



WE WORK
FOR A MORE
INCLUSIVE
ECONOMY

SHARED
VALUE
REPORT

2018

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INCLUSIVE
ECONOMY

SHARED
VALUE
REPORT

2018

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MIGUEL CARBALLEDA PIÑEIRO

ONCE SOCIAL GROUP
PRESIDENT



Dear friend,

Welcome to this 2018 Shared Value Report from ILUNION, one of the executive areas of our ONCE Social Group which, as you know, is the result of the joint action of ONCE, the ONCE Foundation and ILUNION to contribute more and more to citizens and to maintain our maxim: to give back, many times over, the resources we use, in the form of social services and life opportunities for blind people and people with other disabilities.

At the end of this year, we are able to say that the ONCE Social Group is establishing itself as a sustainable and promising contribution to the social and economic development of people with disabilities. Our teamwork makes us stronger, under the more group and more social premise, and strengthens our position as the largest creator of employment and socio-economic action aimed at disability in Spain and in the world.

Our objective cannot be anything other than the complete inclusion of blind and people with disability under the principle of equal opportunities and, with this in mind, we add value to society through the creation of a responsible and sustainable model, leader in social economy, which demonstrates every day that economic and social profitability are desirable and compatible.

We do so from a model that is unique in the world, in which it is the blind or people with disability that receive the services who, accompanied by many good travelling companions, promote the continuity of the system that combines three areas of action. Responsible gaming management by ONCE, the economic engine for the social coverage of blind people; training, accessibility and inclusion in the labour market of people with disability through the ONCE Foundation, with the best possible financial allocation of 3% of gaming income plus the contribution from the European Social Fund (ESF). In addition to this, the business environment of ILUNION, which achieves very positive economic and social results, offers valuable services to its clients, creates quality employment and showcases the talent of people with disabilities or other groups at risk of exclusion.

With this life philosophy, we have gone through 2018 with results that commit us more and more every day to citizens to affirm that, whenever they need us, we will be by their side. We will do so, along with many other services, creating quality employment for people who have it a little harder. In a country where the word “unemployment” has haunted and hurt us deeply and continues to do so, our greatest satisfaction is that we have even managed to partially alleviate its effects, bringing a total of 11,937 people out of inactivity in the last year, 11,571 of whom have disabilities. This is in addition to the 1,033 permanent contracts we have entered into with ONCE gaming vendors, all with disabilities.

For example, taking a little look back at this 21st century, that we've already taken a good bite out of, it turns out that we have already created 111,327 jobs in 18 years for those who have it harder, something absolutely unthinkable not long ago and, certainly, a figure behind it, excuse the repetition, of 111,327 real life and inclusion stories.

In spite of the crises endured, the 21st century has been a century that began with a great effort in the creation of employment for people with disabilities, a trend of which we feel proud and which we will try to maintain, knowing what the best possible way to achieve inclusion is: a decent pay. And we lead by example since, at the end of 2018, the ONCE Social Group had 71,393 workers, of whom 58% were had disabilities.

And let me highlight the effort to contribute to society, which is emphatically what we value most about our social essence. This is demonstrated by the report by the consulting firm PwC on our ability to return wealth to citizens, which shows that the ONCE Social Group is responsible for 0.27% of Spain's Gross Domestic Product (GDP), which rises to 0.52% in the case of our contribution to total employment.

We achieved this in 2018, with a rate of job creation at which we have promoted one out of every 195 jobs created in Spain and, even better, one out of every 191 jobs being held by women. Because, for us, employment is not a means to a financial end: employment is the end in itself, the goal, the achievement, when a person with a disability has access to a job.

None of this would be possible without the close support of the Spanish population, both in their participation through ONCE's lottery products, and the commitment of companies and citizens in the acquisition of goods and services offered by ILUNION. A tandem of wealth creation that builds up and grows. In 2018, the Organisation's gaming revenues improved by 8.5% and the sales of our ILUNION social enterprises by 9.2%, a very favourable and hopeful result in both cases.

But I reiterate what has already been said above: these are very important data that only pursue the goal of continuing to fully invest all of our income in social action. This is our maxim and our commitment, which can be clearly appreciated with data such as the fact that the ONCE Social Group allocated a total of 266 million euros to social investment in 2018.

Also emphatic is the fact that ILUNION has reached 925 million euros in sales and almost 73 million euros in EBITDA, with the creation of 1,121 new jobs, 720 of which were for people with disabilities. Therefore, the workforce stood at 35,800 people, 41.3% of them with disabilities.

The founders of this great dream called ONCE, now under the vast umbrella of ONCE Social Group, could not have imagined it. But we have done so and will continue to do so over the next few years, for example by bringing together more than 1,500 blind people from around the world in Madrid in June 2020 at the World Blindness Summit Madrid 2020, the largest conference to discuss the concerns and future of these people in the coming decades. We do it in Spain, from Spain and for the world. We continue to contribute because you make it possible and because, like you, we are genuine.

ALEJANDRO OÑORO MEDRANO

ILUNION CHIEF
EXECUTIVE OFFICER



In 2018 we have again revised and updated the strategic plan that served as the basis for the launch of the single brand and the merger of the group of companies. ILUNION has evolved into a much more entrepreneurial model, but without having lost our social purpose, which is, at the same time, our core business: we have created more than 5,000 jobs for people with disabilities in the last four years and we have improved all economic and financial ratios in an outstanding way.

The consolidation and recognition of the new unique brand; the international expansion to Colombia with the opening of two industrial laundry plants; our new headquarters, Torre ILUNION, which houses the corporate services and the head offices of the different companies, as well as the Shared Services Centre, the real heart of the Group, are the most relevant milestones of this period that has come to an end. We have managed to convince and make our shareholders, ONCE and the ONCE Foundation, our workers and society as a whole fall in love with ILUNION's value proposal and its future project.

The new Strategic Plan predicts the growth of the Group inside and outside Spain through our companies and other corporate operations. We will create 3,000 jobs for people with disabilities and other groups at risk of exclusion and we will reach 40,000 people on the payroll. We will reach €1,000M of turnover and invest €225M to grow and modernise our equipment and facilities. 10% of this amount will go to the international project that will have Colombia, the Dominican Republic and Portugal as its objectives.

ILUNION aspires to be one of the leading business organisations in Spain and a leader in the building of a more inclusive economic growth and development model. We will do it together with the ONCE Social Group and in close collaboration with the Disability sector. And we want to do it as a sustainable and responsible project from all angles: economic, governance, social and environmental.

On the Governance side, in 2019 we will make progress in the development of internal regulations on the functioning of the governing bodies, in the implementation of the risk management system, we will strengthen the management of cybersecurity and we will implement a project to evaluate the protection of Human Rights in all our businesses.

As regards social matters, we maintain our commitment to being one of the best places to work in Spain, as well as our priority in the management of diversity, particularly in equality between men and women and those groups with greater difficulties regarding inclusion. We continue to promote opportunities for professional development and internal promotion, encouraging a personal work-life balance and making our employment centres accessible,

innovative and collaborative spaces. We are looking for young talent to help us in the process of digital and technological transformation. And we continue to work so that our values and our culture permeate our way of working and of being in the markets and forums in which we have a presence.

ILUNION has made a firm commitment to excellence at all levels and in all areas of the organisation and has set itself the target of achieving four EFQM 500+ certifications by 2019. In this regard, constant supervision is maintained in order to be aware of the best market practices and to incorporate and replicate them in the Group companies.

Finally, we will implement one of the most important projects of the CSR Master Plan approved in 2018, the Environment project, which aims to have consistent indicators and information at group level that allow the leap to be taken towards the establishment of corporate environmental policy and management.

This is the ILUNION project, the project of each and every one of us who are part of it, a project by People and for People. And with People as its main axis, it wants to contribute to the global challenge of the Sustainable Development Goals, mainly goal 10 of Reducing Inequality, and to work for an Inclusive Economy that leaves no one behind.

It is up to us to achieve this and to continue to carry out projects that still seem impossible today. Let's go for it!!!

WE

ARE
ILUNION



WE ARE
ILUNION

A PROJECT BY PEOPLE AND FOR PEOPLE

ILUNION is the business project of the ONCE Social Group (GSO). A group of companies that, under the same brand, offers valuable services to its clients, creates quality employment and is committed to the talent of people with disabilities and other groups at risk of exclusion.

ILUNION puts products and services on the market based on Universal Accessibility, and through its partnerships with partners and clients, helps companies and public administrations also operate in a more inclusive way and fulfil their social commitments.

Strong social commitment, competitiveness and economic profitability guide the activity of ILUNION, which day by day demonstrates that economic and inclusive growth is possible, creating prosperity, opportunities and shared value for society as a whole.



01

SOCIAL VALUE FOR CLIENTS

With a broad offer and the ability to develop services in which people with disabilities are part of the team, ILUNION helps other companies to meet their social commitment.

02

FLEXIBLE AND COMPREHENSIVE OFFER

The Group offers comprehensive solutions under highly competitive conditions thanks to the synergies it develops among its different businesses.

03

SOCIAL AND TECHNOLOGICAL INNOVATION

Commitment to inclusion leads to excellence and creativity to achieve competitiveness.

04

DIVERSIFICATION

The Group comprises five divisions and more than 50 business lines.

05

INTERNAL COMMITMENT

Employees participate and share the ILUNION's social challenge.

06

LONG-TERM VISION

ILUNION applies a strategy of growth and development that is not completely tied to the existing economic climate.

BUSINESS MODEL

ILUNION develops a wide and diversified activity in more than 50 business lines, commercially grouped in the five divisions.



The synergies created between the different business lines make ILUNION's offer comprehensive, flexible and personalised.

55% of the ILUNION employment centres are special employment centres (SEC), legally recognised as one of the types of Social Economy entities.

This brings a distinctive and competitive added value to ILUNION's offer, since it offers potential partners and clients the possibility of sharing their values and their social enterprise project and, at the same time, helps them to comply with current regulations regarding the employment of people with disabilities.

MARKETS WHERE WE OPERATE

ILUNION has 493 employment centres located throughout Spain. At present, it is committed to international development as a key driver of growth, with the aim of exporting the model of a social enterprise that creates employment for people with disabilities and other groups at risk of exclusion.

