

# INCLUSIVE PARTICIPATORY COMPANY MODEL

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## INTERNATIONAL

**DEVELOPMENT OF AREAS, GUIDELINES  
AND POSSIBLE INDICATORS**



ARIZMENDIARRIETA  
KRISTAU FUNDAZIOA

TEXT UNDER REVISION

The Arizmendiarrieta Foundation and the Pablo VI Foundation are grateful for the expert and selfless work carried out by a team of people with different political, business and union sensitivities, on the basis of two agreements reached unanimously in the Navarrese and Basque Parliaments in 2018 and another Seminar organized by the Arizmendiarrieta Foundation with twenty business directors, executives and consultants in the Basque Country in 2020.

The work carried out aims to adapt the inclusive participatory company model, initially approved by the aforementioned Parliaments, for its presentation to the Spanish Economic and Social Council and to UNIAPAC, an international institution that brings together Christian business leaders from 43 countries.

The present document has been completed with contributions from the work entitled *Inclusive-participatory company model. Areas, Guidelines and Possible Indicators, produced, in turn, by the following team:*

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ISBN 978-84-09-38211-8



9 788409 382118

## INTRODUCTION

The work comprises the action areas, the guidelines, and the progress indicators for the implementation of the inclusive participatory company model.



*The model seeks to improve company competitiveness through the implementation of management systems and values that promote individual development and involvement in a business project, as well as enabling companies to generate profit and social value.*

*It responds to the challenges posed by the globalisation of economic processes and the dizzying speed of developments in science and technology, which require a strategy based on quality and innovation for sustainability and business success.*

*In any case, the model is not monolithic, but can be applied gradually or partially depending on the circumstances and priorities of each company.*

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# AXIS 1.

## SHARED PROJECT



To formulate a project shared by the company's owners, managers and professionals/workers, which improves the company's competitiveness, is beneficial in the long term for all and in which priority is given to the sustainability of the collective project over the interests of any of the aforementioned groups.



## SUB-AXES

### A) BALANCE OF STAKEHOLDERS

*Setting annual objectives that demonstrate the advantages of the new model, improving both the profitability for shareholders and the overall remuneration for employees.*

## AREAS

### 1) BALANCED MANAGEMENT OF STAKEHOLDERS

## GUIDELINES

The organization considers the management of the different stakeholders, and division and balance of value creation for each of them, especially with regards to owner and employee stakeholders.

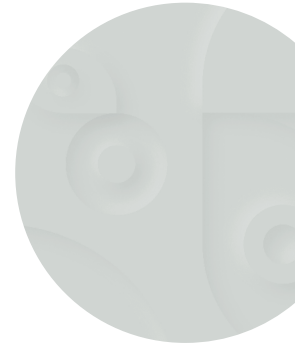
## SCOREBOARD

Pay and return on capital.

Owner satisfaction.

Change in workers' overall pay.

Workforce satisfaction.





## SUB-AXES

### B) EQUITY

*Allocating a significant percentage of the company's profits to improving its solvency.*

## AREAS

### 2) OWN FUNDS AND REINVESTMENT

## GUIDELINES

Regarding the sustainability of the project, the organization establishes targets for increasing its own funds and reinvestment, encouraging employee involvement in identifying possible investments.

## SCOREBOARD

Change in own funds.

% of own funds/total assets.

% of annual profits reinvested.

Investment plan.



## SUB-AXES

### C) R&D

*Increasing the percentage of sales revenue allocated to finance R&D&I activities, when the results allow it.*

## AREAS

### 3) INNOVATION STRATEGY

## GUIDELINES

The organization has a focus on Innovation in line with its strategy, which responds to its challenges and facilitates employee participation in its creation.

## SCOREBOARD

Existence of a participative Innovation policy.





## SUB-AXES

### C) R&D

*Increasing the percentage of sales revenue allocated to finance R&D&I activities, when the results allow it.*

## AREAS

### 4) PARTICIPATIVE INNOVATION

## GUIDELINES

The organization has measures in place to help employees dedicate part of their time to exploring, reflecting, putting forward ideas and coming up with innovative proposals, therefore making the most of their skills and personal interests.

The organization establishes formal and informal collaborative environments such as spaces for meetings and gatherings, virtual forums, etc., which allow people to interact and exchange ideas, knowledge and reflections.

