



SHARED VALUE REPORT

Aggregate executive summary
of the Grupo Social ONCE

Message from the President



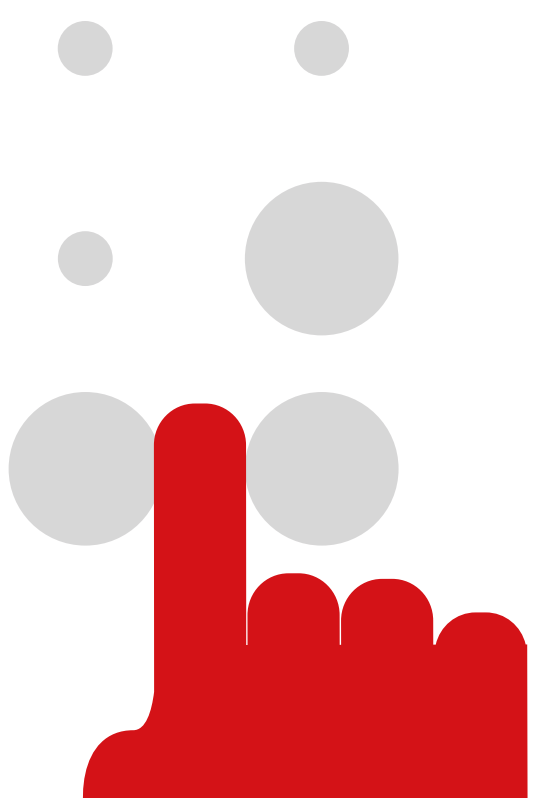
Dear friends,

Words have always had the power to connect, to build or create bridges. In the case of blind people, these words often become dots, **Braille dots** which, through their raised form, open the world to us. For this reason, these lines and this Shared Value Report from Grupo Social ONCE 2024 are guided by the **six dots** that make up Braille, which is now 200 years old. Braille has enabled blind people to share who we are, what we do and what we aspire to.

Just as the Greek Archimedes of Syracuse once said, “Give me a **place to stand**, and I will move the world”, and went on to invent the law of the lever, we have six points of support—six tactile dots—that become our lever for accessing information, culture, education... the world. So, whether through words or dots, this fully accessible Report is a way of sharing the most significant highlights from the vast activity of

Grupo Social ONCE throughout a year that, once again, has been highly positive, achieving historic milestones across all areas of our work.

And since dots guide us—just as a blind person’s fingers guide them while reading a Braille text—let me **begin** with what matters most to us as a social organisation devoted to serving citizens: people. We have surpassed the goal we set for 2024 of reaching 75,000 workers, closing the year with 77,000 professionals in quality, inclusive, dignified, sustainable and well-regarded jobs. Grupo Social ONCE has achieved 7% employment growth in 2024, adding 5,064 new jobs.



Moreover, 60% of our staff are people with disabilities, and 45% are women. Specifically, 45,678 people with disabilities are employed with us—an achievement that, believe me, is far from easy in today’s labour market. We also include 31,278 people without disabilities, because this is a place that embraces diversity. In addition, we have 34,654 women working with us, of whom more than 17,000 also have disabilities. These figures—representing real people above all—**clearly underscore** our objective, our role, our mission, and our achievement.

We achieve all of this from a shared **meeting point** built on unity of action and the combined strength of ONCE, Fundación ONCE, and ILUNION—our three management areas: with a new record in sales of our social, safe, and responsible lotteries, which are both our framework and our heart, enabling us to invest in the world’s best social services for blind people; with the highest-ever allocation to Fundación ONCE, allowing it to intensify training and employment for people with disabilities, as well as improve accessibility in all areas of life and drive progress toward an increasingly inclusive society; and with record-breaking turnover and employment figures from our business brand ILUNION, which celebrates its 10th anniversary by exceeding even our most optimistic economic and social forecasts.

I encourage you to go through, **point by point**, how we have managed to close out a year marked by significant progress in social and workplace inclusion. More income means more social investment—up to 254 million euros net; more income means more life opportunities for people with disabilities, with 5,064 new jobs created within Grupo Social ONCE and over 17,000 promoted in third-party companies and organisations; more income, ultimately, to build a fairer and more inclusive society for everyone.

ONCE’s social, safe, and responsible lotteries generated 2.829 billion euros in revenue—the highest in our history—with a very clear purpose: first, to distribute over 1.576 billion euros in prizes to our valued customers (56.2% of the total); and then, to fully reinvest the remainder into staff salaries and social investment. For example, this supported the 3,359 blind people who joined ONCE after losing their sight in 2024—bringing the total number of blind or visually impaired individuals under our social “umbrella” across Spain to 71,444.

