



25 urte
annual report
2020



FOUNDING ORGANISATION



JOINT- FINANCING ORGANISATIONS



Con la colaboración del Departamento de Justicia, Empleo y Seguridad Social del Gobierno Vasco y del Fondo Social Europeo, a través del Programa Operativo Objetivo competitividad y empleo 2007-2013





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01

Letter from the chair



Looking backwards over Gaztenpresa's journey over these 25 years is a source of pride.

Some stories are written in figures, although the people in them are what is really important. Since it started out 25 years ago, Gaztenpresa has helped to set up over 6,000 businesses, which have provided jobs for 10,900 people.

Thousands of projects and people who we have had the great luck to be able to help. Year after year, they have been the driving force behind the enthusiasm and strength of this project and of all of us who have taken part and contributed our work over those 25 years.

Aware of the meaning of a story, ours, which has been underpinned by strength, determination and enthusiasm.

Those aspects have been essential to consolidate an initiative dating back to 1994 when it emerged out of need and the trail-blazing vision of a group of LABORAL kutxa



volunteers to help local unemployed youths at a time also of economic crisis and high levels of particularly youth unemployment. Throughout this time, we have managed to progress and evolve alongside our society. Embracing and overcoming challenges such as the 2009 crisis and, thus, the transformation of our services.

Demands that have opened up opportunities, down through those years, not only for young people, but everyone with a viable idea, micro-companies and start-ups.

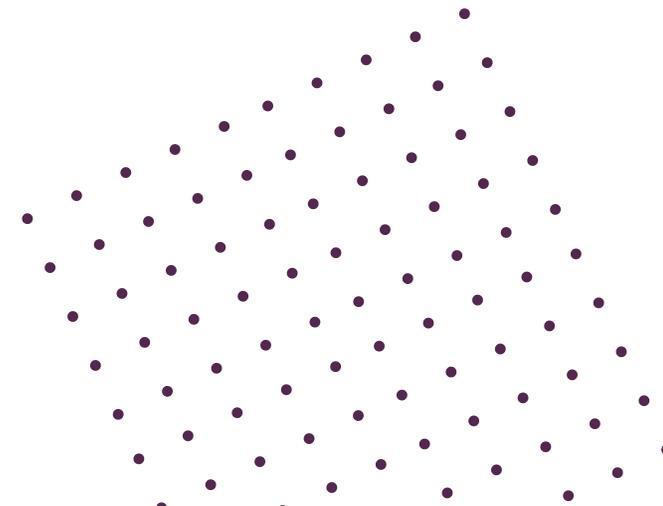
Growing in size and becoming more relevant, a benchmark for helping, supporting and mentoring anybody with an entrepreneurial spirit. Focused on people and on helping them with their projects. Our presence throughout the Basque Country and Navara endorses our commitment to consolidate entrepreneurship right from the start. A mission and goal, which is yet again essential to face the situation left by the Covid-19 crisis, which has weakened the economy and caused many jobs to be lost. The crisis hit the social and economic fabric hard and very quickly. It is now time to get back on track and look for ways to emerge from it and get the economic going again.

Therefore, in the same way as throughout our history, Gaztenpresa must yet again be the driving force and lever to kick start the entrepreneurial ecosystem emerging from this situation.

We must play our part as driving forces and catalysts; build bridges, foster networks and share experiences. Just as at the start, based on the values that have built what we are today; leading and establishing brand-new relationship and partnership formulas. Providing opportunities, uniting ideas, the talent and financing needed to create viable projects and generate employment and a future for people.

Sharing success, achievements, errors and lessons learnt. In short, helping to improve people's lives and society. That was our origin and continues to be our mission, the true value and baton that the Foundation continues to bear. Undoubtedly, a great privilege of all of us at Gaztenpresa.

Ibon Ungoiti Uriarte.
President of the Gaztenpresa.



01

Over
25 years

25 urte

2020

We imagined that 2020 would be a year of celebrations.

A 25th anniversary was reason enough, but it was not to be. On 4 June, the planned date for the event, gatherings of people were still forbidden and the mood, with everything going on, was not right and we decided to cancel the celebration.

However, a great deal of work had been done to be able to summarise in just a few lines what had been experienced over 25 years. **That has been possible thanks to the generous help of four outstanding individuals: Josean Andreu, Jon Emaldi, Ramón Sanchez and Iñaki Montes.**





Day to day work

“Gaztenpresa has been a great support for me.

They have believed in me when others did not, they have always accompanied me during these 12 years.

They took the time to get to know me and my business model, looking for the tools I needed.

They have always supported me with professionalism and empathy. Without them I would certainly not have been able to move forward in my business.”

María Uranga
Image consultancy

“Gaztenpresa was my weather vane, the one that set the right course for the business idea that was bubbling in my mind and beating in my heart.

It was the beginning that laid the foundations and gave St. Tropez the wings to take off and keep flying to this day. Eternally grateful.”

Amaya Albaina
St. Tropez Travel

Dream come true



Spirit of growth

“For us Gaztenpresa has been a support, not only at the beginning of the activity, but we turn to them whenever we need it, to help us in those aspects that we do not know how to manage.

