

# Grupo ILUNION

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### Alberto Durán, Chairman

The ONCE and its Foundation have spent the past 78 years promoting the autonomy of blind people and working for the employment of people with disabilities. Its group of social companies, ILUNION, is the ideal project to continue making progress with these aims.

Grupo ILUNION is the largest employer of disabled people in Spain. And not only this, it is also a generator of market concepts and apps, products and services, designed for the use and enjoyment of all. As part of its innovation goal, ILUNION works closely with its shareholders, the ONCE and the ONCE Foundation. The latter entities have their own thinking and research centres with which important synergies have been created.

ILUNION seeks to become a leading organisation aspiring to business excellence with the ultimate goal of creating quality employment for people with disabilities.

ILUNION must be capable of growth whatever the socio-economic context. To achieve this, it must consolidate the positive social and economic results of 2015 and the diversification model of the Group by incorporating activities that will lead to the creation of jobs in the medium and long term.

Internationalisation is another means to bring this growth strategy to fruition: ILUNION has a business model that can be replicated in other countries and markets, always with the goal of achieving social impact with the necessary profitability of the individual project. This experience will bring new learning and skills to ILUNION and allow the Group to mature its value proposition.

We are confident that the values of our organisation will help us to meet our goals and we will work to ensure that everybody at ILUNION not only knows and meets them, but assimilates them as if they were their own.

After an extraordinary initial financial year, one could say that ILUNION is living proof that we can aspire to business excellence and create social value at the same time.



# Alejandro Oñoro,

The year 2015 marked a turning point for the social business project of the ONCE and its Foundation: its two business groups, Fundosa and Ceosa, merged to form the new brand, ILUNION.

ILUNION has come out with a healthy balance sheet and is set on the path of growth. We have closed the year with positive operating results, reversing the trend of the crisis years, and we have created 1,594 jobs for people with disabilities.

ILUNION has embarked on international expansion by setting up a company in Colombia to develop the industrial laundry project that has had such good social and economic results in Spain.

On 29 January 2016, the Spanish Government awarded the Grand Cross of the Civil Order of Social Solidarity to Grupo ILUNION in recognition of its efforts over the years and to give the best possible reception to this new phase of our business project.

In 2016, ILUNION will focus on consolidating its growth and the results obtained. We will present the new strategic plans for the next four years with growth in sales, profit and employment. We will invest in growth, improve our products and services and the satisfaction of our clients, make our processes more efficient, and improve the quality of employment at our workplaces.

Another challenge will be the unification of our companies at the new corporate headquarters of ILUNION. We will work to foster the sense of belonging and continue sharing and spreading our values.

ILUNION aspires to set an example for other companies and institutions of how to combine social and economic returns by creating life opportunities on a daily basis for people with special difficulties, thereby adding our grain of salt to the construction of a better world.



# 2.1 Identity and values

The mission of ILUNION is to develop innovative business actions to integrate people with disabilities into the workplace while maintaining the balance between social and economic values.

Grupo ILUNION has over 50 lines of business, developed by five divisions.

This diversified offer allows for the development of synergies and integrated proposals to clients. This way, ILUNION can meet a broad profile of needs and make very competitive offers that are both tailored and flexible.

The greatest weight of the business is in hotels and services. The latter accounts for 50% of the turnover of ILUNION.

# Z. Grupo ILUNION

Sarai Gascón
Paralympic swimmer
Triple silver at Rio 2016

### Heirs of a long business history

ILUNION is the result of the merger of Fundosa Grupo S.A and Corporación Empresarial ONCE, S.A. (CEOSA). Fundosa Grupo, S.A. was set up by the ONCE Foundation in 1989 with the aim of creating stable employment for people with disabilities by means of profitable business projects. CEOSA, founded in 1993, acted as an umbrella for the diverse companies created by the ONCE over the years since 1989 to diversify its sources of income and create jobs for its members.

In 2011, the two companies embarked on a process of convergence to create a stronger, single group capable of contributing to the dual aim of creating economic and social value.

Their merger into a single company came into effect on 31 December 2015: Grupo ILUNION, S.L., with a share capital split between the ONCE and the ONCE Foundation, with holdings of 47.51% and 52.49%, respectively.

### **Values**

### **Commitment and Responsibility**

To a diverse society.

### Cooperation

Fostering of public-private partnerships and networks for the equitable development of society.

### **Excellence**

Constant search for continuous improvement through innovation.





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### **ILUNION Limpieza y Medio Ambiente**

Cleaning

Gardening

Environmental health and waste management WEEE recycling

**ILUNION Outsourcing y Servicios Industriales** 

### **ILUNION Seguridad**

Security

High performance fire and driving centre



### **ILUNION Mantenimiento Integral**

Comprehensive building maintenance

### **ILUNION Contact Center y BPO**

### **ILUNION** Lavanderías y Servicios a la

Hostelería

Industrial laundry and textile rental

Textile sales

Sterilisation

Comprehensive uniform management

**Amenities** 

Chambermaids

Community



### **ILUNION Sociosanitario**

Care homes and day centres

Auxiliary services to industry

Remote care

Outsourcing

Home-based care services

Support products

Orthotics

**ILUNION Hotels** 

Therapeutic counselling

Augmentative communication

### **ILUNION Fisioterapia y Salud**

Physiotherapy services



### **ILUNION Catering by Maher**

### **ILUNION Somontes Club Deportivo (sports club)**



### **ILUNION Comercialización**

Automotive and adaptive solutions Community health facilities

Technological facilities

**Urban facilities** 

Office supplies

Managed printing services

Christmas hampers

Iberian products

### **ILUNION Retail**

Network of convenience stores

### **ILUNION Correduría de Seguros** (insurance broker)

### **ILUNION Capital Humano**

**ILUNION** Empleo association

Temporary employment, placement agency

Training

### **ILUNION Comunicación y marketing**

Web services and mobile app design

and development

Design, creativity and advertising

Web 2.0 and social media

Media consulting

Press office services

Publishing services

Audio-visual production

Promotional marketing

### ILUNION Tecnología y Accesibilidad

Architecture, urban planning and transport

ICT accessibility

BI and infrastructure solutions

Social studies and research

R&D+i

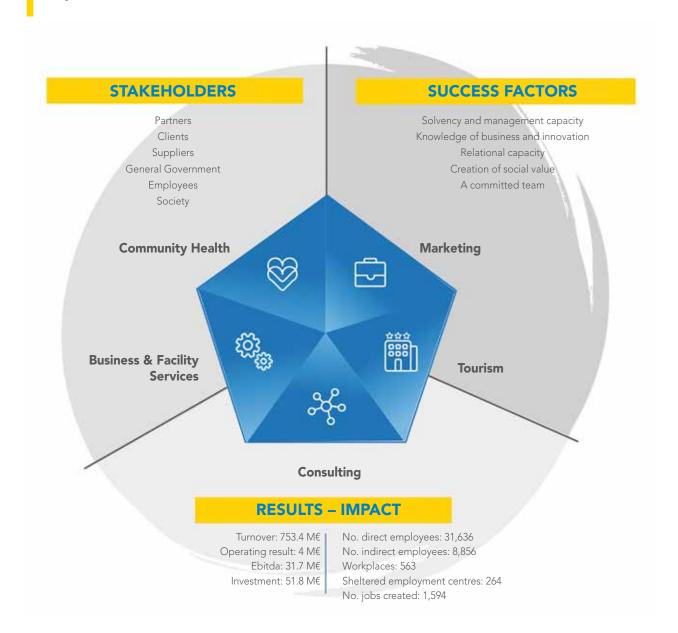
# **1.1** Business model and strategy

ILUNION is an innovative social business project that is pioneering and unique around the world. Economic return and the creation of quality employment for people with disabilities are key elements of this business model.

