ETORKIZUNA
ERAIKIZ
think tank

WORK OF THE FUTURE

REPORT OF THE 6th MEETING

18/02/2021

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SPACE FOR DELIBERATION ON THE WORK OF THE FUTURE

Online session, 18 February 2021, 5 pm - 7 pm

1. Programme

Timetable	Theme	Presenter/Driver
5 pm - 5.15 pm	Welcome and general framework of the process	Jabier Larrañaga. Provincial Councillor (Diputado) for Economic Promotion, Tourism and the Rural Environment
5:15–5:55 pm	Presentation of the reflection by political personnel based on the work of the focus group. Proposal for an experimental project.	Jabier Larrañaga
5.55 - 6.55 pm	Group dynamics to compare and contrast the basic axes of the process and the project.	Unai Andueza, Director of Strategic Projects at the Department of Economic Promotion, Tourism and the Rural Environment
6.55 - 7.00 pm	Close of session and presentation of the next steps	Jabier Larrañaga

2. In attendance

- Jabier Larrañaga
- Unai Andueza
- Amaia Legorburu
- Anabel Yoldi
- Gorka Zubillaga
- Ander Arzelus
- Isabel Busto
- Eva Cuenca
- Iker Estensoro
- Jon Gurrutxaga
- Andoni Isasti
- Gorka Artola
- Nerea Urcola
- Sebas Zurutuza
- Joseba Amondarain
- Iñigo Larrea
- Adrian Merino
- Ana Ugalde
- Nerea Zamacola
- Aitor Galdós
- Iñaki Rodriguez
- Ignacio Muñoz
- Jon Angulo
- Iñigo Ugarte
- Juncal de Lucas
- Miren Larrea
- Eva Sánchez

3. Welcome

The Deputy for Economic Promotion, Tourism and the Rural Environment opened the session and thanked the participants for attending. He said that the Director of Strategic Projects was with him and that they will lead the dynamics with the Orkestra researcher as well.

"The aim of today's session is to set the framework for the experimental project we have established as our objective. We have carried out internal work, which we are going to present and the Director of Strategic Projects is going to lead the dynamics to work on this framework we want to present".

4. Presentation of the reflection and the proposed experimental project

"As you know, along the way we have talked about digitalisation, the ecological transition and the impact it will have on work; the need for skills; the fact that technology will bring a change in the relationship between people and companies; about atomisation, networking, the change in the person-company correlation and the fact that people with skills may not want to stay in companies, even if the companies seek to retain them. We also talked about people who are not going to find employment". He

said he believes that this last group may be a source of inequality and that the personal brand will become more important to the detriment of companies.

"A third trend we have worked on is the fact that new generations have a different vision and sense of work. We have doubts as to whether we can understand them, and whether we know how to answer them. As organizations we have a challenge to understand the meaning of the work of new generations and adapt to their objectives".

"I think there are some challenges in which we know how to operate and we already have experience, we have agents who we have identified and worked with. What we are less familiar with is notion of the meaning and real purpose of work. When we say we can't find good profiles, we feel we don't have a clear idea why we are lacking those profiles".

"We think that this may be the area to focus on and it may be a challenge. The other challenges are easier because we are familiar with them, but the challenge of the meaning of work is not. And we think it is necessary for young people to search for meaning, to understand what they want and to compare it with what we are offering them".

"We propose to turn it on its head because we usually approach it from the position of the workers or the management and this project has another dimension which is that of ownership. It is necessary to link ownership and raise awareness that, if we want to attract talent to our projects, we must be aware that we need to generate environments that allow people to develop. We think it's a suitable challenge and one that is more likely to go unmet if we don't push for it".

He said that this will be the framework that will guide the project they are going to develop. *"It is true that this framework, because it is part of Etorkizuna Eraikiz, will include other components characteristic of Etorkizuna Eraikiz. I mean that it must have an international character, it has to include a research group from a university, etc. The important thing is that it's something that wouldn't be easy to do if it weren't for all of us working on it together. We are always tend to prioritize other issues; because this aspect we are going to work on is intangible, we tend not to address it, even though we think it is of key importance. It seems to us that in this way we will work on a nuclear space for employment"*.

He gave the floor over to the Director of Strategic Projects, who welcomed the attendees and expressed his pleasure at meeting some of them again.

"Etorkizuna Eraikiz, is a different and innovative system of policy making. We understand that it is very important to listen to the social actors and to be their companions, listening to their problems, concerns and issues".

"In this model for doing politics we have reference centres that work on territorial challenges, which we all own, and which we have to work on together. For example, MUBIL, the Centre for Electromobility; ZIUR, the Industrial Cybersecurity Centre for business digitalisation and Adinberri which is an initiative to promote active and healthy old age".