They have always been close when we have needed them, especially last year with all the problems we have had as a result of COVID 19. If there is one thing we have to highlight about Gaztenpresa, it is the personal involvement they have had with our project. Congratulations on these 25 years and may you continue like this for a long time to come!”

Eva Hernández and Juan Carlos Caro
Zelai Txiki Restaurant

01

Our Story

Main milestones

25 urte

STAGE 1 BEGINNINGS

Starting point: In the aftermath of the Bizkaia floods in 1983, Cáritas de Bilbao and Laboral Kutxa volunteers began to work together to help the affected companies and businesses.

In 1994, the trail-blazing partnership moved to the left bank to help tackle the social situation and the high youth unemployment following the closure of several industrial companies. The Gaztenpresa programme was thus set up. They organised an ideas competition and 7 companies started up.



1994

1995-2000

STAGE 2 EXPANSION

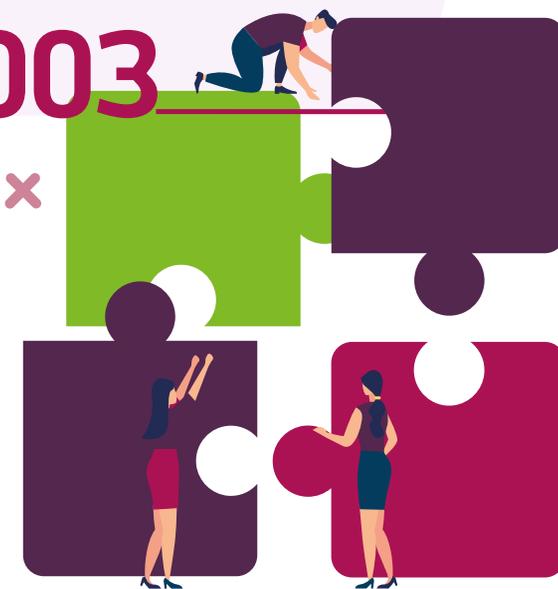
- **1995** expanded throughout Bizkaia
- **1996** set up in Gipuzkoa.
- **1999** set up in Araba.
- **2000** set up in Navarra.

STAGE 3 THE FOUNDATION ESTABLISHED

New partners joined and the Gaztenpresa Foundation was established in September 2003:

- **Greater support for self-employment.**
- **Improved service.**
- **Team structuring.**
- **Steady growth of the activity until 2009** where 510 jobs were created.

2003





STAGE 5 SERVICE INDUSTRIALISATION

- Access to European funds.
- New assistance model. Training, financing and mentoring.
- Best European practices applied.
- European recognition.



2009-2013

STAGE 4 BUDGET CRISIS

- We were hit by the 2009 crisis. "Do more with less".
- Coordinated and integrated management with the LABORAL kutxa managers.
- Support for youth-run micro-companies.
- Continued help at a difficult time.
- Joined European Entrepreneurship Networks.



2014-2019

2020

STAGE 6 DIGITALISATION

- Social change: New digital economy.
- Digital strategy, improving user experience.
- Setting up an innovative entrepreneurship ecosystem and start-ups.
- 5,986 companies and 10,857 jobs created.

01

Developing Communication



STAGE 1 & 2

- Showcased as a differentiated project, where LABORAL kutxa was something akin to an ally.
- Multiple variants of the anagrams and graphic elements used.
- The LABORAL kutxa youth hotline became very important.



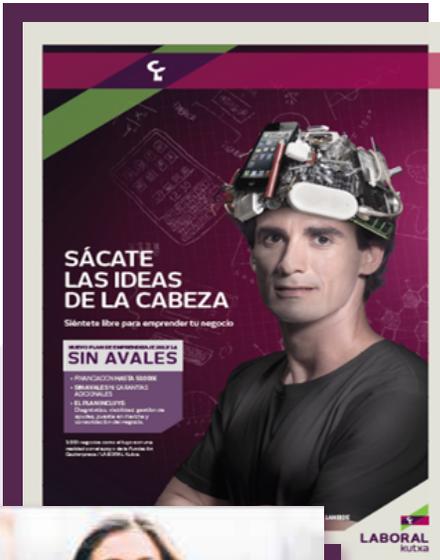
STAGE 3

- **New approach:** Ensure the future sustainability of the unified Gaztenpresa project.
- **A “lean” structure approach included right from the start:** variable and minimum, innovation targets in the annual plan, the mentoring concept and decentralised governance, but with high levels of consensus required.
- **Continued to be showcased as a separate and differentiated project.** But progress made in using common distinguishing graphical elements.
- **Identified as a LABORAL kutxa social work project** and was separate from the branches’ usual work.
- **The brand began to be unified with the LABORAL kutxa** graphical elements (colour, corporate banner, eye-catching images, different from the traditional banking codes, texts under the image), applying the same anagram (green key) to the differentiated Gaztenpresa logo (then with “m”). Great importance given to allies.