Spain's leading social enterprise in service delivery by business turnover

One of ILUNION's most valuable assets is its ability to establish and build relationships to create value.

**ILUNION** bases its stakeholder relations on its commitment to job creation (particularly for people with disabilities), a business performance that is both ethical and responsible in social, environmental and governance aspects, and the creation of shared value.



### **Strategy 2016-2019**

	To make Grupo ILUNION a benchmark in the Spanish business world		Increase returns		Adjustment of basic structure costs. Optimisation of resources through Management Control. Development of shared service centres.
Goals	To create quality jobs for people with disabilities, especially groups with particular integration	Strategic lines	Develop activities that deliver greater value	Priority lines of action	Innovation in management and our products and services.
	difficulties		Grow and enter new sectors and markets		Organic and inorganic growth. Reorganisation of the portfolio of services between divisions and geographical reorganisation of the offer. Strategic alliances with other operators. International expansion.

### Financial and economic policy

This is based on the **Action Plan** that lays down the social and economic guidelines and is developed each year following the principles of the **Financial and Economic Regulations of the ONCE and its Foundation**. **This Plan also develops** the budget lines approved by the General Council of the ONCE. It is likewise aligned with the current **Strategic Plan 2016-2019** of the business group.

Management Control is centralised at the Group's head office and applies to all subsidiaries and affiliates. The warning indicators index and information channels in place ensure that ILUNION can react appropriately to operational or environmental changes and deviations from the business aims.

ILUNION purchases are managed by the Shared Services Site. In 2015, a new purchasing platform was launched and a new supplier approval policy and purchasing procedure were implemented.

ILUNION Retail is a member of SEDEX, a platform where 27,000 suppliers share information on their ethical and environmental performance

### **▼** HR policy ►

ILUNION implements **strategic employment plans** referring specifically to the integration of disabled persons and establishing an annual framework for action and shared goals. Disabled job candidates are sourced from the list of vacancies for ONCE members, the Inserta Empleo association and ILUNION Capital Humano (Consulting division).

ILUNION publishes a Welcome Manual to ensure the smooth recruitment of new employees and applies a series of procedures to ensure that the circumstances of the individual match the job profile. The social and personal adaptation services also follow up and provide specific support to disabled employees. There are specific training and development plans for people with differentiated talents, multidisciplinary training for executives and middle managers, and training and retraining schemes for operating and production staff. Specific plans are also implemented for people with disabilities who show a high potential for development within the organisation.

The training given in 2015 totalled 88,565 hours

The Occupational Health and Safety Policy is certified under OSHAS 18001. In 2015, work began on the new Action Plan for Occupational Risk Prevention and Health Promotion, and a Mobility and Road Safety Plan. With regard to specific tools, ILUNION has adopted the

# Model of a Family-Friendly Company (FFC) Areas of action

Quality employment: insurance policies, 100% subsidies for temporary disability, channel for conflict resolution, rehabilitation aids, etc.

Equal opportunities: reconciliation and personal and social adjustment measures.

Professional competence and development: individual aids for external training and leave of absence for training, etc.

Temporal and spatial flexibility: telecommuting, annual leave and continuous working day periods outside collective bargaining agreements, flexitime, etc.

Family support: maternity support, improved paternity leave, help with nursery fees, support for children with disabilities, equal recognition of domestic partnerships and marriage, among others.

Method for the Analysis of Capacities and Demand in Jobs and applies the Assessment of Psychosocial Factors for Workers with Intellectual Disability.

In 2015, 14 female victims of gender violence were recruited

The Master Plan for Equality establishes a Corporate Commission for Equality and the figure of Equality Agents (reference agents in the individual companies) and the Institutional Agreement with the Ministry of Health, Social Services and Equality for the employment of female victims of gender violence, especially those with disabilities.

### Environmental policy

ILUNION's Environmental Policy lays down common principles on environmental care that the individual companies tailor to their environmental management based on their activity, adopting the measures that best cover the impacts of their business and their capacity for action.

ILUNION Lavanderías y Servicios a la Hostelería has a strategy in place for reducing water and energy consumption based on technological innovation The **environmental management system** is the main tool for environmental protection. The Group has an **Integrated Management System** (**IMS**) configured as required under UNE-EN-ISO 9001:2008 Quality, UNE-EN-ISO 14001:2004 Environmental Management and OHSAS 18001: 2007 Health and Safety at Work.



# **V** Corporate Social Responsibility policy ►

For ILUNION, CSR represents its goal of **business excellence** through the management of aspects of governance and the economic, social and environmental aspects of its business.

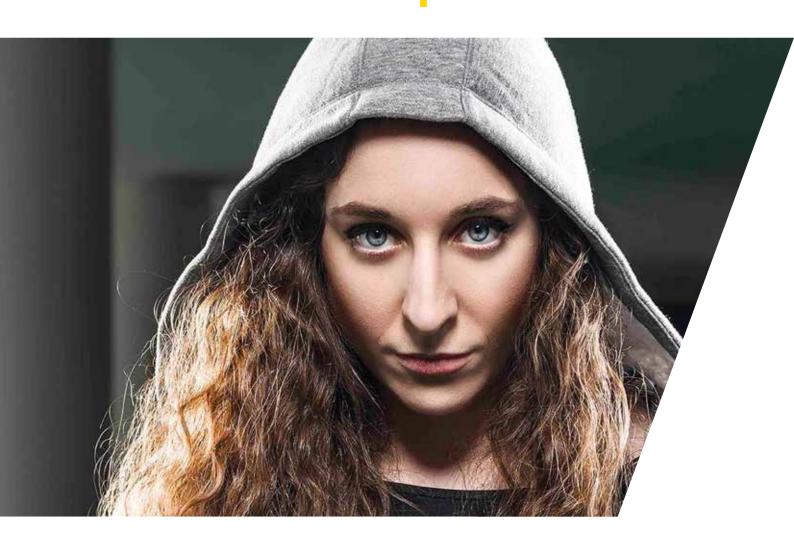
Within its sphere of influence, it seeks to contribute to the collective challenge of sustainable development and **value creation** for society.

The integration of people with disabilities in the professional environment and the incorporation of the concepts of accessibility and design for all throughout its value chain are the hallmarks of its corporate identity and pivotal to its business model.

Given this social conception of the company, CSR is a natural component for ILUNION.

In 2015, a CSR Working Group was set up for the whole of the ONCE, its Foundation and ILUNION. For 2016, the development of a CSR Master Plan has been outlined for the business group.

The Economist has selected ILUNION as one of the top ten companies for Diversity Management



# **2.3** Governance

The ONCE is a membership-based public law corporation of a social nature. It acts as the hub of the system of governance and organisation of the ONCE, its Foundation and ILUNION.

The General Council of the ONCE is its highest governing body, overseeing the design and control of the strategy of Grupo ILUNION through its **Committee for Business Strategy, Gaming and Development**.