The same goes for Fundación ONCE, which in 2024 achieved record revenue, enabling it to allocate 138.8 million euros to 2,234 projects from nearly 1,000 disability associations throughout Spain—a steady stream of solidarity and inclusion.

Special mention must go this year to our social enterprises, which have passed the major **milestone** of 10 years under the name ILUNION—a fusion of ILUtion and uNIÓN—now a leading group in social economy and job creation. In 2024, ILUNION increased its revenue to 1.315 billion euros, invested over 125 million euros, and grew its workforce from 30,000 to 43,000 people over the past decade. It represents a new way of creating business value—an exceptional benchmark powered by Grupo Social ONCE.

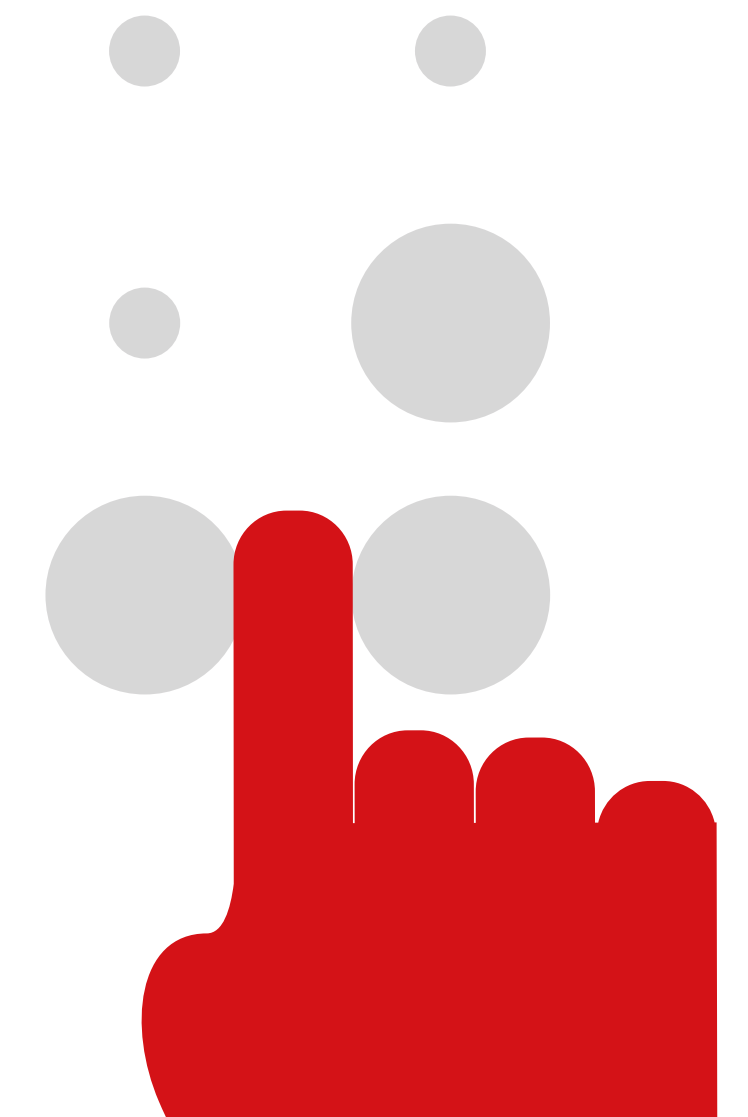
I close these lines with two more milestones from 2024 and a forward-looking ambition—both within and beyond our borders—that reflect our social commitment: we have extended our support to blind individuals with legal residence in Spain or the right to asylum, something we had already been doing for minors in this situation; we have launched the Fundación ONCE Baja Visión at the beginning of 2025 to support those—up to 400,000 people in Spain—who, while not blind, face significant visual challenges that we aim to address; and we are working both in Spain and internationally to have those six dots—Braille, which transformed the lives of 300 million blind people—recognised by UNESCO as Intangible Cultural Heritage of Humanity.

And I finish not with a full stop, but with a **semicolon**: Grupo Social ONCE’s intention to continue strengthening its role as a leader in both business and social management—dedicated entirely to people, to all people, especially those with disabilities or at risk of exclusion. Remember, all you need to give us is one **point of trust**, and we will return it **multiplied by six—or even a thousand**.