STAGE 4 & 5

Radical change to the communication approach:

- **New assistance model for entrepreneurs** providing value and the rate of creating new activities kept up, despite the lower budgetary resources.
- **Focus on supporting youth-run micro-companies.** Likewise, on their consolidation.
- **Collaborative model** with European stakeholders and funds as well.
- **Full integration of Gaztenpresa in the branches' activity.** Activity integrated with the other LABORAL kutxa / Laboral Kutxa products. Just another service.
- **The same graphic line used** (people included) and the differentiated Gaztenpresa anagram disappeared.



STAGE 6

- **More direct and useful messages adding value.** Se integran en la comunicación los proyectos emprendedores de Gaztenpresa.
- **Gaztenpresa supporting you in all the project's development phases.**
- **Full integration of Gaztenpresa in LABORAL kutxa continued.**

01

IMPACT

In these 25 years

10,857
jobs created

5,986
companies created

21,565
requests

174,324
million euro
financing

1,078
companies
consolidation

153
mentoring

1,246
workshops

7,669
PRO consultations

01

SDGs that we embrace

What do we do?

Foster decent work and economic growth.



For whom?

Helping a vulnerable collective, such as young people, to implement their business ideas, helping to reduce inequalities.

How?

By means of a network of alliances between entities committed to supporting self-employment and mutual cooperation.

17
5
10
8



01

Awards & Recognitions



SAN PRUDENCIO FOUNDATION: (2010)
Finalists in the foundation's Business Good Practices Awards.



CORRESPONSABLES FOUNDATION: (2010)
Prize for the "Gestiona-t en Gaztenpresa" project in 2010.



BIOTZA SARIAKEKINTZAILE PRIZE 2009-2010



EUSKALIT - CLUB 400 (2010)
Finalists in its Innovation Good Practices Awards.



25 urte



**GIORDANO DELL' AMORE
MICROFINANCE GOOD
PRACTICES EUROPE
AWARD (2014)**



**AWARD TO THE BEST
WOMEN MANAGER
(2015)**
Awarded by AMPEA
(Association of Women
Professionals,
Business Women and
Directors of Álava).



**BEST MENTORING
YOUTH
BUSINESS SPAIN
RELATIONSHIP
AWARD (2017)**



**EUSTART UP AWARD
(2017)**
Granted to the
business that has most
contributed to fostering
entrepreneurship.



01

Gaztenpresa Team

Fundación Gaztenpresa is a foundation run by LABORAL Kutxa as part of its social work.



“ Our purpose is to encourage the creation and consolidation of employment through business start-ups. ”

Inma Ramos.
Director of Gaztenpresa

WHO WE SUPPORT:

- Entrepreneurs of all ages.
- Young micro-companies with development projects.
- Groups with difficulties in finding employment and social integration.
- Organisations that seek to foster entrepreneurship among their users.



“ We believe in people, in the transformative power of entrepreneurship and in the importance of generating impact by means of business start-up. ”

Iñaki Elortegi.
Gaztenpresa volunteer

OUR TALENT: VOLUNTEERS

- Teams of people who, in a generous and voluntary way, collaborate and help in the foundation.
- Part of the volunteers are corporate (51%), people who work in one of the companies of the Mondragon Corporation, mainly LABORAL Kutxa, and the other part are people who are related to Gaztenpresa (49%).



02

COVID Impact

2020 was an unusual year, chequered by the exceptional circumstances surrounding Covid-19 and its consequences, namely, lockdown from 13 March to May, uncertainty, changes to consumption habits and a far-reaching crisis, among others, for the traditional businesses where Gaztenpresa is positioned.

This has had several consequences for Gaztenpresa:

- Entrepreneurship activity came to a halt.
- The reading of all the information published and help for companies already being supported to apply for subsidies and new funding.

- Also helping entrepreneurs to manage the shock and uncertainty given the situation of their businesses.
- The priority became to help the start-ups to weather the situation.
- Gaztenpresa's activity had to be reinvented to assume this new priority.
- All the arrangements for the 25th anniversary were cancelled.

A great deal of work was done and we have adapted to this new situation, including remote working, online meetings and training via webinars.



Pressing ahead

The number of applications received in 2020 was 64% of the 2019 activity.

As regards start-ups, we supported 256 companies, 13.6% run by migrants and 16% were business transfers.

Business consolidation has been one of the main new areas. A specific programme was designed to help companies already being supported and which was called “#Reinventing to Survive”.

A series of webinars were designed and which covered the online presence of the businesses, cash management and improving certain skills or redesigning businesses.

Reinventing to survive



As regards Fostering the Entrepreneurship, the presence was maintained, particularly online at many events and the competitions were held at nearly all the universities.

Work was carried out to develop a new web platform to monitor entrepreneur projects.



2020

03

PROGRAMMES

COMPANIES CREATED

256

companies created

ARABA	67
BIZKAIA	134
GIPUZKOA	23
NAFARROA	32
TOTAL	256

504

jobs created

ARABA	125
BIZKAIA	267
GIPUZKOA	56
NAFARROA	56
TOTAL	504

LEGAL FORM

80% individuals

20% companies

25% Coop

75% LC

AREAS OF ACTIVITY

 **3%**
INDUSTRY

 **75%**
SERVICES

 **20%**
TRADE

 **2%**
AGRICULTURE
ANIMAL BREEDING



Start-up Goal

Promote self-employment for people who are unemployed or at risk of being so.