"Beyond the reference centres, we have started to implement new systems. Elkar-Ekin Lanean aims to reach difficult problems and work with people who have difficulties with inclusion. We understand that the best way of working on inclusion is through work. This requires addressing the problem in a cross-cutting manner. Elkar-Ekin Lanean has meant bringing the transversality revolution to the Provincial Government. It's a different approach".

The Deputy (Provincial Minister) for Economic Promotion, Tourism and the Rural Environment said *"we have socio-economic committees operating throughout the province and we will have support from them in scaling out our projects, for example, to the level of the* comarcas[1]*"*.

5. Group dynamic

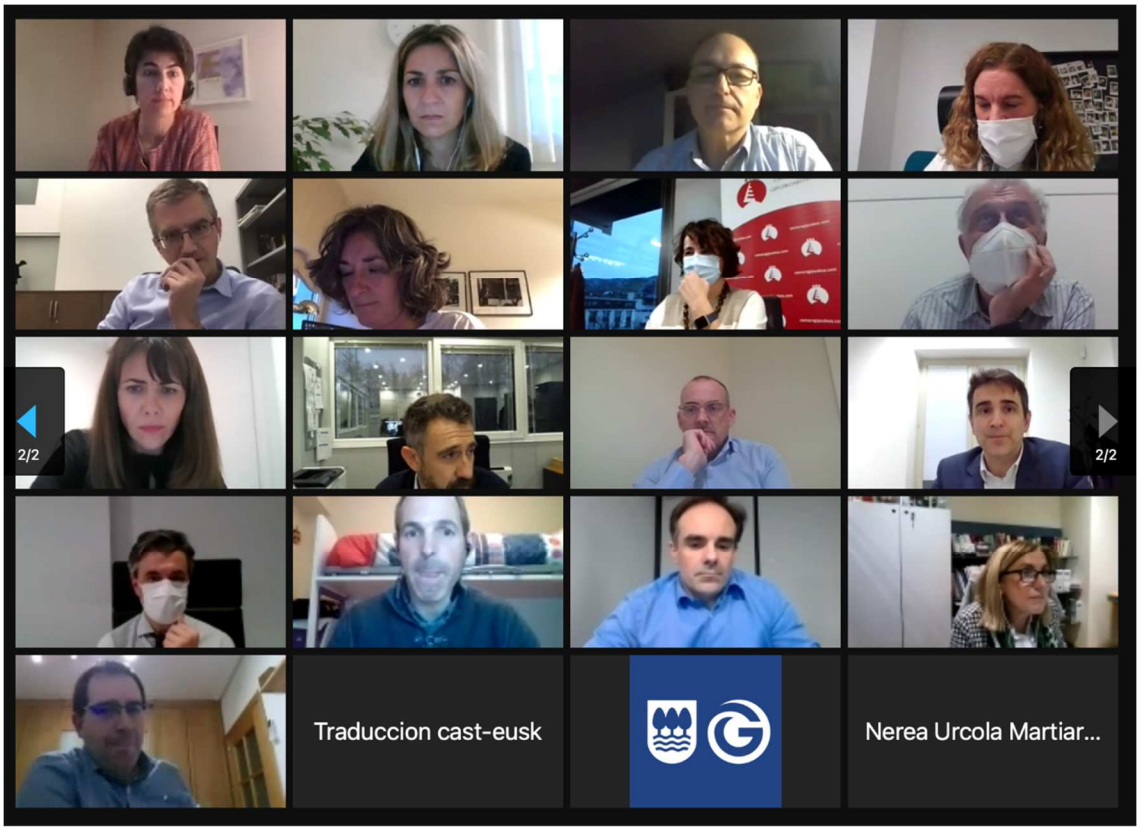
The Director of Strategic Projects went on to explain that everything discussed thus far comes from having listened to the attendees and that the experiment will be devised with the help of expert staff.

Finally, he introduced the dynamic, which will consist of filling in a template, first on an individual basis and then in groups. Each group should appoint a spokesperson and answer the following two questions:

1. Is the proposal consistent with the work done so far in the focus group?
2. What should the project look like?

[1] *Comarca*: a sub-provincial, supra-municipal administrative territory

The participants then worked for 50 minutes in group "work rooms" before returning to the plenary meeting. The director of Strategic Projects gave the floor to the spokespersons of the different groups.



ECO12 said *"in answer to the first question, we believe that the proposal is consistent with everything we have talked about and worked on so far. The proposal is good and we discussed whether or not it would have been the option we ourselves would have chosen. What we do believe is that it is well placed, that the theme it addresses makes sense and that, taking employment from a general perspective, it will be possible to work on other related matters, such as the impact of employment, lifelong learning... These are things we believe can be included in this work"*.