Miguel Carballeda Piñeiro

President of Grupo Social ONCE





STARTING POINT



MEETING POINT



HIGH POINT



TURNING POINT



OF FOCUS



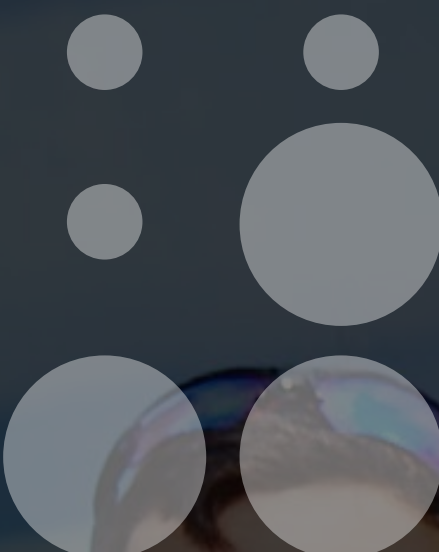
BY POINT



FULL STOP



STARTING Point



Braille representation of the title and subtitle.

- 1.1 A unique model
- 1.2 Social brand



Click on each chapter





A unique model

We like to say that what began more than 86 years ago with the birth of the ONCE has become—over time and with the efforts of many people—something that those who initiated it at the time did not even dream of. And that is probably why they made it possible. So, now, Grupo Social ONCE is presented not only as the sum of the evolution that has led us to the three executive areas that are ONCE, Fundación ONCE and ILUNION, but as the combined capacity to rally all sectors of society under a single brand and identity. Together, we strive towards a shared goal: a global vision of society, a common purpose, a national achievement and a common aspiration—full inclusion

and autonomy for blind people and others with disabilities, both in Spain and around the world.

That is why we are a unique model of unparalleled solidarity, working for everyone and with everyone, gathering solidarity and multiplying it. All of this is grounded in a system that starts from **a fundamental principle**: democratic governance, legitimately endorsed at the polls by the active participation of blind people themselves. These democratic foundations allows us to build together as an organisation, as a group and as a modern, sustainable vision for the future.

1.1 We owe it to society

Nothing dreamed of by those first blind people who came together in 1938 would have been possible without their boldest decision: to stand side by side with the citizens and share their fate, to refuse to be passive recipients of aid, and instead earn their future through effort and capability. This effort soon became known as the “blind people’s lottery”, the ONCE lottery.

Society understood then—and continues to understand now—that this social lottery model has become a limitless lever for inclusion, equality and solidarity. For this reason, social trust remains the cornerstone of the model—a model that owes everything to society.

Thanks to each and every citizen, today Grupo Social ONCE is the world’s largest provider of social services for blind and disabled people; the world’s largest generator of employment for blind and disabled people; and the fourth largest non-public employer in Spain overall, employing nearly 77,000 people as of late 2024.

Starting from nothing, we have become leaders of a social economy model centred on people—dedicated to a combined approach that values social purpose, foundation work, and business equally, creating a global brand that unites the identity of each area under one shared philosophy and vision for the future:



A global reference in autonomy for blind and visually impaired people. Its work is based on managing a responsible, secure and social lottery product, under strict public oversight, with all revenue reinvested for social benefit.



Established in 1988 to expand support to people with all kinds of disabilities and promote their inclusion through three inseparable pillars: education, employment and universal accessibility.



The group’s business enterprises, which provide economic and social balance, diversification and sustainability, as well as achieving its primary goal of creating employment for people with disabilities and those at risk of social exclusion.

1.2 Social Brand

ONCE is legally established as a Public Law Corporation of a social nature, governed by internal democracy and aligned with social economy principles. Since 1982, blind individuals affiliated with ONCE have elected its governing bodies every four years.

This whole model is supervised by the Administration through the Protectorate Council. The elections are the starting point for the constitution of the central and territorial structure, defending the general interests and aims of the Organisation.

The General Council is the top governing and representative body, overseeing the institutional and financial stability of the Organisation, respect for human rights and the full inclusion of people who are blind or visually impaired. It coordinates institutional relations, supports the strengthening of the disability associative movement and plays a strategic role in decision-making to safeguard the good governance of the Organisation. It therefore assumes the

major responsibilities of management direction, control, coordination and supervision, establishing cross-cutting criteria for action and for the control and assessment of performance.

The General Council is responsible for the three executive areas into which the Group's activities are grouped: Directorate-General of ONCE (management of lottery products and development of social services for blind individuals); Fundación ONCE (for cooperation and social inclusion of people with disabilities); and ILUNION, a socio-economic area proving that social economy is profitable and sustainable.

General organizational chart






MEETING Point

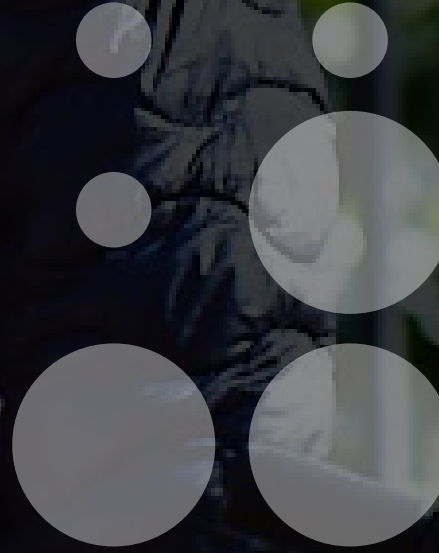
Braille representation of the title 'MEETING Point'.