The process involves identifying and developing the person who wants to embark on a business and assess how that is in line with the market reality, in order to establish and propose the most appropriate self-employment opportunities for their situation.



Its target

People who are unemployed, at risk of losing their jobs or in a situation of job insecurity and who want to set up their own business.

Those who reside or who are going to start up a business within the Basque Country and/or Navarra.

ENTREPRENEUR PROFILE:



EMPLOYMENT STATUS



EDUCATION LEVEL



WE ACCOMPANY YOU FROM START TO FINISH IN SETTING UP YOUR PROJECT

03

PROGRAMMES FINANCING



207 LOANS
GRANTED

FINANCING IN 2020
€ 7,459,999

FINANCING UNTIL 2020
€ 174 mill

2020

Helping with producing a financing plan to assess the project's needs and establishing the most appropriate sources of funding and which will mean lower costs.

Access to financing under special conditions and specific financing agreements for entrepreneurs: European Investment Fund, mutual guarantee societies and social economy entities.

€74,993

AVERAGE INVESTMENT

The average amount invested in starting up new companies.

€36,039

AVERAGE LOAN AMOUNT

The average loan amount required to implement a business project.

03

PROGRAMMES CONSOLIDATION MENTORING



OBJECTIVE:

This plan initially aimed to provide positive messages in the midst of so much negative noise and so that we could identify real fighters who did not come to a halt in the face of adversity.

Help those people who needed to prepare to the recovery of their business activity after the end of the Covid-19 State of Alarm.

TARGET:

People with going concerns or whose openings were compromised by the State of Alarm.

PROGRAMME PHASES:

Phase 1: **SEARCHING FOR BENCHMARKS**

Phase 2: **CHALLENGE: TELL US YOUR STORY**

Phase 3: **NEEDS SURVEY**

Phase 4: **PLAN OF ACTION**



PHASE 1:

- **Actions within the #ReinventingToSurvive programme:**
- The search was for entrepreneurs who had managed to adapt their business to be able to continue during lockdown. They were asked if their experience could be published online to reflect a good practice as an example for other entrepreneurs.

PHASE 2:

CHALLENGE: TELL US YOUR STORY:

- A competition was held during this phase when companies explained how they had adapted to the new situation.
- Eighteen initiatives were entered and they were all published on our social media.

THE WINNERS WERE:

1. IDOIA KATIUSKA
2. ZIRCUGINTZA
3. KOPAS
4. PRADOGS



03

PROGRAMMES CONSOLIDATION MENTORING

PHASE 3:

ENTREPRENEUR SURVEY:

In June, given how the pandemic was evolving, we decided to conduct a survey that would allow us to assess first-hand the situation of the company that we had supported in Gaztenpresa in recent years. The results can be seen in the following computer graphics.

RESULTADOS DEL SONDEO

Datos de las empresas apoyadas por Gaztenpresa

Cuál es su sector



Ubicación del negocio



Abrieron hace...



RESULTADOS DEL SONDEO

Situación de las empresas apoyadas por Gaztenpresa

Ejercen la actividad en un local comercial



Han solicitado financiación para abrir su negocio



Tienen personas empleadas



Están o han estado en ERTE





PHASE 4: PLAN OF ACTION

DIAGNOSIS:

The aim was to establish how the pandemic had affected their businesses, what measures had been taken, what assistance they had requested and what concerned them. Following the survey, a personal interview was conducted with each person to compile and contrast further information to be able to conduct the diagnosis. The points contrasted are:

- Psychological impact on the entrepreneur in question.
- Assessment of whether the measures adopted had been sufficient.
- Impact of the change on the consumption habits in their business.
- Position of the business regarding facing the future.

PLAN OF ACTION:

The diagnosis was used to develop a tailor-made plan of action that could follow one of the following paths.

- If the company was affected, mentoring assigned using SOS Mentoring to provide that service.
- If the company was affected, but was recovering or needed to incorporate a new line or change activity: Consultancy assigned.
- If the company was affected without an imminent solution: Helping it to close.

SOS MENTORING:

The aim is for a person with management experience from our mentor community to help to implement the action plan.

Therefore, we have drawn on the experience on our partners in YBI and YBS.

Mentoring relations were formalised throughout the year.

03

PROGRAMMES

CONSOLIDATION
SOS MENTORING

Talleres online prácticos y tutorías digitales

Reinventa y Consolida tu negocio con Gaztenpresa

WEBINARS



MAIN INDICATORS

9 PHASE 1:
REFERENCES

18 PHASE 2:
CHALLENGE

1,200 PHASE 3:
SURVEY

584 PHASE 4:
REQUESTS
RECEIVED

 **28**
DIAGNOSTICS
ACTION PLANS

 **407** **10,8**
PROCEDURE EUROS MILL.
ELKARGIS-ICOS ELKARGIS-ICOS

 **156**
CONSULTING
PROJECTS

 **19**
RELATIONS
MENTORING

 **978**
CONSULTING PRO

 **150**
PARTICIPANTS
WORKSHOPS

 **111**
TUTORIALS
CUSTOMISED

 **40**
WORKSHOPS

 **5**
WORKSHOPS
FINANCIAL

 **7**
WORKSHOPS ON
COMPETENCES

 **8**
WORKSHOPS
MENTORING

 **9**
WORKSHOPS
DIGITAL

 **11**
WORKSHOPS
INTERN

04

Fostering the entrepreneurial culture

×



One of the Foundation's goals is to foster the entrepreneurial culture among young people.

