurity, and climate change in Nigeria and other West African countries. Our task with the Ministries, Agencies and Departments is to promote SDGs 8 and 17 of the 2030 Agenda, always within the global framework and with a view to the final goal of the Campaign, which is to work to convince the General Assembly of the United Nations to declare 2020-2030 a Youth Employment Decade. This would be an opportunity

MATTERNSF

Clay: “raw material most frequently used in pottery. Fire-hardened clay was the first type of ceramic and is still one of the most widely-used materials”.

**CLAY HAS ENABLED MAN TO
CREATE ALL TYPES OF TOOLS.
LET’S SHAPE A FUTURE WORLD
THAT IS SUSTAINABLE FOR ALL.**

for us to promote the social and economic transformation of organisations and countries as a tool to deploy Sustainable Development Goal 8: “Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all”. We hope to cooperate with our partners, as well as with the private sector and with government and non-governmental agents to promote the campaign to fight against youth unemployment in West Africa. In 2015, the President of the Republic of Nigeria, Muhammadu Buhari, stated that more than 60% of young Nigerians are unemployed and that the situation is may become catastrophic for the country at any moment if urgent steps are not taken to address the problem. One of the main milestones in 2017 was the Youth Employment Summit held in the Republic of Benin on the 26th, 27th, and 28th of October. The goal was to pool ideas by bringing together intellectuals, young successful entrepreneurs, and agents dedicated to developing the region to discuss critical issues and come up with recommendations on opportunities for sustainable development and the participation of young people to generate decent jobs in West Africa. We examined the progress made to date regarding key issues relating to the Youth Employment Decade Campaign in West Africa and we explored the impact of the actions of young people to learn from them and to identify priority activities for the 2018-2019 period. In this sense, we have successfully developed joint actions to address the youth unemployment situation by identifying the young people who are leading the Campaign in the various countries in the region. The next step and the main line of action in our Campaign in the region will be to come up with innovative ideas, develop skills, create high-profile processes, research and awareness campaigns, form coalitions and support the implementation of projects.

167

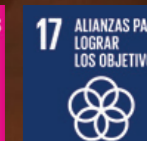
ENTITIES HAVE JOINED
THE CAMPAIGN IN AFRICA

36

COUNTRIES BELONG TO THE
AFRICAN COMMITTEE



OBJETIVOS
DE DESARROLLO
SOSTENIBLE





Horacio Llovet
Director and Partner of Tupintherapega.cl



Francisco Montalbán
Special Envoy for the "2030 Agenda"

Ángel Pes
President of Global Compact - Spain

BYEF BILBAO YOUTH EMPLOYMENT FORUM '17

This 4th edition was held within the framework of the UN 2030 Agenda of Sustainable Development Goals and it focussed on the presentation of a European research project on future employability, on which the NSF is working with the cooperation of UNIBASQ and ORKESTRA.

This edition was designed to provide young people with a "side-event" in which they worked on the key elements that concerned them regarding future employment in relation to the 2030 Agenda's Sustainable Development Goals.

An outstanding aspect of the presentation that young people submitted regarding their situation was the evi-

dence relating to the high-level qualifications they all had. Almost all of them are actively looking for jobs or are on work experience programmes, even abroad. The main difficulties when it comes to finding jobs are the lack of job offers in the fields of humanities and the need for experience. Their proposal is to improve the working conditions of young people. The most highly valued aspect in a business is that they are given a chance as professionals and individuals, and that they receive support to progress. They consider respect to be a key aspect in order to feel at ease in a business, together with the working environment and their colleagues so that they can feel they belong to the company.

They would ask businesses to trust

them and to provide decent jobs while they would provide enthusiasm and the desire to work.

From the academic and domestic experience discussion panel, a highly-valued issue was the importance of obtaining more in-depth knowledge on youth employment to make sense of initiatives such as the NSF's international campaign, PEGASUS, in favour of youth employment in the world. The importance of businesses regarding employment was also mentioned, stating that it is not only an issue for young people. It is the responsibility of all. Companies should offer education for that first job and governments should implement policies that favour this transition.

The Business discussion panel reached the conclusion that the corpo-

rate world can still do much more. "I can't employ you because you have no experience", how can we break this cycle? Young people also have to leave their comfort zone, they must be open to a career and the best companies are the best professional centres.