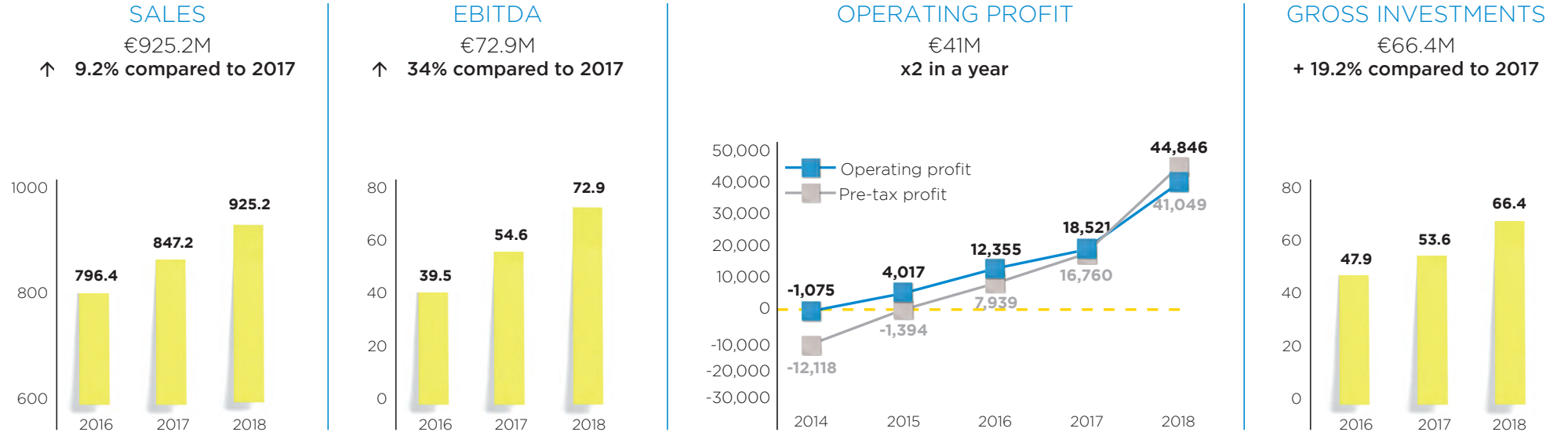
In 2018, ILUNION has continued its expansion process in Latin America with the opening of its second industrial laundry in Bogotá (Colombia) and the creation of 99 jobs for people with disabilities.



ILUNION IN FIGURES

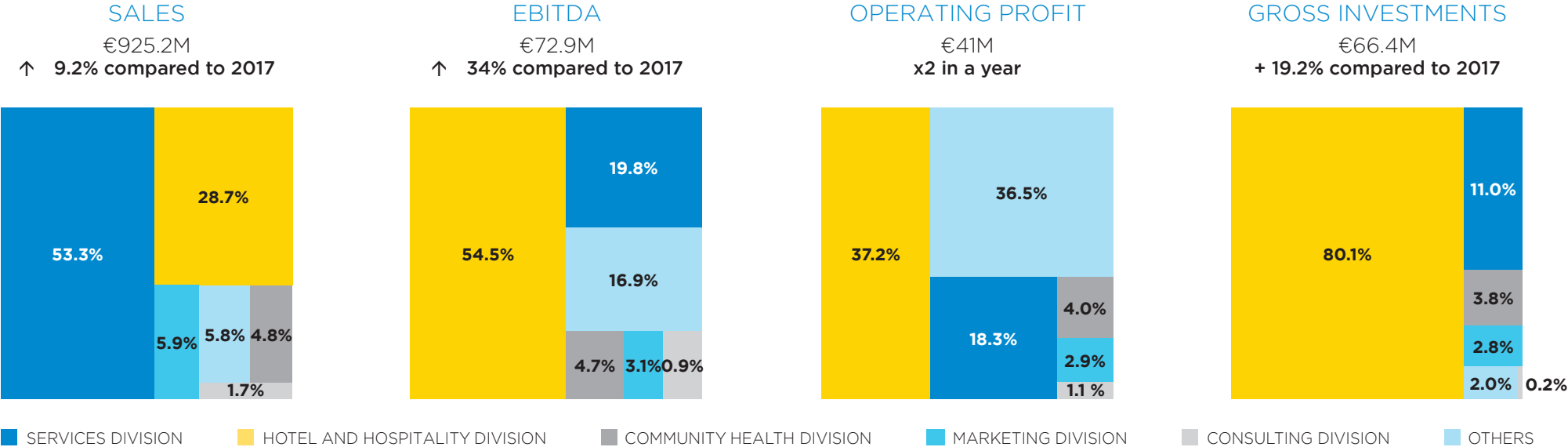
ILUNION HAS GENERATED MORE SALES AND PROFITS IN 2018

PROGRESS



ILUNION HAS GENERATED MORE SALES AND PROFITS IN 2018

2018 DISTRIBUTION BY DIVISIONS



ILUNION HAS GENERATED MORE SALES AND PROFITS IN 2018

ECONOMIC VALUE GENERATED, DISTRIBUTED AND RETAINED	2018	2017
Direct economic value generated (EVG) (in EUR thousands)	1,005,537	913,058
Income		
Sales, changes in inventories of finished products, fixed assets, financial revenue and other income	1,005,537	913,058
Economic value distributed (EVD) (in EUR thousands)	968,223	882,922
Operating costs		
Supplies and operating expenses	300,531	264,127
Wages and social benefits		
Payments to employees and social contributions	628,466	594,471
Payments to providers of funds (in EUR thousands)		
Financial expenses: payments to capital providers of the organisation	4,405	4,541
Payments to government		
Gross taxes and rates	34,821	19,783
Community investments		
Voluntary contributions and investment of funds in the community (includes donations)	0	0
Economic value retained (EVR) (in EUR thousands)	37,314	30,136
Reserves, amortisations, depreciations, etc.	37,314	30,136

ILUNION CREATED QUALITY EMPLOYMENT IN 2018

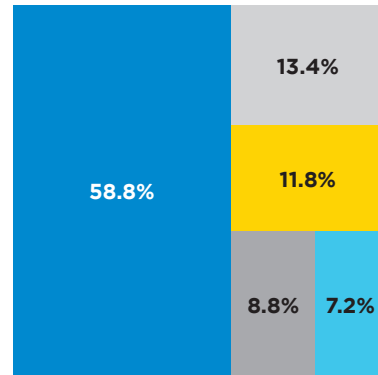
35,800 employees at the end of the year

41.3% PWD (14,798 people)
↑ 1.7% compared to 2017

1,121 more jobs than in 2018
↑ 3.2% compared to 2017

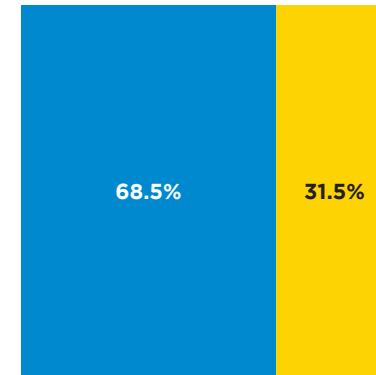
720 new jobs for PWD

DISABILITIES



- PHYSICAL DISABILITY
- INTELLECTUAL DISABILITY
- VISUAL IMPAIRMENT
- MENTAL ILLNESS
- HEARING IMPAIRMENT

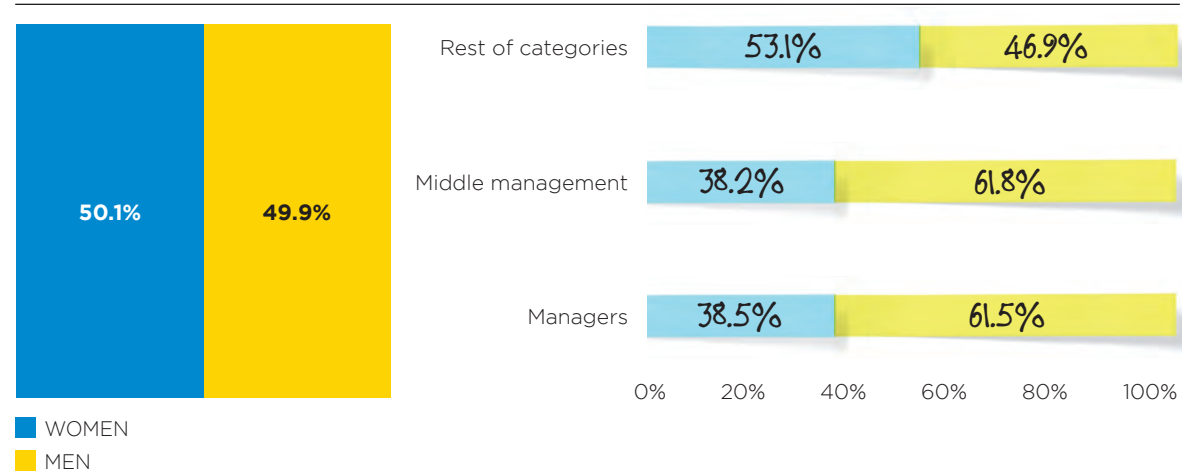
13.4% people employed with special difficulties regarding inclusion



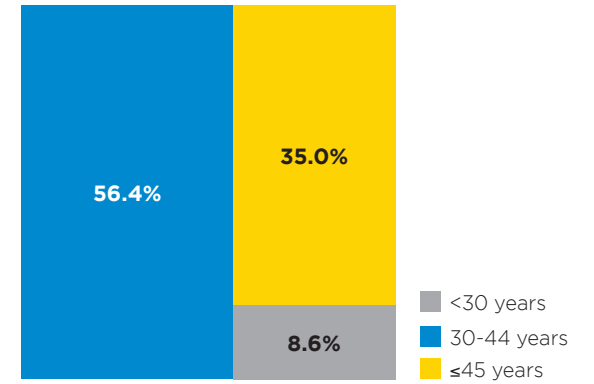
- NO. OF PWD EMPLOYEES WITH CEREBRAL PALSY, MENTAL ILLNESS OR INTELLECTUAL DISABILITY WITH A RECOGNISED DISABILITY OF 33% OR MORE.
- NO. OF PWD EMPLOYEES WITH PHYSICAL OR SENSORY DISABILITIES WITH A RECOGNISED DEGREE OF DISABILITY EQUAL TO OR GREATER THAN 65%.