We support universities, vocational training centres, companies and entities that wish to foster the entrepreneurial culture.

We take part in events to showcase the work of the foundation to entrepreneurs, regardless of their age.

In 2020, we took part in talks and events, many of them in online format.



EVENTS IN 2020

01	ChangemakerLAB II Awards Ceremony in Arrasate.	10	B-Venture Congress.
02	Management training	11	Start of the Changemker lab programme - Edition 3.
03	Final of the PREUNICA-Chamber of Commerce competition.	12	Talk on financing, as part of the entrepreneurship week. The same is done by streaming at DEMA headquarters and within the SAREKIN network.
04	resentation of Laugar and Gaztenpresa at Space Bilbao.	13	Opening of the GE-MBAe3 awards call for proposals
05	Talk on how to apply for funding at UPV-EHU.	14	Global Innovation Day, participation in the innovation survey.
06	Participation in Start Innova Educa.	15	Lanbide Employment Congress.
07	Lanbide Press Conference.	16	Presentation of the Master MBAe3 awards.
08	Participation in Cita Emprende in Tabakalera.		
09	Closing of the MBAe3 Master and opening of the new course.		

04

FOSTERING THE ENTREPRENEURIAL CULTURE:

- CONTESTS
- AWARDS



CHANGEMAKER LAB

Interdisciplinary entrepreneurship programme, run by Mondragon Unibertsitatea, and aimed at students from different university faculties, in order to learn the practicalities of entrepreneurial activities.

The programme is aimed at driving the development and evolution of entrepreneurial teams among young people. The initiative is based on the MTA (Mondragon Team Academy) methodology and has two fundamental characteristics: interdisciplinarity, given the provenance of the attendees from different disciplines, and their multi-location, which allows the different faculties of Mondragon Unibertsitatea to be connected.

It uses the 'bootcamps' format, which are intensive workshops where the theory and activities are shared by experts on the subject to apply them to real projects

1ST PRIZE

ORIT- APP to share food.

2ND PRIZE

REPERA- an opportunity for fruit and vegetables.

3RD PRIZE

BIPENS- a fusion of daily food with education.





PREUNICA CONTESTS

This initiative organised by Cámara Bilbao University Business School in conjunction with Gaztenpresa seeks to bring upper secondary students in contact with the business world.

A competition is therefore organised for students to develop marketing and entrepreneurial projects.

This year, nearly 1,500 students in the 2nd year of upper secondary from 40 schools, high

schools and ikastolas from all over the Basque Country, who entered 300 projects, took part.

The winning project was the one entered by students from the Claret Askartza school in Leioa.

The winning project of the PREUNICA competition involved an innovative proposal that consisted of creating a very comprehensive standard user and an appropriate communication strategy through different social media.



AWARDS MBAe3 UPV/EHU

The MBAe3 master's degree seeks to train leaders capable of managing an innovative business project. It offers high-level training specialised in setting up and managing companies in the field of entrepreneurship.

During the course, students are trained to identify business opportunities and implement successful business initiatives.

The prize seeks to highlight a promising project developed in the MBAe3 for its ability to add value to the Basque entrepreneurial ecosystem. The entered and winning projects will also receive Gaztenpresa advice, mentoring and services.

4TH YEAR WINNING PROJECT:

The project that won the 2020 Gaztenpresa -MBAe3 Master's Prize to the best entrepreneurial initiative was Shyncrica, headed by Sara Mauleon. Shyncrica's mission is to tell stories, to create value content for the brands and for whom discovers them in that way.

5TH YEAR WINNING PROJECT:

First prize went to Bee Agritech, a company producing bio-technological products and services that protect bees and are environmentally friendly. The award ceremony was held online.



05

Innovation



NEW WEBSITE

- During 2020, a new website was developed with new features:
- **Mobile First development.** Personalised experience, where the content guides users in an educational way phase by phase through the entrepreneurial process.
- **Designed for mobiles** with PWA-Progressive Web App features, (which has offline browsing, push notifications and an icon on the mobile as an app).



gaztenpresa
fundazioa

Usuario

Contraseña

Entrar

Registrar

[¿Has olvidado tu contraseña?](#)

Reto 1: Emprende con Gaztenpresa
El equipo emprendedor y los socios clave, uno de los principales de la familia.
Por eso en Gaztenpresa te ayudamos desde la conceptualización de la idea hasta la puesta en marcha y búsqueda de socios. ¿Te animas? Pasa a este reto.

Reto 2: Apúntate al mentoring
Si quieres saber en detalle sobre el mundo del emprendimiento, hazte un mentor. El mentoring es un proceso de acompañamiento y apoyo que consiste en la colaboración de un mentor y un mentorado.
Pasa a este reto, hazte un mentor o un mentorado y comienza tu camino al éxito.