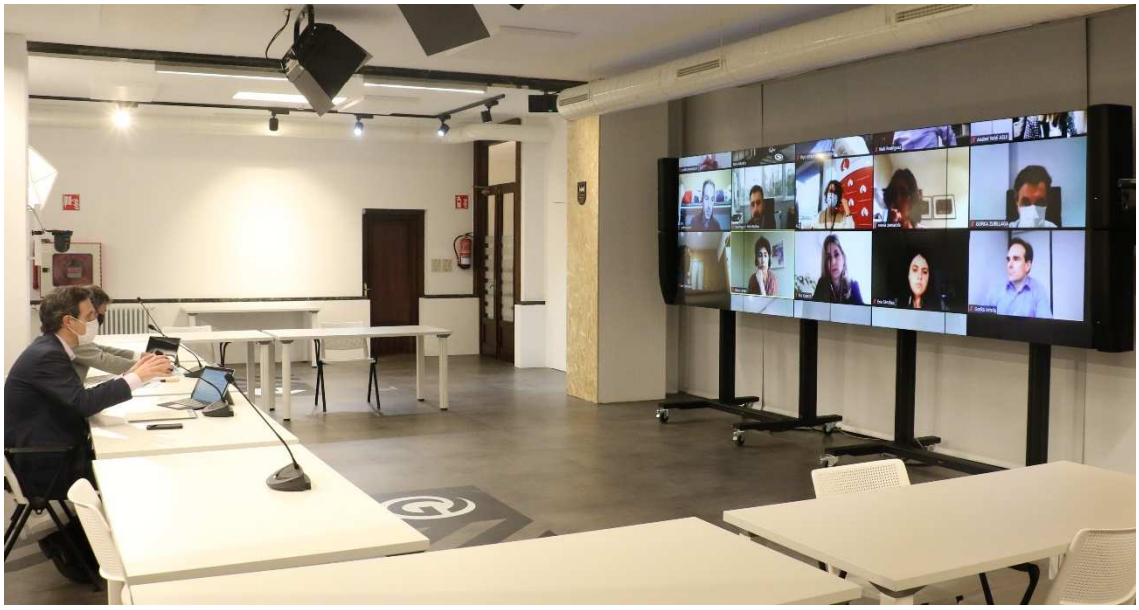
He added *that "we also debated whether the reflection will be oriented solely towards young people. We believe that this should not be the case, because it would mean setting limits"*.

As for the second question *"we lack information. There are quite a few variables: the duration, who will participate, who will lead. We do find it interesting to reflect on and draw inspiration from other experiences. Another thing we discussed is that the project needs to be sized to allow control over it"*.

ECO3 reported on her group's conversation: *"With regard to the first question we agree with the focus proposed by the council. In answer to the second question, the following ideas came up in our discussions: we believe that a representation of the diversity of companies in the province is fundamental to this analysis. We find this challenge interesting. We believe that we need to reflect on our need we have for trained workers and explore further the relationship between this and healthy personal development".* She concluded by saying that they believe that there is a lack of balance between personal and professional development and that they have doubts as to whether there will be an evolution, since it is difficult to strike a balance.

ECO13 then presented the discussion in his group saying they agreed with the interpretation and the proposed focus. He added two topics they would like to see addressed: making companies attractive to internal and external talent and how to increase companies' reach to recruit external talent. *"We believe it is necessary to perform transformative actions that extend to business culture and make employment in Gipuzkoa attractive to people from elsewhere. We need to constantly hold discussions with groups of people in Gipuzkoa to know whether we are on the right track"*.

In answer to the second question, they believe that it is a project with a time frame of 5–7 years, which includes more people than those meeting in these working groups and continuous discussions with external agents because during that time the strongest sectors may change.



ECO1 said that his groups had discussed many things. They believe that the project is suitable, because as they explained *"we believe that it is something we should always bear in mind and digital transformation will be our world. Young people are our future and we need to listen to their voice".*

"We also talked about what the success rate of the project's actions might be. We see it as bring theoretical and it will not be easy to find a practical application".

He said they had talked a lot about education. *"We believe that we have to start working from the lowest levels, with young children. Changing the mindset, moving towards different philosophies and working as a team integrating technology".*

"With regard to workplaces, we believe that we ned to attract talent to the province; the problem is not only money but other things as well. Living here, where we live, is very easy. People come here on holiday. But there are other things, like the issue of language in schools, that don't help. We believe that a really striking change needs to be made in education, oriented towards the workplace, generating a connection that does not currently exist".

"We also talked about business philosophy. Companies need to have a person-centred approach, to be competitive... Somehow we have to change industry in order to

adapt to the near future. This is something that does not only apply to some companies, it is for everyone. We believe that, if we do, if we succeed, we will achieve competitive and attractive workplaces.

ECO18, addressing the first question, said that his group saw the topic as both interesting and challenging. They feel that the interpretation is appropriate, but that the focus is too wide. *"In the development of the project the results must be useful and we are afraid that it is not related to practice. It is also important that all actors are brought together in the project".* They believe it is good to focus on the meaning of work, since it is a topic that would not otherwise come up spontaneously and they think the project will provide a space to work through difficult and complex issues.