We can reach further together

Braille representation of the sentence 'We can reach further together'.

- 2.1 ONCE
- 2.2 Fundación ONCE
- 2.3 Ilunion

 Click on each chapter



We can reach further together

Grupo Social ONCE is a **meeting** and unity point. A space created to join our lines of action and achieve a more positive impact on people with disabilities in Spain and the world. The sum of the lines that make up ONCE, Fundación ONCE and ILUNION is a demonstration that it is possible, that the idea of a Group goes further, with joint work capable of achieving what could not be achieved individually.

We are thus creating a socio-economic model that is a real opportunity for growth in itself and, at the same time, an open door to collaboration for those who want to join in on the basis of the concept of equals, respecting differences.

The added value accumulated by the three areas makes us leaders and has led us in 2024 to achieve truly historic figures both individually and, especially, collectively: record sales for ONCE with the management of a responsible lottery, which translates into more and better coverage for blind people. This is automatically reflected in more investment for Fundación ONCE, a lever for training, employment and accessibility for other people with disabilities. It closes with effective growth in revenue, investment and job creation by ILUNION. Three cornerstones of a solid and solvent triangle.

2.1 ONCE

The idea of a shared organisation for blind people was born in the early years of the last century, initiated by individuals who were already marketing games as a form of inclusion and livelihood. They longed for unity among themselves, a unity that gradually took shape and culminated in the founding of ONCE. The initial concept, as previously mentioned, aimed to provide the broadest possible support to blind individuals—at great risk of exclusion at that time—and sought inclusive and socially recognised work. These initial ideas have been maintained, multiplied by the evolution of almost nine decades, with a social, safe and responsible lottery management model that is the basis of the whole system, the engine and the heart at the same time, capable of generating income and also of instilling a philosophy of life across the entire Group, always grounded in public solidarity.

In 2024, the ONCE's lottery sales revenue amounted to €2,829.8 million, 7.8% higher than in 2023 and the highest figure in ONCE's history. This reflects the daily renewal and maintenance of customer trust and demonstrates the dedication of our more than 20,500 sales agents—all of whom have disabilities.

The purpose of the funding obtained through ONCE's lottery products is to ensure the sustainability of the institution so it can continue carrying out its social mission for blind or severely visually impaired people and to uphold its commitment of solidarity with other people with disabilities. This is the basis of a unique model of social support.



Social return

The sale of lottery products generates resources that are entirely allocated to ONCE's social goals. In 2024, more than €254 million were dedicated to direct social investment, of which over €162 million were allocated to blind individuals and the remaining €92 million to solidarity programs supporting other groups of people with disabilities.

Providing social services for blind individuals remains a top priority. Significant efforts have been made not only to maintain these services but also to strengthen certain areas such as support for seniors, children, or people with deafblindness, as well as the more than 3,359 individuals who, after losing their sight—and likely facing one of the most difficult times in their lives—turned to ONCE in 2024 to receive the professional and personalized care they deserve, in every corner of Spain.

At this point, we want to highlight our special efforts in psychosocial support, given the importance of mental health. More than 4,000 people benefited from these services, with notable actions in this area such as training psychologists to detect and identify these conditions and the development of a referral and action protocol.

Below are the most relevant overall figures for services provided to people with visual disabilities in 2024:

- Comprehensive coverage for **71,444 blind individuals** affiliated with ONCE.
- Tailored and specialised care for the **3,359 new individuals who lost their sight in 2024**.
- 35,491 ongoing personal care services for affiliated members.