ILUNION CREATED QUALITY EMPLOYMENT IN 2018

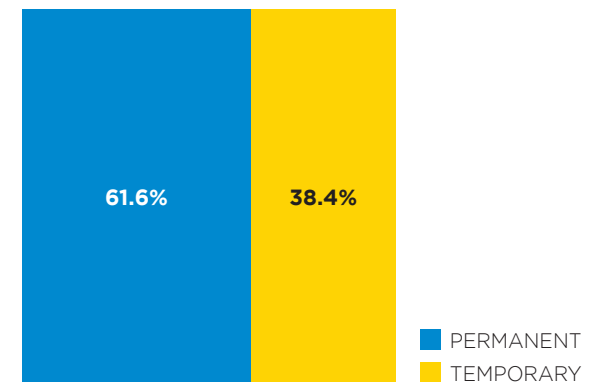
GENDER



AGE



CONTRACTS



THE ACTIVITY
OF ILUNION
CONTINUES TO
GROW

MAIN
INDICATORS
OF ACTIVITY

46 industrial
laundry facilities
+200 t
washed clothes

26 hotels
+4 M clients
+1 M rooms

100 convenience
stores
2 restaurants

+7,300 t
WEEE waste
managed

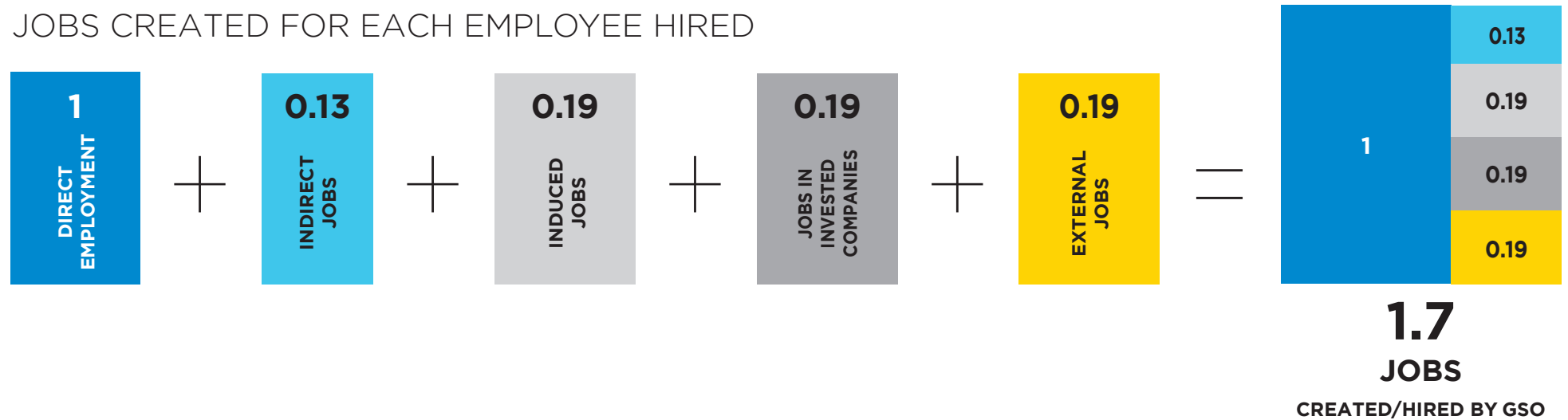
+32.1 M
telephone events
+125 M
digitised
documents

7 residential centres
12 day centres
+40 K users
+5.3 M remote
care calls

AND WITH ALL THIS
ILUNION MAKES
AN IMPORTANT
CONTRIBUTION TO
SPANISH SOCIETY

Through the input-output methodology, the ONCE Social Group annually measures its impact on the creation of wealth in Spain, which reaches 0.27% of the national GDP. In addition, it calculates its contribution to domestic employment, as a result of which, for each internal job in the Group, 0.71 additional jobs are created in investee companies, external jobs, indirect jobs (in suppliers) or induced (due to an increase in household incomes).

JOBS CREATED FOR EACH EMPLOYEE HIRED



CORPORATE ACTIVITY OF THE GSO ENTITY THAT HAS A MULTIPLIER EFFECT ON THE NATIONAL ECONOMY



Source: PwC analysis of INE GSO data.
(1) Calculated as the quotient between the total impact on the GDP and the direct impact generated by the GSO entities as a whole.
(1) Calculated as the quotient between the total impact on the GDP and the total expenditure, investment and aid granted in Spain by the GSO entities as a whole.

Every euro that the GSO has directly generated becomes a **€2.1** total contribution to the national economy.

Every euro that the GSO expends, invests and grants as aid in Spain generates **€5.6** of wealth in the national economy.

2018 ACKNOWLEDGEMENTS

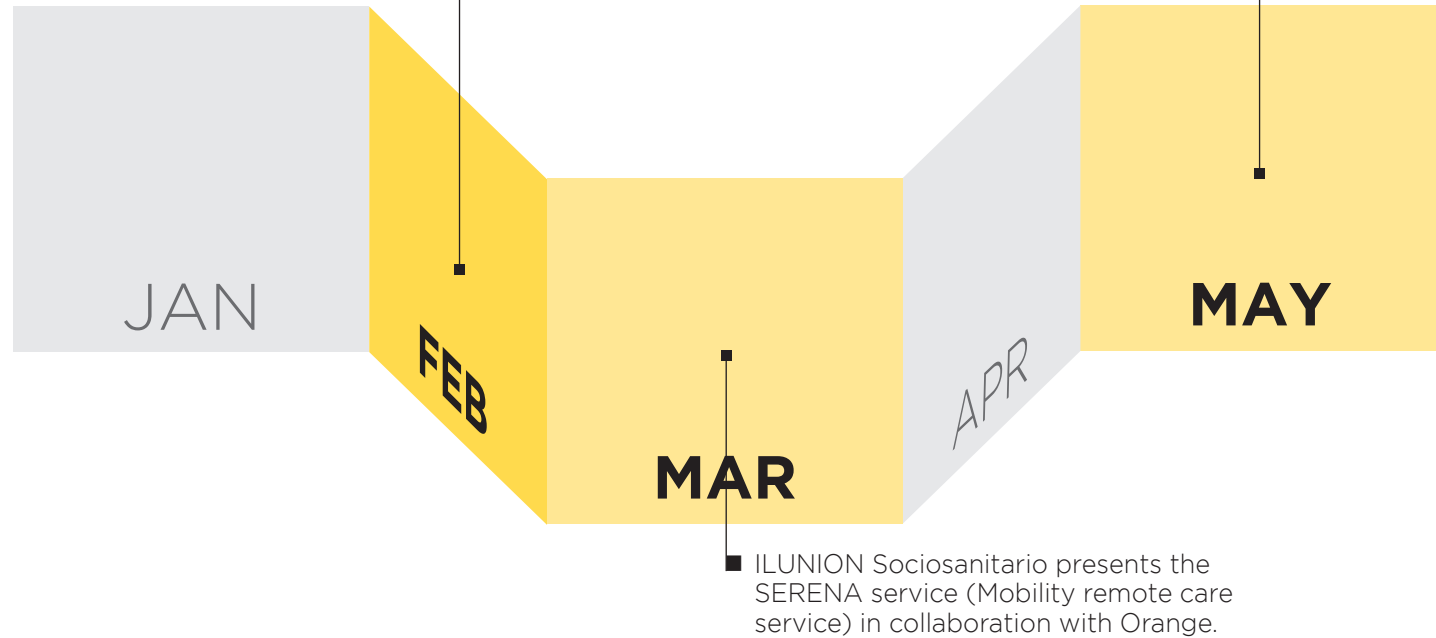
AWARD WINNING COMPANY	AWARD	GRANTING ENTITY
	AWARDS AND MENTIONS FOR CSR IN EMPLOYMENT OF THE COMMUNITY OF MADRID SOCIAL RESPONSIBILITY IN EMPLOYMENT	
	CECE AWARDS FOR SOCIAL VALUES	
	10TH EDITION OF THE RARE DISEASES AWARDS EPF AWARD FOR BEST HEALTH LOGISTICS COMPANY	
	2018 CAPITAL AWARD PROMOTION OF EMPLOYMENT	
	INCLUSIVE IBERO-AMERICA AWARD INCLUSIVE COMPANY	
	INCLUSIVE COMPANY AWARD INCLUSIVE COMPANY	
	9TH PLATINUM CONTACT CENTER AWARDS GALA BEST CONTACT CENTRE	--
	RED CROSS MÉRIDA AND RED CROSS BADAJOZ PARTNERSHIPS AWARD LABOUR MARKET INTEGRATION OF PEOPLE WITH DIFFICULTIES	
	THE EUROPEAN CLEANING & HYGIENE AWARDS WORKFORCE - COMMITMENT TO DIVERSITY	
	SUSTAINABLE CONSTRUCTION AWARDS OF CASTILE AND LEÓN SPECIAL AWARD FOR ACCESSIBILITY	

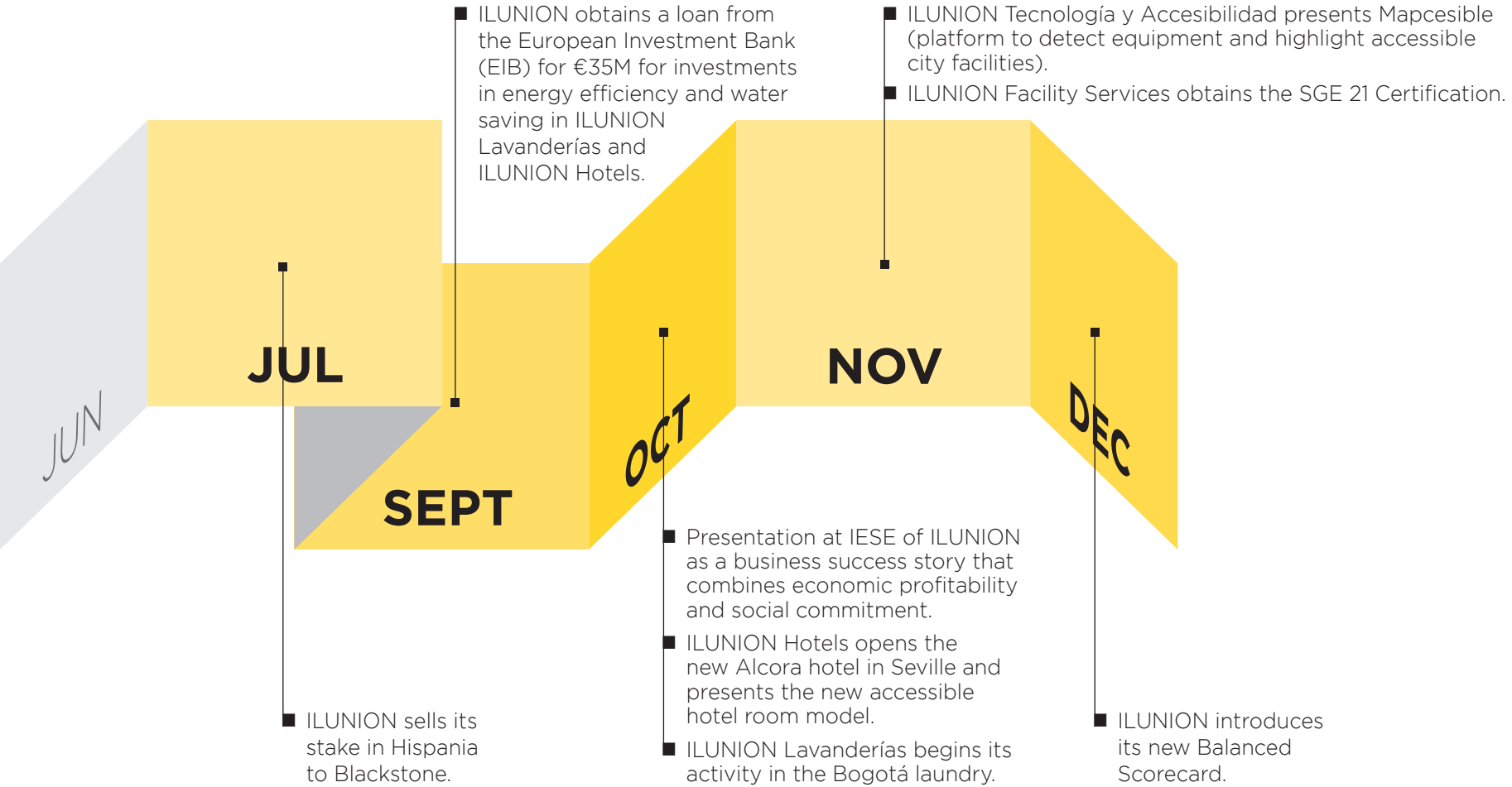
AWARD WINNING COMPANY	AWARD	GRANTING ENTITY
	INTEGRA AWARDS SOCIAL IMPULSE	
	HUELVA ENTREPRENEUR OF THE YEAR AWARD RSC HUELVA WATERS AWARD	
	COMPREDADOR AWARD CASE AWARD	
	WORLD TRAVEL MARKET AWARD CSR WE ARE HEROES ACTIONS	
	BARCELONA SUSTAINABLE TOURISM AWARDS AWARD FOR GOOD PRACTICE IN THE SOCIAL SUSTAINABILITY AXIS	
	RETHINK AWARD SUSTAINABILITY AND HOTEL RENOVATION PROJECTS	
	HOSPITAL AWARDS SAN CARLOS CLINIC SOCIAALLY RESPONSIBLE WORK	
	NATIONAL HOSPITALITY AWARDS COMPANY COMMITTED TO DISABILITIES	
	2018 GOURMET EXCELLENCE AWARD GOURMET	
	SUPERCARERS AWARDS PUBLIC HEALTH COMPANIES	
	9TH SENDA AWARDS INNOVATIVE INITIATIVE	
	COMMUNITY OF MADRID AWARD ON OCCUPATIONAL RISK PREVENTION OCCUPATIONAL RISKS	