The organization handles innovation projects in a systematic way, providing them with the necessary resources.

## SCOREBOARD

Percentage of expenses on innovation.

Level of satisfaction around the possibility of having the time and resources available to think, research and put forward proposals;

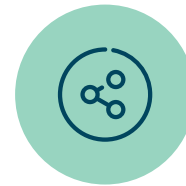
Level of satisfaction about the channels set up to express their creativity, regarding the recognition of and recompense to the people who take on risks and uncertainty, etc.

Number of suggestions or ideas put forward compared to those carried out.

Hours dedicated to innovation projects.

## AXIS 2.

### MANAGEMENT AND CULTURE OF THE COMPANY



To modify management practices and company culture, in which transparency of information, collaboration and trust between all members are the main pillars of the project, in the interests of greater competitiveness and sustainability.



## SUB-AXES

### A) TRUST AND TRANSPARENCY

*Creating a climate of trust from the management through a policy of information transparency, with regular information to workers, through their representatives, on the company's most important variables and policies, saving those that could be strictly confidential.*

## AREAS

### 1) LEADERSHIP AND VALUES

## GUIDELINES

The organization has set out its values and behaviors regarding mutual respect at all levels, especially between people who exercise leadership. It has protocols and mechanisms in place to manage and resolve conflicts.

The organization promotes distributed management and leadership, favoring participation in establishing and implementing the strategy and management at various levels.

The organization evaluates the exercise of leadership and its alignment with its values.

## SCOREBOARD

Results of the satisfaction survey and the leadership evaluation on interactions and relationships with managers and/or colleagues.

Results of the survey on the corporate culture, regarding the organization's values.

% of people who must exercise leadership (and are evaluated on it).

Number of conflict resolution interventions or actions carried out and % of effectiveness.



## SUB-AXES

### A) TRUST AND TRANSPARENCY

*Creating a climate of trust from the management through a policy of information transparency, with regular information to workers, through their representatives, on the company's most important variables and policies, saving those that could be strictly confidential.*

## AREAS

### 2) COMMUNICATION

## GUIDELINES

The organization has information and communication channels that allow trust and transparency regarding the company's most important variables and policies guaranteeing that upstream and downstream information arrives in an appropriate manner.

## SCOREBOARD

Number of newsletters and communications issued or talks held in the organization.

% of people in the workforce who attend/consult newsletters, communications or talks issued/held in the organization.

Results of the satisfaction survey on communication, information, transparency, etc.





## SUB-AXES

### B) ORGANIZATION

*Implementing an organisational and participative management model, which encourages the participation of workers by contributing their knowledge and experience in the improvement of the production process and which promotes innovation and long-term business sustainability.*

## AREAS

### 3) PARTICIPATORY COMPANY MODEL

## GUIDELINES

The organization has a company model that promotes cooperation between the people involved in different processes, departments, areas etc., through improvement teams and project teams.

The organization has employee participation systems in place for ideas, complaints, suggestions, innovation proposals, etc.

## SCOREBOARD

Results of the satisfaction survey on opportunities for participation in improvement teams or project teams, new projects, CSR activities, etc.

% of people who participate in improvement teams or project teams.

Number and % of people who put forward ideas, complaints, suggestions, innovation proposals, etc.



## SUB-AXES

### C) TRAINING

*Programming and develop systematic training plans, with specific objectives for workers, including both technical and management training.*

## AREAS

### 4) SKILLS

## GUIDELINES

The organization has identified the existing and necessary skills of people in the organization (technical, management, leadership, social skills, etc.)

## SCOREBOARD

Map of existing and necessary skills.

Annual hours of training or skill development.



## SUB-AXES

### C) TRAINING

*Programming and develop systematic training plans, with specific objectives for workers, including both technical and management training.*

## AREAS

### 5) PROFESSIONAL DEVELOPMENT

## GUIDELINES

The organization has a professional development plan, a staff training or skills development plan that regulates targets, the amount of resources, responsible persons and its monitoring.

## SCOREBOARD

% of people with a professional development plan.

Results of the satisfaction survey on training, skills. Professional development.





## SUB-AXES

### D) REMUNERATION

*Promoting remuneration policies that favour social cohesion, being advisable that, if circumstances allow, remuneration should include a share in results that can reach the entire workforce.*

## AREAS

### 6) FAIR REMUNERATION POLICY

## GUIDELINES

The organization has a clear and fair remuneration policy in place that favors cohesion among the workforce.