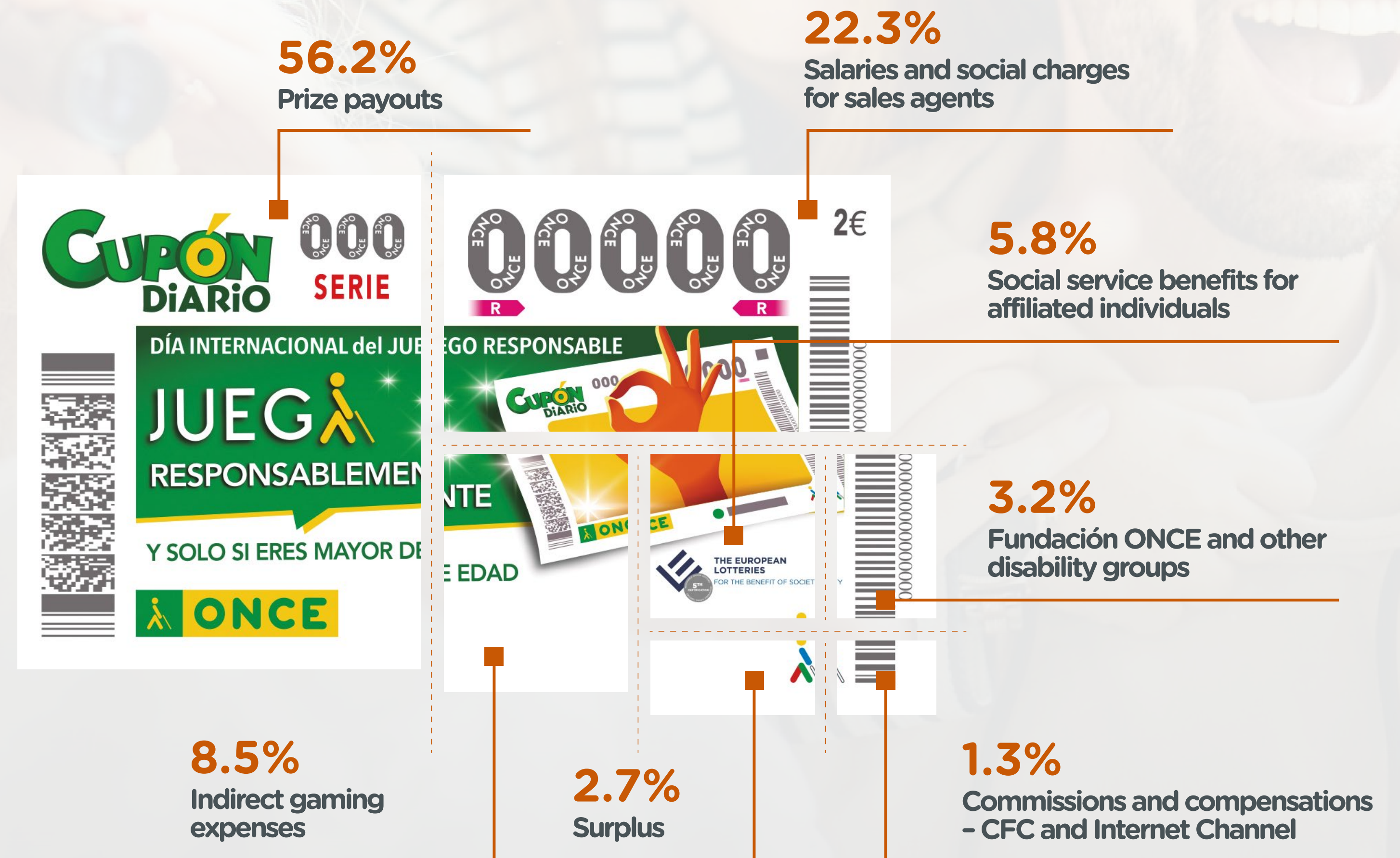
- Expansion of specialised services for adults, including: Rehabilitation (9,704); Braille and/or ICT (10,404); Psychosocial support (4,689).
- 3,191 different beneficiaries received a total of 5,991 adaptive technical devices for their educational or work environments, valued at €6.4 million.
- Comprehensive support for **7,153 blind** or severely visually impaired **students** (including 769 university students).
- **95,137 hours of mediation for people with deafblindness** through FOAPS
- The ONCE Guide Dog Foundation has provided **121 new guide dogs** free of charge for blind individuals.
- Development of **113** technological and social **research projects**.
- Collaboration of 3,255 volunteers, who contributed 187,192 hours of service to blind individuals.
- 3,137 one-off financial assistance grants awarded to blind individuals, totalling €3 million in support.
- Genetic counselling provided for 34 applications related to ocular diseases.

In 2024, the social services team, made up of teachers, psychologists, social workers, rehabilitation technicians, assistive technology and Braille instructors, social services managers, cultural activity coordinators, etc., grew to a total of **1,594 professionals**, making it possible for blind individuals to lead full and autonomous lives.

We continue expanding our services, for example, by providing support to 174 adult foreign residents in Spain with severe visual impairments (with conditions equivalent to affiliation), and **639 foreign children** with the same conditions, from more than 68 different nationalities.