The Public Administrations have to work hand-in-hand with the Government. The main problem is communication; when we manage to communicate appropriately, we shall make progress. The institutional closing of the event was performed by the Assistant Regional Minister of Employment, Marcos Muro, who referred to his commitment and the government's role in promoting opportunities to create more and better jobs. Since then, and as an example, they have implemented the Gaste-Plana,

which responds to youth challenges from the field of employment, housing, and education; and the Strategic Employment Plan has been approved. However, they are aware that there is still much to be done, especially in improving the transition from education to jobs.

420

PEOPLE PARTICIPATED IN
THE BYEF FORUM

160

YOUNG PEOPLE WORKED ON
EMPLOYABILITY



MATTER^{NSF}

Grafeno: “A substance consisting of pure carbon. A highly resistant and hard superconductor. It will have thousands of future uses in various fields”.

JUST LIKE THE COHESION OF THE ATOMS OF GRAPHENE, THE FREE-FLOWING COOPERATION AMONG ENTITIES CAN HAVE ENDLESS USES FOR SOCIETY.

NOVIA SALCEDO HAS HAD AMPLE EXPERIENCE IN THIS FIELD FOR 38 YEARS AND WE BELIEVE IT IS AN EXCELLENT PARTNER TO WORK WITH ON THIS SHARED GOAL: REDUCING YOUTH UNEMPLOYMENT



INSTITUTIONAL COLLABORATORS:



BUSINESS COLLABORATORS:



CÉSAR ALIERTA

EXECUTIVE CHAIRMAN OF THE TELEFÓNICA FOUNDATION

What does cooperating with the Novia Salcedo Foundation imply for the Telefónica Foundation?

The lines of action of the Telefónica Foundation include creating job opportunities for young people. Our Conecta Empleo programme seeks to provide young people with the digital and cross-cutting skills they need to improve their chances of finding jobs. In a constantly changing labour market, we try to prepare them as best we can to face the challenges of today. To achieve this, the Telefónica Foundation has to work with other relevant agents in the field of employability. Novia Salcedo has had ample experience in this field for 38 years and we believe it is an excellent partner to work with on this shared goal: reducing youth unemployment in Spain.

What is your opinion on youth unemployment in the world?

Youth unemployment is one of the issues that most concerns today's society; how to integrate these young people into a labour market that is changing on a daily basis and that demands new professionals. We are going through an intense digital transformation that is affecting all aspects of society; the way we consume has changed, so has the way we communicate and also our activities. Almost eight out of ten young people who are in education will be employed to do jobs that do not even exist today. In addition, they will change jobs several times and will be forced to retrain throughout their careers. All this paints a picture of uncertainty and a paradoxical reality: in spite of the high rate of youth unemployment, more and more businesses are unable to find the profiles they need and this is where we see a great opportunity. The Telefónica Foundation is placing its experience in digital technology and training at the service of society to train people for this new employment situation.

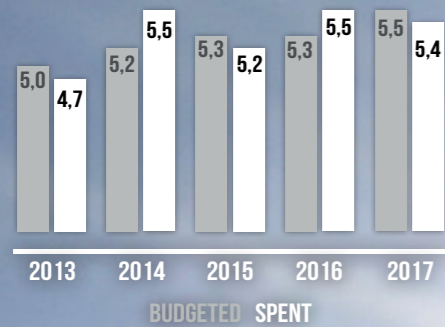
What role can the Spanish civil society play to contribute to achieving the SDGs?

The new development agenda set out in the Sustainable Development Goals (SDGs), with 17 goals and 169 targets, is a challenge that cannot be delayed so that no-one is left behind. Businesses, foundations and international organisations have the duty to work to establish partnerships and promote networking to achieve compliance with those goals.