The organization has a remuneration system in place that regulates salary ranges, evaluation processes and facilitates access to information on real remuneration, in a segmented way.

The organization has a remuneration system that applies a policy of non-differentiation by gender, in which it analyzes whether there is a pay gap or other inequalities in the organization, and then develops measures to correct possible imbalances or inequities.

## SCOREBOARD

Results of the satisfaction survey on the remuneration policy segmented by gender, category of activities, etc.

Satisfaction with the performance evaluation process.

Pay range: Higher/lower proportion of total salary.

% of the workforce evaluated according to the formalized remuneration system.

Studies on the gender pay gap.







## SUB-AXES

### D) REMUNERATION

*Promoting remuneration policies that favour social cohesion, being advisable that, if circumstances allow, remuneration should include a share in results that can reach the entire workforce.*

## AREAS

### 7) TOTAL COMPENSATION

## GUIDELINES

The organization manages the concept of total compensation including salary, social benefits, recognition, flexibility, work-life balance, etc., segmented by gender, category of activities, etc.

## SCOREBOARD

Results of the satisfaction survey on salary, social benefits, recognition, flexibility, work-life balance, etc.

% of employees who use the social benefits, flexibility and work-life balance measures, etc.



## SUB-AXES

### E) SATISFACTION

*Establishing periodic systems of evaluation and continuous improvement of the satisfaction and needs of the people who work there. One reference could be to carry out a systematic study every two years.*

## AREAS

### 8) MOTIVATION AND SATISFACTION EVALUATION SYSTEMS

## GUIDELINES

The organization has a system in place for the evaluation and continuous improvement of employee satisfaction and motivation.

## SCOREBOARD

% of employees participating in the evaluation system (survey, interviews, etc.)

% of compliance with the survey action plan.

Results of the satisfaction survey on the usefulness of the evaluation system.





## SUB-AXES

### F) INTERNAL PROMOTION

*Giving priority (without exclusivity) to internal promotion for assigning functions of greater responsibility and using objective criteria for assessing merit and possibilities of contribution when selecting among the different candidates.*

## AREAS

### 9) SELECTION AND DIVISION OF RESPONSIBILITIES

## GUIDELINES

The organization has a system for personnel selection and division of responsibilities that is transparent, equitable and adapted to the needs of the different profiles that are necessary to the organization.

## SCOREBOARD

Results of the satisfaction survey on the personnel selection system.





## SUB-AXES

### F) INTERNAL PROMOTION

*Giving priority (without exclusivity) to internal promotion for assigning functions of greater responsibility and using objective criteria for assessing merit and possibilities of contribution when selecting among the different candidates.*

## AREAS

### 1o) INTERNAL PROMOTION

## GUIDELINES

The organization incorporates the criteria for internal promotion as a value to stimulate the career path of people within the organization.

## SCOREBOARD

% of promotions filled internally.

Results of the satisfaction survey on opportunities for internal promotion and career path.





## SUB-AXES

### G) EQUALITY

*Making decisive progress towards wage equality between men and women.*

## AREAS

### 11) EQUALITY

## GUIDELINES

The organization has systems that promote and ensure equal opportunities in selection processes, in professional development, in salaries and other types of compensation, participation, etc.

## SCOREBOARD

Results in the satisfaction survey on opportunities for professional development, selection processes, salaries and other compensation, participation, etc., segmented by gender and category of activities, etc.



## SUB-AXES

### H) CONCILIATION

*Seeking formulas that favour the reconciliation of professional and family life for all without detriment to business development.*

## AREAS

### 12) WORK-LIFE BALANCE

## GUIDELINES

The organization has measures that favor the balance between the professional and personal lives of people in the workforce.

## SCOREBOARD

% of people that use mechanisms for work-life balance, segmented by gender: maternity/paternity leave, short work days, working from home, etc.

Results of the satisfaction survey on mechanisms for work/life balance segmented by gender: maternity/paternity leave, short work days, working from home, etc.



