Tenth European Meeting of Employee Share Ownership.

Which European policies for employee share ownership? Intentions and expectations

Best of European policies in 2016 - Ainhoa Aizpuru
GIPUZKOA IN EUROPE
### Two Data

**Sectorial GDP and Industrial Employment/Financial Participation**

<table>
<thead>
<tr>
<th>Sector</th>
<th>Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary Sector</td>
<td>0.61%</td>
</tr>
<tr>
<td>Industry</td>
<td>27.53%</td>
</tr>
<tr>
<td>Construction</td>
<td>6.40%</td>
</tr>
<tr>
<td>Services</td>
<td>65.46%</td>
</tr>
</tbody>
</table>

**Employment**

1/3
GIPUZKOA
CRADLE OF THE COOPERATIVES

MONDRAGON
HUMANITY AT WORK
Finance
Industry
Distribution
Knowledge
GLOBAL REFERENCES TO ACT LOCALLY

Sharing Success: The Nuttall Review of Employee Ownership
WORKING SYSTEM
CREATING AN ECOSYSTEM SUPPORT

- UNIVERSITIES
- RESEARCH CENTERS
- LOCAL AND TERRITORIAL AGENTS
- EMPLOYERS AND BUSINESS ASSOCIATIONS
- TRADE UNIONS
- BENCHMARK COMPANIES WITH ENGAGEMENTS MODELS
INTEGRATING STRATEGIES AND COURSES OF ACTION

R+D+I

VALORIZATION

INSTRUMENTS

EXPERIMENTATION
PARTICIPATION

ORGANIZATIONS/ENTERPRISES

PEOPLE

TERRITORY
A COMPROMISE WITH SOCIAL IMPACT
A COMPROMISE WITH SOCIAL IMPACT
BEST OF EUROPEAN POLICIES IN 2016

STRATEGIC MANAGEMENT PLAN

ECONOMIC RECOVERY PLAN

ETORKIZUNA ERAIKIZ FUTURE
SOME LESSONS LEARNED

1. LEARN TO TRANSFORM
2. SUPPORT ECOSYSTEM (INCLUDING LAWS)
3. INTEGRATE INTERVENTION AREAS
4. CLEAR AND ATTRACTIVE MESSAGE
5. ACT TODAY & VISION TOWARDS THE FUTURE
ESKERRIK ASKO. THANK YOU.

Best of European policies in 2016 - Ainhoa Aizpuru