The merger of the two companies that led to the creation of ILUNION came into effect on 31/12/2015. Since then, the Group has had a single Management Board, its highest governing body. The background of the members of this Board is primarily Legal, Management and Business Administration. They also have extensive experience in disability matters. Women are represented on the Board at a rate of 23.1%, while 83.3% of its members have some form of disability.

### **Members of the Management Board**

Chairman: Vice Chairman:

CEO/Managing Director: Mr Alejandro Oñoro Medrano

Mr Alberto Durán López Mr José Luis Martínez Donoso Executive Vice Chairman ONCE F. Managing Dir. ONCE F.

Board members:

Mr José Luis Pinto Barroso Ms Patricia Sanz Cameo

Mr Ángel Ricardo Sánchez Cánovas

Ms Virginia Carcedo Illera

as Man Secr

2nd Vice Chairwoman of ONCE Managing Dir. of ONCE

Secretary General of Inserta Empleo assoc. Chairman of COCEMFE Chairwoman of CNSE Chairman of Plena Inclusión

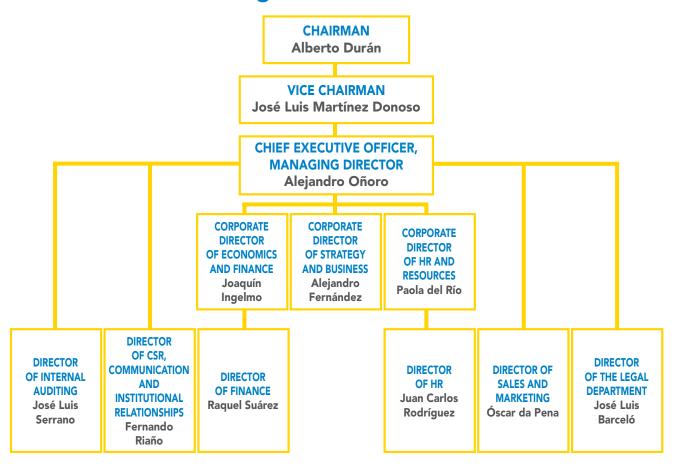
Vice Chairman of ONCE

Chairman of FIAPAS Chairman of ASPACE

Mr Ancho Queiruga Vila Ms Concepción Díaz Robledo Mr Mario Puerto Gurrea Mr José Luis Aedo Cuevas Mr Jaume Marí Pàmies

Non-Executive Secretary: Mr José Luis Barceló Blanco-Steger

### **Organisational chart**



The governing bodies of ILUNION follow the applicable regulatory criteria and recognise the reference in the new code of good governance for listed companies and its recommendations in this matter and its effectiveness in achieving the Group's growth target and as an element for competitiveness.

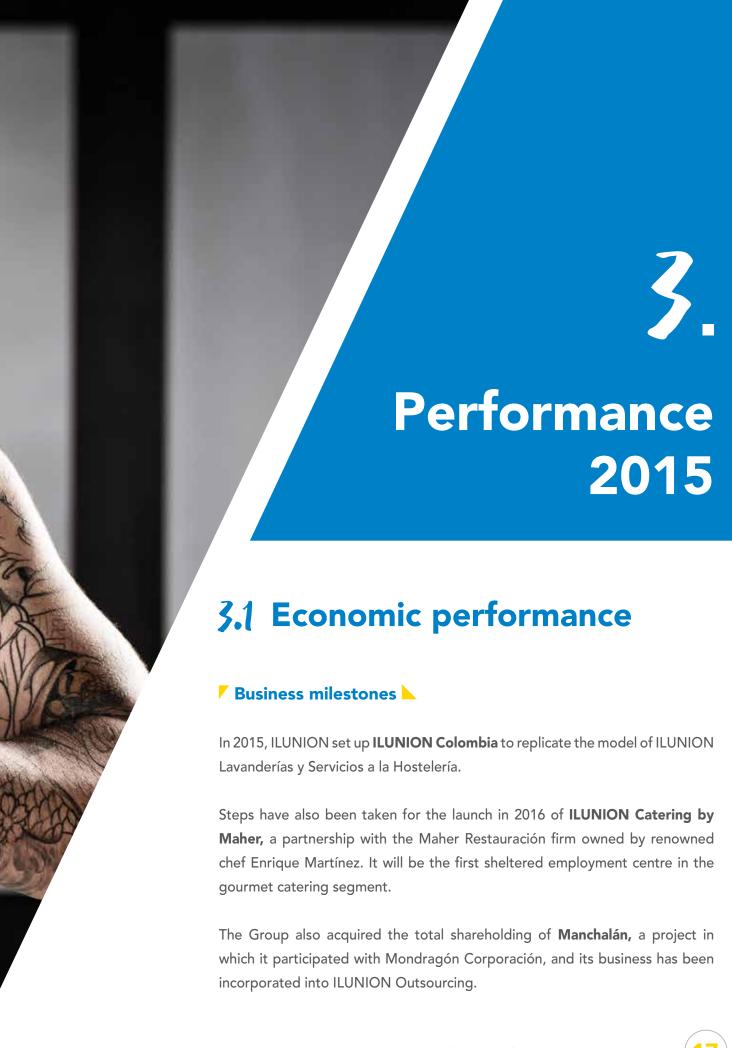
The Group publishes the information required under Articles 6 and 8 of the Transparency Act on its corporate website.

### **▼** Ethics and integrity ►

ILUNION adopts a series of cross-cutting tools used throughout the ONCE and its Foundation for the ethical management of the organisation, including: the Subcommittee on Ethics; the Ethical Code of Conduct for executives, middle managers and staff with management duties; the Conduct Guide for worker actions of Grupo ILUNION, adopted in 2015, and the Ethics Channel.

The year 2015 also saw the approval and launch of the new Information Plan of the Ethics Subcommittee; a complaint was received, which was resolved at one of the five sessions held by the Subcommittee.





Investments amounted to EUR 51.8 million, which include the purchase of a new hotel in Málaga for a total of EUR 30 million.

ILUNION has signed a strategic partnership with **Grupo Barceló**, divesting in ILUNION Viajes, which has merged with BCD Travel. Under this agreement, ILUNION also becomes a preferred supplier of Grupo Barceló.

Lastly, ILUNION divested in the Servimedia news agency, now owned by the ONCE Foundation.

The merger of the two business groups took place in 2015 with effect from 31 December and the development of the **Strategic Plans 2016-2019**, both global, for the entire business group, and individual, for each business, is now underway.

# ILUNION created 1,594 jobs for people with disabilities in 2015

The subsidiary companies of the Group created 1,165 jobs for people with disabilities (PWDs), increasing the percentage of PWDs in the workforce from 32% in 2014 to 34.7% in 2015. In the investees, 176 jobs were created for PWDs, in addition to a further 253 jobs in external organisations.

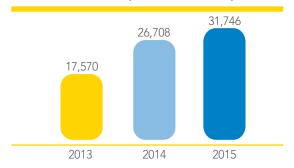
### Employment created by external companies and entities

- a) External transitions: Jobs created in an ordinary company unrelated to the ONCE, its Foundation and ILUNION, arising from the voluntary resignation of a disabled worker from any of the workplaces of companies in the business group qualified as a sheltered employment centre.
- b) Other transitions: Employment of persons with disabilities previously belonging to a subsidiary or investee of the business group and who have moved to an ordinary company not related to the ONCE, its
- Foundation, or ILUNION either because the company was sold and the buyer made a commitment to maintain the jobs or because the position held by the person was subrogated.
- c) Apprentices at external companies: Apprentices working at third companies unrelated to the ONCE or its Foundation who must have signed a contract for this purpose (excludes trainees), all in accordance with the agreements signed by the business group.

