

SHARED
VALUE
REPORT
2017



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MIGUEL CARBALLEDA PIÑEIRO

ONCE SOCIAL GROUP PRESIDENT



Dear friend,

Please allow me to welcome you to this document which, for the first time, refers to the new brand 'ONCE Social Group', a concept that represents an additional step in the unity of our work as one of the most active social and economic players in the field of people with disabilities.

We have taken the step to create this new brand precisely on the 80th anniversary of the founding of ONCE. The name of the Organisation, that in Spanish also means "eleven", has always wanted to be close to citizens, walking

side by side through these eight decades and bringing out the best in all of us. Above all, a group of people who want to continue innovating to strengthen their social model, and who want to keep their spirit young to move towards better societies where, as you know, we focus on people, promoting areas where citizens are considered to be legal subjects, whether or not they are disabled and whether or not they are at risk of social exclusion.

I begin by highlighting an achievement never dreamed of by the blind Spaniards who started this venture 80 years ago: on 31st December 2017, the ONCE Social Group, which is the result of the combination and the commitment of ONCE, the ONCE Foundation and our social companies ILUNION, paid 70,625 salaries to as many workers. This gives us great pride and also a great responsibility, which does not allow us a second to indulge in complacency and requires us to focus all our efforts on constant innovation in all areas.

To give you an idea, we are the fourth largest company or organisation in Spain in terms of employment and we have more employment opportunities than any other company or organisation in the telecommunications or energy sector, for example. In addition, 40,655 of these 70,625 jobs are occupied by people with disabilities, which is once again a source of great pride. We also maintain our goal of continuing to grow in social investment, especially education and employment for people with disabilities, because we are aware that there is nothing more inclusive than the opportunity for people to have decent pay and stable employment to enable them to approach their future with assurances.

As a result, in 2017, ONCE, its Foundation and ILUNION created 11,449, of which nearly 2,000 are internal and more than 9,500 have been created through third parties, especially companies, with the support of the ONCE Social Group. We demonstrate every day that the inclusion of disability in the labour market is economically and socially profitable as, for example, with the 1,000 permanent contracts that we have awarded to our gaming vendors this year - but, above all, allow me to applaud the companies that are joining in the recruitment of great professionals for their abilities and talent, regardless of their disability. Thank you.

Before leaving you in the hands of our extraordinary ILUNION professionals, I just want to tell you that we will end the year by celebrating Santa Lucía (13th December), the patron saint of the blind, and that this was the date on which ONCE was formed. We have taken advantage of the end of 2017 and have all of 2018 to continue to show ourselves to be an Organisation with its doors wide open. They are green doors, the colour of hope, the colour of ONCE. Come in and join our social work. We're waiting for you.

ALBERTO DURÁN LÓPEZ

CHAIRMAN



This 2017 financial year has been twelve months dedicated to strengthening, expanding and showcasing the business model created by the ONCE Social Group to offer quality employment to people with disabilities.

ILUNION has achieved the objectives set for 2017 by creating 1,597 jobs for such people and has also increased its capacity to generate economic value. Offering opportunities to people with disabilities and incorporating their talent into the world of work is possible through competitiveness and business growth.

This vision has led ILUNION to Colombia. The ONCE Social Group was already present in the Latin American country through

cooperation projects, with initiatives such as the ONCE Foundation's Ágora Programme for Solidarity with Blind People in Latin America (FOAL), which provides advice, training and labour inclusion to blind or severely visually impaired people. With the arrival of ILUNION, we added the creation of direct employment and the establishment of partnerships with the business and institutions of the country, in the search for solutions for labour inclusion and the improvement in the quality of life of people with disabilities in Colombia.

As part of this, ILUNION opened its first industrial laundry in Medellín to create a job opportunity for people with disabilities and to create a reference point for standardisation within the framework of a profitable business project.

ILUNION also finds a way to face the great challenges posed by its social commitment: to endure the different economic cycles, to manage technological changes and to place itself in the markets of the future.

We are convinced that this is the best contribution that companies can make to the progress of the host countries: to emphasise not only economic development, but also the factors that affect social progress. We believe that this is the way to position ourselves in support of the Sustainable Development Goals, which in economic terms, point to the need to achieve inclusive growth.

To this end, ILUNION will continue to make employment an aim and its presence on the market the means to standardise the participation of people with disabilities, while offering products and services that take their needs into account. And it will do so, making competitiveness and excellence its best tool. What was accomplished in 2017 shows its capacity to achieve it.

ALEJANDRO OÑORO MEDRANO

CHIEF EXECUTIVE OFFICER

ILUNION, the business project of the ONCE Social Group, is a response to the belief that there can be a large Spanish company, both competitive and leading, that generates quality employment for people with disabilities and/or at risk of social exclusion.

The Group ended the year with a turnover of €847.2M, representing a 6.4% increase with regard to the previous year, and an EBITDA of €54.4M, 37% more than in 2016. By the end of the year, the workforce reached 34,679 workers, 40.6% of them with disabilities, and 1,597 new jobs for people with disabilities had been created.

ILUNION is beginning to reap the fruits of three years of intense work since the launch of the brand and its business project. We are more well-known and better known. Our customers appreciate our value proposition, built with excellence and a comprehensive service, and they connect with our social commitment.

The market offers us new opportunities that we will take advantage of with our new Strategic Plan 2018-2021. ILUNION intends to create 3,000 jobs for people with disabilities and achieve a turnover of more than € 1,000 M in the last year. To achieve this, the Group will invest €200M; it will advance in its internal transformation process, refining its organisational and management model to obtain greater efficiency; it will continue to promote strategic alliances with other companies; and it will focus on quality in employment and the inclusion of people with severe disabilities in the labour market.

We also want to make ILUNION the best place to work in Spain. We want more people to share in our project, where they will find the professional challenge of being part of a company that aspires to be a role model in the markets in which it operates, and also the personal satisfaction of doing so in an organisation that strives to give new opportunities to people with disabilities. This is ILUNION, a group of people and for people.

We feel fully aligned with the United Nations Sustainable Development Goals, and in particular its focus on inclusive economic growth. In March 2018 we presented the CSR Master Plan 2018-2020, an action plan to work on the areas where ILUNION wants to contribute to building a more inclusive economy within the framework of sustainable development.

In short, at ILUNION we look at the future with optimism because we know that our business project makes sense, is a successful project, and we also have the best human team to achieve and demonstrate all that a company with a social mission like ours can achieve.



A competitive and diversified group

ILUNION is the business project of the ONCE Social Group

It is made up of five divisions that have more than 50 business lines. Its offering is wide and diversified, which allows it to offer integral solutions tailored to each client.

A team of
34,679
people

229,164
clients

5,349
suppliers

40.6% people with disabilities

1,597 new jobs
for people with disabilities in
2017

SALES €847,2M

EBITDA €54.4M

PURCHASES €297.5M



SERVICES



COMMUNITY HEALTH



TOURISM



MARKETING

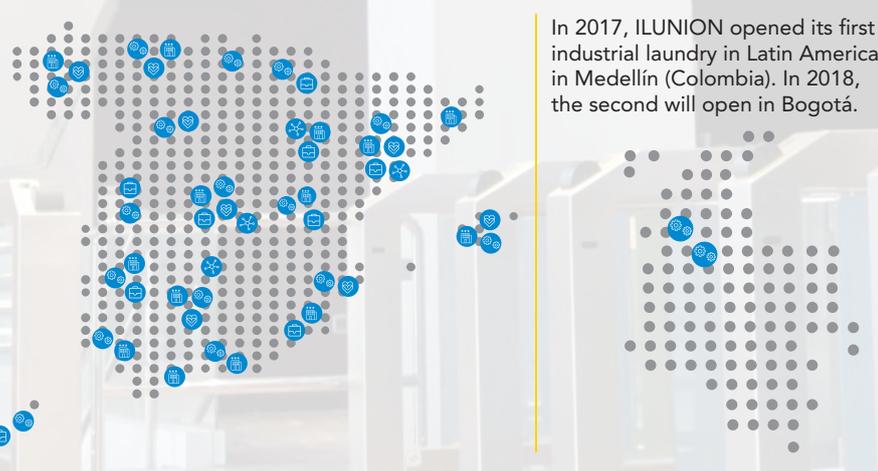


CONSULTING

Through the services provided by its divisions, ILUNION reaches clients from very different sectors such as the [Hotel Industry](#), [Retail](#), [Services](#), [Energy](#), [Consulting](#), [Transportation](#), [Logistics](#), [Hospitality](#), [Industrial](#), [Community Health](#), [Pharmaceutical](#), [Educational](#), [Banking](#), [Insurance](#) and [Telecommunications](#).

The Group has 479 workplaces throughout Spain. Of these, 54% are Special Employment Centres (SEC).

In 2017, ILUNION opened its first industrial laundry in Latin America, in Medellín (Colombia). In 2018, the second will open in Bogotá.





SERVICES

€ **641**M SALES

30,952 employees → **40%** with disabilities

286 employment centres → **125** SEC

+50 mill. customer contacts managed → **+13** mill. were 112 and 061 emergencies

40 industrial laundries → **+200,000** tonnes of processed clothing

+7.5 tonnes of waste electrical and electronic equipment (WEEE) managed

120 mill. documents processed

Cleaning and Environment

Security

Integral Maintenance

Outsourcing and Industrial Services

Facility Management

Contact Center and BPO

IT Services

Laundry and Hospitality Services



COMMUNITY HEALTH

€ **44.5**M SALES

1,340 employees → **30%** with disabilities

35 employment centres → **12** SEC

+50,000 physiotherapy treatments performed

18 residences and day centres

1,000 users → **+4** mill. teleservice calls made

Community Health

Physiotherapy and Health



TOURISM

€ **102.7**M SALES

833 employees → **49%** with disabilities

26 employment centres → **10** SEC

25 hotels → **+4,000** rooms
2 mill. customers

Hotel Chain

Catering

Leisure and Sports



MARKETING

€ **41.5**M SALES

627 employees → **80%** with disabilities

110 employment centres → **102** SEC

90 stores → **9.5** mill. customers

Marketing

Retail

Insurance Brokerage



CONSULTING

€ **30.3**M SALES

453 employees → **26.5%** with disabilities

11 employment centres → **1** SEC

Human Capital

Technology and Accessibility

Communication and Marketing

The results of the workforce, sales, number of establishments and SEC data for each of the Divisions (Services, Community Health, Tourism, Marketing and Consulting) do not coincide with Grupo ILUNION'S total data. This is because the overall data includes corporate service centres, as well as other companies that are not part of any of the aforementioned Divisions.