2018 MILESTONES

Leading the MERCO Ranking on Corporate Responsibility and Governance for the fourth consecutive year.
ILUNION IT Services reorganises the printing supplies activity and the empty cartridge area.

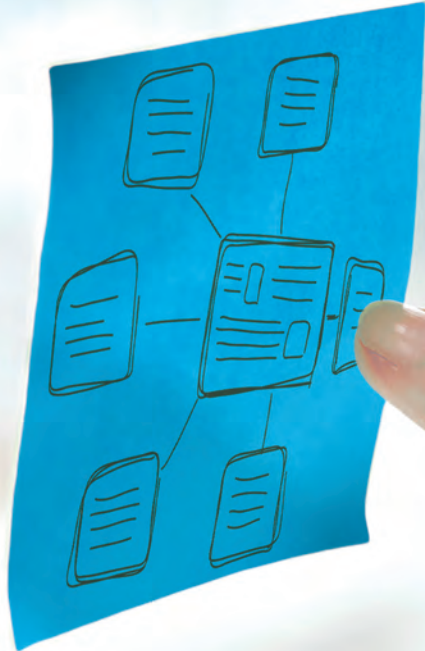
ILUNION Lavanderías acquires two new laundries.
(Azul Lavandería Industrial and Estrella Ciudad Real).







GOVERNANCE
MODEL



RESPONSIBLE
MANAGEMENT



GOVERNANCE MODEL

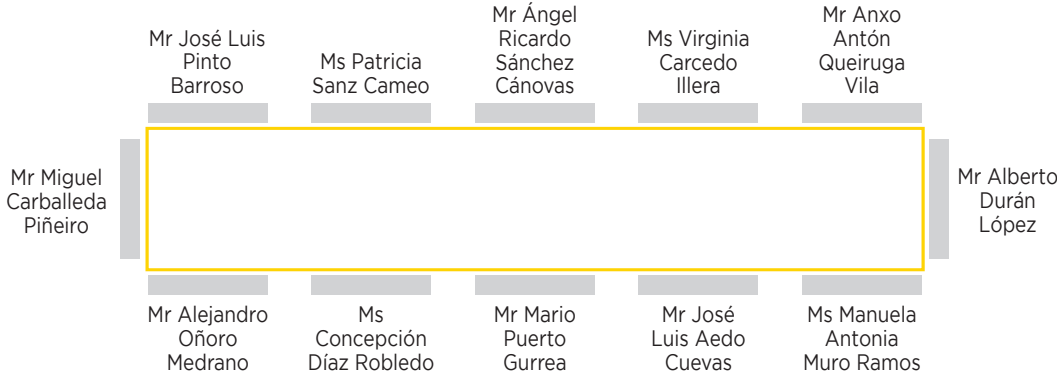
The organisational framework that makes the strategic and operational management of ILUNION possible is composed of the Board of Directors, the Management Committee and its various dependent committees.

- MILESTONES**

2018
- Formation of the new Board of Directors on 18 February 2019.
 - Creation of the Cybersecurity Committee.
Its objective is to move towards centralised management of the risks associated with information systems and cybersecurity, while at the same time preventing a possible cyber attack.
 - Implementation of the Compliance Management System.
Aligned with the UNE 19601 standard, it has the objective of preventing crimes and reducing criminal risk, as well as fostering an ethical and compliance culture.
 - Creation of the Risk Committee.

Highest governing body which consists of 12 members, 6 of whom represent the interests of ONCE and 6 those of the ONCE Foundation. Of the latter, 5 are representatives of the disability sector.

83.3% members are PWD

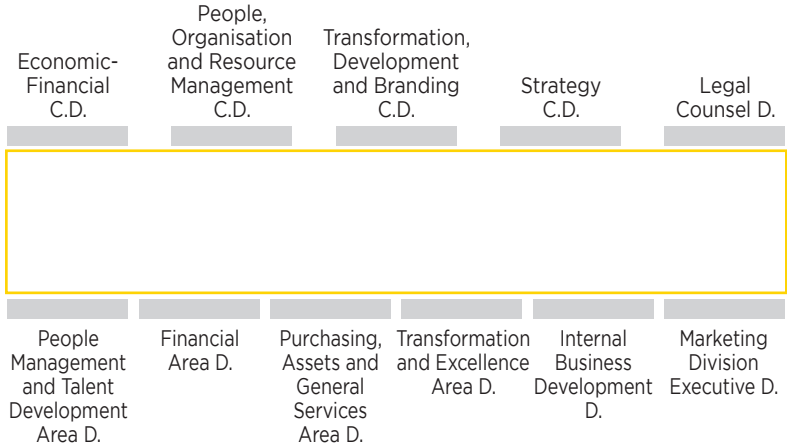


Internal management,
leadership and analysis body
for decision-making

72.7% members are PWD
50% women



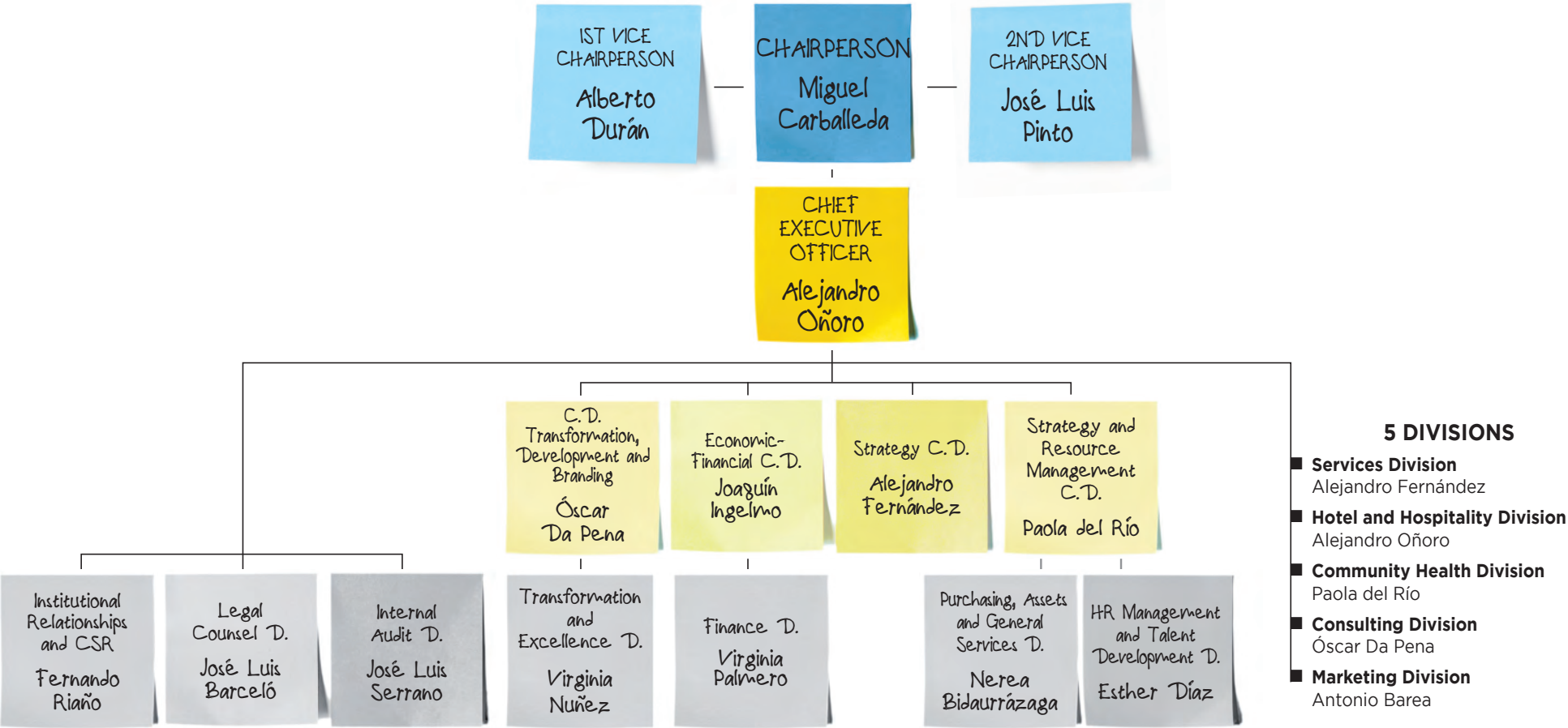
Chief
Executive
Officer and
General
Manager



Guest:
Institutional
Relations and
CSR D.



ORGANISATIONAL CHART



DRIVERS FOR RESPONSIBLE ACTION

ETHICAL CODE OF CONDUCT

ILUNION's mission, vision and values have been transformed into a set of strategies, drivers for management and tools that align the organisation's performance with its commitments to growth, competitiveness, inclusion and sustainability, all contributing to the collective challenge of the 2030 United Nations Agenda Sustainable Development Goals.