### Sales (in EUR thousands)

### 765,140 730,403 715,861 704,626 2010 2011 2012 2013 2014 2015

### **EBITDA** (in EUR thousands)

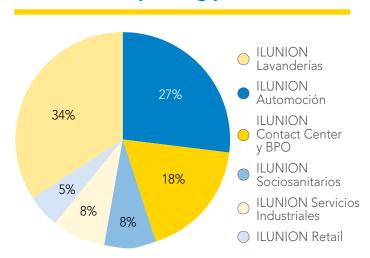


# Development of the operating result and pre-tax profit (in EUR thousands)



The total assets of ILUNION exceeded EUR 1,012 million and over 58% of its total liabilities are funded by equity. Its gross debt amounted to EUR 230.6 million, the same as in 2014, representing 22.8% of its total assets. It is within the threshold set by the General Council of the ONCE and its maturity is mainly medium and long term.

# Main contributions to operating profit



Economic value generated, distributed and retained	2015	2014
Direct economic value generated (EVG)		
Income (in EUR thousands) Sales, other income, interest income, result from fixed-asset disposals, other results	798,631	802,145
Economic value distributed (EVD)		
Operating costs (in EUR thousands) Procurements, changes in inventories and operating expenses	221,812	267,084
Wages and social benefits (in EUR thousands) Payments to employees and social contributions	535,210	514,549
Payments to providers of funds (in EUR thousands)  Financial expenses: payments to capital providers of the organisation	7,852	13,666
Payments to government (in EUR thousands) Gross taxes and rates	3,476	3,919
Community investments (in EUR thousands) Voluntary contributions and investment of funds in the community (includes donations)	580	577
Economic value retained (EVR)		
Reserves, amortisations, depreciations, etc. (in EUR thousands)	31,746	25,642

# ✓ Purchasing and supply management

In 2015, ILUNION purchased products and/or services from a total of 10,570 suppliers for a value in excess of EUR 99 million. The main families of products and services purchased were utilities (gas and electricity), bedding, machinery, hardware and software, washing products, cleaning products and uniforms.

Of these suppliers, 97.6% were local and 3% of these had signed a framework agreement with ILUNION to set up a general framework for collaboration allowing the adoption of various measures for people with disabilities beyond the supply agreements.

Over the past year, several contracts were renegotiated to obtain better prices, including insurance, landline and mobile telephony, gas and electricity, vehicle fleets, fuel, lifts and workwear.



ILUNION Retail is a chain of fully accessible convenience stores in hospitals and at transport hubs, in addition to neighbourhood supermarkets in partnership with Carrefour Express.

ILUNION Retail has suppliers in two countries that can be considered vulnerable in terms of human rights: China (merchandising) and Bangladesh (textiles). The company requires that they and all their end suppliers be signatories to the United Nations Global Compact. It also visits their plants and facilities before contracts are closed and periodically thereafter.

Through SEDEX, ILUNION Retail shows its customers how it puts these requirements into practice. It also obtains information on the ethical and environmental performance of both current suppliers and possible future candidates.

SEDEX is a non-profit organisation that manages a database of company information on ethical, working and environmental practices. It allows buyers to obtain and analyse information on their current or potential suppliers and assess the risks. It offers suppliers an effective and economical way of sharing their information and helps them to reduce the number of audits and questionnaires that they must complete to meet the demands of their customers.

Jordi Madera
Paralympic athlete
European silver medallist

### **▶** Business milestones of the divisions of Grupo ILUNION ►

### **BUSINESS & FACILITY SERVICES DIVISION**

### **ILUNION Facility Services**

- ILUNION Seguridad joined forces with the University of Alcalá de Henares to develop Spain's first specialised firefighting and emergency course for security staff.
- ILUNION Limpieza y Medio Ambiente offers a new Indoor Air Quality Control service for the detection and repair of sick buildings.

### **ILUNION Outsourcing y Servicios Industriales**

• The automotive area is set to develop the assembly of the new S-Max and Galaxy models from Ford.

### **ILUNION Contact Center y BPO**

- Roll-out of the Booking Centre service of ILUNION
   Hotels and the night service for handling travel
   assistance and miscellaneous claims for Grupo
   Pelayo.
- Start of production of the new, Nuxeo-based Document Management platform developed with its own infrastructure.

### **ILUNION Reciclados**

- The company received the WEELABEX seal for the quality of the decontamination processes used on the company's diverse processing lines.
- Presentation of managed print services addressed to large customers that use printing intensively, the main ones being Grupo PRISA, Hospital General de Valencia, Hospital de Elche, Hospital San Juan de Alicante, General Óptica and the logistics platforms for health care of the Andalusian Health Service.

### ILUNION Lavanderías y Servicios a la Hostelería

 Launch of BHS (Business Hotel Services), a sectorspecific solution exclusively targeting the hotel industry.

### **COMMUNITY HEALTH DIVISION**

### **ILUNION Sociosanitario**

 ILUNION Sociosanitario has been chosen by the British company Therapy Box to launch its awardwinning Predictable app and new ChatAble app in the Spanish market.

### ILUNION Fisioterapia y Salud

 A new physiotherapy clinic opened in Madrid, bringing the total number of its own clinics to 10.
 New franchised clinics opened in Torrevieja, Madrid, Lugo and Miranda del Ebro.

### **TOURISM DIVISION**

### **ILUNION Hotels**

 The chain opened a hotel in Bilbao, purchased the Hotel Monte Málaga, and signed an agreement with Liberbank for the management of two hotels in Mérida (Mérida Palace and Las Lomas). With this agreement, ILUNION Hotels added its first 5-star hotel to the list.

### **MARKETING DIVISION**

### ILUNION Retail y Comercialización

- Organisation of open days for Repsol (5,000 people in 4 days).
- New stores in the multi-modal station in Mallorca, Hospital de Vilagarcia de Arousa (Pontevedra), Renfe Getafe railway station, Hospital de Bormujos (Seville) and four kiosks at the Nuevos Ministerios station (Madrid).
- Awarded the contract by the Hospital Nacional de Parapléjicos in Toledo to supply support products to people with spinal cord injury and provide technical advice.
- The fitting of audio induction loops in passenger vehicles for hearing-aid users began.

### ILUNION Correduría de Seguros

- Agreement with Zurich to market a product specifically for nursing homes.
- A new product is under development for sports federations in the disability sector.

### **CONSULTING DIVISION**

### ILUNION Tecnología y Accesibilidad

 The company is to develop the accessibility app for the metro and bus systems of Barcelona to facilitate the use of public transport by the blind and visually impaired, and a study for Amadeus identifying all the particular aspects of travel experiences for people with disabilities around the world.

# 3.1 Human Resources

In 2015, 31,636 people worked directly at Grupo ILUNION. Of the total workforce, **10,982 were disabled,** which accounts for **34.7**% of the total employees of the Group and represents **an increase of 11.9**% over the total number of disabled people employed in the previous year.

Disabilities in the workforce

Physical 59%

Mental 20%

Sensory (hearing) 12%

Sensory (visual) 5%

ONCE member 4%

Around 53% of workers fall into the 45-65 years age bracket.

Nearly 5% of the workforce (around 1,500 employees) are of **nationalities other than Spanish**. This figure includes workers from South America, North Africa and Eastern Europe in particular. Of these, 28% have disabilities.