ILUNION Model

BUSINESS MODEL

A SINGLE PROJECT

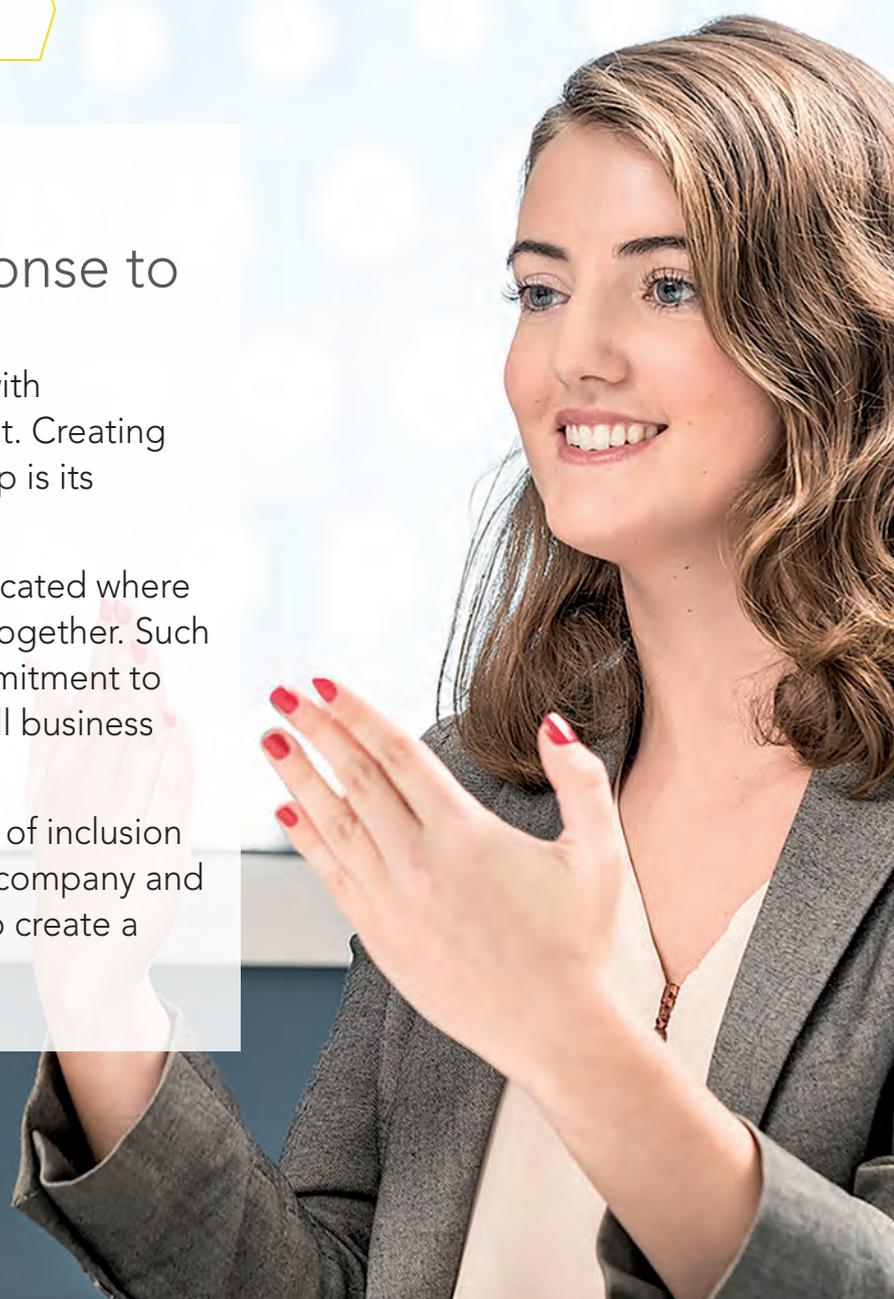
ILUNION

was created in response to a reality:

the difficulties faced by people with disabilities in finding employment. Creating quality employment for this group is its mission and commitment.

The Group's business model is located where profitability and inclusion come together. Such a challenge requires a clear commitment to people and competitiveness in all business areas.

ILUNION goes beyond the limits of inclusion of people with disabilities in the company and opens the debate on the need to create a more inclusive economy.



VISION

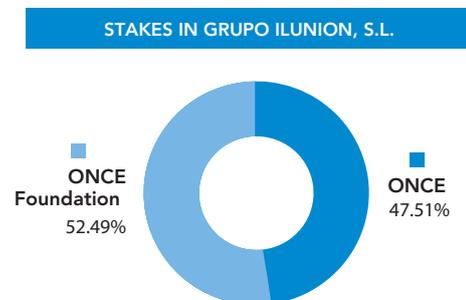
We want to be a leading group in terms of parameters of excellence in management, demonstrating that economic profitability is perfectly compatible with social profitability in a highly competitive project that allows us to promote the transformation of the business world.



The origin of ILUNION's mission and values are related to the ONCE social group. ILUNION is the result of the union of Fundosa Grupo S.A. and Corporación Empresarial ONCE, S.A. (CEOSA), founded between the late 1980s and early 1990s by the ONCE Foundation and ONCE, respectively. Both companies were created with the aim of diversifying the income sources of the founding entities and generating employment opportunities for people with disabilities.

From 2011, a convergence process involving the two companies was carried out with the aim of creating a single group, capable of contributing in a stronger way

to the goal of bringing economic profitability and employment together for people with disabilities. This gave rise to ILUNION, which was launched as a brand at the end of 2014 and completed its merger process at the end of 2015.



A SHARED PROJECT

Ability to grow in partnership with other stakeholders

ILUNION develops partnerships that help transform the way they work, incorporating the Group's workers into core business of its most committed clients. Ford, Renault, PSA Citroën, DHL, Cotton House Hotel and Zardoya OTIS are part of this group of companies.

In terms of trade relations, ILUNION has a close collaboration with companies such as AENA, Metro de Madrid, Canal de Isabel II, RENFE, Telefónica, Barceló, NH, SegurCaixa, Sanitas and Amazon.

Business partnerships are key to opening up markets and developing new solutions related to inclusion. One example of this is the agreement the Group maintains with four Madrid hospitals: university hospitals Fundación Jiménez Díaz-Grupo Quirónsalud (HUFJD), Rey Juan Carlos in Móstoles, Infanta Elena in Valdemoro and the Hospital General de Villalba.

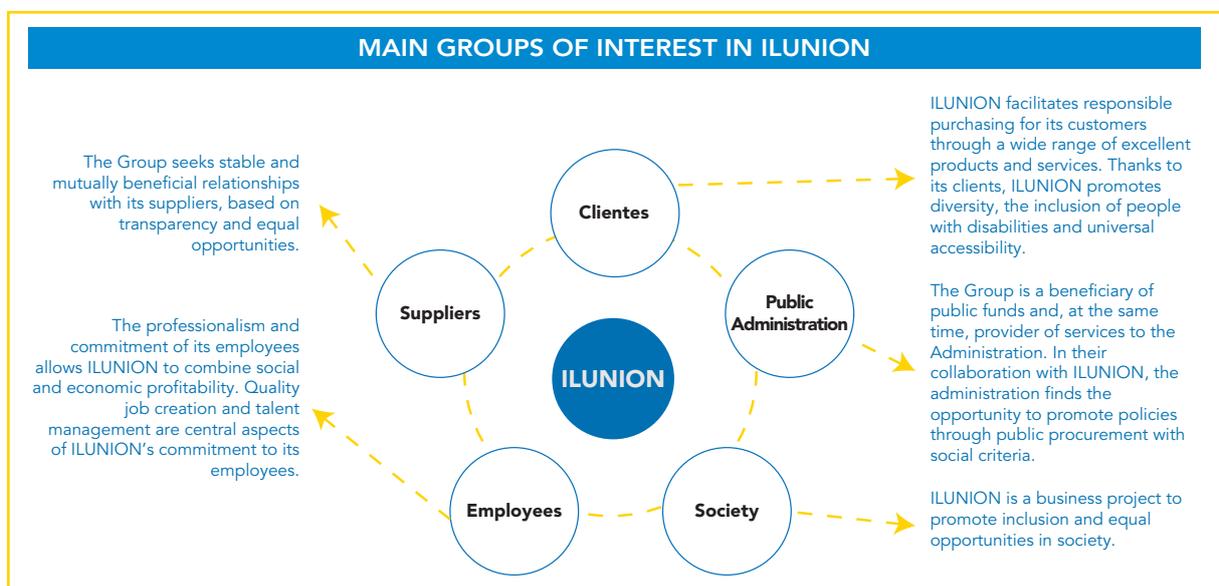
ILUNION enters into agreements with public authorities and Third Sector entities to make progress

with regard to the inclusion of people at risk of exclusion. The current agreements with Spanish Red Cross, the Integra Foundation and the Federation of the Gypsy Secretariat, as well as the agreement with the Ministry of Health, Social Services and Equality for the labour integration of women victims of gender violence, meet this need.

Along the same lines, ILUNION collaborates with leading organisations in the disability sector. In 2017, the agreement of ILUNION Sociosanitario with the Pílares Foundation and the ONCE Foundation for the implementation of a Comprehensive Public Healthcare Project for individualised healthcare tailored to the specific needs of the group of people with physical, mental, intellectual or sensory disabilities is noteworthy.

The Group is also an active member of multiple business and social forums and platforms as a means of contributing to the development of the economic sectors in which its companies participate and promoting the inclusion of people with disabilities.

The link between ILUNION and the Spanish Business Confederation of Social Economy (CEPES), the Excellence in Management Club (CEG), the Global Compact Spanish Network, Forética and the SERES Foundation are noteworthy.



2017 AWARDS AND RECOGNITION

GRUPO ILUNION

3rd Best Business Practice Awards from El Confidencial.
Diversity Category.

The Titans of Finance Award from the ECOFIN Forum. Efficient Company Category.

Team & Talent Cegos Awards for Best Practices in Human Resources.

5th Values of Excellence Awards organised by Rull and Zalba Abogados.