The Ethical Code of Conduct for Directors, Executives, Middle Managers and other Management Officers of the ONCE Social Group is obligatory and the Code of Ethics and Conduct Guide for ILUNION Workers is informative and inspirational in nature. The Ethics Channel is managed through an email mailbox to which all staff can send queries, proposals for improvement and reports of behaviour contrary to the Code by those obliged to comply with it. It is managed by the Ethics Group of the Transparency and Ethics Observatory of the ONCE General Council. In 2018, there was a report of non-compliance with the Ethical Code of Conduct.

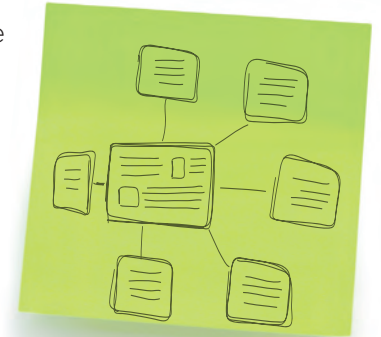
FIGHT AGAINST CORRUPTION AND BRIBERY

The Criminal Compliance Policy and the document that forms the backbone of the Criminal Compliance Management System develop the model for the prevention, detection and control of due diligence in the fight against corruption, bribery and money laundering. In 2018, there were no allegations of corruption and bribery.

HUMAN RIGHTS

The Criminal Compliance Management System provides for due diligence in the area of Human Rights and compliance with the provisions of the fundamental conventions of the International Labour Organisation relating to respect for freedom of association and the right to collective bargaining, the elimination of discrimination in employment and occupation, the elimination of forced or compulsory labour and the effective abolition of child labour.

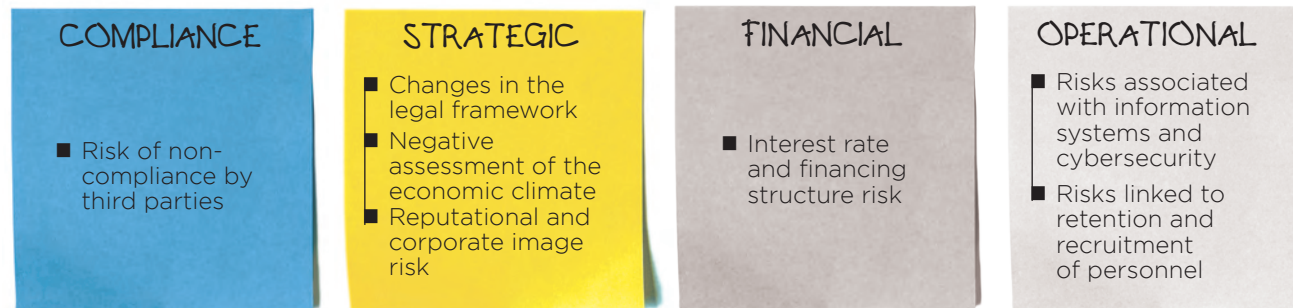
The 2018-2020 Corporate Social Responsibility Master Plan includes the "Human Rights" project, the aim of which is to implement a management itinerary to ensure that the different ILUNION business activities are carried out without directly or indirectly undermining Human Rights.



MANAGEMENT OF RISKS AND OPPORTUNITIES

The Risk Committee is the body responsible for managing the development of the risk control and management policy, as well as for defining, implementing, updating and monitoring the Risk Management Model in all its areas. The Risk Management Policy is aligned with the international standard ISO 31000 and the COSO model.

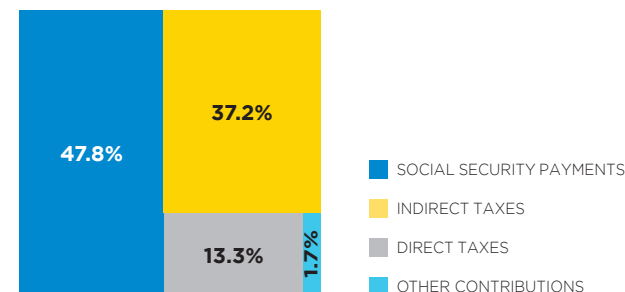
ILUNION'S MAIN RISKS



RESPONSIBLE TAXATION

The figure for taxes on profits paid in 2018 is €5.2 million, of which 98% has been paid in Spain. In addition, ILUNION's contribution to the Public Administrations amounted to €305.7M in taxes to the Treasury and Social Security contributions for its workers.

CONTRIBUTION TO THE PUBLIC ADMINISTRATION



CSR STRATEGIC AND OPERATIONAL ALIGNMENT

MISSION To develop innovative business actions that encourage the integration of people with disabilities into the workplace, while maintaining the balance between economic and social objectives.

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.

- VALUES**
- Commitment
 - Solidarity
 - Trust
 - Fairness
 - Professionalism
 - Humility
 - Communication
 - Respect
 - Responsibility
 - Confidentiality
 - Honesty

2018 - 2021 STRATEGIC PLAN Describes the strategy to be followed by ILUNION and its companies in this period.

THE MORE ILUNION STRATEGY Defines ILUNION's priorities when working towards an Inclusive Economy in a sustainable development framework.

CSR MASTER PLAN Details how the More ILUNION Strategy will be developed in the coming years through the CSR model.

3	16	9
OBJECTIVES	LINES OF ACTION	PROJECTS

CSR COMMITTEE

- Created in March 2018.
- Reports to the Management Committee.
- Functions: Monitor and promote compliance with Master Plan objectives and More ILUNION strategy goals.

CSR POLICY

- Approved by the CSR Committee on 23 November 2018.
- It establishes the common scope of action that guides the company's CSR management and establishes its commitment to the Inclusive Economy and sustainable development.
- It defines a set of objectives for the management of CSR that are cross-sectional to the organisation.

- CSR TECHNICAL OFFICE**
- 1 CSR governance
 - 2 Human Rights
 - 3 Environmental Commitment
 - 4 Leading More ILUNION
 - 5 I am ILUNION
 - 6 ILUNION Lab
 - 7 Promotion of the Inclusive Economy
 - 8 Reporting
 - 9 Social work





OUR
CONTRIBUTION
TO THE
INCLUSIVE
ECONOMY

|||

OUR CONTRIBUTION TO THE INCLUSIVE ECONOMY

ILUNION is committed to promoting and publicising a model of development and inclusive economic growth that guarantees opportunities and prosperity for all people and that leaves no one behind.

The Inclusive Economy is defined as “one in which there is expanded opportunity for more broadly shared prosperity, especially for those facing the greatest barriers to advancing their well-being”.¹ An Inclusive Economy has 5 interrelated characteristics:

- 1 Participation by all citizens;
- 2 Equity in the opportunities offered to them;
- 3 Balanced growth of the economy measured not only as GDP growth, but also by other metrics that measure the improvement in the quality of life of citizens;
- 4 Stability of the economy;
- 5 Sustainability of progress, including sustainability of human and natural capital development.

The World Economic Forum (WEF) Global Risk Index emphasises that social and economic imbalances lie behind the greatest systemic, economic, social and political risks. Therefore, in order to achieve sustainable development, it is necessary to make it inclusive.

¹ The Rockefeller Foundation: Inclusive Economy indicators: framework and recommendations. December 2016.

PEOPLE

DIVERSITY AS AN ELEMENT OF VALUE

Diversity management at ILUNION is a key factor in facilitating inclusive work environments. The corporate diversity policy is the central element of this model.

DIVERSITY APPROACHES

TOWARDS SOCIETY

INTERNAL

CORPORATE DIVERSITY POLICY

CORPORATE DIVERSITY AND EQUALITY COMMITTEE

Corporate Procedure Guide for drawing up the companies' Equality Plan.

Corporate Procedure for the formation of the Equality Committee.

Corporate service procedure for complaints of harassment or discrimination.

ELEMENTS OF DIVERSITY

DISABILITY

GENDER

GENERATIONAL

LGBTI

CULTURAL

DIVERSITY AT ILUNION

- 41.3% of people with disabilities
- 38.6% of executives have some type of disability
- 50.1% men, 49.9% women
- 56.3% of the workforce is over 45 years old
- 5.9% workers of non-Spanish nationality, 32.3% with disabilities

AWARENESS

The Department of Diversity and Social Policies has produced a guide entitled "Collaborators against gender-based violence" to promote awareness-raising and information activities on this problem and to support victims.

EQUALITY BETWEEN MEN AND WOMEN

The annual awareness-raising campaign had as its motto “Diversidad, la fuerza del talento” (Diversity, the strength of talent) and during the campaign several days were dedicated to raise awareness among the staff about *micromachismos* (seemingly insignificant everyday actions and practices that exercise male dominance), female leadership and talent, equal treatment for the romani community, stereotypes about people with mental illness and LGBTI diversity.

International Women’s Day was celebrated with the slogan “Building a different world is working for a world where men and women have equal value”, and in May the video “Diversity at ILUNION: Welcome Diversity”, involving more than 150 volunteers from all ILUNION companies to highlight the importance of differences and disability as a value for companies.

The 3rd Diversity Week (8-18 June) was celebrated under the slogan: “Diversidad cultural, espíritu de convivencia” (Cultural diversity, spirit of coexistence) and activities such as talks, a selfies competition, etc. were carried out to show the diversity of the workforces, and ILUNION’s “Tree of Diversity” was presented as a symbol that supports differences and binds them together on the roots of the values of tolerance, inclusion and respect.

In March 2018, the Corporate Committee on Diversity and Equality was held, made up of the members of the equality teams of each of the companies. In 2017, this committee replaced the previous Corporate Equality Committee, extending its scope to other variables in addition to disability and gender that had been worked on up until now.

The Equality and Anti-Harassment Committees of the different companies in the Group monitor the measures in the Equality Plans. In 2018, 28 cases were dealt with and the resulting investigations were carried out, of which two cases were resolved with disciplinary measures (dismissal and suspension of employment and salary with a change in service, respectively). The rest were considered conflicts.