2015

ILUNION subsidiaries created 1,165 jobs for people with disabilities

	Total employees	Number of employees (People with disabilities)	Number of employees (People without disabilities)
Services	24,763	6,409	18,354
Hotel and Hospital Services	4,505	3,302	1,203
Community health	1,069	375	694
Marketing	527	440	87
Consulting	234	86	148
Others	174	109	65
Head office	116	84	32
Shared Services Centre	248	177	71
Total	31,636	10,982	20,654

The main areas contributing to the creation of jobs for people with disabilities over the past year were ILUNION Servicios Industriales, ILUNION Facility Services, ILUNION Automoción, ILUNION Lavanderías and ILUNION Contact Center y BPO.

### **ILUNION Contact Center BPO, towards accessible CTI**

The contact center service is one of the primary activities of ILUNION Contact Center BPO. The company has 1,400 operator positions at its platforms in Barcelona, Madrid, Seville and Santander, and uses CTI technology enhanced by the innovative work of its ICT Department.

CTI (Computer and Telephony Integration) software integrates all the interactions received by a contact center from a customer on the PC of each agent dealing with the query, regardless of the selected channel.

ILUNION has increased the value of CTI technology by developing scripts for each service. These are used as a guide by agents to deal with every communication they receive and to customise data collection to obtain more information than that given by the system by default.

A total of 1,578 people, 593 of whom have disabilities, work at the ILUNION Contact Center. To adapt the positions to the needs of these employees, deficiencies in the visual accessibility of the CTI must be resolved.

The ICT Department has analysed the application screens and the various functions that can be implemented in agent scripts, and has come up with solutions to each of the features that had to be shown in order to make them accessible. This task was developed in collaboration with the disabled workers. The result is a beta version allowing people with a form of visual impairment to work with this software via the JAWS screen reader.

### **ILUNION Retail Participa platform**

The ILUNION Retail Participa platform was rolled out in the framework of the Internal Communication Plan of ILUNION Retail. This platform is accessible by all store users and used to learn by sharing information and experiences, photos of product placement in stores, new products, posters, videos, ideas forums, competitions between stores and training exercises to improve and enhance the professionalism of sales staff.

The platform is guided and animated by a Community Manager and involves the participation

of the key departments at head office (Purchasing, Marketing and Sales Supervision) to ensure two-way communication.

The initiative has been well received due to its capillary effect in stores and has exceeded the company's initial expectations. It sets itself up as a simple tool to foster communication and promote people's involvement and commitment, which is key in the retail sector where workers are located up and down the country.

### Professional development

In 2015, more than 88,500 hours of training were provided for ILUNION employees, 28.6% of which were given to workers with disabilities.

By job category, more than 97% of these hours were used to train employees who were not

executives or middle managers, i.e. primarily from production.

Staff training over the year focused mainly on team management, communication skills, sales skills, sign language, languages (as part of the international development strategy), specific training for development and specialisation in different positions, occupational hazard prevention, equality, and quality.

# Training employees to work with/care for people with disabilities

	Men	Women	Total
Total hours	5,638	4,155	9,793
Employees trained	452	859	1,311

### Occupational health and safety

In the past year, new OHSAS 18001 certification was obtained, which increased the percentage of **ILUNION** companies certified in occupational health and safety to 68% (62.96% in 2014).

Over the year, **21 audits were conducted with 46 days of visits** to the diverse workplaces of ILUNION.

A total of 66% of employees of the business group are represented on formal joint health and safety committees with a presence of both management and employees. These committees were set up to monitor and advise on occupational health and safety.

The Method for the Analysis of Capacities and Demand in Jobs at Specialised Work Sites (SWS) was registered as intellectual property to facilitate its circulation for non-profit purposes. Progress has been made in its implementation in the Laundries, Industrial Services and Community Health areas.

In the Laundries area, application of the **PSICODISC methodology** to assess psychosocial risk in people with disabilities has continued.

A Mobility and Road Safety Plan has been developed specifically taking into account the disability factor with the aim of reducing occupational, road and pedestrian accidents. A survey was conducted among all staff to find out about worker mobility habits and a publicity campaign was launched about accidents en route.

The Group also participated in the creation of the Working Group on Particularly Sensitive Workers in the scope of the PRL Innovación association.

In 2015, health and safety training totalled 24,289 hours, 30% more than in the previous year.

### **ILUNION Servicios Industriales Rehabilitation Unit**

This unit has added a physiotherapist as a measure to improve the autonomy and quality of life of workers, maintain their overall physical health and improve any disorders brought on by production activity. The service essentially monitors all workers individually to keep an eye on their health and prevent injuries.

### Fequality

As at 31 December 2015, women made up 55.7% of the Group's workforce.

To ensure equal remuneration for men and women, salary bands are applied for positions or salaries are fixed in collective agreements. In practice, there is no wage difference due to gender.

A total of 14 victims of gender violence have been recruited, all of whom are disabled women (6 more than in 2014), and a day of reflection and awareness was held on "The Alliance between Men and Women to Combat Gender Violence: Victims and Executioners: Inverted Statistics".

A campaign for non-sexist language was launched, which ran from 28 May to 8 June. Training was

also held on intervention in claims of harassment and an event to raise awareness about equality was organised for the management team. With the collaboration of the Directorate General for Women of the Regional Ministry of Social Affairs, four training sessions were held entitled "Lead your Future" on female leadership. These were attended by 51 participants, male and female.

### Social benefits and reconciliation

In 2015, several focus groups met to learn about the demands and expectations of employees as a prerequisite for implementing new measures for the reconciliation of work and family life to the satisfaction of the workforce.

Also in 2015, the company's level B certification for FFC (Family Friendly Company) was renewed.

### Workforce breakdown by professional category, sex and disability

	Men	Women	Total
No. of employees in the Executives category	48	21	69
No. of employees in the Managers (PWDs*) category	16	11	27
No. of employees in the Managers (PWODs*) category	32	10	42
No. of employees in the Middle Managers category	124	84	208
No. of employees in the Middle Managers (PWDs*) category	39	22	61
No. of employees in the Middle Managers (PWODs*) category	85	62	147
No. of employees in other categories	13,834	17,525	31,359
No. of employees in other categories (PWDs*)	6,004	4,890	10,894
No. of employees in other categories (PWODs*)	7,830	12,635	20,465

<sup>\*</sup> People with disabilities.

<sup>\*</sup> People without disabilities.

# 3.3 Innovation

### Employment solutions

### **ILUNION** Hotels, inclusion as a competitive advantage

ILUNION Hotels is redefining the tourism experience by opening hotels to all and making disability a visible and valued element. Customers will find everything they expect and need from a hotel in addition to contact with a corporate culture that values human diversity and focuses on individual talents.

**People with disabilities are the social hallmark of the chain.** Of the total workforce, 40% have disabilities. Three of the chain's hotels are Sheltered Employment Centres. Disability has been made part of the identity of the hotels, thereby removing the canons of a sector with an employment rate of virtually zero for this group.

**Accessibility is standard at ILUNION Hotels.** All the chain's hotels and websites have been designed in accordance with universal accessibility parameters. It is the only chain with universal accessibility certification (UNE 170001-2) in its hotels.