As regards the second question, they have worked on almost an entire proposal: to bring the data on Artificial Intelligence in Gipuzkoa together in a platform and offer universal training in digitalisation for public and private institutions. The purpose is to generate a new ecosystem where all these data are brought together and contribute to socializing Gipuzkoa at an international scale.

6. End of session

The Director of Strategic Projects thanked everyone for their contributions and set himself some homework: *"Now it's our job to put all those contributions in order"*. He gave an advance of what the planning would involve: in March we will work on Gipuzkoa as a learning territory and we will have a reflection on the company with an expert in the field; in April, a proposal arising out of the framework presented at the session will be presented and in May there will be an assessment, which will conclude this phase and launch a new one.

The Deputy of Economic Promotion, Tourism and Rural Environment thanked the attendees again for their time. He considers the key topics now on the table to be very important and sees them as elements to be followed up on. *"The project should have a practical bent through your broad multidimensional participation. We will reach out to people first, giving added value on a person by person basis. Let's see if we can then generate scalable tools that make us more competitive because they have been built on a collective basis".*

“Thank you very much and we'll see you next time”.

7. Appendices

a. Working Document No. 6

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Deliberation process on the work of the future: Working Document No. 6

(23 December 2020)

This working document is a follow-up on the five previous ones, and includes the results of the deliberation at the session of 17 December 2020. Previous documents outlined a general framework that established that digitalisation and the green economy would be two of the major trends affecting the future of work, and that the need to connect the business competitiveness and workers' development would be one of the challenges facing Gipuzkoa if it is to maintain its manufacturing business. Based on the confluence of all these factors, there is a need to go from operating within a worker/company binomial to working within a worker/company/territory axis. Within this framework, the participants in the deliberation process also analysed a practical case study led by MCC from which they learned about the type of experimental project that could be considered within the framework of Etorkizuna Eraikiz to lay the foundations for future work.

At the sessions of 17 December, Charles Leadbeater raised four central ideas about the role of governments and their policies in relation to the work of the future. He set out these ideas in the form of dichotomies:

a) policy implementation vs. the creation of new ways of working. So far, it has perhaps been enough simply to implement a number of policies, but from now on it will be necessary to have the capacity to create new policies. This requires experimentation and the ability to learn quickly.

b) Jobs vs. good working lives. To date, policies have focused on employment, but this is not the best option at the moment. Work lies at the heart of a range of other important factors and has deep-seated connections to housing, access to credit and finance, consumption and leisure, taxation, welfare and savings. The smart thing would be for policies to focus not on employment, but on this whole package.

c) Money vs. meaning. Policies so far have focused mainly on money. But what people seek through work is not just money. To date, policies have not succeeded in including identity, belonging, hope and security. However, in relation to the work of the future, policies must help develop meaning.
d) More jobs vs. better transitions. Policies to date have been aimed at job creation. From now on this will not be enough. Employment should be a tool to help people integrate into the transitions that we as a society need to make at this time.

Leadbeater's recommendation with regard to the initiatives of Etorkizuna Eraikiz and specifically the work of the future is to focus on creating new ways of working, to focus on generating good working lives, to prioritise meaning over money and to focus on transitions. Taking into account this recommendation with regard to the nature of policies to support the work of the future, the participants were asked what the role of the Provincial Government of Gipuzkoa should be in the new experimental project to be launched with a view to starting building the work of the future now. The participants' contributions were as follows:

The fundamental role of the provincial government in this project would be, according to these contributions:

TO LEAD BY PROPOSING MISSIONS AND INSTITUTIONS FOR TRANSITION

a) To set the course or the desired destination for the person/company/territory trinomial
b) To establish a high level of ambition and create missions (important challenges for society)
c) The public administration has to lead this transition
d) To create transitional institutions, investment programmes

TO AGGLUTINATE, COORDINATE, ALIGN, STRUCTURE AND REPRESENT THE WHOLE

e) To generate an ecosystem that is conducive to multidisciplinary transformation in order to address the transition to the future of work
f) To encourage and sensitise actors by steering all their actions in the same direction

g) To monitor and impart justice in the whole, acting as an arbitrator recognized by all parties
h) To act as an agglutinator when critical masses need to be increased
i) To act as a spokesperson and representative in discussions with supra-territorial entities that need to be brought on board
j) To identify and connect the different actors required to solve the problem/take advantage of the opportunity.
k) To simplify the relationship of the agents with the Provincial Government by finding ways of aligning different policies and initiatives from different tiers of the administration (local, provincial, Basque, etc.).
l) To drive and unify the process of defining the shared purpose(s) in relation to the work of the future by committing, in its definition, all the social agents representing the plurality of Gipuzkoa.
m) The provincial government must play this complicated balancing act, correcting and isolating private interests (which will undoubtedly emerge -> companies, associations, etc.) to respond to this/these shared purpose(s).
n) To generate a commitment
o) To generate alignment
p) To contribute to the achievement by political elements of agreement and for them to move from competition to collaboration (trade unions-employers)
q) To structure the territory through development agencies