Reto 3: Traspaso de negocios
Si eres un profesional de servicios tienes un negocio que quieres vender o que quieres comprar, ¿qué necesitas para ello?
Gaztenpresa te ayuda a encontrar el negocio que necesitas o el negocio que quieres comprar.

Reto 4: Fórmate en Gaztenpresa
La formación continua es una clave importante para el éxito de un emprendedor. Hazte un mentor o un mentorado.

WEB PLATFORM:

Development of a platform to provide online mentoring:

It has been developed on the SaaS OnCustomer platform. This application means we can have a process-based CRM (Customer Relationship Management), along with a BPM (Business Process Management) and an IDP (Integrated Document Processing).

It is divided into two access portals:

- The portal for entrepreneurs.
- The platform for the tutors of the entrepreneurial projects.
- It can also be activated through the private area on the Gaztenpresa website.
- The entrepreneur may access the online guidance and mentoring to produce the business plan.
- During 2020, the entrepreneur portal and connecting it to the tutor's one was completed. Pilot tests began to be run in February 2021.

06

Budget liquidation

Compliance Policy

BALANCE SHEET 2020

ASSETS	2020	NET WORTH AND LIABILITIES	2020
NON-CURRENT ASSETS	144,765	NET WORTH	528,659
		NON-CURRENT LIABILITIES	767,285
CURRENT ASSETS	1,430,144	CURRENT LIABILITIES	278,965
TOTAL ASSETS	1,574,909	TOTAL NET WORTH AND LIABILITIES	1,574,909

* Expressed in EUR



2020 Profit and Loss Account

(Expressed in Eur)

A) SURPLUS OF THE FINANCIAL YEAR	2020
CONTINUED OPERATIONS	
1. Income from own business	921,506
a) Income from promotions, sponsors and associates	643,740
b) Subsidies, donations and legacies	277,766
2. Sales and other income from business operations	12,759
2. Costs from grants and others	(440,434)
a) Monetary grants	(11,500)
a) Non-monetary grants	(428,934)
3. Other income from the business	722
4. Other costs from the business	(298,475)
5. Depreciation of the fixed assets	(6,629)
6. Surplus provisions	-
SURPLUS FROM THE BUSINESS	189,485
7. Financial income	-
8. Financial costs	(18)
9. Exchange rate differences	-
SURPLUS FROM OPERATIONS FINANCIAL	(18)
PRE-TAX SURPLUS	189,467
11. Corporation tax	-
CHANGES IN NET WORTH RECOGNISED IN THE SURPLUS OF THE FINANCIAL YEAR	189,467
ADJUSTMENTS DUE TO ERRORS	-
TOTAL RESULT, CHANGES IN THE NET WORTHY IN THE FINANCIAL YEAR	189,467

Compliance Policy

GAZTENPRESA wishes to explicitly and categorically declare its "zero tolerance", ban on and objection to the committing of any crime, along with its requirement to comply with the criminal legislation applicable to the organisation. This compliance culture is extended to and included in its founding purposes and its whole activity.

Everybody belonging to GAZTENPRESA, its Board and workforce, whether permanent or temporary, are required to comply with the requirements of this Policy and the associated criminal compliance management system, including the approved code of ethics and conduct and the existing preventive controls and procedures.

This Policy is also applicable to our Business Partners, Beneficiaries, Suppliers or other third parties who participate with Gaztenpresa in activities with a potential criminal risk, to whom the policy shall be duly notified.

This Policy and the Code of Conduct deploying it are available in the existing public communication channels (<https://gaztenpresa.org/es/>).

This commitment allows us to minimise the exposure to the criminal risks of the organisation by means of up-down risk management, thus providing an appropriate framework to define, review and achieve the established criminal compliance targets.

The organisation has a criminal compliance body, equipped with the necessary resources, and tasked with designing, implementing, managing and checking the effectiveness of the Criminal Compliance System in place. That body has the maximum capacity and authority for an appropriate performance of its duty, by monitoring and controlling the system required in order to be able to guarantee its effective accomplishment of the targets and continuous improvement.

Any person coming under the scope of this policy is required not only to comply with it, but also to report any fact or conduct where there is a suspicion of breach or criminal risk that may be detected. A whistleblowing channel, canal-etico@gaztenpresa.org, is therefore available to report any possible breaches and for queries and doubts regarding any aspect of this area. Users of the channel shall be treated in total confidentiality and may not suffer any reprisal if used in good faith. The questions received shall be channelled and managed according to the established procedure.

Failure to comply with the requirements of the Criminal Compliance Policy or System may have internal and/or external consequences, which shall be proportional to the seriousness of the facts, and the same for all the recipients who respect the applicable legislation.

Ibon Urgoiti Uriarte.
President of Gaztenpresa

07

Gaztenpresa stories

25 urte

Many Gaztenpresa stories have been told over these 25 years.

We have helped to set up nearly 6,000 projects behind which there is always a story. Entrepreneurs who decided one day to take that step for different reasons; many to improve their lives and that of their families or simply to be happy doing what they most like. Stories that fill us with satisfaction and make us even more motivated to advance and improve.