### Technology and social innovation for the automotive industry

ILUNION is the reference logistics provider for Ford Spain and the main TIER 1 suppliers of Ford (Delphi, Lear, Grupo Antolín, etc.). It now has eight of its own plants located at different points of Ford's provider assembly factory in Almussafes, Valencia. One of these is connected to the Ford conveyor.

The Automotive area of the Outsourcing y Servicios Indus-triales division delivers a critical service in the Ford production chain and is one of the most competitive suppliers in Spain's automotive industry.

In 2009, 186 people worked at ILUNION Automoción; it now has over 900 employees, 811 of whom are disabled. Over this period, the company has increased its turnover from EUR 3.3 million to 22.9 in 2015, with an operating result of EUR 4.3 million.

The team is responsible for warehouse management and the pre-sequencing and sequencing of parts that are then sent to their point of use on the assembly line. They also carry out assemblies and subassemblies of vehicle components such as engines and gearboxes.

The Assembly of Automatic Gearboxes is the most complex process. The operation cannot be repeated; the line's productivity is based on getting it right the first time. The product is considered high risk and all parameters of each assembly station must be traceable and the results maintained for 10 years.

In the operation for **Mounting the Engine to the Gearbox**, the gearboxes are assembled to the engine and the engine is encased in parts that must later be fixed in the vehicle. Quality is critical here because of the high cost of the guarantee and the reputation of the customer brand.

All processes are adapted to the individual who performs them. The adaptations are subject to error-testing devices with sound, visual and/or vision systems. The adaptation of the position, the design of a work process adapted to the profile of the workforce, cutting-edge technology and the professionalism of the team all combine to create a strong partnership with the customer and a company with a very promising future.



### ILUNION Sociosanitario, technology for motivation, autonomy and health

One of the activities of the Community Health division is the management of care homes and day centres for the elderly. ILUNION provides individual care that puts the welfare of the person at the heart of the business activity. It has inherited this culture from its tradition of commitment to people with disabilities. As part of this task, ILUNION is committed to innovation as a means to motivate the elderly and offer them autonomy and health.

Three ILUNION centres have technology classrooms offering new tools for stimulation, socialisation and exercise to the elderly. Equipped with conventional and touchscreen laptops, digital displays and a Nintendo Wii console, the classrooms host diverse workshops. These activities are specifically designed for people suffering from dementia or some form of cognitive impairment. Their contents help slow down the onset of functional losses

and maintain and/or improve the skills they still possess, thereby improving their personal and social autonomy.

Another of the aims of these classrooms is to familiarise elderly people with new technologies and their potential for communication and entertainment. There is a strong demand among residents to search online for relatives, acquaintances, their homes and their hometowns.

The controlled practice of sport in the elderly is also a way of **fighting the accelerated ageing** of functional skills and the risks of psychomotor retardation.

To date, 575 people have attended the workshops. The classroom at the Baena centre will open in 2016, while, in 2017, classrooms will open at the Maranchón and Calasparra centres, joining those already operating in Parla, Sonseca, Villarrobledo and La Solana.

### **Technology classrooms**

- Virtual Gymnastics
- Cognitive Stimulation
- Travel With Us Workshop.
- Cinema forum
- Chats and
   Videoconferencing
- Hobbies and Video games on touchscreens
- Computer training and mouse skills and dexterity
- Workshop on searching for information online (local news, recipes, cities, chats, etc.)
- E-mail communication among residents

- On-line painting
- Videoconferencing with residents from other centres
- Screening of photographs of activities
- Virtual bingo
- Screening of documentaries and music videos

### Synergies for innovation

### **ILUNION** and Therapy Box

ILUNION was chosen by the British company Therapy Box to launch its award-winning Predictable app and new ChatAble app in the Spanish market. Predictable is designed for people who cannot express themselves with speech due to complex physical and communication disabilities such as amyotrophic lateral sclerosis (ALS), cerebral palsy and brain damage. The Spanish app ChatAble seeks to meet the needs of people who require augmentative communication systems, such as users with autism. This partnership opens the doors in Spain to 'apps' specialising in the needs of people with communicative and motor disabilities.

### **Google for Nonprofits programme**

It is a free version of the package Google Apps for companies that allows third-sector organisations to reduce their technology costs. It gives free access to a range of products and services, such as Google Apps for Nonprofit, Google Ad Grants and YouTube Nonprofit Program. ILUNION is

the Spanish partner of this Google programme. The ILUNION Consulting area is charged with setting the technical criteria and developing the necessary analyses to validate access of non-profit organisations through its DONO project, which donates technology products to the third sector.

### Renfe, ILUNION and the Atendo service

Atendo is a free service offered by Renfe Operadora to rail customers to inform, advise and assist passengers with mobility problems or disabilities on travelling in stations and getting on and off trains. ILUNION has managed this service since it was launched in 2007. One of the fruits of this partnership was the development by ILUNION Tecnología y Accesibilidad of Renfe's Atendo app in 2015. The app gives users of the rail company access to this free service from their mobile phones or tablets. It provides a "custom" service where users can indicate their specific needs.

### **UNIR Master's Degree in Accessible Technologies**

The University Master's Course in Accessible Technologies: Web, Applications and Devices was launched in June 2015. The course content was developed

and adapted by ILUNION and the ONCE Foundation exclusively for the International University of La Rioja (UNIR). The course is aimed at training IT professionals

in the design and evaluation of accessible technology and gives a comprehensive overview of accessibility in technology products.

# 3.4 Social and relational

### Partnerships to generate business and create jobs

### Agreement between ILUNION Contact Center BPO and Grupo BC

Agreement between ILUNION BPO and Grupo BC to meet the growing demand for outsourcing business processes in the financial and insurance sectors. Through this agreement, they have become leaders and benchmarks in the documentary and operational outsourcing sector.

### Partnership with Ford

Automotive area plant of ILUNION Outsourcing y Servicios Industriales, located in Almussafes (Valencia) on Ford España premises.

### Partnership with DHL

ILUNION Outsourcing y Servicios industriales plant at the DHL logistics centre in Quer (Guadalajara), where it provides the co-packing service for L'Oreal products all over Spain.

### Partnership with the Instituto Nacional de Administraciones Públicas (INAP)

Under which a Foro Servimedia Comunicación session was held on "Disability in the Training Plans of General Government", among other actions.

### Agreement for the integration of female victims of gender violence in the workplace

Signed with the Ministry of Health, Social Services and Equality and addressed primarily at women with disabilities.

### Cotton House Hotel: luxury, excellence and inclusion

The Cotton House Hotel Autograph Collection of Barcelona is considered one of the world's top 11 hotels. As part of the Marriott chain, this five-star hotel has 83 rooms and an average occupancy of 74%.

ILUNION Hotel Business Services has signed a four-year contract with Cotton House to deliver a complete, tailored solution covering the maid service, booking contact centre, cleaning, security, marketing and technology. This leaves the hotel free to focus on the sale of its services and improving occupancy and margins.

The Hotel Business Services team for Cotton House Hotel consists of 18 employees, over 90% of whom have disabilities, primarily women.

### Partnerships with the disability sector



Agreement between ILUNION Facility Services and the Confederación Estatal de Personas Sordas (CNSE). To encourage and support initiatives for the recruitment of deaf people.

Agreements between ILUNION Correduría de Seguros and the Central de Compras de Plena Inclusión and the Asociación Española de Fundaciones Tutelares (AEFT). For advice on improving covers, claims handling and to search for better alternatives.