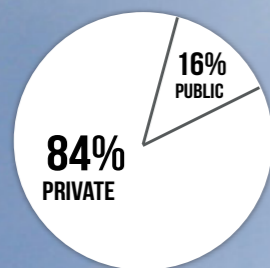
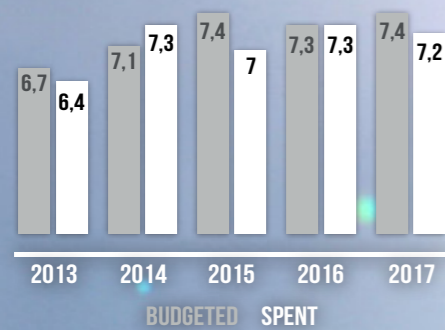
The Telefónica Foundation has committed to this global agenda through its employability programmes and projects to achieve the targets set out in Goal 8: Promote sustained, inclusive and sustainable economic growth, and in Goal 17: encourage and promote efficient public, public-private, and civil society partnerships by taking advantage of the experience and resource-obtaining strategies of institutions.

RESULTS

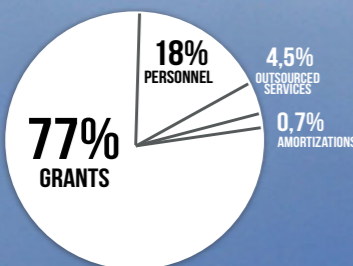
GRANTS FUND MANAGED BY NSF (M€)



GROSS BUDGET VOLUME (M€)



TYPE OF REVENUE



DISTRIBUTION OF COSTS

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



MATTERNSF

Light: “Electromagnetic radiation that can be perceived by the human eye”

IT ENABLES US TO SEE WHAT IS HAPPENING AND THE PATH TO FOLLOW

YOUTH EMPLOYABILITY MODEL

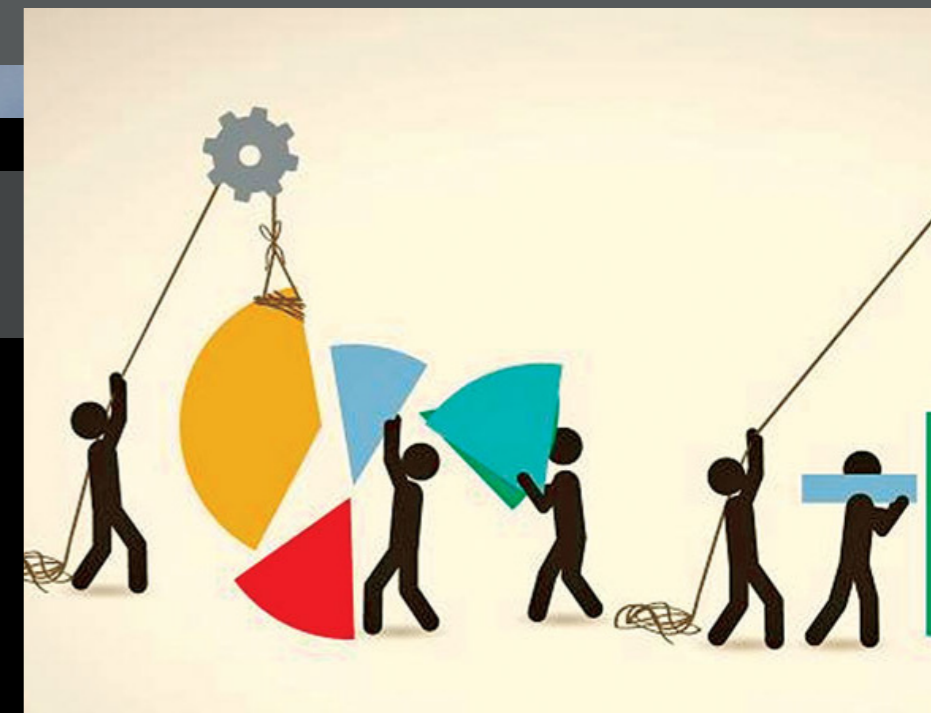
SOCIAL INNOVATION AT NSF

Scientific literature has established that when someone is over-qualified for their first job (i.e. a job that requires lower qualifications than a worker actually has), this situation usually becomes a chronic issue throughout a person's career, resulting in their professional evolution failing to meet expectations, in addition to occupying positions for which other professionals have been trained. The high level of the qualifications of Basque youths must make us focus on providing young people with access to jobs that match their level of training so that they can enjoy a professional career that meets their expectations.