€1.6 billion in prizes

All of this is made possible through lottery revenues, the distribution of which is clearly illustrated in the following breakdown based on a single lottery ticket: €56.2 out of every €100 collected go back to the citizens in the form of prizes, i.e. a total of €1.576 billion euros, the largest amount ever distributed, like a fine drizzle spread across the population; €22.3 is allocated to wages for our sales agents; €9.8 covers indirect game-related expenses, commissions and compensation for the CFC and online channels; €9.0 goes directly to social action for blind individuals or those with other disabilities; and €2.7 go to a participation bonus for workers, special programmes for blind individuals and future investments.





Social, safe and responsible gambling

ONCE adheres to the principles of Responsible Gaming established by the World Lottery Association (WLA) and the European Lotteries Association (EL). Its commitment to stable and responsible gaming strategies is demonstrated through certification under the EL framework and standards, renewed through independent external audits. Based on this, ONCE has achieved the highest level (Level 4) certification from WLA.

The current certifications for responsible gaming were issued by WLA and EL, each valid for three years, with the most recent renewal in November 2022. The next renewal is expected in November 2025.

ONCE also holds a special seal from EL, awarded only to lotteries that have achieved certification five times.

This commitment is outlined in ONCE's Responsible Gaming Policy and supported by evaluation and monitoring systems aligned with these certifications.

In March 2021, the ONCE General Council approved the current "ONCE Framework Program for Responsible Gaming", with updates since. The most recent update was approved in January 2024, to align it with the structure of the current EL standard, include commitments related to in-person gaming channels, and update terminology and structural elements.

ONCE's Responsible Gaming Strategy goes beyond basic compliance. It entails more demanding requirements, obligations, and commitments expressed through the annual Responsible Gaming Action Plans, which include concrete measures tailored to specific issues.

The Framework Program includes various documents that provide detailed guidance on its implementation:

- ONCE Responsible Gambling Policy: defines commitments and lines of action to meet the goals related to responsible gambling, ensuring consumer protection, with periodic reviews of the results obtained from audits and interactions with stakeholders.
- Responsible Gambling best practice guidelines related to marketing and commercial communications: identify those responsible gambling practices where compliance is essential and in the development of the strategy

- Protocol for the detection of disordered gambling behaviour: measures aimed at players identified as being at risk in the JuegosONCE Channel in order to redirect their behaviour towards healthier consumption parameters.
- Risk assessment of ONCE lottery products to detect possible high risk levels in the design, applying scientific parameters that define and prevent excessive risk in order to adjust them in accordance with the ONCE Responsible Gambling Committee.



Protection of vulnerable groups

As an example of these processes, in October 2024 the General Council approved the **“Special Plan for the Protection of Minors in the area of Responsible Gaming”**, establishing a set of 40 measures included in the ONCE Responsible Gaming Action Plan for 2025, demonstrating the high degree of commitment to CSR and Responsible Gaming, as in the case of the protection of minors.

In addition, ONCE offers consumers communication channels where they can send their suggestions, complaints and/or claims: the Customer Care Service (SAC); by telephone on 91 125 34 12 or by e-mail saccliente@juegosonce.es; the ONCE Information Office soi@once.es; the ONCE Centres; social networks; and the relationship with Autocontrol for requests regarding advertising campaigns.

The ONCE has been awarded the “Confianza Online” quality seal for the Internet, a distinction that shows maximum

transparency, security and confidence for shopping and surfing the web.

The Responsible Gaming Committee is the multidisciplinary body that coordinates, develops and evaluates the performance and efficiency of the actions of the Responsible Gaming Policy and, at least once a year, reviews the Responsible Gaming Action Plan.

ONCE promotes research and scientific studies in order to contribute to the social understanding of responsible Gaming and the problems linked to disordered Gaming. In this regard, it signed a collaboration agreement with the Complutense University of Madrid in 2020 for the creation of the “Extraordinary Chair of Research on Responsible Gaming and its Communication”, renewing this agreement in 2024.

Among the most important milestones developed by the Chair this year, the following stand out:

- Participation in the 3rd International Congress on Communication and Health, explaining how ONCE communicates and projects social health through its actions and through the values, principles and best practices of Responsible Gaming.
- Research projects and Master’s Theses, aimed at university and postgraduate students, the object of which is Responsible Gaming, Youth, new technologies and, in general, the new digital ecosystem.
- Lecture at the III International Congress on Neurocommunication and Neuromarketing UCM: “Communicating a social and responsible lottery”.
- Research to improve the effectiveness of ONCE’s communications with its users through the official website [JuegosONCE.es](https://www.juegosonce.es).