Some of those stories are told in this report.

—**“Do you want me to gut it?”** — It was a beautiful sea bream, from a fish factory, but fleshy and so fresh that its eyes were still shining.

—**“Do you know what you are going to do when you retire?”** —asked Kontxesi, a regular customer. “And yes, gut it please.”

—**“Drive us crazy”**—Miren joked, who used to help out at the fishmonger’s on Saturday mornings.

—**“I can’t imagine him staying at home,”** —she added. She knew how much her father liked to be running the business. Anyway, he still had quite a few years to work before retiring.

—**“I am going to buy a small boat”**—The woman smiled— **“A small boat and I’m not joking”**.

— **“Aren’t you fed up of so much fish?”**

The scales flew off the sea bream. It took someone with Manuel’s experience to handle a knife like that. He had spent many days behind the counter, he thought, since he was encouraged to take part in that employment plan, when the smoke from the factories seemed to go out and people lost hope. Something had muddied their spirits forever during the 1983 floods. Manuel was just a reckless young man at that time, but he believes that that he was hit by a feeling of inevitable doom, the night on which the Consulado de Bilbao sank.



He always liked that boat, which brought the world of the sea to the very centre of the city, and which smelt of the sardines roasted on deck for people to enjoy them during the local festivities. He spent hours looking at the vessel's impressive outline. For many years, the vessel was moored at the Uribitarte Dock, on the River Nervión, close to Bilbao City Hall. It did not go out to sea. Rather like Manuel, who, even though he was a landlubber, knew the names of the different types of fish as well as any old salt. As Manuel knew, the year started with bream; in March, the auction rooms were already selling anchovies; in July, sardines cheered up the grills and it was time for marmitas or tuna stew, and octopus was a delicacy in autumn.

He had learnt to measure the passing of time with the coming and going of the fish; he also knew that he became an adult on the night that the Consulado de Bilbao sank. He put that down to the devastating force of those floods. The vessel broke its moorings and rolled from one side of the river to another, like a dazed animal, unable to cope with its own size.

The years after the flood were difficult: Metropolitan Bilbao had suffered a great deal of damage. At that time, Manuel heard that Cáritas Bilbao and LABORAL kutxa were working together to help the affected companies and businesses. Something he found rather alien, as he had decided to do a welding course and find a job in the iron & steel sector.

He did not know that Bizkaia would be undergoing an industrial conversion moving from an economy that was highly dependent on industry to diversified companies offering added value.

Before long, Manuel found a job in a boilermaking company, married his high-school sweetheart and his only child, Miren, was born. He remembers that as a very happy time: buying the flat in Cabièces and the rainy afternoons when their home smelt of freshly baked cake. On Sundays, they would go to La Arena or Castro Urdiales beach. Manuel would stand on the sand and watch the large ships anchored on the horizon with fascination: such great happiness and it seemed it would last forever.

However, one day he was told that the boilermaking company was closing and he found himself on the dole. At first, Manuel believed that he would soon find another job, but he did not manage to find stable employment. The factories on the left bank of the river closed and he felt side-lined. When he looked into his wife Begoña's eyes or when he held little Miren in his arms, he felt a wretch. He spent too much time in the bars, lived off odd jobs, was very moody and was the despair of Begoña, who felt hopeless as she watched another sinking, that of her husband.

In 1994, an acquaintance who worked in a bank in Baracaldo told Begoña about an ideas competition, a programme to drive business start-ups and

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encourage young people to be self-employed. . They later learnt that a distant relative in Gipuzkoa had successfully become an entrepreneur thanks to Gaztenpresa, with the support of LABORAL kutxa and Bultz-lan, a consultancy set up by Cáritas.

During the following days, Begoña couldn't stop thinking about it and trying to decide the type of business they could open. One afternoon, while Manuel was watching a documentary on fishermen from Newfoundland, she came up with the solution. She will never forget that, even though it was summer and bright outside, the shutters were lowered and the room was in that half-light.

—“Manuel, I can't see you as a fisherman”—, she joked as she looked at the screen—,“but I think you'd make a great fishmonger. You've always liked everything about the sea”.

“Me? You must be joking!” he snapped, “I'm a good for nothing”.

It wrung Begoña's heart when she heard him talk like that. She sat beside him and tried to convince him.

—“And where would we get the money?” Manuel wanted to know.

—“We could ask Gaztenpresa, they would finance us and also provide training and advice.”

—“That's for other people, Begoña, not for us.”

There was nothing more to be said and Begoña went off to the kitchen as she had to make a birthday cake for Miren, who was turning eight. How time flies, she whispered. She prepared a sponge cake, divided it into three layers and filled it with strawberry jam and vanilla custard. She then iced it with chocolate. When she was decorating the cake with Smarties, Manuel came into the kitchen.

“It looks wonderful,” he said in a conciliatory tone.

—“Yes, I think so,” —Begoña answered as she looked at her creation. —. “I would have like to have given her a new dress and shoes to wear at her cousin's First Communion.”

Manuel fell silent. He took a bottle of wine from the fridge and a glass from the cupboard and leaned over the table. His eyes brimming with tears.