## AXIS 3.

OVERCOME FIGHT AND  
GET AGREEMENT ON  
THE COMPANY PROJECT  
THROUGH PARTICIPATION  
IN MANAGEMENT  
AND PROFITS



To move towards overcoming the dynamics of confrontation between capital and labour by creating a climate of trust and agreement on the business project that allows the progressive participation of workers in management processes related to their skills and, if circumstances allow, a share in the company's results.



## SUB-AXES

### A) PARTICIPATION IN MANAGEMENT

*Implementing participative management systems, with appropriate procedures and tools, that encourage innovation and organisational change. This would include providing regular information to workers' representatives on the company's progress, results, threats and opportunities, as well as on the most important projects to be developed, consulting and assessing their opinions and suggestions in this regard.*

## AREAS

### 1) COMMUNICATION

## GUIDELINES

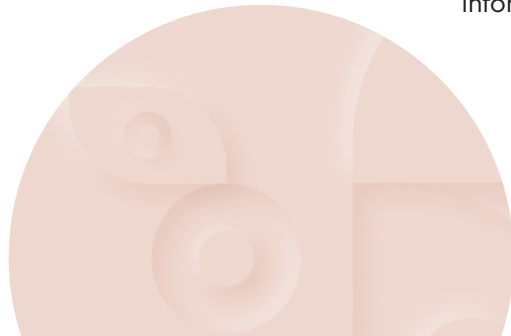
The organization has information and communication channels that allow trust and transparency regarding the company's most important variables and policies guaranteeing that upstream and downstream information arrives in an appropriate manner.

## SCOREBOARD

Number of newsletters and communications issued or talks held in the organization.

% of people in the workforce who attend/consult newsletters, communications or talks issued/held in the organization.

Results of the satisfaction survey on communication, information, transparency, etc.







## SUB-AXES

### A) PARTICIPATION IN MANAGEMENT

*Implementing participative management systems, with appropriate procedures and tools, that encourage innovation and organisational change. This would include providing regular information to workers' representatives on the company's progress, results, threats and opportunities, as well as on the most important projects to be developed, consulting and assessing their opinions and suggestions in this regard.*

## AREAS

### 2) IMPLEMENTATION OF OBJECTIVES AND MANAGERIAL AUTONOMY

## GUIDELINES

The organization has participatory mechanisms contained within its process for implementing objectives and monitoring them.

The organization promotes the autonomy of its employees and takes measures to empower the work teams. It is advancing towards becoming a flexible, participatory organization, reducing hierarchical determinants and requirements.

The organization consults the workforce systematically to find out their satisfaction with their level of autonomy in carrying out their roles, and their ability to influence immediate decisions. It strives to implement actions for improvement detected in this way, in order to increase autonomy and decision-making capacity.

The organization has mechanisms to verify and discuss with employees the most relevant decisions and to find out the collective opinions about them, and apply them in a systematic way.

## SCOREBOARD

% of the workforce that has personal or team targets derived from the implementation of the strategy.

Scope within the organization for teamwork and by project, and % of people involved. Informative or decision-making nature of work meetings.

Level of employee satisfaction:

- with participation, teamwork, autonomy in their role, participation in decision-making
- with the communication and quality processes and precision of information,
- with the effect of upstream information and implementation of improvement actions detected in this way.

Information provided to the workers' representatives and to employees regarding the company's profits and situation, policies, action plans, strategic decisions.



## SUB-AXES

### B) PARTICIPATION IN CONTROL COMMISSIONS

*Studying, when the new company model has advanced sufficiently and there is a common project between all parties for its development, the creation of monitoring and control commissions with representation from all members of the company.*

## AREAS

### 3) SURVEILLANCE AND MONITORING COMMITTEES

## GUIDELINES

The organization has stable debate and decision-making bodies in which worker representatives participate: Specific committees for matters of common interest.

The composition of the bodies and their functioning are subject to regular analysis in order to incorporate improvements into them.

## SCOREBOARD

Number of Committee bodies with employee participation.

% of workforce that participates in a Committee.

Level of satisfaction with participation in the Committees.

Level of use of the established Committees.



## SUB-AXES

### C) PROFIT SHARING

*Establishing progressively formulas for the variable participation of workers in the results, taking into account the short and long term problems of the company.*

## AREAS

### 4) PROFIT SHARING

## GUIDELINES

The organization deems that profit sharing is beneficial to increase employees' commitment to company objectives. For this reason, it develops protocols and rules of distribution which prioritize reinvestment of the profits and fairness in the remuneration of the owners and employees.