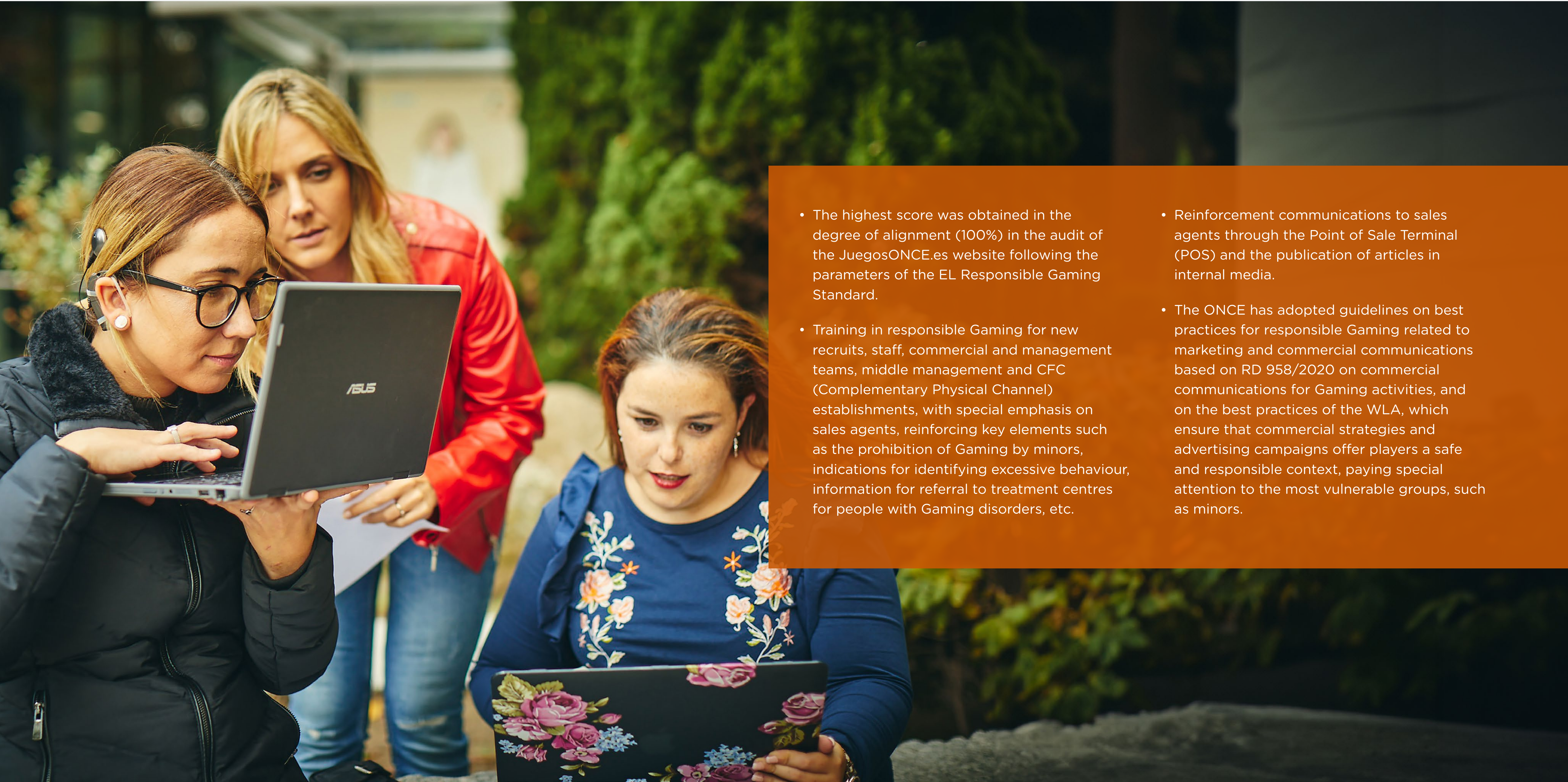


ONCE's commitment to Responsible Gaming in 2024 was demonstrated through:

- Continuous improvement of the tool designed by ONCE for the risk analysis of its products. In 2024, the "Procedure for the Ratification of the Risk Assessment of ONCE Lottery Products" was modified to incorporate the obligations of the EL standard regarding the "Social Impact" of the products and also to reinforce the commitment to vulnerable groups. The average risk of all ONCE products on the market in 2024 is identical to that of 2023 and 2022, with a value indicating a portfolio of products with an acceptable level of risk.
- The **JuegosONCE.es** website establishes internationally recognised limiting elements to minimise risk behavioural patterns:
 - Specific section on responsible Gaming, called "Safer Gaming", for consultation and information to the player, permanently revised to adapt it to current regulations, and specifically to the obligations of RD 176/2023 on "Safer Gaming Environments". It includes aspects such as general information on safe Gaming and possible

risks of Gaming; self-diagnosis test; parental control (tools for the protection of minors), additional advice from the ONCE on how to gamble responsibly and useful recommendations for enjoying a prize; reference to FEJAR for advice on pathological Gaming; modification of deposit limits or balance top-up; option to exclude oneself from Gaming on the website **JuegosONCE.es** website or to exclude oneself from all regulated Gaming by registering in the General Register of Gaming Access Prohibitions (RGIAJ), among others.