11th Asedef Honours from the Spanish Pharmaceutical Law Association.

Edition XV of PR's best of 2017 from the PR Noticias digital information website.
Best Consumer Communication Category.

Misión Magazine Award for the Integration of Persons with Disabilities.

ILUNION FACILITY SERVICES

11th Castilla y León Economic Awards. Best Social Work Category.

ILUNION CONTACT CENTER

8th Platinum Contact Center Awards Gala.

- Award for Best Customer Service

- Special Platinum Award for Better Customer Service Platform Management.

11th Madrid Excellent Awards for Customer Confidence.

ILUNION AUTOMOCIÓN

Second Prize in the AVIA Excellence category,
Automotive Cluster of the Valencian Community.

ILUNION RECICLADOS

Integra BBVA Awards. Category B for the Managed Print Service.

ILUNION HOTELS

Seres Foundation Award for Social Innovation and Business Commitment.

My Company is Healthy Award.

Category of Good Practices in Social Responsibility.

7th Institutional Awards of the Spanish Federation of Spina Bifida and Hydrocephalus
Associations (FEBHI).

4th Health and Digital Awards from RRHH Digital for the Somos Héroes project.

ILLUNION CORREDURÍA DE SEGUROS

2017 Profitability & Diversification Award from Grupo Pelayo.

ILUNION TECNOLOGÍA Y ACCESIBILIDAD

Empowering Persons With Disabilities Award from the d-LAB initiative of the
Mobile World Capital of Barcelona for the WAYFINDER project.

STRATEGY

2016-2019 STRATEGY

INCREASING PROFITABILITY

The implementation of the Internal Efficiency Improvement Plan in 2017 has led to cost savings of €6.7M. **ILUNION Lavanderías**, saved €1.3M thanks to energy efficiency measures.

TO GROW AND ENTER NEW SECTORS AND MARKETS

In December 2017, **ILUNION Lavanderías** opened its first plant in Medellín (Colombia), where it will create 150 jobs for people with disabilities. During 2018, a second laundry will open in Bogotá.

These projects form part of the ILUNION International Expansion Plan, which includes Colombia as the Group's first implementation

country, with the fundamental aim of exporting its social-corporate model.

The ILUNION International Development Committee was set up to analyse and assess international projects and operations in February 2018.

2016-2019 Objectives

To make Grupo ILUNION a benchmark in the Spanish business world

To create quality employment for people with disabilities. In particular for groups with special inclusion difficulties

To increase profitability

To grow and enter new sectors and markets

To develop activities contributing more added value

STRATEGIC LINES

ACTIVITIES CONTRIBUTING MORE ADDED VALUE

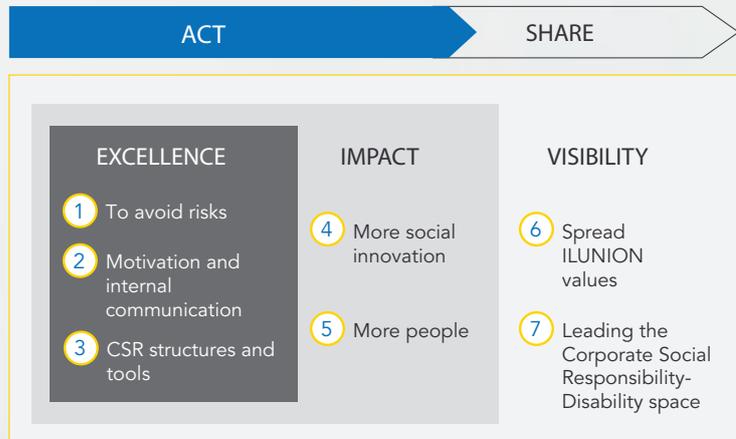
In 2017, ILUNION created an area of Transformation and Excellence for the development of initiatives with three focal points of impact: employee experience, processes and business.

In this framework, the Technological Development Plan has begun to develop, with the aim of strengthening information management capacity, improving security and expanding the range of services offered.

THE MORE ILUNION STRATEGY

More ILUNION is the Group's strategy

to work towards a more inclusive economy, within a framework of sustainable development.



2018-2020 CSR MASTER PLAN

The Plan includes nine major projects and 40 measures, contributing to the achievement of ILUNION's economic and social objectives, while also contributing to the collective effort represented by the United Nations Sustainable Development Goals.



PROJECT	FOCUS AND OBJECTIVES
1 CSR Governance	Formalisation and implementation of decision-making and coordination bodies, and the creation and renewal of tools for the strategic management of CSR.
2 Human Rights	Management itinerary to ensure that the various business activities are carried out without directly or indirectly undermining Human Rights.
3 Environmental Commitment	Establish the scope of ILUNION's environmental objectives as a business group, as well as coordination, analysis and joint management measures for Group companies.
4 Leading More ILUNION	To recognise and facilitate the fundamental role of the Group's executives and middle managers in the implementation, development and knowledge of the Más ILUNION Strategy.
5 I'm ILUNION	To strengthen the sense of pride and belonging of the employees and to encourage their work as advisors of a business project of which they are the main representatives.
6 ILUNION Lab	Promote social and environmental innovation among Group companies, and manage the knowledge generated in these areas.
7 Promotion of the Inclusive Economy	Extend the role of ILUNION in the public debate on economic development, social responsibility, inclusion and enterprise.
8 Reporting	Advance best practices in sustainability communication.
9 Social Work	To harmonise and coordinate the efforts of the Group's companies in the area of Social Work.

GOVERNANCE

GOVERNANCE STRUCTURE

The Board of Directors of ILUNION is the Group's highest governing body. It consists of 12 members, 7 of whom represent the interests of ONCE and the ONCE Foundation, as the source of the project for the social and labour inclusion

of people with disabilities. The remaining 5 members are representatives associated with the disability sector. In 2017, female representation on the Board was 33 per cent, and 75 per cent of the members were persons with disabilities.

Members of the Board of Directors of Grupo ILUNION

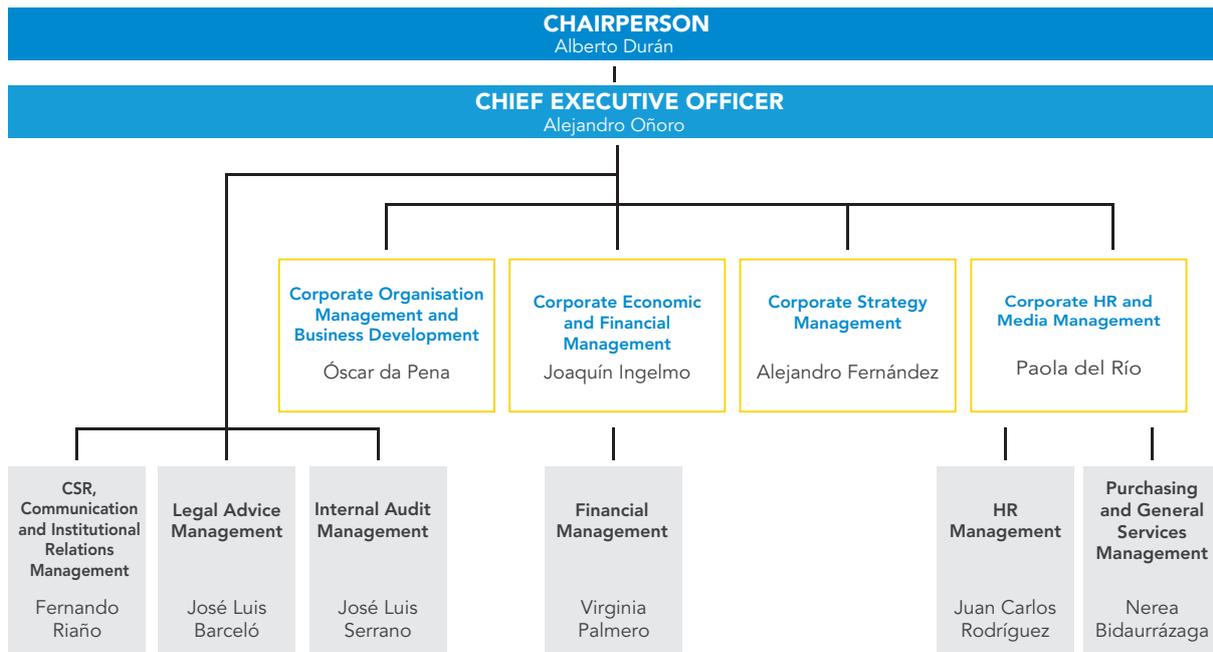
Chairperson:	Mr Alberto Durán López	ONCE Foundation Executive Vice Chairperson
Vice Chairman:	Mr José Luis Martínez Donoso	ONCE Foundation General Director
CEO:	Mr Alejandro Oñoro Medrano	
Board members:	Mr José Luis Pinto Barroso	ONCE 1 st Vice Chairperson
	Ms Patricia Sanz Cameo	ONCE 2 nd Vice Chairperson
	Mr Ángel Ricardo Sánchez Cánovas	ONCE General Director
	Ms Virginia Carcedo Illera	General Secretary Inserta Empleo
	Mr Anxo Antón Queiruga Vila	COCEMFE Chairperson
	Ms Concepción Díaz Robledo	CNSE Chairperson
	Mr Mario Puerto Gurrea	Plena Inclusión Vice Chairpeson
	Mr José Luis Aedo Cuevas	FIAPAS Chairperson
	Ms Manuela Muro Ramos	ASPACE Chairperson
Non-Executive Secretary:	Mr José Luis Barceló Blanco - Steger	

ILUNION is managed through a Steering Committee and the Collegiate Committees on Remuneration, Investment, Audit and Strategy for Information Systems, which allow for greater independence of decision-making bodies.

In February 2018, ILUNION's International Development Committee was set up to provide the necessary technical support to the relevant decision-making bodies in this field. It will also monitor the operations and projects that are approved until they are consolidated.

As part of ILUNION's CSR Master Plan 2018-2020, the Corporate Social Responsibility Committee was established in March 2018. Its role will be to analyse and assess issues related to CSR and sustainability in the Group, as well as to monitor and promote the implementation of the Más ILUNION strategy.

Lastly, in June 2018, the ILUNION Risk Committee was created to develop the risk control and management policy and to define, implement, update and monitor the Risk Management Model in all its areas.