Agreements with Asociación Catalana de Traumatismos Craneoencefálicos y Daño Cerebral and Asociación Catalana de Afectados de Fibromialgia. To set price discounts on support products and orthopaedics for these groups.

### Other partnerships and agreements

**Support to the MOBBY initiative** developed by ANESVAD in Bombay (India). This social enterprise project produces footwear for the prevention of malformations due to leprosy.

### Red Gares, recycling and social economy

The ILUNION Reciclados project is a specialised work site in the scope of the circular economy. It manages a waste electrical and electronic equipment (WEEE) treatment plant in La Bañeza (León).

It is part of the Network of Authorised Recycling Managers of the Social Economy (Red de Gestores Autorizados de Reciclaje de la Economía Social), Red Gares, the Fundación ASPACE Navarra para el Empleo and Albacete de Recuperación S.L, both members of the Spanish Business

Federation of Associations of Sheltered Employment Centres (FEACEM), which runs the network. Its purpose is to guarantee employment for people with disabilities who work in authorised centres of the social economy, to act as the contact with the authorities and other agents operating in the sector, and to promote synergies. It also seeks to set up channels of communication for its members and to promote economies of scale, working in partnership to procure services or purchase goods and rights.

### **CSR** forums and platforms

- ILUNION holds the presidency of Forética
- Founding member of the Sociedad y Empresa Responsable (SERES) Foundation
- Member of the Spanish Global Compact Network. Participates in
- the collaborative project with the World Tourism Organization
- Member of the CSR Commission of the CEOE and CEPES
- Member of the CSR Commission of the Spanish Association of Risk Management and Insurance
- Participates in AENOR's
   Standardisation Committee CTN
   178 "SMART CITIES"
- Member of the CSR Commission of the CERMI
- Signatory to the Diversity Charter in Spain



### / Awards

### CROSS OF THE CIVIL ORDER FOR

SOLIDARITY, for its extraordinary distinction in developing activities related to social action that benefit social well-being.

Awarding institution: Government of Spain.

Awarded to: GRUPO ILUNION

### "TU ECONOMÍA 2015" AWARDS.

for the Best Human Resources Policy.

Awarding institution: La Razón newspaper.

Awarded to:

**GRUPO ILUNION** 

### CAPITAL MAGAZINE AWARDS.

for its contribution to business development.

Awarding institution: Capital magazine.

Awarded to:

**GRUPO ILUNION** 

FactorW AWARDS: Mujer y

Empresa, 2nd prize to the most innovative company in the management, creation and development of Diversity Management departments.

### Awarding institution:

INTRAMA and the Ministry of Health, Social Services and Equality.

Awarded to:

**GRUPO ILUNION** 

STELA 2015 AWARDS to companies recruiting workers with intellectual disabilities.

### Awarding institution:

Fundación Síndrome de Down de Madrid.

### Awarded to:

**ILUNION Facility Services** 

# AWARDS FOR MERIT IN THE PRIVATE SECURITY SERVICE (Trophy).

Awarding institution: Seguritecnia magazine.

Awarded to:

**ILUNION Seguridad** 

### PLATINUM CONTACT CENTER

AWARDS 2015 to the best service rated by the end customer.

Awarding institution: Contact Center magazine.

Awarded to: ILUNION Contact Center y BPO

### BBVA INTEGRA AWARDS to

innovation, workplace integration and environmental benefit

Awarding institution: BBVA.

Awarded to:

**ILUNION** Reciclados

### **TOURISM TOMORROW AWARDS**

for leading the change towards accessible tourism.

Awarding institution: World Travel & Tourism Council.

Awarded to:

**ILUNION** Hotels

CEGOS AWARDS to best practices in human resources, for its policy for the workplace integration of

people with disabilities.

Awarding institution: CEGOS.

Awarded to: ILUNION Hotels

### **RE-THINK HOTEL AWARDS to**

the top 10 sustainability and rehabilitation projects in the Spanish hotel sector.

### Awarding institution:

Grupo Habitat Futura.

Awarded to: ILUNION Hotels

### **SENDA 15th Anniversary AWARDS**

to the entity of the year.

Awarding institution:

SENDA magazine.

Awarded to: ILUNION Sociosanitario

# IDEAS TO REVITALISE CENTRES AWARDS

Awarding institution: Directorate General for the Elderly of the Madrid Region.

Awarded to:

**ILUNION** Sociosanitario

### **BUSINESS EXCELLENCE 2015**

AWARDS, runner up for the "Housekeeping and Maintenance App".

Awarding institution: College of Technical Engineers and Telecommunications Experts of Catalonia.

Awarded to: ILUNION Tecnología y Accesibilidad

# **3.5 Environmental**

A total of 77.8% of ILUNION companies had ISO 14001 Environmental Management certification in 2015, while 98.1% had ISO 9001 Quality Management certification.

ILUNION together with the ONCE and its Foundation, joined the 'One Million for the Climate' initiative in 2015, driven by the Biodiversity Foundation, Ecodes, INECO and the NGO Save Horizon. In the framework of this initiative, it has adopted commitments concerning the use of heat generation systems with renewable energy, improving the energy efficiency of processes by 10% and 20%, reducing and optimising product packaging, reusing waste from production processes, and calculating and reducing its carbon footprint.



### ILUNION Lavanderías y Servicios a la Hostelería: R&D+i for the sustainable use of resources

Industrial laundering is intensive in its use of water and energy. The consumption of these resources therefore represents one of the biggest costs of the business and its largest environmental footprint.

ILUNION Lavanderías has spent years making investments and developing projects for a more efficient use of resources. Between 2012 and 2015, the company has reduced its consumption of water, electricity, gas, fuel oil and plastic, despite increasing its volume of laundered textiles by more than 26%.

# Consumption of resources 2012-2015

01100001000				
	2012	2015	% difference	
Water (l/kg)	10.927	10.424	-4.6 %	
Electricity (kWh/kg)	0.227	0.222	-2.2 %	
Gas (kWh/kg)	1.704	1.613	-5.3 %	
Fuel oil (l/kg)	0.195	0.159	-18.5 %	
Fuel (kg/kg)	0.141	0.159	12.8 %	
Plastic (kg/Tn textiles)	5.1	4.1	-19.6 %	
Plastic (Tn)	677.6	691.9	2.1 %	
Tn textiles	132,913	167,828	26.3 %	

### Water consumption 2015

Total water consumption (m³)	1,842,999
% water obtained from the mains	71.5 %
% groundwater	28.5 %
Total volume of water recycled or reused over the year (m³)	921,684
Water recycled or reused over the year as a % of the total water consumption	50.0%

The company has an area engaged in the constant research and development of systems for water savings, heat recovery and energy savings based on the best practices incorporated into the sector.

In 2015, this led to savings of 7.8 gigawatts and the recycling of 50% of all water consumed, representing a total of 921,684 m<sup>3</sup>. All this has been made possible by the investment in technology and the configuration of increasingly efficient processes.

The year 2015 saw the renewal of the agreement with the supplier of cleaning products for the laundries group, with which an energy saving and efficiency project has been in place for some years.

In 2015, ILUNION Lavanderías consumed 9.8% less water than in 2014

Total energy consumption fell by 1.2% compared to the previous year

### **✓** Other measures of Group companies **►**

### **ILUNION Hotels**

The efficiency measures introduced in 2015 have reduced the energy consumption per guest at ILUNION Hotels by 1.08% compared to 2014.