TO HEIGHTEN AWARENESS

r) To raise awareness in society in order to achieve the defined purpose(s) (these purpose(s) will certainly have an impact on the need to ensure that we are a society that knows how to adapt and that has a greater capacity than other societies to leave its comfort zone. If this does not arise from a shared reflection and subsequent awareness-raising, this is something we will find difficult to achieve).
s) To strengthen participation
t) To set an example

TO MANAGE INNOVATIVE PROJECTS

u) To bring continuity and scale to the project, to ensure that it is not a one-off project but instead comprises multiple projects for learning, assessing and re-acting in rapid cycles in a long-term, open programme framework.
v) To promote specific actions and monitor the achievement of short-, medium- and long-term targets (this is an area in which we need, more than ever, persistence -> fundamentally thinking about long term objectives).
w) Within its sphere of decision and action, the Provincial Government will have to legislate and generate a regulatory framework that will enable that shared purpose(s) to be achieved.
x) To generate transformation projects and socialize them in order to set an example
y) To propose meaningful projects that showcase the contribution
z) Not to view government as a cash-point
aa) To promote the inclusion of women in leadership positions

TO AVOID INEQUALITY

bb) To enable equitable income distribution and ensure there is no income gap. Minimum possible wage gap
cc) To address inequalities

This involves transforming ways of doing politics:

a) To use creativity to overcome uncertainty and generate collective learning
b) To focus not only on money, but also on experience and purpose
c) To go from being a "cash point" to being an agent that drives and supports inspiring, trend-setting projects that support transformation
d) To work interdepartmentally and with different agents. We are all going to have to make sacrifices and compromises
e) To strengthen participation. Without participation, it is not possible. Participating means accepting responsibility. There is a need for more participative leadership and people who want to take responsibility

Groups which the Provincial Government of Gipuzkoa could draw on to help develop this experimental project might include:

a) Companies
b) The education system
c) Citizens, specifically including groups and people who expect to lose their jobs / working people / women / young people / new generations.

The Provincial Government of Gipuzkoa could include the following items among the contents of the project:

a) Identification of the skills that enable transitions to happen (creative skills and conflict resolution skills)
b) Work as a source of well-being (transforming the value system)
c) Transitions can have a relevant technological component with regard to digitization and the green economy. To generate new opportunities it is necessary to:
    a. Support the transition through training: measure the risk level of the different jobs and generate a self-diagnostic tool that uses red, orange and green traffic lights to reflect this risk
    b. Based on this risk, organise "preventive training”
    c. This would allow for a customized transition in each job
    d. Forecast where there might be new jobs, based on needs and gaps in the labour world and link those opportunities to people
    e. The Provincial Government of Gipuzkoa can help make these systems and methodologies more accessible, especially to small companies with fewer resources (focusing on the automotive industry, to make the transitions)
    f. In new jobs, there are opportunities to identify cross-cutting skills (digital, etc.) and the Provincial Government of Gipuzkoa can promote them and help them to develop
    g. Helping to develop other skills such as resilience, creativity, uncertainty management

b. Working Document No. 7

THINK TANK

Deliberation process on the work of the future: Working Document No. 7

Proposal for the bases of an experimental project

(4 February 2021)

This working document follows up on the six previous ones, setting out the bases of a future experimental project proposed by the Department of Economic Promotion, Tourism and the Rural Environment to the deliberation group for reflection and debate. The proposal is based on the six previous documents and also takes into consideration the criteria established by Etorkizuna Eraikiz for defining experimental projects.

The process of drafting the proposal comprised the following steps:

(1) Summary of the main outcomes of the deliberative process

(2) Prioritization of the focus of the pilot project

(3) Proposed framework for the development of the pilot project

These three phases in the process are shared in the paragraphs below, which are intended to act as preparatory material for the workshop on 18 February 2021, where they will be discussed with the focus group.

Summary of the main outcomes of the deliberative process

The results of the deliberation process are summarized in the table in Appendix 1. This table includes the trends highlighted during the deliberation process, together with the problems that these trends are expected to create and possible solutions (indicating potential objectives of the experimental project and the roles that the different stakeholders in the territory can play in identify and building these solutions).