GOVERNANCE PRACTICES

ILUNION applies the existing regulatory criteria on corporate governance and takes into account the recommendations of the most relevant good governance standards.

In June 2017, the ILUNION Criminal Prevention Body was set up and will meet on a regular basis, provided that there is criminal liability. This body, which in 2018 will have a whistleblowing channel, will depend on the Criminal Prevention Observatory

shared by ONCE, the ONCE Foundation and ILUNION. Its mission is to monitor criminal risks and issue recommendations.

Furthermore, the Group's risk map is being updated and a management system will be implemented in 2018 to respond to critical risks that may arise in a coordinated, effective and timely manner.

ETHICS AND INTEGRITY

The Code of Ethics, the Ethics Channel and the Ethics Subcommittee, shared with ONCE and the ONCE Foundation, guide ILUNION members in meeting their values and guarantee their protection.

During 2017, the Ethics Subcommittee met 6 times and received 5 complaints that were properly analysed. In none of the cases was there a breach of the Code of Ethics and no action was required or proposed.

In 2017, the Ideas Contest for the Service of an Ethics Code for All was held, with the aim of bringing the values of the Code of Ethics closer to all workers in order for them to be familiarised with said values.

This first call received 63 proposals, 23 from ILUNION employees. An employee of ILUNION Tecnología y Accesibilidad, was awarded in the Professional Excellence Category for her 'Adding values day by day' initiative.

Inclusive Economy

ILUNION'S CONTRIBUTION

The 8th Goal of the 2030 UN Agenda for Sustainable Development Goals

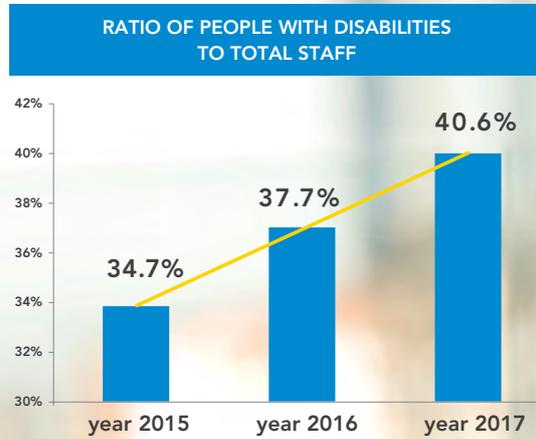
promotes sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all.

The 10th Goal, is to reduce inequality in and between countries, calls for the social, economic and political inclusion of all people.

EMPLOYMENT

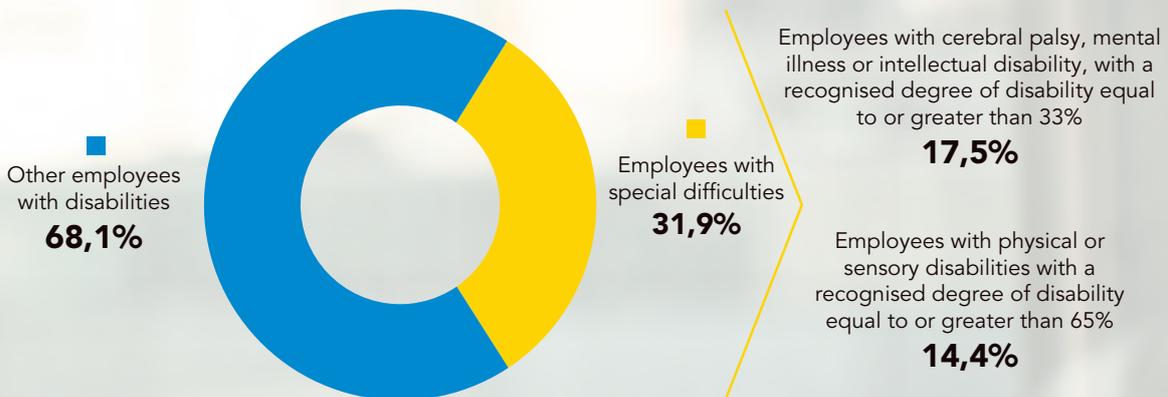
EMPLOYMENT FOR PEOPLE WITH DISABILITIES

ILUNION companies created 1,597 new direct jobs for people with disabilities during the year. As of December 2017, the Group employed a total of 34,679 people, 4.8% more than in 2016. A rate of 40.6% of them were people with some form of disability, this percentage being 37.7% at the end of 2016.



PEOPLE WITH DISABILITIES WITH SPECIAL DIFFICULTIES

Individuals with mental disabilities, persons with cerebral palsy, mental illness or intellectual disability with a recognised degree of disability of 33% or more, and those with physical or sensory disability with a recognised degree of disability of 65% or more, face special difficulties in their daily lives and have more difficulty than other people with disabilities when it comes to accessing employment.





WOMEN WITH DISABILITIES AND/OR AT RISK OF EXCLUSION

At the end of 2017, ILUNION employed 6,076 women with disabilities, 43.2% of all employees with disabilities. A rate of 34.4% were women with a mental disability of a degree equal to or greater than 33%, or with a physical or sensory disability of a degree equal to or greater than 65%.

ILUNION Facility Services has signed an agreement with the Association for the Prevention, Re-Insertion and Care of Prostituted Women (APRAMP), through which this entity will refer potential candidates and develop individualised reintegration pathways.

In addition, eight women victims of gender-based violence with disabilities joined ILUNION last year.



TALENT AND DISABILITY

ILUNION establishes collaboration agreements with public and private entities to facilitate training practices for people with disabilities. Specifically, **ILUNION Lavanderías** had agreements with Aspronis, Grupo IO, the Regional Government of Catalonia, Caritas, the Regional Government of Andalusia, the Polytechnic University of Madrid and the Spanish Red Cross.

ILUNION Reciclados has an agreement with the Astorga Special Education Centre for the implementation of professional internships.

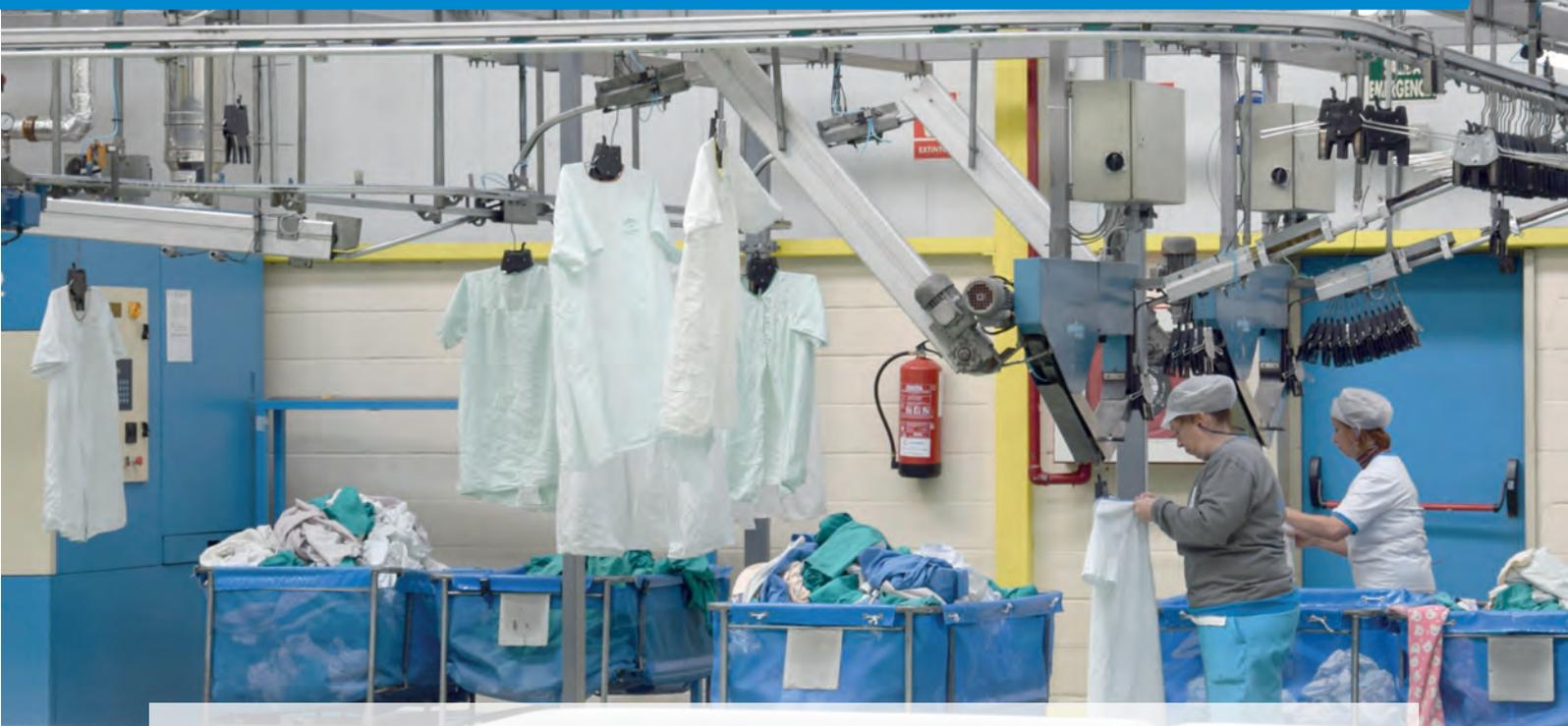


EMPLOYEES OF OTHER NATIONALITIES

At the end of 2017, 1,716 ILUNION employees in Spain had nationalities other than Spanish, accounting for 5% of the workforce. A rate of 32.9% of these workers were people with disabilities.



ILUNION LAVANDERÍAS AR RIVES IN COLOMBIA



In late 2017, ILUNION opened its first industrial laundry in Latin America in Medellín, where it will create 150 jobs for people with disabilities in 2018. The activity of this laundry has started with the Pablo Tobón Uribe Hospital as the main client, one of the most important health institutions in Colombia with 650 beds. The 900-bed San Vicente de Paul Hospital is also expected to start working with the ILUNION laundry in Medellín during 2018.

ILUNION has analysed the different business opportunities in Colombia in recent years, with the main aim of creating new employment opportunities for people with disabilities.