The target for 2016 is to reduce the energy consumption per guest by 7%, and by 4% in water.

In 2015, a total of 10,523 tons of GHG were emitted into the atmosphere, mainly from the consumption of electricity (62%) and natural gas in hotels (21%). These emissions represented 2.8% more than in 2014. However, the calculation for 2015 includes the ILUNION hotels Valencia 3 and ILUNION Bilbao, which were not considered in the carbon footprint of the previous year.

13.44 kg CO2 per room

The hotels ILUNION Menorca and ILUNION Caleta Park (Girona) were awarded Travelife Gold certification, an international standard for hotels with over 150 sustainability criteria covering both environmental issues and the adoption of positive social measures and a commitment to local development.

### **ILUNION Reciclados**

A total of 90% of CFC (chlorofluorocarbon) gases was recovered in the decontamination treatment performed on gas cooling equipment, essential for a waste treatment plant and a requirement of integrated management systems and for renewal of the new WEELABEX environmental certification.

In the printing services area, **ecodesign** criteria are used in the manufacture of high-performance XXL toner cartridges. The development of these products has reduced the consumption of raw materials and logistics costs per printed copy. Other environmental management targets include a 10% reduction in waste ink, waste packaging containing hazardous substances and waste materials impregnated with hazardous substances.

### **ILUNION Facility Services**

Plans are in place to implement and obtain certification for an Energy Management System in accordance with the guidelines set out in the international standard UNE-EN-ISO 50001 for the energy management of its head offices.

# **▼** Other certifications of ILUNION companies ►

	ILUNION Seguridad	<ul> <li>UNE 16082</li> <li>SP APROSER (specific for private security)</li> <li>SA 8000</li> <li>GWO (Global Wind Organization)</li> </ul>		
	ILUNION Seguridad (fire and driving)	• SA 8000		
	ILUNION Limpieza y Medioambiente	• SA 8000		
	ILUNION Mantenimiento integral de edificios	• SA 8000		
<b>Business &amp; Facility Services</b>	ILUNION Outsourcing y Servicios Auxiliares a la Industria	<ul> <li>SA 8000</li> <li>CEE specification (SHELTERED EMPLOYMENT CENTRE)</li> <li>TS 16949</li> </ul>		
	ILUNION Reciclado RAEEs	<ul> <li>CEE specification</li> <li>EFQM +400</li> <li>EMAS</li> <li>WEELABEX seal</li> <li>ISO TEC 19752</li> <li>ISO TEC 19798</li> <li>DIN 33870</li> <li>DIN 33871</li> </ul>		
· <u>is</u>	Environmental health and waste management	• SA 8000		
B	Contact Center y BPO	<ul><li>ISO 27001</li><li>ISO 22320</li><li>UNE 15838</li></ul>		
	Lavandería y Servicios a la Hostelería	<ul> <li>CEE specification</li> <li>Made in Green</li> <li>Made in Health</li> <li>EFQM +400</li> <li>Madrid Excelente</li> </ul>		
	Care homes and day centres	• UNE 158101		
	Remote care	• UNE 158401		
裏	A contract of the contract of	• UNE 170001		
Je?	Augmentative communication	CEE specification		
nity	Support products	<ul><li>UNE 170001</li><li>CEE specification</li></ul>		
Community health	Orthotics	UNE 170001     CEE specification		
ပိ	Therapeutic counselling	UNE 170001     CEE specification		
ĺ	Tourism ILUNION Hotels	<ul><li>UNE 170001</li><li>QSostenible Evolution seal</li></ul>		
	Office supplies	CEE specification		
	Urban facilities	• ISO 14006		
in	Vehicle adaptation services	• UCA M1 and N1		
éet	Christmas hampers	CEE specification		
Marketing	Managed printing services	<ul><li>ISO 19752</li><li>ISO 19798</li><li>DIN 33870</li><li>DIN 33871</li></ul>		
	Promotional marketing	CEE specification		
	Direct marketing	• CEE specification • ISO 27001		
	Temporary employment, responsible placement agency	• SA 8000		
<b>D</b>	Technical assistance in legal matters	<ul><li>UNE 170001</li><li>CEE specification</li></ul>		
Consulting	Technical assistance in project development	UNE 170001     CEE specification		
Cons	Strategic and operational planning	UNE 170001     CEE specification		
	Development of pilot plans	<ul><li>UNE 170001</li><li>CEE specification</li></ul>		
	Writing of reports and technical manuals	UNE 170001     CEE specification		
	BI solutions	• CMMi		

# 4. About this report

# ✓ Criteria for the preparation of the report ►

The purpose of the **ILUNION Shared Value Report 2015** is to provide the stakeholders of the organisation with **material information** on the challenges and achievements of a business project focused on the creation of social and economic value.

It was drawn up in accordance with the reporting guidelines of the **Global Reporting Initiative (GRI)**, version G4, and the criteria of the **International Integrated Reporting Council Framework, IIRC**. Neither has been applied extensively.

This year, the **Sustainable Development Goals** published by the United Nations in 2015 were taken into account, since these will determine the global agenda of Corporate Social Responsibility for the coming years. Grupo ILUNION is committed to this initiative and expresses its contribution to meeting the 17 goals through its activity in this report.

One final aim was that of giving a space to the indicators of the "Disability in Sustainability Reporting" guide drawn up by the ONCE Foundation and GRI.

### Scope and limits of the information

The contents of the report refer to the year 2015, which saw the final merger of the business groups of the ONCE and its Foundation. The scope of quantitative information is limited to the key milestones of 2015. For qualitative information, the time horizon was extended to the first quarter of 2016 when deemed necessary.

The financial and economic information has considered the **main pro forma variables** of the new business group, given that the merger was completed on 31 December 2015 and the 2015 figures for the profit and loss accounts of Grupo ILUNION did not yet cover the scope of the companies of the former CEOSA. Thus, it considers the figures that would have been valid had the business merger taken place at the start of the year.

As regards the **scope** of the report, it considers only Spanish subsidiaries. Lastly, the aggregate quantitative information broken down by divisions has been prepared based on the organisational and management control structure of the companies. These divisions do not correspond to the divisions on which the commercial offer is based.

### **Material matters**

### Matters common to the entire organisation

Corporate governance

Efficiency and professionalism in management

Transparency and policies for the prevention of corruption

Talent attraction and career development

and bribery

Employee health and safety

Relations with General Government

Supply chain

Diversity and equal opportunities

Efficient energy consumption

Working conditions of the workforce

Universal accessibility

### Specific matters by business division

Business & Facility Services

### **ILUNION Facility Services**

Reuse of materials Waste management Efficient water consumption

### **ILUNION Contact Center y BPO**

Security of information and use of new technologies

### Lavandería y Servicios a la Hostelería

Waste management Efficient water consumption

ommunity Health



### **ILUNION Sociosanitario**

Waste management

Tourism



### **ILUNION Hotels**

Raising environmental awareness among guests Waste management Efficient water consumption

### **ILUNION Somontes Club Deportivo**

Raising environmental awareness among guests Efficient water consumption

Marketing



### **ILUNION** Comercialización

Product quality and food safety Traceability and labelling Waste management

### ILUNION Correduría de Seguros

Security of information and use of new technologies

Consulting



### ILUNION Comunicación y Marketing

Communication ethics

### **ILUNION** Capital Humano

Security of information and use of new technologies

### ILUNION Tecnología y Accesibilidad

Security of information and use of new technologies