UNIVERSAL ACCESSIBILITY: PRE-REQUISITE



Accessibility plays a very important role in producing inclusive environments and facilitating the integration of diverse talent. ILUNION guarantees accessibility in all its forms:

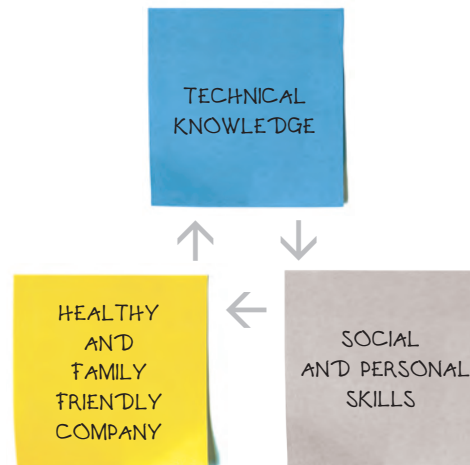
- Accessibility to environments: accessible offices, analysis of accessibility and usability in employment centres on a continuous basis, adapted work positions and tools, accessible internal communication channels (intranets, multimedia content, newsletters...) and external communication channels (websites, cloud environments...), as well as adaptations to specific personal needs. ILUNION implemented 22 accessibility plans for as many employment centres in 2018. The ILUNION headquarters Discwork project to support workers with basic needs and demands of their daily lives in the working environment continues to operate.
- Support Units formed by 17 professionals from the branches of Psychology, Social Work, Social Education, Labour Relations, which make it possible for people with disabilities to adapt to their workplace and their job, to reach their full professional potential. In 2018, a single range of measures was drawn up for all ILUNION companies and joint working sessions were held in Seville for all the members of the adjustment units.
- Internal procedure for ensuring specific accessibility for software and applications.

DEVELOPMENT AND TALENT

ILUNION is committed to the management of internal talent and the development of its staff in order to be an innovative, creative organisation, adapted to markets, responsible and sustainable over time, while at the same time contributing to improving the employability of workers.

Annually, it implements training plans that combine face-to-face and online training and promotes professional development plans for profiles of special interest to the company through the design of itineraries that combine training and the performance of specific positions and functions.

	MANAGERS	MIDDLE MANAGEMENT	REST OF CATEGORIES	TOTAL
TRAINING HOURS	1,074	4,050	185,108	190,231
TRAINING HOURS/EMPLOYEE				5.31



SIGN LANGUAGE TRAINING

In 2018, ILUNION Hotels trained all its managers in sign language to facilitate communication with its employees.

This initiative was recognised as a pioneer in the programme En Lengua de Signos (In Sign Language) of TVE's Channel La 2.

DEVELOPMENT PLANS

- ILUNION Contact Center has launched the Commercial Development Plan to train and promote the professional development of workers with potential, with the aim of having a qualified commercial team to tackle new projects with guarantees of success. 13 candidates were interviewed and three of them who are participating in the plan's itinerary were selected.
- ILUNION Lavanderías has developed the Managers in Training Programme into the new Management Career Development Programme, which includes three programmes:
 - 1 Practicum Management Career Development Programme, aimed at recent graduates with disabilities.
 - 2 Junior Management Career Development Programme aimed at university students with disabilities and 3 years' experience in management positions.
 - 3 Senior Management Career Development Programme aimed at university students with disabilities and more than 3 years' experience in HR management.

In 2018, one person joined the practicum management development programme and one person joined the junior management career development programme.

STAFF AWARDS

- ILUNION Hotels held the ILUNION Hotels 3rd Annual Awards to the professionalism and efforts of the best employees and establishments in the hotel chain, awarded to the hotels: ILUNION Sancti Petri, ILUNION Calas de Conil, ILUNION Mérida Palace and ILUNION Bilbao.
- ILUNION Contact Center celebrated the 2nd Best Agents Awards that were awarded to 10 persons from the different company employment centres and services.
- In the framework of the 35th ILUNION Lavanderías Management Conference were recognised:
 - ILUNION Lavanderías Málaga for the *"Best economic development"*.
 - ILUNION Santiago de Compostela for *"Improved development in processes and job quality"*.

DIALOGUE, SATISFACTION AND COMMITMENT OF WORKERS

ILUNION companies have Works Councils or Staff Representatives that develop worker representation and dialogue with the company. Where these figures do not exist, dialogue takes place through other mechanisms such as the work climate survey, informative meetings (twice a year), focus groups and also through health and safety committees. The entire workforce in Spain (99.5% of the total) is covered by collective bargaining agreements.

In 2018, ILUNION carried out the work climate survey and implemented a standardised questionnaire for all companies, which at the same time includes a section that can be configured according to the characteristics of the sector, the workforce, etc.

With regard to work-life balance, ILUNION companies have a range of measures such as flexible working hours, teleworking or paid leave, among others. The companies Grupo ILUNION, ILUNION Textil and ILUNION Reciclados have the Family Friendly Company (EFR) Certification.

PREVENTION, HEALTH AND WELL-BEING OF WORKERS

ILUNION has as a priority the prevention of occupational risks, health surveillance and the safety of people:

INDICATORS	MEN	WOMEN	TOTAL
No. of accidents	1,284	1,095	2,379
Frequency index	36.67	35.55	36.18
Severity index	1.16	1.27	1.21
No. of cases of occupational diseases	14	10	24
ABSENTEEISM (HOURS)			4,906,653

ILUNION companies conduct ergonomic risk assessments and specific psychosocial risk assessments, highlighting the activities of ILUNION Servicios Industriales, ILUNION Lavanderías, ILUNION Reciclados, and ILUNION Sociosanitario.

HEALTH AND SAFETY

- 47.7% of ILUNION companies have OHSAS 18001 certification.
- +20 annual audits of ORP management systems.
- ILUNION Sociosanitario, first in the sector to obtain the Healthy Company certificate.
- FREMAP Award to companies with low work-related accidents for ILUNION Contact Center.

WALK VALUES PROJECT OF
ILUNION SOCIO SANITARIO AND
ILUNION FISIOTERAPIA Y SALUD

To foster a healthy working environment aimed at protecting and promoting the health, safety and well-being of its workers. In the project different group and individual challenges are set, related to the values of the company. Some of the milestones in 2018 were:

- Solidarity (May): among all the workers participating in the project, more than 10 million steps were reached.
- Honesty (June): each participant committed to reach at least 72,000 steps per week.
- Respect (July): each participant committed to reach 310,000 steps in the month.

PARTICIPATION IN
POPULAR RACES

More than 500 ILUNION employees participated in the 18th edition of the Business Race in 2018. In addition, they participated in other races such as the FEDER race, the women's race, and the Liberty race.



ILLUSION FOR A HEALTHY
LIFE CAMPAIGN

Various workshops, talks and information sessions on topics related to psycho-emotional well-being, physical exercise, nutrition and the early detection of breast cancer have been held at the Madrid and Seville headquarters for workers from all the companies.

CLIENTS

69.2% of the ILUNION companies have ISO 9001 Quality Management certification and a quality policy adapted to each business profile in which commitments are acquired for the continuous improvement of client satisfaction through the establishment of work procedures aimed at meeting their expectations in the most efficient way possible. The certified companies have their own procedure for handling complaints and grievances, specifying the reception channels and the mechanism for evaluating, processing and resolving them.

INNOVATION APPLIED TO THE CLIENT
ALLOWS US TO PROVIDE AN EXCELLENT
AND QUALITY SERVICE

69.2% of ILUNION companies with ISO 9001 certification

356 complaints and 87% dealt with successfully

AWARENESS

ILUNION Lavanderías recommends its clients replace plastic straps with fabric sacks and promote the Circular Economy.

ILUNION advises its clients to comply with the employment regulations for people with disabilities and their alternative measures.

SUSTAINABILITY

All ILUNION Hotels establishments are QSostenible Evolution certified and 84.6% are Travelife certified.

ILUNION Lavanderías has obtained the UNE-EN 14065 certification for biocontamination control in textiles.

SERENA PROJECT

In January 2018, the new SERENA service was launched, a mobility remote care system provided by ILUNION Sociosanitario through Orange's mobile phone lines, providing coverage throughout the country inside and outside the home. It ensures permanent care and offers an immediate response to the various incidents that may occur, providing personalised care that improves security and companionship conditions in everyday life, enhancing independence.

It is, therefore, a service for an older user who wants to maintain full independence away from home, but who feels safer knowing that there is a professional care service if necessary. It allows family members to track development and care received through an App that includes, among other features, a geo-location service and communication via chat.

TRANSMICABLE PROJECT

ILUNION Tecnología y Accesibilidad has collaborated with the Latin American Development Bank (CAF), Transmilenio S.A. and Cable Móvil, towards the accessibility of the first public transport cable car in Bogotá (Colombia). The aim of this project is to make the 163 cabins of the cable car fully accessible to people with reduced mobility, persons with other disabilities, pregnant women, children and the elderly. This first public transport cable car will have four stations along a 3.34-kilometre line and in 13 minutes it will cover a distance of one hour by land.

RECOGNITION EVENT FOR CLIENTS WHO COMMIT TO UNIVERSAL ACCESSIBILITY

ILUNION Tecnología y Accesibilidad has held an act of recognition for 36 clients for their commitment and their work to promote accessibility in their companies through the development of actions in the field of technological accessibility or in the physical environment, aimed at their workers and/or for their management systems, such as training, awareness-raising, improvement of procedures, etc.

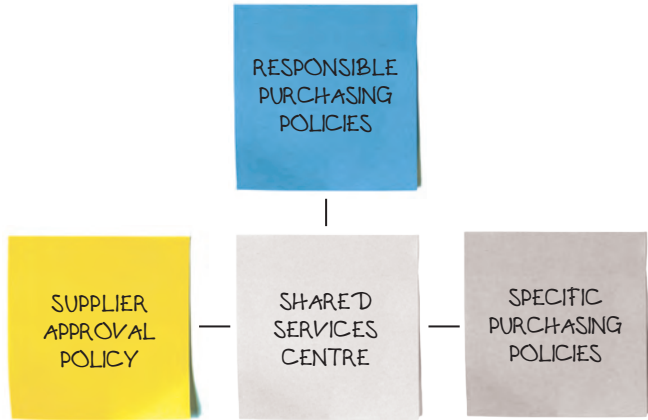
QUALITY OF SERVICES PROVIDED

87% of SERENA users surveyed rated the service as good or very good, and 96% said they felt more comfortable and safer using the service.

ILUNION Contact Center has registered 123 compliments from customers.

SUPPLIERS

ILUNION is implementing the purchasing digitalisation project and developing a responsible purchasing model that allows it to promote sustainability aspects throughout its value chain.



Purchases managed through the Shared Services Centre and above a certain amount are managed through a centralised purchasing tender platform that facilitates access to information, provides transparency to the contracting process and ensures the traceability of the information. In 2018, the use of this platform has been extended to new purchase categories through catalogues.

VOLUME OF PURCHASES (€M)

Spain (€M)	Colombia (€M)	OECD (€M)	Non-OECD (€M)	TOTAL (€M)
305.15	6.02	9.06	3.77	324
TOTAL NUMBER OF SUPPLIERS				9,212

RESPONSIBLE PURCHASING

ILUNION applies preferential criteria for those proposals promoted by companies that employ people with disabilities and/or that develop actions in terms of universal accessibility and design for all in physical and/or virtual environments or develop accessible products and services.

ACKNOWLEDGEMENTS

ILUNION Facility Services received one of the "Good Practice to Suppliers" awards from the International Facility Management Association, IFMA, for implementing Facility Management at Samsung's corporate headquarters.