The discussion on trends was summarised in three broad reflections:

a) Digitalisation and the ecological transition will affect the work of the future; it is important to work on ensuring that people have the necessary skills in these new scenarios

b) The transformation of value chains, as a result of various factors, among which digitalisation has been analysed, will lead to a different relationship between people and companies in the future. The change can be summarised by saying that whereas previous generations had one job for life, current generations have

seven throughout their professional career and future generations will have seven simultaneously. Taking this in combination with the previously identified trend and the importance of skills, two groups of workers can be identified: those who have the skills companies are looking for and those who do not.

c) The generational change also involves a different experience of the meaning of life and, within this framework, the meaning of work. It will be important to understand these new logics if we want new generations to continue to choose to work (and thus find meaning) in companies in Gipuzkoa. This trend is considered to encompass the two previous reflections on the new skills required and the new forms of relationship between companies and workers. Moreover, it starts from a perspective that has been worked on less than previous ones and "is more difficult for us to understand".

Within the framework of these trends, the problems that have emerged have been in the person/company/province axis:

a) Workers who do not have the skills companies require will face problems in establishing stable relationships with companies, which will require such profiles less often and for shorter periods of time. This will have a negative impact on these people's ability to maintain decent living conditions, leading to inequalities in the province.

b) Companies will find it difficult to maintain long-term relationships with people who have the skills in greatest demand. This may have a negative impact on the competitiveness of companies and, consequently, of the province.

c) The two problems identified above generate difficulties for the provincial government in achieving the objectives set out for the province with regard to ensuring a level of competitiveness that impacts individual welfare and reduces inequality.

The elements raised in the deliberative process in its search for solutions to these problems are:

a) A stress on the role of learning processes, suggesting that learning formulae should be explored that go beyond "traditional courses" and help each individual and society as a whole to make the transitions that lie ahead.

b) Learning should not be viewed exclusively as an individual process by each person. The concepts of learning company and learning territory were also raised.

The roles of citizens, companies and government are as follows:

a) In terms of the role of each citizen, the team stressed the importance of reflecting on the vulnerability of the skills themselves and the job in its current form; in addition to any possible support from companies and government, there should also be a personal awareness of the challenge posed by current trends.
b) Companies can extend their commitment to a form of individual development that goes beyond current training plans and tools. This requires understanding, budgeting and accompanying this development in different ways than at present, integrating the search for meaning into this process.
c) The role of the public administration, and more specifically of the Provincial Government of Gipuzkoa is seen as being to accompany by providing leadership, a territorial vision, shared mission, collaborative governance and resources.

Prioritization of the focus of the pilot project

Of the three trends, it was proposed to focus the experimental project on the third one, the search for meaning in work. This perspective will inevitably take in the other two, but from a base on which less work has been carried out so far and which is therefore more suitable for an experimental project.

Throughout the discussion, the person/business/territory axis was mentioned frequently. In this case, the proposal is to focus on the company, on the grounds that the company will be a space in which to reach people and that it will have a direct impact on the objectives of the province.

It is proposed, therefore, to set up an experimental project to develop processes/tools that companies can use to improve their understanding of how the search for meaning in employees' work affects their relationship with companies and —based on this understanding— improve the processes of recruiting and developing individuals.

Next steps in defining the project

Once the contributions of the deliberation group have been incorporated into the established priorities, a first draft of the project will be prepared, taking into account

the characteristics stipulated by Etorkizuna Eraikiz for experimental projects, which must:

a) Connect with one or more of Etorkizuna Eraikiz's strategic objectives
b) Seek to respond to one or more challenges in this field
c) Include multidisciplinary groups from the province, as well as international agents to facilitate international comparison and contrast
d) Be oriented towards practical experimentation, with the aim of transformation
e) Incorporate the university in the process
f) Address research, internationalisation and dissemination in a coordinated fashion

Difficulties are often encountered in going from pilot projects to more widespread dissemination and impact. To circumvent these problems, a form of collaborative governance will be built in parallel to the process of experimentation, which in the future will allow the results to be transferred to the companies. Consequently, over coming months, the possibility will be studied of incorporating territorial actors who can play a relevant role in this governance process.