The organization's remuneration policy takes into account a variable remuneration based on profits, which is capable of reaching the entire workforce.

## SCOREBOARD

Existence of systems, protocols and targets for profit sharing.

% of the company's profits that are shared among the workforce.

% of employees who have shares in the company's profits.

% of the workforce who participate in a variable remuneration scheme depending on the profits.



# AXIS 4.

## SOCIAL CONCERN



To be concerned about the social impact of business actions and involvement in some of the social problems of the environment.



## SUB-AXES

### A) FISCAL HONESTY

*Maintaining a policy of fiscal honesty, without incurring in tax fraud and tax avoidance and without the use of tax havens.*

## AREAS

### 1) GOOD GOVERNANCE

## GUIDELINES

The organization analyzes and reports internally and externally on complaints and discrepancies with public bodies.

The company has mechanisms in place to guarantee rigorous compliance with legislation, especially environmental, employment and tax aspects.

The organization applies Compliance and Good Governance systems focused on employees' participation in preventing fraud and corruption by participating in organized channels and mechanisms.

## SCOREBOARD

Number of breaches and/or sanctions.

Control mechanisms and reporting channels available.

Number of participants in the mechanisms.

Level of use of the mechanisms.



## SUB-AXES

### B) LABOUR INTEGRATION

*Participating in the reflection, evaluation and, if possible, implementation of social policies aimed at the labour integration of less qualified workers.*

## AREAS

### 2) WORKPLACE INCLUSION

## GUIDELINES

The organization has a workplace inclusion policy in place that employees have participated in.

The organization has workplace inclusion plans in place to avoid exclusion of the people whose development employees participate in.

## SCOREBOARD

% of workers with disability problems.

% of workers at risk of exclusion.

Initiatives taken to promote workplace inclusion.

Satisfaction of organizations collaborated with on inclusion programs for people in the labor market.





## SUB-AXES

### C) CONCERN FOR EDUCATION

*Collaborating with the corresponding Public Administrations for the permanent adaptation of professional development, continuing education and university education to the needs of companies.*

## AREAS

### 3) PLANS FOR INTERNSHIPS, GRANTS

## GUIDELINES

The organization has a collaboration policy in place with public and private bodies, research centers, training centers, etc., which makes it possible to take people in on internships, grants, projects, etc.

The workers participate in defining the collaboration policy and/or developing it.

## SCOREBOARD

Number of people doing internships in the organization.

% of people who joined the organization after internships, grants, etc.

Satisfaction of people who undertook internships or grant periods in the organization.

Satisfaction of organizations collaborated with on internship programs.



## SUB-AXES

### D) CONTRIBUTION TO SOCIAL ISSUES

*Dedicating a percentage of profits to Social Responsibility activities, valuing the involvement of workers in the different projects.*

## AREAS

### 4) EMPLOYEE INVOLVEMENT IN THE ORGANIZATION'S SOCIAL IMPACT

## GUIDELINES

The company applies a policy of collaboration with the wider community, which employees draw up and implement.

## SCOREBOARD

Number and % of employees who participate in collaboration activities with the wider community.

% of profits put towards community collaboration activities.

Number of activities conducted as part of the commitment to the community.

Level of satisfaction of the community with regards to the company and its commitment to the community.







## SUB-AXES

### E) INTRAEMPRESURSHIP

*To encourage intrapreneurship and an internal culture that stimulates entrepreneurial vocations among the company's professionals and managers.*



## AREAS

### 5) INTRA-ENTREPRENEURSHIP

## GUIDELINES

The organization promotes employee participation in innovative projects that could give way to new business lines or companies.

## SCOREBOARD

Resources dedicated to entrepreneurship.

Number of projects and/or initiatives proposed.



Number of intra-entrepreneurship projects developed.



Income from intra-entrepreneurship projects.