COMMUNITY

ILUNION cultivates relationships of trust and collaboration with the communities in which it has a presence.

FUNDRAISING ACTIVITIES

- ILUNION Retail earmarked 3,623 euros, 4% of World Cancer Day turnover, for the Spanish Association Against Cancer.

MATERIAL COLLECTION ACTIVITIES

- ILUNION Retail participated in the Solidarity Toy and Book Collection Campaign with 1,809 books and 35 toys donated to 33 hospitals in Spain, worth 13,479 euros.
- Donation of 30 boxes full of toys to Asociación Traperos de Emaús Madrid during the Christmas Campaign for vulnerable children at risk of social exclusion in the Community of Madrid.

SPONSORSHIP FOR SOCIAL PURPOSES

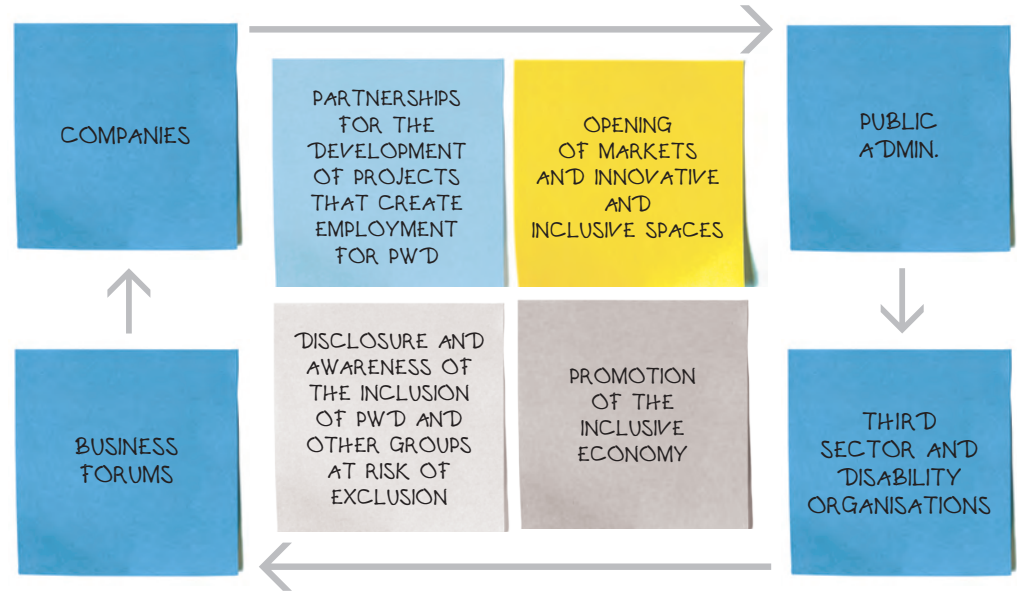
- ILUNION, together with the ONCE Foundation, is the official sponsor of the wheelchair basketball team, Club Deportivo Básico por la Normalización, which occupies first place in the European Ranking of Wheelchair Basketball Clubs. This sponsorship facilitates the development of the sporting activities of this non-professional team that competes in the highest category of the sport, the Spanish Wheelchair Basketball League.
- ILUNION Reciclados sponsors the young beginner and children's futsal teams of Club Deportivo Bañesala de Fútbol Sala.

EMPLOYABILITY ACTIVITIES

- ILUNION Reciclados collaborated with the Special Education Centre of Astorga to welcome a student with Down Syndrome for an internship and provide him with his first professional experience.
- ILUNION Hotels collaborates with Fundación a la Par in Madrid and the Basque Country Down Syndrome Foundation in Bilbao to carry out training internships for students with intellectual disabilities.

PARTNERSHIPS

A characteristic feature of ILUNION is its firm commitment to the establishment of partnerships with those companies, governments and other organisations that, by sharing our values, want to develop joint initiatives and projects that increase impacts and help create a more inclusive economy.



PROMOTION OF THE IBERO-AMERICAN PROGRAMME ON DISABILITY

COLLABORATION AGREEMENTS

In collaboration with the Ibero-American General Secretariat (SEGIB). The objective of this programme is to promote the complete inclusion of more than 90 million people with disabilities from the 22 countries that make up the Ibero-American region, of which 80% face some kind of obstacle to their full inclusion in political, economic and social life, with women being the most affected by this exclusion.

- ILUNION HOTELS WITH AUTISMO ESPAÑA AND WITH THE SPANISH FEDERATION OF CYSTIC FIBROSIS
The agreements establish a framework of preferential conditions for members of both entities. In addition, with Autismo España, there will be a collaboration towards the development of leisure and free time activities, and other social actions.
- ILUNION HOTELS WITH ITF WHEELCHAIR - EMILIO SÁNCHEZ VICARIO FOUNDATION
ILUNION Hotels was the official chain of the 7th edition of the ITF Wheelchair Emilio Sánchez Vicario Foundation, a tournament that commits to inclusion and sport for all.

PROJECTS

■ SUMMER EXPERIENCE BY ILUNION CAPITAL HUMANO

In collaboration with Banco Santander and Universia Foundation. Banco Santander reserves 10% of the training internships of students in its corporate centre for university students with disabilities, making it possible for them to complete their academic training with a corporate experience during the summer months. In 2018, 39 people with disabilities participated, extending 7 of them to one-year contracts.

■ MAP ACCESSIBLE APP FROM THE TELEFÓNICA FOUNDATION, IN COLLABORATION WITH ILUNION TECNOLOGÍA Y ACCESIBILIDAD AND COCEMFE

Collaborative platform for detecting equipment and highlighting it in streets, car parks, sports centres, buildings, etc. More than 4,623 people have downloaded the application and more than 22,508 places have been evaluated. In addition to the places uploaded by the App users themselves, 14 datasets from official bodies such as the Ministry of Agriculture and the Environment and City Councils have been incorporated, taking advantage of the effort made by these entities to publish this information.

■ DLNGO OF DIGITAL LITERACY

ILUNION Tecnología y Accesibilidad, together with other 8 entities from European countries, are collaborating in this project whose objective is to improve the digital literacy skills of professionals from non-profit organisations, so that they can teach vulnerable people basic computer concepts and skills that will allow them to develop new social and economic opportunities.

COLLABORATION AGREEMENTS

ILUNION maintains collaboration agreements with Public Authorities and Third Sector entities to continue making progress with regard to the inclusion of people with disabilities and those at risk of exclusion. Those signed with the Spanish Red Cross, the Integra Foundation and the Federation of the Romani 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, are still in force. In 2018, 27 female victims of gender-based violence and women with disabilities joined the ILUNION workforce. In addition, three new agreements were signed:

- With the Employment Agency of the Madrid City Council for the integration of women over 45 and with disabilities.
- With Federación Red Acoge for the participation in the Awareness and Measurement in the Management of the Cultural Diversity of the Working Environments Project and affiliation to the network.
- With the Ministry of Health, Social Services and Equality for participation in the European Project “Advancing in LGBTI Diversity Management in the public and private sector”.

EMISSIONS

CIRCULAR ECONOMY

ENERGY

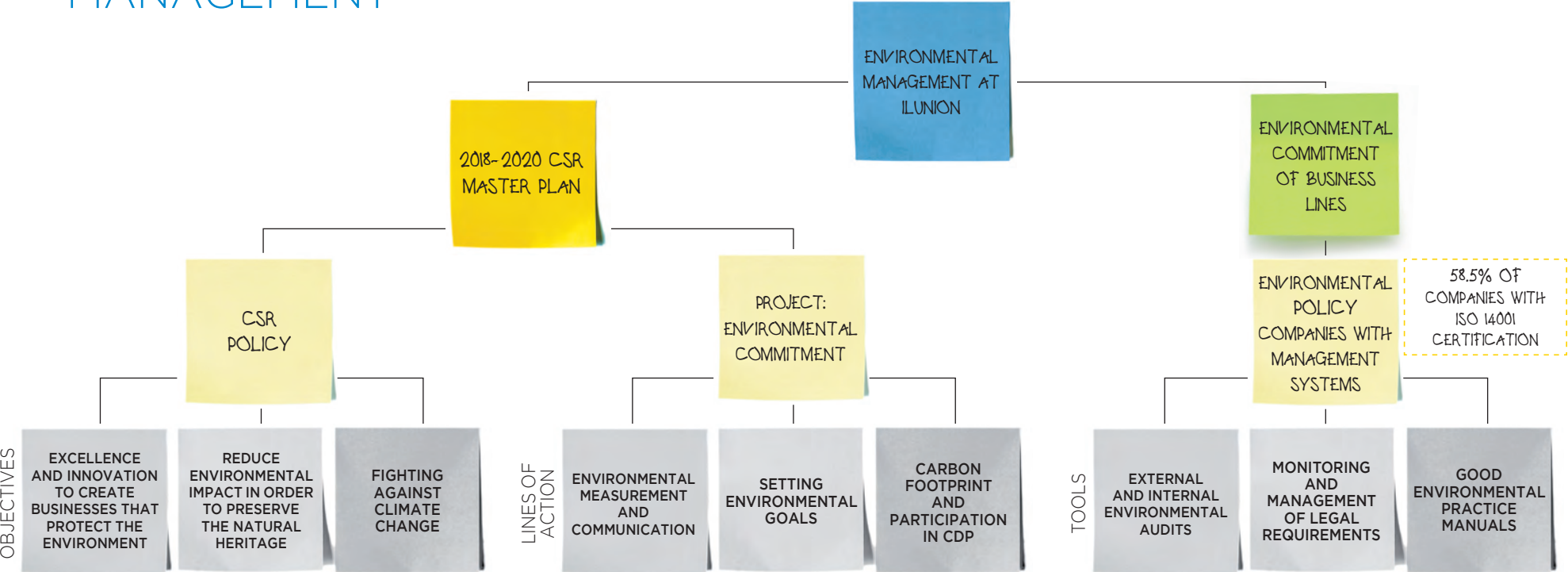
ENVIRONMENTAL MANAGEMENT

CLIMATE CHANGE

WATER

ENVIRONMENTAL COMMITMENT
IV

ENVIRONMENTAL MANAGEMENT








Protecting the environment, combating climate change and introducing improvements and innovations that reduce environmental impact are central to ILUNION's commitment to creating shared value.

Taking into account the diversity of the nature of the business activities carried out by ILUNION companies, the lines of environmental management are adopted and developed in accordance with the impact generated by each of them, contributing jointly to the achievement of the environmental objectives established in the CSR policy.

CIRCULAR ECONOMY

ILUNION promotes the circular economy through the efficient use of resources, the recovery and reuse of materials used in the development of its activity and other agents in the supply chain and even its clients.