APPENDIX 1. SUMMARY OF THE DELIBERATION PROCESS

JOERAK	Trantsizio ekologikoak eta digitalizazioak **gaitasun berriak** eskatuko dituzte	**Balio kateetan** emango diren **aldaketek** (besteak beste digitalizazioak eraginda) lana eraldatuko dute: a) Sarean lan egingo da b) Pertsonak sareetan geroz eta gutxiago txertatuko gara enpresa batekin dugun epe luzeko kontratuaren bidez. Harremanak geroz eta gehiago zerbitzuka, proiektuka izango dira. c) Enpresak indarra galduko du eta marka pertsonalak indartuko dira	**Belaunaldi berrientzat** bizitzaren **sentidua** aldatzen ari da eta lanari, sentidu horretara ekarpena egitea eskatzen diote (diruaz haratago) FOKOA HEMEN JARRIZ GERO, AURREKO ATALETAKO ERALDAKETAK ERE BARNE HARTZEN DIRA
ARAZOAK	a) Gaitasun egokiak ez dituzten *herritarrek*, enpresekin harreman egonkorrak mantentzeko arazoak izango dituzte, eta ondorioz bizi baldintza duinak mantentzeko ere bai *b) Enpresek* arazoak izango dituzte beharrezko gaitasunak dituzten herritarrak bilatzeko. Honek lehiakortasuna mugatuko du c) Ondorioz, *administrazio publikoak* (GFAk) ezingo ditu berdintasunari eta lehiakortasunari dagozkien helburuak bete		
KONPON-BIDEAK / HELBURUAK /ROLAK	Konponbidea egiturazko ikasketa prozesuen bidetik landu behar da**, helburua Gipuzkoa ikasten duen lurralde** moduan garatzea delarik. Ikasketa horrek datozen urteetan eskuartean ditugun trantsizioak egiten lagundu beharko du. Horretarako: **a) Banakako herritarren** papela: norbere lanaren eta egoeraren arriskuak ebaluatu eta ikasketa prozesuak abian jartzea komeni da, bizitza osorako ikasketa marko baten baitan **b) Enpresen** papela: gaur egun formakuntzaren baitan egiten dena baino sakonagokoa den ikasketaren ikuspegi bat lantzea komeni da, pertsonei egoera berrirako behar dituzten gaitasunak garatzen eta, aldi berean, sentidua bilatzen laguntzeko FOKOA HEMEN JARRIZ GERO PROIEKTUAK HERRITARRAK ETA ADMINISTRAZIOA ERE INPLIKATU DITZAKE **c) GFAren papela**: aurreko prozesuetan laguntzea izango da lidergoa, lurralde ikuspegia, misio partekatua, elkarlanerako gobernantza eta baliabideak ekarriz		

c. Working Document No. 8

THINK TANK

Deliberation process on the work of the future: Working Document No. 8

Input from the focus group on the proposed terms of reference for a pilot project

(15 February 2021)

This working document complements the previous one, sharing the contributions made by the deliberation group after analysing the proposal of the Department of Economic Promotion, Tourism and Rural Environment in relation to the focus of the pilot project. The proposal is summarised in the BOX below.

It is proposed to focus the experimental project on the **search for meaning** at work. This perspective will inevitably take in major trends such as digitalisation and the quest for sustainability, their impact on value chains and the skills required. It also starts from a base that has been addressed less to date and is therefore more suitable for an experimental project.
Throughout the discussion, the person/business/territory axis was mentioned frequently. In this case, the proposal is to focus on the company, on the grounds that the company will be a space in which to reach people and that it will have a direct impact on the objectives of the province.
It is therefore proposed, to set up an experimental project that will enable **development of processes/tools** that companies can use to improve their understanding of how the search for meaning in employees' work affects their relationship with companies and, based on this understanding, **improve the processes for recruiting and developing individuals**.

The group's contributions are structured below into a number of axes:

Selection of focus

- I find it difficult to judge whether this is the most suitable choice. I would say that I like it because it brings us closer to an issue that we are seeing more and more frequently, namely that companies and job providers need to adapt their offer to people's wellbeing, realising that all stakeholder groups are made up of people: workers, customers, society, suppliers, owners…
- The deliberation process developed and the focus selected are consistent with the process and proposals made to date. However there were also other focuses that needed to be developed.
- Although some of the group would not have chosen this theme, we think the focus chosen is good.
- The interpretation is correct.
- If we are talking about the employment of the future, I think this is the right focus. The focus on meaning at work should mark this future.
- Appropriate and interesting, I agree that it is less often addressed and more difficult for organizations and companies to develop.

- I think this is the right approach. Companies bring together significant numbers of people and increasingly people are moving to "meaningful" projects — projects they identify for their objective and culture. In short, the philosophy and way of doing things.
- In my opinion the result of the interpretation work is more than satisfactory, in the sense that it covers most of the aspects that have been dealt with in the deliberative process, which are not easy to pool together.
- I think it was the right decision to go for the least-worked of the three possible fields, making good on the administration's role as an agent committed to addressing important issues that would not otherwise be tackled.

Level of Ambition / Timeline

- By opting for a longer-term focus, it gets away from the problems currently facing companies; in this regard, direct involvement by companies in the short term is more difficult.
- It poses an ambitious framework that makes the initiative a more attractive project with more room for manoeuvre to explore and find practical solutions with experience.

Participants in the process

Types of territorial actors

- The specifics remain to be decided upon, but the focus is on the relationship with the company. However, we must ensure that there are other agents such as universities, technology centres and the public institutions themselves... we should make sure that we extend the focus to these agents (creating networks and networking ecosystems, etc.).