Consequently, NSF is designing a youth employability model that can serve as a framework to understand the role that young people, businesses, and institutions play in this issue. This research has been conducted in cooperation with Unibasq (the Basque University System Quality Agency) and Orkestra (the Basque Competitiveness Institute).

This theoretical model is based on the fact that, due to the rapid progress of technology and the changes this technology is causing in social and economic contexts, organisations will have to evolve towards organisational models based on the involvement of workers in management, transparency, and the building of teams capable of cooperating and generating shared knowledge. In addition, young people must develop a number of key skills that will enable them to cope with this new, more innovative, and flexible job context, and the skills to cooperate with different people, participate in management, as well as develop their creativity.

Based on this approach, the NSF started, in 2017, to gather information from organisations and young people.



The study of this information has enabled us to detect the variables, of all those involved in youth employability, that are most important when designing their professional careers. We have collected information on job skills, job motivation, and values from 228 young people. The analysis of the skills through interviews has revealed that these are based on three types, that we have called individual, social, and innovative skills.

The third type corresponds to the skills that young people will need to cope with the new labour context. However, it is also the type in which they obtained the lowest average score, which should awaken us to the need to dedicate training to these types of skills. Equally, the motivation of young people and their values match the model we are proposing: in a job, they prioritise aspects, such as professional development or its link to their studies, and they value the fact of being offered some autonomy, the chance to develop in new environments, a corporate culture geared towards achievement, goals, and the chance to contribute to society.

Thanks to 82 young people who have been on work experience programmes in companies, we know that organisational transparency is closely

connected to how they value the improvement of their employability. There are other variables that still have to be tested, such as their participation in the organisation or the effects of various types of leadership styles.

In 2018, we are trying to consolidate the model, collect more information and test new hypotheses. In addition to training young people in innovative skills to improve their employability, we need to educate businesses to generate a culture in which transparency, cooperation and participation prevail.

HUMAN RESOURCES:

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Leire Bujanda
Maidier Cascón
Itziar Casillas
Ana Díaz
Paloma Eizaguirre
Inge Elorriaga
Paul Etxenike
Iratxe Gamboa
Leticia Garay
Natalia García
Xabier Gómez
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Lorena Tejedor
Iratxe Torre
Begoña Varona

BOARD OF TRUSTEES:

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Fernando Querejeta San Sebastián - Member

NSF TEAM

NETWORKS TO WHICH WE BELONG

We belong, as an entity, to:
Aptes
Bilbao Metropoli 30
Dema
Special Consultative Status with ECOSOC
Antonio Aranzabal Foundation
Innobasque
Jury of the Girona Princess Awards
Member of the Executive Committee of the Global Compact-Spain
Member of EFQM
Transparency International Spain
UNESCO Etxea
DPI/NGO United Nations (Department Public Information)



empleo, emprendizaje, futuro

ABOUT US

For 38 years, the Novia Salcedo Foundation (NSF), a private non-profit organisation, has been helping young people to improve their level of employability and to find decent jobs from a perspective of Human Development, in a changing global situation in which employment is no longer guaranteed.

With a vocation for anticipation and cooperation, we believe the challenge to provide young people with decent jobs is a driving force for the economic and social transformation of people, organisations/businesses and the world in general.

WE WANT TO CONTRIBUTE...

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

AND WE DO THIS BY...

- Innovating and adding value to promote employability and access to decent jobs from a global and local perspective.
- Promoting research and knowledge on Social Innovation applied to projects and programmes, driving these plans and raising awareness towards them.
- Involving young people and mobilising relevant stakeholders in the political, socio-economic, and culture fields, and seeking the active cooperation and awareness of society.

MATTER^{NSF}

Fire: "A powerful chemical reaction. Incandescent molecules of combustible matter, capable of emitting heat and visible light".

**WITH A PASSION FOR WHAT WE DO.
TRAINING YOUNG PEOPLE IS THE FIRE
WE SPREAD AMONG THE
ENTITIES WITH WHICH WE COOPERATE.**





noviasalcedo
fundación

empleo, emprendizaje, futuro

REPORT 2017

MATTER NSF

WOULD YOU LIKE TO BECOME PART OF OUR MATTER?
CONTACT US AND LET'S SEE HOW WE CAN COOPERATE.



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