## INCLUSIVE PARTICIPATORY COMPANY MODEL. INTERNATIONAL


### SUMMARY

### DEVELOPMENT OF AREAS, GUIDELINES AND POSSIBLE INDICATORS

| AXIS  | SUB-AXES                   | AREAS   |
|---|----------------------------|---|
|  <p><b>AXIS 1. SHARED PROJECT</b></p>                        | A) BALANCE OF STAKEHOLDERS | 1. Balanced management of stakeholders                |
|   | B) EQUITY                  | 2. Own funds and reinvestment                         |
|   | C) R&D                     | 3. Innovation strategy<br>4. Participative innovation |
|  <p><b>AXIS 2. MANAGEMENT AND CULTURE OF THE COMPANY</b></p> | A) TRUST AND TRANSPARENCY  | 1. Leadership and values<br>2. Communication          |
|   | B) ORGANIZATION            | 3. Participatory company model                        |
|   | C) TRAINING                | 4. Skills   |
|   |                            | 5. Professional development                           |
|   | D) REMUNERATION            | 6. Fair remuneration policy                           |
|   | E) SATISFACTION            | 7. Total compensation                                 |
|   |                            | 8. Motivation and satisfaction evaluation systems     |
|   | F) INTERNAL PROMOTION      | 9. Selection and division of responsibilities         |
| 10. Internal promotion  |                            |   |
| G) EQUALITY   | 11. Equality               |   |
| H) CONCILIATION   | 12. Work-life balance      |   |


| AXIS  | SUB-AXES                                | AREAS  |
|---|---|--|
|  <p><b>AXIS 3. OVERCOME FIGHT AND GET AGREEMENT ON THE COMPANY PROJECT THROUGH PARTICIPATION IN MANAGEMENT AND PROFITS</b></p> | A) PARTICIPATION IN MANAGEMENT          | 1. Communication   |
|   | B) PARTICIPATION IN CONTROL COMMISSIONS | 2. Implementation of objectives and managerial autonomy<br>3. Surveillance and monitoring committees |
|   | C) PROFIT SHARING                       | 4. Profit sharing  |
|  <p><b>AXIS 4. SOCIAL CONCERN</b></p>  | A) FISCAL HONESTY                       | 1. Good governance   |
|   | B) LABOUR INTEGRATION                   | 2. Workplace inclusion   |
|   | C) CONCERN FOR EDUCATION                | 3. Plans for internships, grants   |
|   | D) CONTRIBUTION TO SOCIAL ISSUES        | 4. Employee involvement in the organization's social impact  |
|   | E) INTRAEMPRESORSHIP                    | 5. Intra-entrepreneurship  |

# EVALUATION FORMAT

| AXIS  | AREAS                                  | EVIDENCE | P<br>R | B |   | I |   | D |   | A | AREAS FOR IMPROVEMENT IDENTIFIED |
|---|--|----------|--------|---|---|---|---|---|---|---|----------------------------------|
|   |  |          |        | H | M | L | 1 | 2 | 3 | 4 |                                  |
|  <p><b>AXIS 1.<br/>SHARED PROJECT.</b></p> <p>To formulate a project shared by the company's owners, managers and professionals/ workers, which improves the company's competitiveness, is beneficial in the long term for all and in which priority is given to the sustainability of the collective project over the interests of any of the aforementioned groups.</p> | 1. BALANCED MANAGEMENT OF STAKEHOLDERS |          |        |   |   |   |   |   |   |   |                                  |
|   | 2. OWN FUNDS AND REINVESTMENT          |          |        |   |   |   |   |   |   |   |                                  |
|   | 3. INNOVATION STRATEGY                 |          |        |   |   |   |   |   |   |   |                                  |
|   | 4. PARTICIPATIVE INNOVATION            |          |        |   |   |   |   |   |   |   |                                  |


