



2025 SHARED VALUE REPORT

Aggregate executive summary
of the ONCE Social Group



Dear friends,

Artificial Intelligence, the now almost overused AI, is here to stay and will continue to spark debates in which people with disabilities can neither afford nor wish to be left behind. This latest milestone in technological progress, capable of achievements that both inspire and alarm, must place people at its heart. **We need to rethink AI through the lens of inclusion, as a tool that can help prevent inequality.**

At the **ONCE Social Group**, we work extensively with the most advanced and accessible technologies to support people with disabilities and other groups at risk of social exclusion. For some time now, we have been using and championing technology, and AI in particular, that genuinely serves everyone.

That is possible, and this **2025 Shared Value Report** demonstrates it with facts and figures. But let me begin with a result that would have seemed almost unimaginable only a few years ago: by the end of the year, **the ONCE Social Group had reached a workforce of 80,000 people employed on the basis of equality, fairness, inclusion and diversity. Of these, almost 60% are people with disabilities and 45% are women.**

This achievement has been made possible together with Spanish society as a whole and, during 2025, enabled us to **increase employment by 3.4%**, even as we continued to rejuvenate our workforce. We created 2,642 new jobs within the Group and helped generate more than 13,000 additional jobs for people with disabilities in other companies. These figures reinforce our position as a world leader in creating and promoting employment opportunities for people with disabilities, while **allowing us to consolidate and increase our social investment, our contribution back to society, to €262.6 million.**

All of this has been made possible thanks to the strong performance of our three executive areas. **ONCE achieved sales of €2.9271 billion through its safe**, responsible and socially beneficial lotteries, with 56% returned to the public in the form of €1.661 billion in prize money. **Fundación ONCE allocated €154.5 million** to 2,234 projects benefiting 1,000 disability organisations across Spain. **Ilunion** closed the financial year with turnover of **€1.4435 billion** and invested more than €100 million. Once again, these are record figures in our history.

But I want to return to what matters most: people. I am writing these closing lines on the very day that Pope Leo XIV has published his first encyclical, Magnifica Humanitas, calling for AI to serve the good of humanity; on the very day that we are unveiling an ONCE lottery ticket to mark the Pontiff's forthcoming visit to Spain; and on yet another day in the life of the **ONCE Social Group** when we reaffirm, and demonstrate through our actions, that social progress, technology and AI must go hand in hand. Without that, there can be no real progress, no genuine intelligence and certainly nothing that deserves to be called social.



Miguel Carballeda Piñeiro

President of the ONCE Social Group

ONCE Social Group

The **ONCE Social Group** is the world's leading provider of social services for blind and disabled people and the largest driver and creator of employment for these individuals. **It is currently the third largest non-public employer in Spain, having exceeded 80,000 employees, and the largest employer of people with disabilities in the world.**

It represents a unique social and business model, born out of public solidarity, which brings together on an equal footing social, charitable and business elements, establishing itself as a **leader in the social economy and social action.**

ONCE

It is a global benchmark in promoting **autonomy for blind and visually impaired people. It manages social, safe and responsible lottery products under strict public oversight,** with the aim of maximising and fully reinvesting its income into social action.

ONCE Foundation

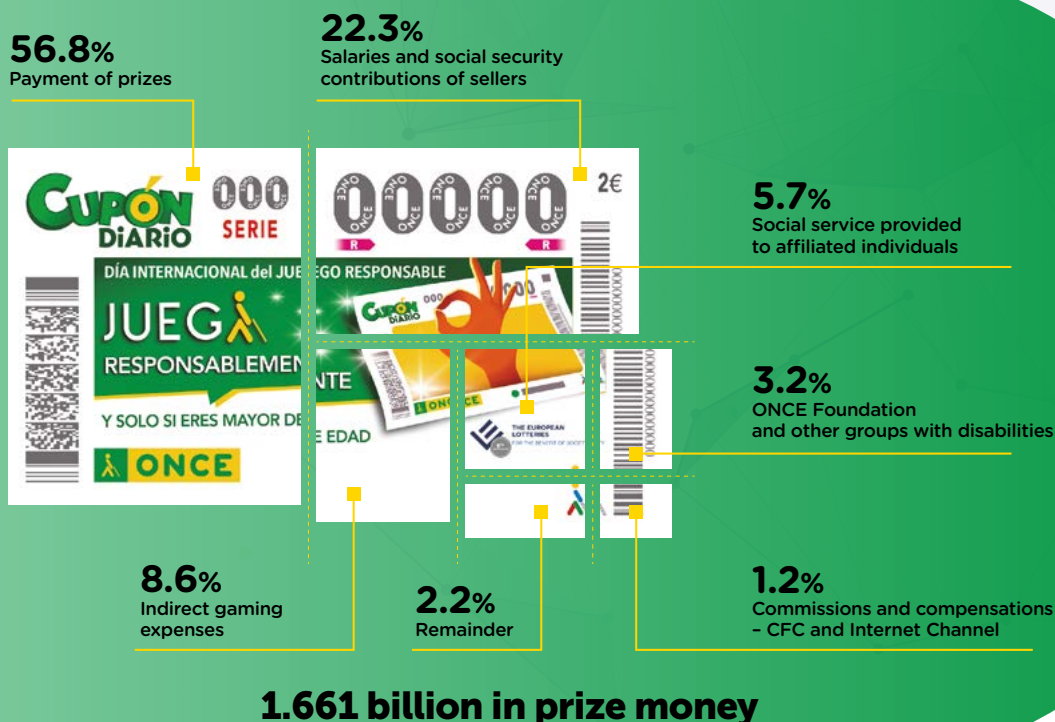
It was established in 1988 to extend **coverage and social inclusion to as many people with disabilities as possible.** It works across three key areas, in cooperation with the wider association network: training, employment and universal accessibility.