The implementation process in Colombia has required an analysis of the maturity of the associative fabric of people with disabilities, as well as the capacity of the employment services in their work of recruiting and training this group. All the necessary mechanisms required to equip [ILUNION Lavanderías](#) with a viable workforce have had to be designed, integrated and put in place, for which close collaboration with local institutions has been crucial.

[ILUNION Lavanderías](#) has worked together with the Mayor's Office of Medellín, through the School for Inclusion, and with the National Training Service (SENA)

to identify, select and train people with disabilities for the various jobs at this industrial plant.

Specifically, the School for Inclusion has selected 150 candidates based on the requirements expressed by ILUNION and has also trained them in social skills. Meanwhile, the National Training Service, with the support of the Selection and Training Department of [ILUNION Lavanderías](#), has given these people specific theoretical and practical training sessions to work at the plant. The 150 people with disabilities trained will be progressively incorporated according to its production.

As a result of this collaboration, the Secretariat for Social Inclusion, Family and Human Rights of the Mayor's Office of Medellín granted ILUNION recognition as a 'life-transforming company through the labour inclusion of people in vulnerable situations'.

ILUNION plans to open a laundry in Bogotá during the second half of 2018 and thus increase its staff in Colombia to 170 people with disabilities. Work has already begun with the Mayor's Office of Bogotá and the National Training Service to replicate the same model of selection and training of people with disabilities developed in Medellín.

SOLUTIONS FOR INCLUSION

SMART ROOM

PRODUCTS AND SERVICES TO ACHIEVE INCLUSION

SMART ROOM PROJECT

ILUNION Hotels is the most accessible hotel chain in Spain. All its establishments are certified under UNE 170001 for Universal Accessibility. The Smart Room project developed at the ILUNION Atrium hotel (Madrid) has created an accessible room that incorporates design and technology to serve customers with disabilities, reduced mobility, vision or hearing impairments. Some of the most significant technological improvements are:

- › Automation of the main entrance and bathroom door
- › Electronic peephole in the front door
- › Acoustic beacons for telephone calls, door calls and fire alarms
- › Smart TV with Voice Activation
- › Adjustable beds
- › Fall warning system connected to reception
- › Sufficient space to turn in rooms and bathrooms
- › Mobile screen in bathroom that replaces partitions to gain turning space
- › Transfer to W.C. on both sides
- › Body dryer



ILUNION SALUD

ILUNION Salud has carried out the audio description and subtitling of a total of 400 films and series for Movistar+ to be accessible for customers with disabilities. It has also designed and installed new signs in 43 municipal markets in Madrid to make it accessible to people with disabilities, elderly people or people who do not know Spanish, as well as six business incubators in the city. The Vehicle Fitting Line for ILUNION Salud has adapted the first electric car in Spain for people with reduced mobility.



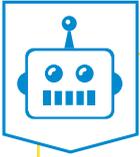
MOBILE BANKING APP

BBVA and ILUNION Tecnología y Accesibilidad have worked on a pilot project aimed at creating an app that allows people with disabilities to use ATMs independently. The application displays the nearest ATMs by geolocation and the fastest route to reach them, both on foot and by public transport. When the user approaches the ATM, he or she can find it spatially thanks to acoustic signals issued by a beeper. After the card is inserted, the ATM connects to the mobile and carries out the operations the customer has previously requested on their smartphone.



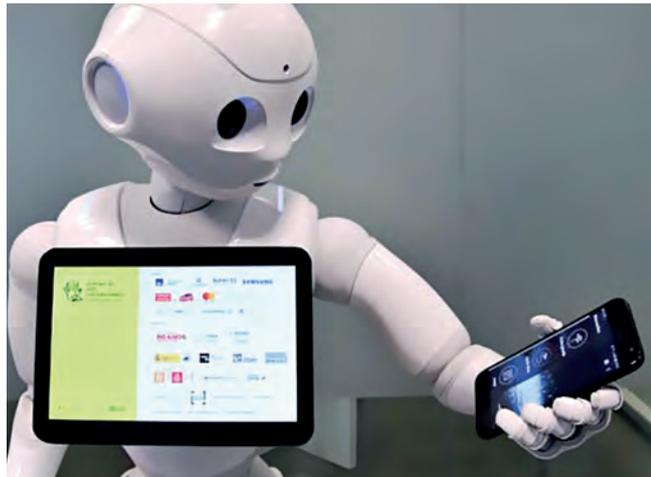
AMUSE - Inclusive, Interactive and Gamified Museums.

ILUNION Tecnología y Accesibilidad has created an interactive and accessible app to visit museums called 'Amuse' for the ONCE Foundation and the Ministry of Education, Culture and Sport. The system combines the functionalities of an accessible audio guide, indoor orientation and gamification and interaction systems. Among other applications, it has automatic image recognition that allows information to be obtained by simply pointing the camera. The guided tour feature provides additional route information and physical accessibility.



SOUNDSCAPE- COGNITIVE SERVICES

In 2017, the ONCE Foundation Soundscape project developed by [ILUNION Tecnología y Accesibilidad](#) was launched. It was intended to investigate the feasibility of using Cognitive Services from different suppliers (Google, Microsoft and Amazon), to provide better interaction and additional functionalities in mobile applications and in robots, for all users regardless of their disability.



GUIDE TO THE ACCESSIBILITY OF TOURISM DESTINATIONS IN ANDALUSIA

Developed by [ILUNION Tecnología y Accesibilidad](#), this is the first guide of its kind in Spain. The study has developed fieldwork that has selected 24 tourist destinations, assessing 144 resources, six for each destination, split into nine categories (hotels, landmarks, museums, leisure, tourist offices, beaches, restaurants, natural routes and urban tourist routes).

DRIVING THE INCLUSIVE ECONOMY



SOZIABLE

In October 2017, ILUNION launched [Soziable](#), a website on Corporate Social Responsibility, Sustainability and Social Transformation created by [ILUNION Comunicación Social](#).

ILUNION aims to expand its content offering with a proposal aimed at bringing about a change needed to achieve a more inclusive society and economy. This is the origin of the claim that accompanies Soziable's heading: 'Change is human'.



ACCESSIBLE TOURISM

[ILUNION Hotels](#), together with thirteen other Spanish companies in the tourism sector, has participated in a project led by the UNWTO (World Tourism Organisation) and the Global Compact Spanish Network to promote actions that can contribute to achieving the Sustainable Development Goals (SDGs) in the tourism sector.

[ILUNION Tecnología y Accesibilidad](#) has joined the ISO TC 228 Working Committee on Accessible Tourism together with the ONCE Foundation, the World Tourism Organisation and AENOR, to develop the new international standard that will establish accessibility standards to ensure responsible and inclusive tourism.

Responsible Management

ECONOMIC - FINANCIAL

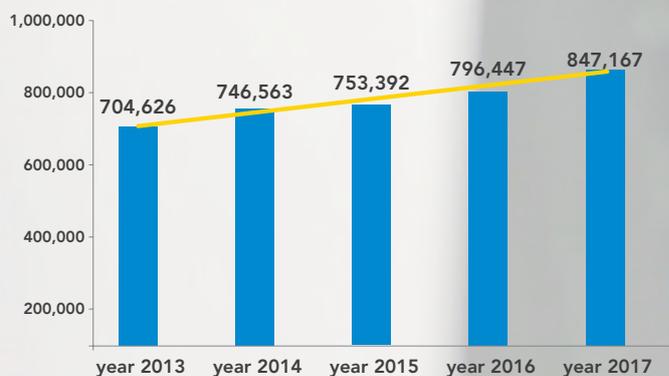
The economic results of ILUNION in 2017

have exceeded the strategic objectives set for the year. The Group continues to grow and three years after the unification of all its brands consolidates the position of its companies in the different sectors in which it operates.

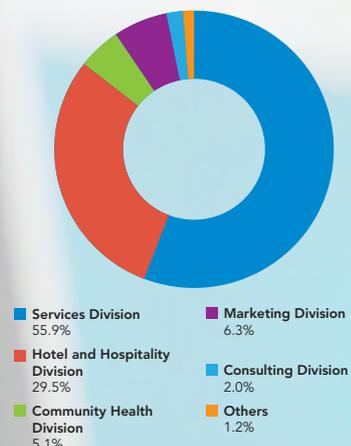
At the end of 2017, ILUNION sales amounted to €847.2M, 6.4% more than in the previous year.

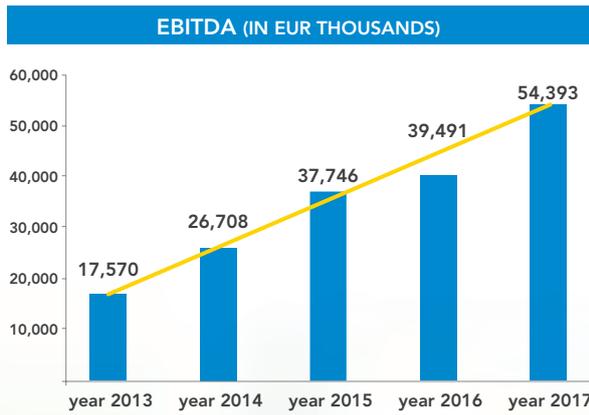
This figure includes the contribution of Facility Services, Industrial Laundry and Hotels, which together generated 72.7% of the Group's sales. Hotels, Industrial Services, Community Health and Laundries experienced a year-on-year increase of over 10%, with Hotels showing an improvement of over 22%.

SALES (IN EUR THOUSANDS)



SALES PER DIVISIONS

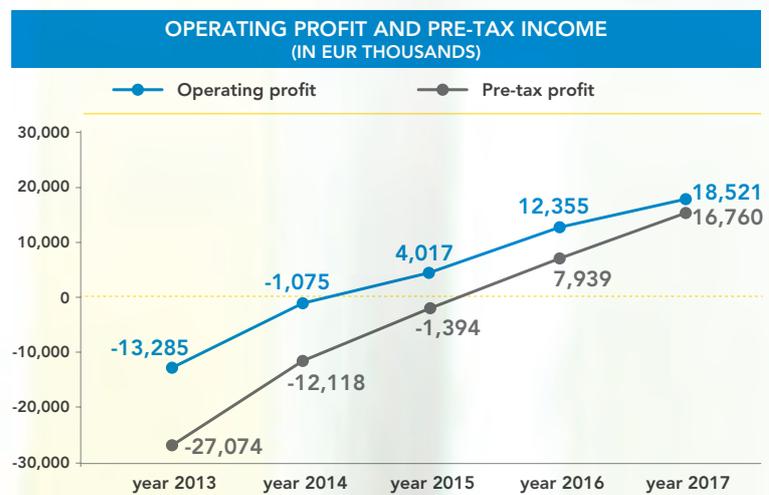




The year 2017 ended with a cumulative operating profit of €18.5M, improving the 2016 financial year by €6.2M and consolidating the positive evolution of recent years.