PR - PRIORITY. THREE LEVELS: H - HIGH; M - MEDIUM; L - LOW  
LEVELS: B- BASIC; I- INTERMEDIATE; D-DEVELOPED; A-ADVANCED

# EVALUATION FORMAT


| AXIS  | AREAS   | EVIDENCE | P | B |   | I |   | D |   | A | AREAS FOR IMPROVEMENT IDENTIFIED |
|---|---|----------|---|---|---|---|---|---|---|---|----------------------------------|
|   |   |          | H | M | L | 1 | 2 | 3 | 4 | 5 |                                  |
|  <p><b>AXIS 2. MANAGEMENT AND CULTURE OF THE COMPANY.</b></p> <p>To modify management practices and company culture, in which transparency of information, collaboration and trust between all members are the main pillars of the project, in the interests of greater competitiveness and sustainability.</p> | 1. LEADERSHIP AND VALUES                          |          |   |   |   |   |   |   |   |   |                                  |
|   | 2. COMMUNICATION                                  |          |   |   |   |   |   |   |   |   |                                  |
|   | 3. PARTICIPATORY COMPANY MODEL                    |          |   |   |   |   |   |   |   |   |                                  |
|   | 4. SKILLS   |          |   |   |   |   |   |   |   |   |                                  |
|   | 5. PROFESSIONAL DEVELOPMENT                       |          |   |   |   |   |   |   |   |   |                                  |
|   | 6. FAIR REMUNERATION POLICY                       |          |   |   |   |   |   |   |   |   |                                  |
|   | 7. TOTAL COMPENSATION                             |          |   |   |   |   |   |   |   |   |                                  |
|   | 8. MOTIVATION AND SATISFACTION EVALUATION SYSTEMS |          |   |   |   |   |   |   |   |   |                                  |
|   | 9. SELECTION AND DIVISION OF RESPONSIBILITIES     |          |   |   |   |   |   |   |   |   |                                  |
|   | 10. INTERNAL PROMOTION                            |          |   |   |   |   |   |   |   |   |                                  |
|   | 11. EQUALITY                                      |          |   |   |   |   |   |   |   |   |                                  |
|   | 12. WORK-LIFE BALANCE                             |          |   |   |   |   |   |   |   |   |                                  |

PR - PRIORITY. THREE LEVELS: H - HIGH; M - MEDIUM; L - LOW  
LEVELS: B- BASIC; I- INTERMEDIATE; D-DEVELOPED; A-ADVANCED

# EVALUATION FORMAT

| AXIS  | AREAS   | EVIDENCE | P | B |   | I |   | D |   | A | AREAS FOR IMPROVEMENT IDENTIFIED |
|---|---|----------|---|---|---|---|---|---|---|---|----------------------------------|
|   |   |          | R | 1 | 2 | 3 | 4 | 5 | 6 | 7 |                                  |
|   |   |          | H |   |   |   |   |   |   |   |                                  |
|   |   |          | M |   |   |   |   |   |   |   |                                  |
|   |   |          | L |   |   |   |   |   |   |   |                                  |
|  <p><b>AXIS 3.<br/>OVERCOME<br/>FIGHT AND GET<br/>AGREEMENT ON<br/>THE COMPANY<br/>PROJECT<br/>THROUGH<br/>PARTICIPATION<br/>IN MANAGEMENT<br/>AND PROFITS.</b></p> <p>To move towards overcoming the dynamics of confrontation between capital and labour by creating a climate of trust and agreement on the business project that allows the progressive participation of workers in management processes related to their skills and, if circumstances allow, a share in the company's results.</p> | 1. COMMUNICATION  |          |   |   |   |   |   |   |   |   |                                  |
|   | 2. IMPLEMENTATION OF OBJECTIVES AND MANAGERIAL AUTONOMY |          |   |   |   |   |   |   |   |   |                                  |
|   | 3. SURVEILLANCE AND MONITORING COMMITTEES               |          |   |   |   |   |   |   |   |   |                                  |
|   | 4. PROFIT SHARING                                       |          |   |   |   |   |   |   |   |   |                                  |

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|--|---|----------|---|---|---|---|---|---|---|---|----------------------------------|
|  |   |          | H | M | L | 1 | 2 | 3 | 4 | 5 |                                  |
|  <p><b>AXIS 4. SOCIAL CONCERN.</b></p> <p>To be concerned about the social impact of business actions and involvement in some of the social problems of the environment.</p> | 1. GOOD GOVERNANCE  |          |   |   |   |   |   |   |   |   |                                  |
|  | 2. WORKPLACE INCLUSION                                      |          |   |   |   |   |   |   |   |   |                                  |
|  | 3. PLANS FOR INTERNSHIPS, GRANTS                            |          |   |   |   |   |   |   |   |   |                                  |
|  | 4. EMPLOYEE INVOLVEMENT IN THE ORGANIZATION'S SOCIAL IMPACT |          |   |   |   |   |   |   |   |   |                                  |
|  | 5. INTRA-ENTREPRENEURSHIP                                   |          |   |   |   |   |   |   |   |   |                                  |

# NOTES

A series of horizontal dotted lines for writing notes.

ARIZMENDIARRIETA  
KRISTAU FUNDAZIOA