Ilunion

Leaders in the social economy, diversification and sustainability, **with the aim of ensuring long-term viability, innovation and future growth,** supported by job creation for people with disabilities and those at risk of social exclusion.

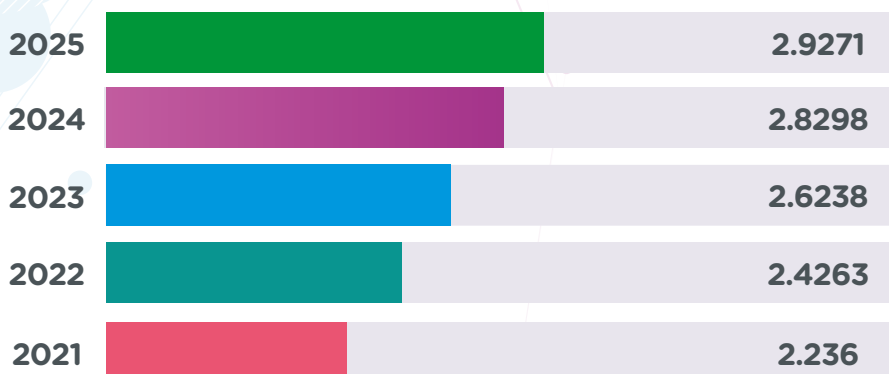
Socially Responsible and Safe Gaming

The management of lottery products generates resources that are fully allocated to the social objectives of the **ONCE Social Group**, forming the foundation of a unique social service model in the world.



ONCE adheres to the strictest international **responsible gaming** principles set out by the **World Lottery Association (WLA)** and **European Lotteries (EL)**. It was the first operator in Spain to do so and continuously renews its compliance with the highest safety standards, consistently **achieving top ratings**.

TOTAL SALES OF LOTTERY PRODUCTS (in billions of euros)



We are a group

Coverage for
72,443
blind people,
with 3,131 new
members
added in 2025

262.6
million allocated
to direct social
investment

ONCE Foundation
distributed
€154.5
million across
2,234 projects
for disability
organisations

80,000
employees, **58,9% people**
with disabilities
and **45% women**

Ilunion invested
more than
€100
million in
innovation and
future
development

628,234
hours of training
delivered across
the organisation

The world's leading
employer of people
with disabilities and
the **third largest**
non-public employer
in Spain