In terms of pre-tax profit, the accumulated figure for December amounted to €16.8M, with an improvement of €8.8M over 2016.

EBITDA grew 37.7% on the previous year and 29% on the budget, reaching €54.4M.



The total assets decreased by 0.5% with regard to 2016, from €1.031M to €1.025M. Net equity amounted to €588M, growing 1% from the previous year. Assets were mainly financed from proprietary resources, representing 57.3% of total liabilities.

Gross financial debt was €218.3M, down 13% from 2016. Net financial debt was around €180M, which represents 30% of the net worth. The working capital reached almost €142M, a figure very similar to that of 2016.

ECONOMIC VALUE GENERATED, DISTRIBUTED AND RETAINED

	2017	2016	Variation 2016-2017
Direct economic value generated (EVG)			
Income (in EUR thousands)			
Sales, changes in inventories of finished products, fixed assets, financial revenue and other income	912,737	849,223	7.5 %
Economic value distributed (EVD)			
Operating costs (in EUR thousands)			
Supplies and operating expenses	264,128	246,339	7.2 %
Wages and social benefits (in EUR thousands)			
Payments to employees and social contributions	594,471	562,066	5.8 %
Payments to providers of funds (in EUR thousands)			
Financial expenses: payments to capital providers of the organisation	4,541	6,122	-25.8 %
Payments to government (in EUR thousands)			
Gross taxes and rates (1)	4,595	4,344	5.8 %
Economic value retained (EVR)			
Reserves, amortisations, depreciations, etc. (in EUR thousands)	54,393	39,491	37.7 %

(1) accrued during the year

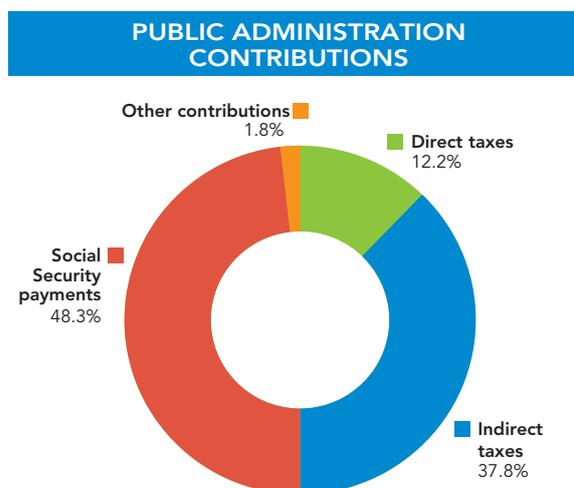
PURCHASING AND PROCUREMENT

The volume of ILUNION purchases, including expenses and investments, reached in 2017 a figure of €297.5M, slightly lower than in 2016, amounting to €314M. Group companies contracted a total of 5,349 suppliers (4,930 in 2016), of which 95% of them were local. In the supplier and contractor selection processes, ILUNION takes into account issues such as quality and environmental management by the collaborator, as well as compliance with basic labour standards and practices, among others.

Suppliers under the framework agreement reached 35 in 2017, 16 more than in 2016. With these suppliers, a general framework of collaboration is established that allows the development of various measures for people with disabilities, beyond the procurement agreements.

RESPONSIBLE TAXATION

In 2017, ILUNION contributed a total of €285.9M to the different sections of the public administration in terms of taxes to the Public Treasury and Social Security contributions for its employees. Of this contribution, 99.8% was made in Spain and the remaining 0.2% outside Spain.



PEOPLE

At the end of 2017, a total of 34,679 people worked in the Group, 4.8% more than in the previous year. Of these people, 40.6% had some form of disability, compared to 37.7% in 2016. ILUNION's companies created 1,597 direct jobs for people with disabilities during the year.

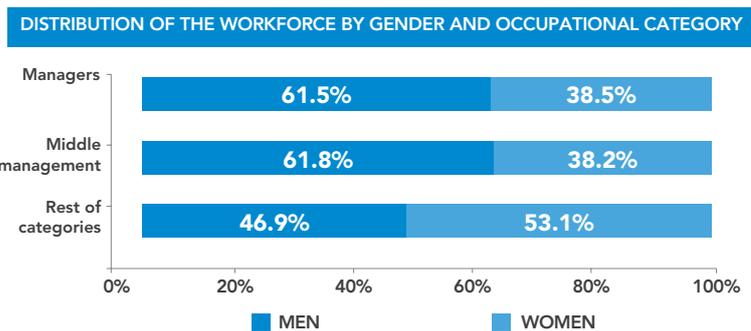
GENDER DIVERSITY

At the end of 2017, 53% of ILUNION's staff were women, and 33.1% of all employed women also had some form of disability.

The presence of women in all governing bodies of the Group's companies represented 31.7% of the total, a percentage of 44.4% for all Management Committees.

In April 2017, the Corporate Diversity and Equality Commission was set up at ILUNION to ensure compliance with equality regulations and to provide advice and monitoring of actions in this area for the Group's companies.

In 2017, ILUNION's Equality and Anti-Harassment Committees dealt with 17 cases, with the consequent investigation being carried out and resolutions being taken. In one case, the person was dismissed, and the rest were considered to be conflicts.



Between 12 and 16 June, ILUNION held Diversity Week II, under the theme: 'Inclusive Teams. Creative Teams'. On this occasion, in addition to the disability and gender variables, the generational diversity and LGBTI diversity variables were also introduced.

DIVERSITY WEEK II 'Inclusive Teams. Creative Teams'



PROFESSIONAL DEVELOPMENT AND TALENT MANAGEMENT

During 2017, more than 130,000 hours of training were provided, an increase of 4.6% over 2016. In recent years, the calculation of total training hours has increased as a result of the growth of the business experienced by ILUNION and the need to train staff to increase professionalism and successfully meet the Group's new challenges.

A rate of 38.4% of training hours were for women, and 42.5% were for people with disabilities. By category, 9.2% corresponded to training for executives and middle managers, and the remaining 90.8% to other professional categories, including production areas.

ILUNION Contact Center has launched a professional development plan at its centres in Madrid, Barcelona, Seville and Santander with the aim of enabling and promoting the professional development of employees with potential, and creating a pool of qualified service managers. Out of a total of 93 candidates,

17 were eligible, including 8 persons with disabilities.

Finally, ILUNION launched the Young Talent project for the development of professional internships for vocational and university students, especially students with disabilities.



RECOGNITION AND PROMOTION OF INTERNAL TALENT

Through various initiatives, the Group recognises and promotes the talent existing in the workforce of its companies. In 2017, the following initiatives are noteworthy:

- › Launch of the Contact Center Awards to recognise the talent, commitment and professionalism of the best staff of the year.
- › The 33rd Management Conference held by ILUNION Lavanderías, in which Amalia plant were awarded the best economic performance and the Granada plant for the best process performance.
- › The holding of the 3rd Managers Biennial of the chain of stores in ILUNION Retail, with the presence of its main suppliers.
- › Presentation of ILUNION Hotels's 2nd Annual Awards to the professionalism and efforts of the best employees and establishments in the hotel chain, awarded to the hotels ILUNION Aqua 4, ILUNION Bel Art, and ILUNION Málaga.
- › Presentation of the Facility Services Awards for Best Economic Performance, Innovation and Professional Career, which were handed over to three employees during the 2nd company Conference on Commercial Management.

OCCUPATIONAL HEALTH AND SAFETY

At the end of 2017, 66.7% of Grupo ILUNION companies were certified under the OHSAS 18001 standard. In addition, 66% of Group employees were represented on formal joint health and safety committees. In addition, ILUNION meets the objective of having 100% of its staff trained in occupational risk prevention every year. In this regard, 24,713 training hours were delivered in 2017.

During the year, the occupational risk prevention activity was reorganised, and joint prevention services were set up in the Group companies. For 2018, a new occupational risk prevention management tool is planned to be launched and a new absenteeism management model is to be implemented that aims to change culture by analysing its causes. A pilot project has been initiated in ILUNION Lavanderías to be extended at first to ILUNION Servicios Industriales and gradually to other areas of the Group.



COMMUNITY

The presence of ILUNION

throughout Spain is an opportunity to make ILUNION's values visible and to create links with its immediate surroundings.

MAKE THE ILUNION EXPERIENCE VISIBLE THROUGH SPORT

ILUNION Hotels sponsored the 'Spartan Race' obstacle race for the second consecutive year.

During the races held in several cities in Spain, more than 700 employees from the chain participated, with and without disabilities. Many of them completed it blindfolded to put themselves in the

shoes of people who are blind or have a visual impairment. The goal was for all participants to overcome obstacles through peer support and mutual collaboration, reaching the goal together.

The 'Pilgrim Race' is a race that takes the Camino de Santiago by bicycle from Madrid to Santiago de Compostela in eight stages. In 2017, the Director General for Tourism of the Community of Madrid, the Director of Zeltior and the Director of ILUNION Hotels, participated, along with a team of eight workers in the chain, five of them with disabilities. The team was sponsored by Irene Villa.

The '100x100 CiclaMadrid' charity race is a cycling race that covers the 100 kilometres that separate Torrelaguna from San Lorenzo del Escorial and whose profits are used for a social cause. A team of ten workers from Grupo ILUNION and ILUNION Hotels, five of them with disabilities, participated in raising funds for Down Madrid.



GRACIAS A TI

In 2016, the ONCE Foundation, Inserta and ILUNION Hotels, launched the collaborative solidarity project Gracias a Ti, which at the end of 2017 was extended to the Group's corporate area and to ILUNION Retail.

The initiative will finance three social projects through the donation of the rounding off of the salary of the participating employees. ILUNION and the ONCE Foundation will match the amount donated by workers. The non-profit organisations and projects ultimately supported will be directly chosen by employees.