—“Do it for us, please. I know you would be a great fishmonger.”

Kontxesi left with her sea-bream and half a kilo of anchovies, and Miren and her father started to clean the shop. They had arranged to meet Begoña at their usual bar to have a vermouth and some fried squid.



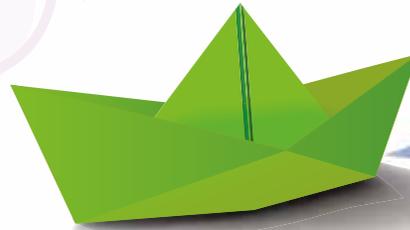
—“It’s a pity you don’t want to carry the business on. It wasn’t easy to get it up and going, and Gaztenpresa’s advice was really helpful, but we had to work hard. When we had built up our loyal customers, we asked them for financing to open the fishmonger’s here, in the centre...”

—“Not again, aita (Daddy). You have already told me that story so many times.”

—“But it is important you know our story so you appreciate it. In 2011, the financial crisis undermined everything we had achieved. We went back to LABORAL kutxa and the Gaztenpresa Foundation and they helped us to optimise our resources and get ahead.”

Miren did not want to interrupt him; she knew how proud her father was of that fishmonger’s and of having been able to come through such difficult times.

—“They helped us to look for new solutions and sources of income. That was when we decided to start the home delivery service and sell directly to hotels...”



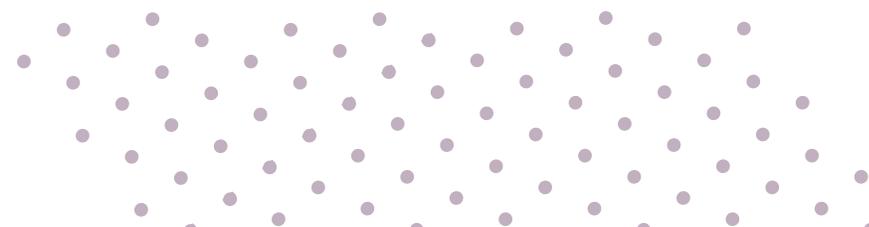
—“And I helped you to set up the website; you didn’t want to have anything to do with the new technologies at first,” —Miren gently reminded him.

—“That’s true. And I thought you were going to get involved in the business, but you decided to study Fine Arts. What a strange degree to study!” -Manuel went on, but Miren was in a good mood and did not get upset. —

The fishmonger’s was pristine. Other shops leave their goods on show, but there was nothing left on the large counter there.

Begoña must have been at the hairdresser’s because her hair had a bounce to it; she was wearing a grey plaid dress and a bright salmon-pink padded jacket.

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She was waiting for them on the covered terrace, at their usual table.

—“I have already ordered the fried squid.”

—“Good,” —said Manuel—“I’m rather hungry”.

Miren did not sit down, but went into the bar and came out with a small wrapped gift. She put it on the table and then sat down:

—“It’s for you, aita.”

Manuel was so surprised that he pulled a funny face: raised eyebrows, child-like and mouth ajar.

—“Oh my!” —he said when he saw it. —“Did you make it yourself?”

It was a wooden model of the Consulado de Bilbao; Miren checked the finish and smiled in satisfaction. Perhaps the port side should have been smoother, she wondered, but the roughness was barely noticeable.

—“I made it at the sculpture workshop, aita; I’ve got two important clients now, it’s been a difficult year, but I am now beginning to believe that I can making a good living. I also have the calling to be

an entrepreneur. It’s what I’ve known at home, but instead of selling fish, I will sell sculptures and will use all the digital tools that can help me. I’ve contacted the Gaztenpresa Foundation to ask for advice, business training and funding.”—

“Yes, I want to buy the next-door premises because I will have more space and, most of all, more light.”

—“How is David?” —Manuel wanted to know.

—“The Gaztenpresa advisor? Well, he’s got more grey hair,” the three laughed, “and he sends his regards to you”.

—“He can’t be far off retirement as well,” —calculated Begoña—. “It seems like only yesterday when he helped us with the fishmonger’s.”

—“And yet it’s been nearly twenty years,” —Manuel answered. —. “Times have changed for the better. 2020 will be a good year: little unemployment, good economic outlook...”

“And if it isn’t, I will ask for more help.”

A waitress brought them the fried squid and three red marianitos, the local name for the vermouth.

—“Begoña, can you give me a piece of squid as I don’t want to get my fingers greasy and get this work of art all dirty.”

The three laughed and Begoña fed her husband a piece of squid.

—“You will not need more help, my dear daughter,” —concluded Manuel—, “this is a good time, I’m telling you.”

They toasted Miren’s future workshop and asked for there more marianitos. The sun was shining brightly, even though it was December, and warmed up that enclosed space with large windows and small heaters on the ceiling. Such great happiness and it seemed it would last forever.

Inside the bar, the counter was jam-packed with pinchos or finger snacks; the customers were milling around the tables; the television, on: the presenter was reporting on a strange virus that had appeared in China, but nobody was paying any attention to the screen on that winter Saturday, when everything seemed so promising.





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