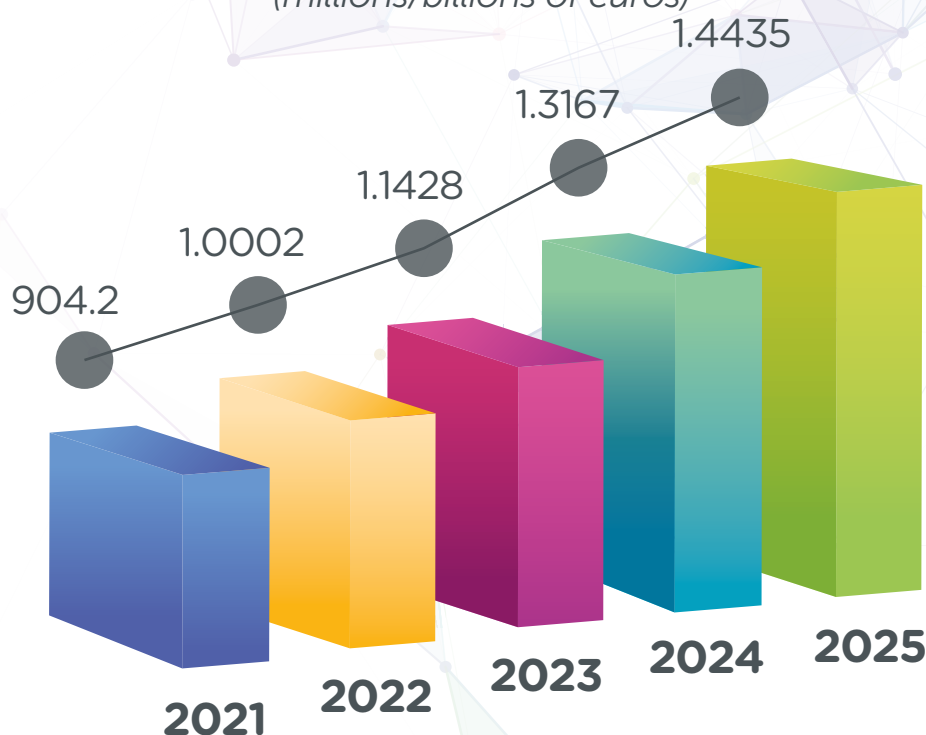
Comprehensive
support for
7,250
blind students and
116,478 hours of
mediation for
people with
deafblindness

Financial Strength and Sustainability

Our socio-economic model demonstrates financial strength and sustainability, enabling us to remain leaders in the social economy and to drive the work of our foundations.

Economic figures for Ilunion Sales

(millions/billions of euros)



ONCE Foundation

Total income (millions of euros)

	2025
ONCE	92.0
ESF	34.2
Private donations	1.7
Other income*	26.6
TOTAL	154.5

Total expenditure by purpose (millions of euros)

	2025
Employment and Training Plan	114.7
Accessibility Plan	37.6
Administrative costs	1.8
Total	154.1
Surplus	0.4

* Other income includes non-ESF grants, cancellations and repayments of aid, cooperation agreements, other donations, financial income and other items.

NOTE: The 2025 financial year closed with a balanced result, maintaining support for high-impact social investments amounting to one million euros.

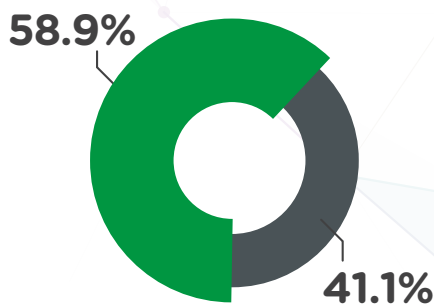
Our Focus: People

As of 31 December 2025, a total of 79,598 people were employed by the **ONCE Social Group**, an increase of 2,642 compared with 2024. This represents growth of 3.4%, above the national average of 2.7% (source: National Statistics Institute (INE)).

People with disabilities account for 58.9% of the workforce (46,899 employees), while women represent 45% of the total workforce (almost 36,000 employees). We also employ 32,000 people without disabilities, demonstrating our commitment to inclusion and our ability to attract talent across a wide range of professions.

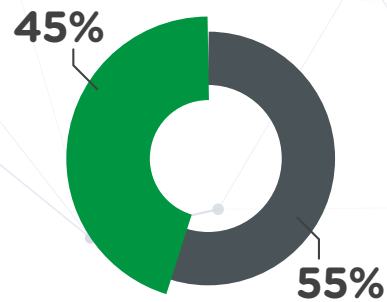
The **ONCE Social Group** is the third largest employer in Spain and the world's leading employer of people with disabilities.

Employment
by disability



People with disabilities	46,899	58.9%
People without disabilities	32,699	41.1%

Employment
by gender

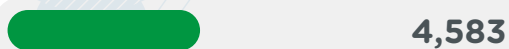


Women	35,796	45%
Men	43,802	55%

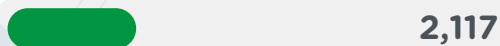
Total 79,598

Employment by Type of Disability

Blind people affiliated to ONCE



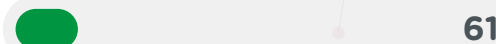
Other visual impairment



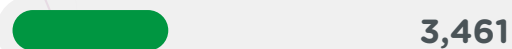
Physical disability



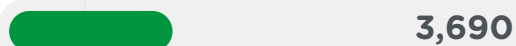
Other disabilities



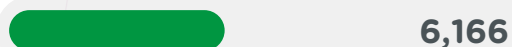
Hearing impairment



Intellectual disability



Psychosocial disability



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