Involvement of personnel

- I believe that focusing on the company as the core and origin in order to reach employees is the right approach.
- I agree that by placing the focus on the company we can reach the individual and the territory, in terms of the experimental project, but I think it is important, albeit in some second stage, also take individuals into account. Differences between companies can mean that many people who are very interested and committed to their own development process are left out of the project and do not have a chance to participate.
- We must not forget the people operating in the background. What do today's challenges mean for people? How can we align ambitious and competitive professional development with healthy personal development? How do we adapt human capabilities to the fast-paced evolution of the business and professional world without perishing in the attempt.
- How can government accompany people who are motivated by change, when the company does not come within that context?
- Participants: we start from companies committed to working on these areas internally. It should not focus only on young people entering the labour market. Instead it should take into account people who are currently in employment, who may be aged over 50 and who plan to remain in employment for many years to come.
- We would like to make it clear that we do not agree with reducing the issue to youth employment. On the one hand, the young people of today will be the adults of tomorrow, and, on the other hand, because we want to achieve the greatest possible diversity and integrity.

- In my opinion, focusing "on the new generations" should not be "exclusivist". The perspective must be for "employment" (of the territory), which will obviously have different approaches depending on the different groups.
- Our only doubt is whether in this planning, in which we mention that generational change brings with it a different experience of the meaning of life, we focus on the meaning of those who are in the midst of the generational change, ignoring those who have not made the change (a sector of the population that should continue to contribute, who might be excluded from the new dynamics because they have greater difficulties in adapting).
- What I do not quite see is whether the approach is to focus on youth or on the entire working population. I consider the intergenerational commitment to be very important, which is why I believe that the project should extend to the entire population, and also to the entire working population, not only highly-skilled workers; we should not ignore people with difficulties in accessing the labour market.

Type of companies

- The type of company that will participate has not been specified, but it is important that it should be representative of the territory in terms of size, sector and type, etc..
- The companies that will form part of the experiment should be specified (different sectors, different sizes, and specific geographical areas)
- It is important that the experimental projects are carried out within a business framework that is representative of the real situation of Gipuzkoa (companies of different sizes from different industries), thus enabling these experimental projects to serve as a reference point and be replicable.
- CHALLENGE: To get companies to follow the path set by the government. What kind of companies would you focus on? Should we exclude small companies? Are we not losing perspective?

International dimension

- It is very useful to seek international references that can serve as a guide.
- It would be good to look at similar projects elsewhere that might serve as inspiration.

Working methodology

- What mechanisms does the provincial government have and want to use to ensure that companies are aligned with the challenges of the provinces?

- List specific challenges and focus on specific issues (continuous training, work-life balance, etc).
- To ensure that it is effective, we should require the project leader to "control" the project, i.e. to size the project in accordance with the area of influence.
- Change must come from the top. Ownership and management in the company. And from below, education. If we want in the future to have a set of values , a way of doing things, a philosophy of work... we need to start with the educational system. To me it seems complex to change the culture of an entire territory only by addressing the present part. I believe we should work on both the present part (companies) and the future part (young people).
- Develop people who develop companies. It is people who change things through improvement and innovation.

- The meaning of employment (which should be distinguished from work) must take in three extremes: the economic sphere; the field of professional development; the field of socialization and service to society. Where the life development of each person will gradually "rethink" and "materialize" the balance between these areas (and the business model must be able to "respond"). These three extremes involve the development of people (within the company and the territory).
- It is difficult to be specific without starting from the "prior consensus" of the entire working group and without setting prior deadlines or identifying resources,... Nonetheless, we can give and advance idea of certain characteristics of the "experimentation" process:

    - being "committed" agents". It will be essential to build maps (who and what). We need to "call" everyone but... not everyone from everywhere.
    - Universities: knowledge generators and a dynamic of comprehensive assessment of the experimentation process.
    - Internationalisation: identify best practice and make the experimentation process more visible
    - Although the approach should be comprehensive, it should focus on those sections with the "capacity to have an impact" (and in others, a "proactive" attitude").
    - Its "development" should not be a "parallel" initiative, but should include experimentation in "day to day operations" (managing complexity).
- It requires a deeper understanding of the expectations of quality of life and quality of working life, the work-life balance, sustainability, and the involvement of people in the growth and innovation of the territory.
- We need to create attractive companies. We need to change the philosophy, the way of understanding companies. I believe it is a way of living, which is based on creating a different culture.

Issues to be addressed

- We feel it should address the following areas at least: empowerment of people; the social impact of work and workers; ensure lifelong learning and lifelong dissemination in access to employment.
- The area of employment is the company. Therefore, in 5.0 companies, it is necessary to promote contexts that foster quality employment (see the characteristics of EUROFOUND), integrating people, technology and forms of organisation, with a commitment to social impact. The third point, for example: the economic sphere (living wages); the field of professional development (apprenticeship, professional career, value map, participative formulas); and the social sphere (co-responsibility and shared social value).