In 2016, €34,931 was raised thanks to participants from ILUNION Hotels and the ONCE Foundation, which was doubled to €69,862. This amount was given to the Spanish Federation of Parents of Children with Cancer, the José Carreras Foundation and the REMAR Association.

ENVIRONMENT

The most commonly used tool by ILUNION companies for environmental protection is the Environmental Management System. At the end of 2017, 80.8% of the Group's companies were certified according to the ISO 14001 Environmental Management standard. In addition, in 2017, a large number of the Group's companies adapted

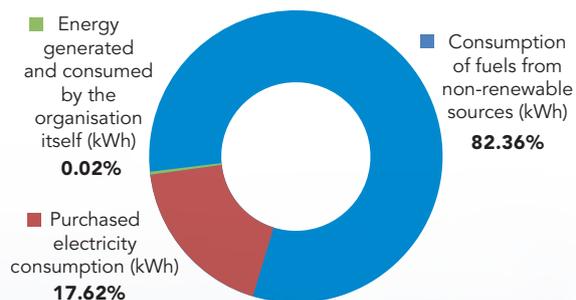
to the new version of the UNE-EN-ISO 14001 standard: 2015.

In 2017, the environmental expenses and investments of the various lines of activity of ILUNION amounted to €474,261 with 82% of the total corresponding to the Hotel and Hospitality Division.

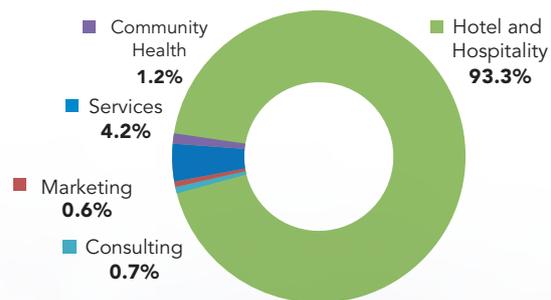


ENERGY CONSUMPTION AND ENERGY EFFICIENCY

TOTAL ENERGY CONSUMPTION BY TYPE OF CONSUMPTION



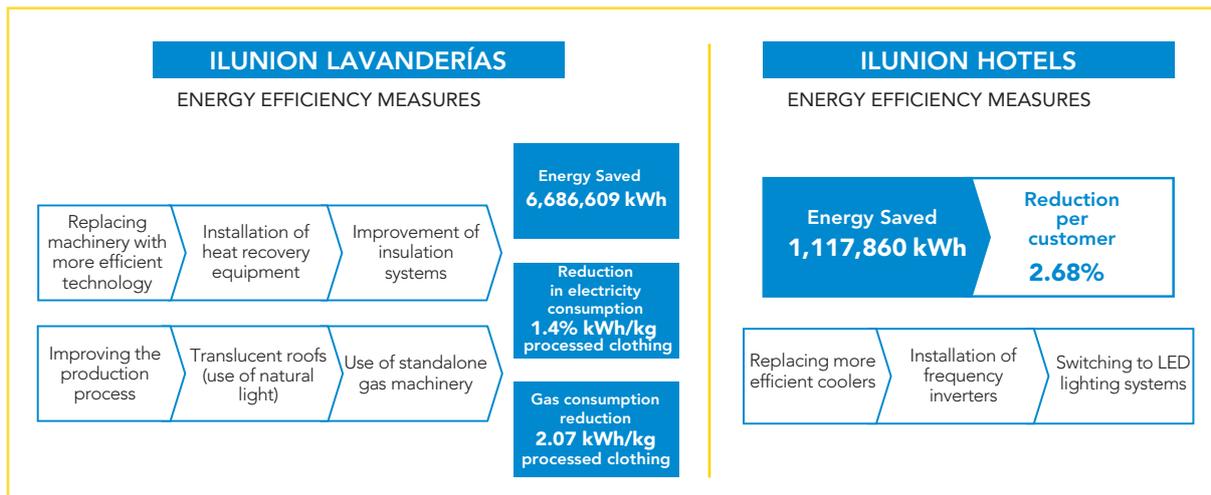
TOTAL ENERGY CONSUMPTION BY DIVISION



The Group's 93.3% energy consumption is attributed to the Hotel and Hospitality Division, with **ILUNION Lavanderías** representing 84.3% of the total. In 2017, the energy consumption of the Hotel and Hospitality Division increased by 16.3% compared to 2016. This increase is directly related to the increase in production in the industrial laundry business by more than 5%, the

acquisition of new laundries in 2017 and the addition of a new hotel to the chain of establishments of **ILUNION Hotels**.

Energy efficiency measures taken by **ILUNION Lavanderías and ILUNION Hotels**, the companies that have the greatest impact on the Group's energy consumption, have led to the following results:



In addition, **ILUNION Facility Services** implemented and certified an Energy Management System based on ISO 50001:2011 at its head office in Madrid. With regard to sustainable mobility, the Madrid telecare service of **ILUNION Socio-sanitario** has a fleet of hybrid and electric vehicles and a shared company vehicle.



WATER CONSUMPTION

In 2017, the total volume of water consumed exceeded 2.5 million m³, representing a total cost of just over €4M.

A rate of 95.2% of the ILUNION Group's water consumption is attributed to the Hotel and Hospitality Division. Of which 80.3% corresponds to **ILUNION Lavanderías**, which thanks to the improvements made to its processes, has achieved a saving of 3.82 litres per kilo of processed clothing. In fact, approximately 57% of the water consumed in 2017 in pre-wash processes comes from water reused from rinsing/pressing.



MATERIAL CONSUMPTION AND WASTE PRODUCTION

Paper consumption amounted to 104,002 kg, with just over 84% eco-labelled paper or other environmental labels. A rate of 56.7% of paper consumption comes from the Services Division.

Toner consumption was 12,977 Kg, and 96.7% of this comes from the Services Division. Likewise, much of this division's consumption is attributed to [ILUNION Automoción](#) as, in the course of its activity, it is necessary to print a large amount of documentation for the labelling process of parts and trolleys in the sequencing system.

In 2017, 11,935.85 tonnes of waste were produced, with 52.7% considered to be non-hazardous waste. A rate of 68.9% of the waste produced was subsequently reused, recycled or recovered.



GREENHOUSE GAS EMISSIONS

In 2017, [ILUNION Hotels](#) and [ILUNION Lavanderías](#), the Group's two largest companies in terms of environmental impact, recalculated their greenhouse gas emissions. In both cases 2017 has been established as a base year to be used as a reference for the formulation of emission targets as well as for the monitoring of GHG emissions.

ILUNION Hotels

In 2017, to calculate the carbon footprint, the consumption and emissions of 26 establishments were taken into account, which represents an additional centre with regard to 2016 following the acquisition of the ILUNION Hacienda del Sol hotel¹. In addition, GHG emissions from the vehicle fleet were considered for calculation and not included in previous years.

Source	Total emissions (tCO ₂ eq)			
	Scope 1	Scope 2	Scope 3	Total
Combustion of fossil fuels in employment centres	598.92		167.03	765.95
Use of refrigerant gases	2,122.21		172.25	2,294.46
Vehicle fleet	9.50			9.50
Use of purchased electricity		9,260.65	488.28	9,748.93
Natural gas consumption	2,942.47		90.12	3,032.60
Business trips			56.53	56.53
Employee taxi rides			2.27	2.27
ILUNION HOTELS Total	5,673.10	9,260.65	976.48	15,910.24

15.7 Kg
CO₂e/overnight stay
+9.9% vs.
2016

GHG emissions in 2017 have increased by 15.4% compared to 2016 due to extension of the scope, mainly leading to an increase in electricity consumption.

(1) On 31/12/2017, ILUNION Hotels has 25 establishments following the sale of the ILUNION Puerta de Triana hotel.



ILUNION RECICLADOS: A COMMITMENT TO THE CIRCULAR ECONOMY

The ILUNION Recycled Waste Electrical and Electronic Equipment (WEEE) treatment and management plant is one of the most advanced in Spain, with the capacity to manage most of the 10 WEEE categories currently in existence.

Its installations consist of three treatment lines with the technological resources required to achieve maximum optimisation in recovery processes. These installations are equipped for the disassembly, controlled shredding and subsequent classification of all materials processed at the plant, by means of strictly mechanical and non-chemical and techniques, which are more harmful, dangerous and uncontrollable in terms of their environmental impact.

It is one of the few companies in Spain to act as a refrigeration operator in the refrigerator treatment line. It has the EMAS environmental certificate, which is different from other companies in the sector.



ILUNION Lavanderías

In 2017, Lavandería Morales located in Fuerteventura was incorporated and 50% of the capital was acquired.

Source	Total emissions (tCO ₂ eq)			
	Scope 1	Scope 2	Scope 3	Total
Combustion of fossil fuels in employment centres	16,539.62			16,539.62
Use of purchased electricity		17,247.25		17,247.25
Natural gas consumption	56,229.25			56,229.25
Vehicle fleet			513.13	513.13
Water consumption delivered via main network	6,709.70			6,709.70
Business trips			257.27	257.27
Employee taxi rides			2.50	2.50
ILUNION LAVANDERÍAS Total	79,478.57	17,247.25	772.90	97,498.72

483.1 Kg
CO₂e/tonne of
treated clothing
-0.02 %
vs.
2016

The results obtained indicate that the total emissions of ILUNION Lavanderías amounted to 97,498.72 tons of CO₂ equivalent in 2017, 10.6% more than in 2016. However, the output indicator decreased by 0.02% due to the productive and energy efficiency improvements adopted by the organisation.