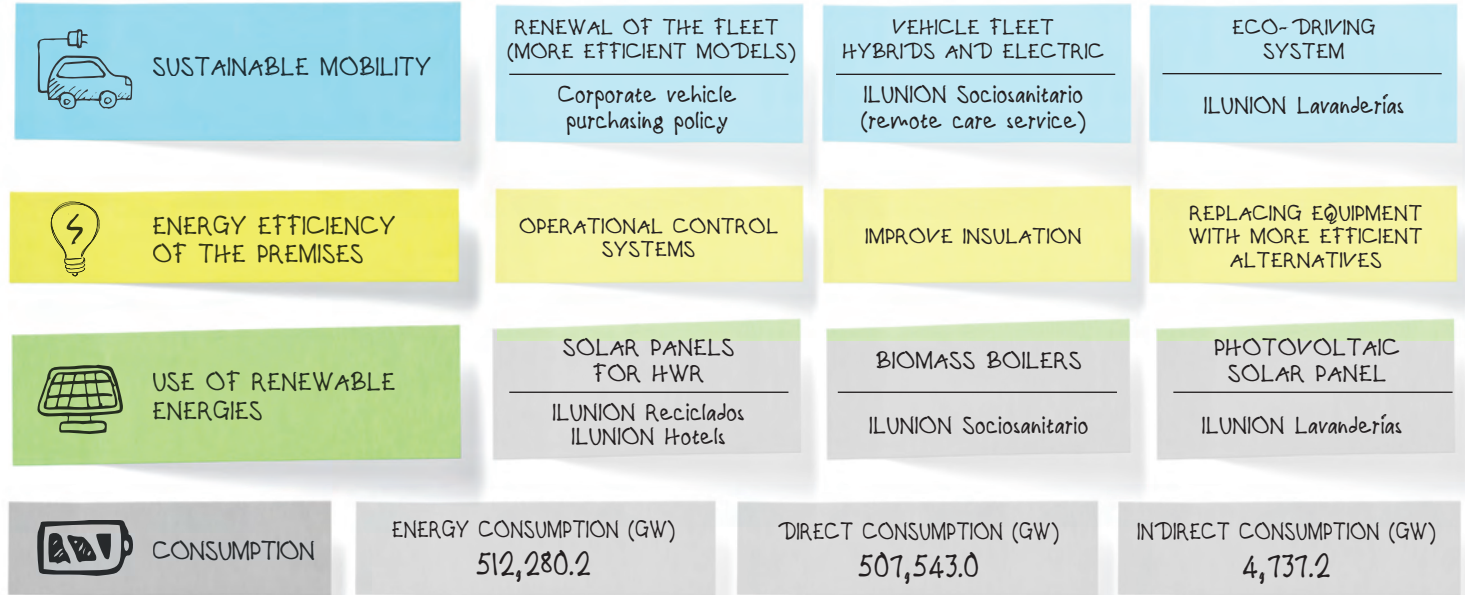
<p>ILUNION Reciclados</p> <p>Values all WEEE components.</p> 	<p>ILUNION IT Services</p>  <p>Remanufacturing and/or recycling of print cartridges.</p>	<p>ILUNION Sociosanitario</p>  <p>It reuses and recycles elements from its suppliers such as workstations and computers.</p>	<p>ILUNION Lavanderias</p> <p>It proposes to its clients the replacement of plastic bags for the shipment of clothes in reusable sacks.</p> 	<p>ILUNION Hotels</p> <p>Collects used cooking oil for use as biodiesel.</p> 
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MILESTONES 2018

ILUNION Reciclados creates a treatment line for flat-panel televisions with the objective of guaranteeing correct treatment and decontamination of the residue.

ENERGY

Under an approach of continuous improvement, ILUNION companies work to optimise their processes and facilities seeking efficiency and a reduction of energy consumption. These measures are in line with the energy use reduction targets set annually by the companies.



MILESTONES

2018

- ILUNION Lavanderías and ILUNION Hotels, companies that consume more than 90% of ILUNION's energy, have launched an Energy Efficiency Plan to reduce energy consumption and greenhouse gas (GHG) emissions.
- ILUNION IT Services has managed to reduce electricity consumption per employee by 28.3% compared to 2017.

INSTALLATION OF
CAPACITOR BANKS

ILUNION Contact Center has installed a capacitor bank in the Julián Camarillo-45 building that will affect the consumption of air conditioning, reducing the demand for reactive energy from the network. This initiative will reduce the electricity bill by 7%-20%.

IMPLEMENTATION OF THE
ENERGY EFFICIENCY PLAN

ILUNION Lavanderías, is the ILUNION company that uses the most energy, has launched an Energy Efficiency Plan to reduce energy use and greenhouse gas (GHG) emissions. These measures are aimed at improving the energy efficiency of its facilities and processes by replacing equipment with more efficient alternatives, making adjustments to the production process and committing to the use of renewable energies (implementation of a photovoltaic solar plant).

CLIMATE CHANGE AND EMISSIONS

Through its CSR policy, ILUNION is committed to mitigating climate change and reducing greenhouse gas (GHG) emissions. In addition, the company is committed to being part of the Carbon Disclosure Project (CDP) initiative.

ILUNION concentrates its efforts on gradually reducing its intensity of GHG emissions, improving the energy efficiency of its activities and facilities and promoting the use of renewable technologies.



ILUNION Lavanderías
0.46 T CO₂e / T processed clothing
-4% compared to 2017



ILUNION Facility Services
3,532.18 T CO₂e
-10.4% compared to 2017



ILUNION Hotels
13.2Kg CO₂e / Overnight Stay
-16 % compared to 2017

WATER

Water is a basic and irreplaceable natural resource in some of the activities carried out by ILUNION, especially for the Hotel and Hospitality Division, which consumes more than 95% of the group's water. Aware of this dependence and of the risks derived from water shortages, the companies are committed to exploring new measures of technological innovation that will make it possible to reduce the volume of water consumed in their processes and facilities.



WATER CONSUMPTION (M³) 2,701,695.8



APPENDICES

APPENDIX I

PERFORMANCE INDICATORS

ECONOMIC - FINANCIAL	2018	2017	Change
Sales (€M)	925.2	847.2	9.2%
EBITDA (€M)	72.9	54.4	34.0%
Operating profit (€M)	41	18.5	121.9%
Volume of purchases (€M)	324	297.5	8.9%
Number of suppliers	9,212	5,349	72.2%

PEOPLE	2018	2017	Change
Total number of employees	35,800	34,679	3.2%
% Employees with disability	41.3%	40.6%	1.7%
⁽¹⁾ % Employees with special needs	13.4%	12.9%	3.9%
Jobs created	1,121	1,581	-29.1%
Jobs created for PWD	720	1,597	-54.9%
% Women employed	50.1%	53%	-5.5%
⁽²⁾ % Women with disabilities	35.6%	33%	7.6%
% Employees with permanent contracts	61.4%	62%	-1.1%
Number of employment centres	493	479	2.9%
Number of special employment centres	273	258	5.8%
Total training hours	190,231	130,486	45.8%
⁽³⁾ No. of accidents	2,379	--	--
⁽⁴⁾ Frequency index	36.2%	--	--
⁽⁵⁾ Severity index	1.2%	--	--
⁽⁶⁾ Absenteeism hours	4,906,653	--	--
% Companies with OHSAS 18001 certification	47.7%	66.7%	--

⁽⁷⁾ ENVIRONMENTAL	2018	2017	Change
% Group companies with ISO 14001 certification	58.5%	80.8%	--
% Group companies with ISO 9001 certification	69.2%	95.8%	--
Energy consumption (GWh)	512,280.2	449,846.3	--
Direct energy consumption (GWh)	507,543	--	--
Indirect energy consumption (GWh)	4,737.2	--	--
Water consumption (m ³)	2,701,695.8	2,569,265.0	--
⁽⁸⁾ GHG emissions - ILUNION Hotels (kg CO ₂ e/overnight stay)	13.2	15.7	-16%
⁽⁹⁾ GHG emissions - ILUNION Laundries (t CO ₂ e/ t clothes)	0.46	0.48	-4%
⁽¹⁰⁾ GHG emissions - ILUNION Facility Services (t CO ₂ e)	3,532.18	3,943.23	-10.4%

- (1) Indicator calculated based on the total number of employees. Employees with mental disabilities – individuals with cerebral palsy, mental illness or learning 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) Number of occupational accidents with sick leave during 2018, including accidents on the way to or from work. (Data provided by mutual insurance companies FREMAP and UMIVALE). No data available for 2017 when modifying the calculation method.
- (4) Frequency index: No. of accidents at work with sick leave (not including accidents on the way to or from work or relapses)/ No. of hours worked x 106. No data available for 2017 when modifying the calculation method.
- (5) Severity index: No. of days lost due to accidents with sick leave (not including accidents on the way to or from work or relapses)/No. of hours worked x 103. No data available for 2017 when modifying the calculation method.
- (6) No data available for 2017 when modifying the calculation method.
- (7) The 2018 environmental indicators are not comparable to those of 2017 as they have a different scope.
- (8) Emissions of scope 1, 2 and 3.
- (9) Emissions of scope 1 and 2.
- (10) Emissions of scope 1 and 2.

APPENDIX II

ABOUT THIS REPORT

This report contains the essential keys to ILUNION's business and governance model, the organisation's main commitments in the area of Corporate Responsibility and Sustainability, its main figures, indicators and milestones achieved during 2018, as well as a compilation of some of the most significant initiatives developed by the companies that form part of the Group.

More comprehensively, information on non-financial aspects of the ILUNION business can be found in the respective consolidated non-financial statements of ONCE and the ONCE Foundation, shareholders of ILUNION and of which it is a subsidiary. These statements have been prepared in accordance with the requirements established in Law 11/2018 of 28 December 2018 on Non-Financial and Diversity Information.

MATERIALITY

For the production of this Shared Value Report 2018, ILUNION has developed a new materiality study with the objective of measuring the alignment between the external and internal impacts of the organisation and the expectations of its stakeholders with regard to sustainability issues.

The study consisted of a prior determination process of the issues to be addressed, in-depth internal interviews and an online consultation with the participation of more than 270 people from inside and outside the organisation (including skilled workers, suppliers, customers, partners, social organisations and sector platforms).

The results show an almost absolute alignment in the order of strategic priorities in the sustainability issues, appearing at the top those linked to the project involving integration in the labour market of people with disabilities:

- 1 Commitment to Disability
- 2 Inclusion and Disability as differentiating elements versus competitors
- 3 Respect for Human Rights
- 4 ILUNION as a promoter of the Inclusive Economy
- 5 Universal accessibility
- 6 Transmitting of values and social commitment to workers

The following issues are given high priority:

- 7 Gender equality and diversity policies
- 8 Use and utilisation of water
- 9 Energy efficiency and emissions management
- 10 Waste prevention and reduction
- 11 Combating corruption and bribery



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ONCE social group