2017 PERFORMANCE INDICATOR CHART

ECONOMIC - FINANCIAL	2017	2016	Change
SALES (€M)	847.2	796.4	6.4 %
EBITDA (€M)	54.4	39.5	37.7 %
OPERATING PROFIT (€M)	18.5	12.4	49.2 %
PURCHASE VOLUME (€M)	297.5	314	-5.3 %
NUMBER OF SUPPLIERS	5,349	4,930	8.5 %
% LOCAL PURCHASES	95.0 %	97.0 %	-2.1 %
PEOPLE	2017	2016	Change
TOTAL NUMBER OF EMPLOYEES	34,679	33,098	4.8 %
% EMPLOYEES WITH DISABILITIES	40.6 %	37.7 %	7.7 %
% EMPLOYEES WITH SPECIAL DIFFICULTIES (1) (*)	12.9 %	13.5 %	-4.2 %
JOBS CREATED FOR PEOPLE WITH DISABILITIES	1,597	1,499	6.5 %
% WOMEN EMPLOYED (*)	53.0 %	54.0 %	-1.9 %
% WOMEN WITH DISABILITIES (2) (*)	33.1 %	30.4 %	8.8 %
% EMPLOYEES WITH PERMANENT CONTRACTS (*)	62.1 %	62.1 %	0.0 %
NUMBER OF EMPLOYMENT CENTRES	479	479	0.0 %
NUMBER OF SPECIAL EMPLOYMENT CENTRES	258	239	7.9 %
TOTAL TRAINING HOURS	130,486	124,749	4.6 %
ACCIDENT RATE (3)	8.51	9.27	-8.2 %
ABSENTEEISM RATE (4)	2,077.5	1,889.58	9.9 %
% GROUP COMPANIES WITH OSHAS 18001 CERTIFICATION	66.7 %	68.0 %	-1.9 %
ENVIRONMENTAL	2017	2016	Change
% GROUP COMPANIES WITH ISO 14001 CERTIFICATION	80.8 %	80.0 %	1.0 %
% GROUP COMPANIES WITH ISO 9001 CERTIFICATION	95.8 %	94.0 %	1.9 %
TOTAL ENERGY CONSUMPTION (INTERNAL CONSUMPTION) kWh (5)	449,846,286	419,605,266	N/A
TOTAL WATER CONSUMPTION (m ³) (5)	2,569,265	2,315,810	N/A
WASTE PRODUCED (t) (5)	11,935.85	231,161	N/A
GHG EMISSIONS - ILUNION HOTELS (Kg CO ₂ e /overnight stay)	15.7	14.3	9.9 %
GHG EMISSIONS - ILUNION LAVANDERÍAS (Kg CO ₂ e/ tonne treated clothes)	483.1	483.2	-0.02 %

(1) Indicator calculated based on the total number of employees. Employees with mental disabilities - individuals with cerebral palsy, mental illness or intellectual disability with a recognised degree of disability greater than or equal to 33% and employees with a physical or sensory disability with a recognised degree of disability equal to or greater than 65%.

(2) Indicator calculated based on the number of women employed.

(3) Accident rate: (Total number of accidents/total hours worked) per 200,000.

(4) Absenteeism rate: (Total number of days lost (due to absence) / total hours worked) per 200,000.

(5) The 2017 environmental indicators are not comparable to those of 2016 as they have a different scope.

*The scope of this data refers exclusively to Grupo ILUNION in Spain. It does not include the 28 employees who worked in Colombia, Portugal and Andorra at the end of the year, 16 of whom were people with disabilities.

ABOUT THIS REPORT

The objective of ILUNION's Shared Value Report 2017 is to provide material information to stakeholders so that they can understand the progress made and the Group's main future challenges.

In its preparation, the principles and criteria of the GRI Standards for the preparation of sustainability reports have been taken into account, as well as the criteria of the International Integrated Reporting Council Framework (IIRC). Without a comprehensive application in the latter case, the consideration of certain aspects of the Framework gives the Group the opportunity to explain and convey to its stakeholders how it is able to create value in the short, medium and long term for the company, through the development of its strategy.

As required by the materiality principle of the GRI Standards, the 2017 Report reports on material issues for the ILUNION Group, i.e. those aspects of a social, environmental, economic and/or governance nature that are relevant to the organisation and influence the decision-making of its stakeholders.

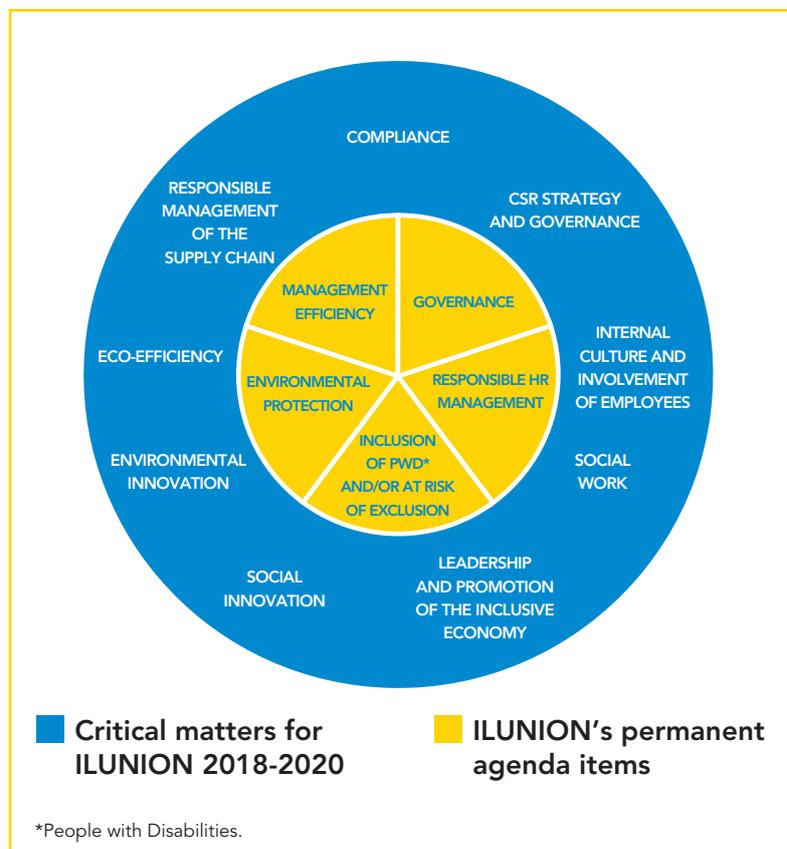
The contents of the report refer to the 2017 financial year and this year corresponds to the scope of the most significant quantitative milestones. For qualitative information, the time horizon was extended to

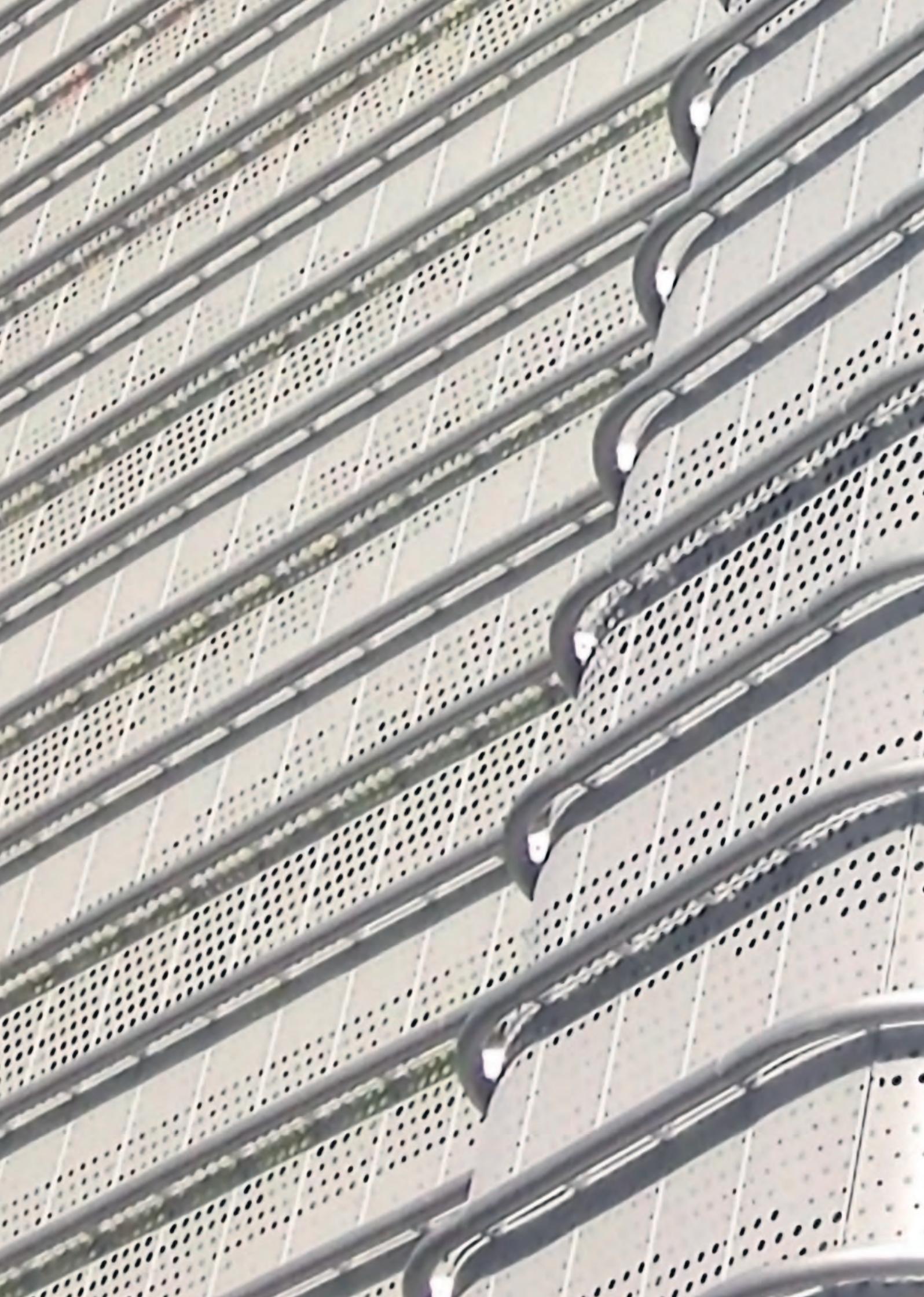
the first quarter of 2018 when deemed necessary. In such cases, this is indicated in the report.

The key variables of economic and financial performance and people management are provided in consolidated format for the whole business group. When the information is presented in a disaggregated manner, in some cases it is presented by lines of activity, according to the organisational structure and management control of the companies, and in others according to the commercial divisions that group

the different business lines. In each case, how the information is being presented is explained throughout the report.

The scope of the report considers the companies in which the Group holds a majority stake. For the first time this year, information on Group companies outside Spain is included for some indicators. In each case, the scope of the information provided is explained throughout the report.







Torre ILUNION
C/ Albacete, 3 - 28027 Madrid

www.ilunion.com

contacto@ilunion.com



grupo social **ONCE**