- Monitoring and evaluation of parameters to identify and minimise risk behaviour patterns, such as: measurement of average time spent on the website, visits to the self-diagnosis questionnaire and number of users reaching spending and recharge limits.
- Pre-setting of every instant lottery game session with pre-set limits on time and amount of money in each individual session and elimination of the use of credit cards for online purchases.



- The highest score was obtained in the degree of alignment (100%) in the audit of the JuegosONCE.es website following the parameters of the EL Responsible Gaming Standard.
- Training in responsible Gaming for new recruits, staff, commercial and management teams, middle management and CFC (Complementary Physical Channel) establishments, with special emphasis on sales agents, reinforcing key elements such as the prohibition of Gaming by minors, indications for identifying excessive behaviour, information for referral to treatment centres for people with Gaming disorders, etc.
- Reinforcement communications to sales agents through the Point of Sale Terminal (POS) and the publication of articles in internal media.
- The ONCE has adopted guidelines on best practices for responsible Gaming related to marketing and commercial communications based on RD 958/2020 on commercial communications for Gaming activities, and on the best practices of the WLA, which ensure that commercial strategies and advertising campaigns offer players a safe and responsible context, paying special attention to the most vulnerable groups, such as minors.

- All TV commercial campaigns have undergone a pre-broadcast assessment (Copy Advice) by Autocontrol.
- Commercial communications in the different channels and on pre-printed products include messages related to responsible Gaming under the captions “+18” and “Play responsibly”.
- In accordance with the privacy policy of the JuegosONCE.es website, the sending of commercial communications by electronic means requires the prior and express consent of the person, revocable at any time.
- In collaboration with FEJAR (Spanish Federation of Rehabilitated Gamblers) we highlight the following actions:
 - Participation in the annual FEJAR Congress on the prevention and treatment of pathological Gaming, as well as in the VI “Jornadas Científicas FEJAR”, under the title “Educando en valores”, on effective strategies to promote responsible Gaming

among young people. And on the occasion of the “International Day of Responsible Gaming” organised by FEJAR, the III Meeting “Committed to Gaming” was attended.

- Communication to society on the effects of excessive Gaming and its prevention: dissemination on radio, social networks, RTVE micro-space and point of sale where, in order to reinforce the visibility of the responsible Gaming leaflet, in addition to continuing with the transparent display boxes, self-adhesive transparent pockets have been sent to points of sale, which facilitate access to these information leaflets.
- Review and sharing with FEJAR of the training content on responsible Gaming for all ONCE staff.
- Responsible Gaming measures and information on the JuegosONCE.es website, including a link to the FEJAR website and helpline.





- Selling agents are instructed to hand out a responsible Gaming leaflet to those customers where they have perceived any signs of pathological behaviour associated with Gaming. This brochure contains information from FEJAR for free advice.
- The 15 February Daily Coupon motif was dedicated to the International Day of Responsible Gaming, with promotion on social media and at points of sale.
- A new production of Responsible Gaming leaflets was redesigned and distributed, reducing their size for portability and adapting them to specific media.
- In terms of product information, the “+18” and “Play responsibly” logos were maintained, with both messages being complementarily present and visible at points of sale and on our sales agents’ clothing (waistcoats). At

the same time, the screens of these kiosks and stands broadcast responsible Gaming messages.

- Up-to-date training for managers and coordinators of the SAC (Customer Care Service).
- The strategy of two-way dialogue with stakeholders (employees and sales agents, public administrations and regulators, consumers, citizens, researchers, those affected by disorderly Gaming behaviour, etc.) has been maintained.
- Collaboration with the Directorate-General for the Regulation of Gaming (DGOJ) as a member of the Responsible Gaming Advisory Board.

- Participation in the presentation of the series “Yo Adicto” (I’m Addicted) with the aim of maintaining contacts with interest groups related, in this case, to addictions.
- Maintaining dialogue with society: advertising campaigns, products, brochures, official website and specific and permanent actions on social networks.
- Active participation in national and international congresses, seminars and conferences on responsible consumption, disseminating our strategic lines and contrasting actions of interest. In 2024:
 - Annual EL and WLA Responsible Gaming Seminar in Dublin.
 - EL Responsible Gaming Working Group, to improve the Responsible Gaming standard and CSR practices.
 - Responsible Gaming Advisory Council of the Directorate-General for the Regulation of Gaming (DGOJ), of which the ONCE is a member.
- Maintenance of an archive of relevant news related to responsible Gaming, at national and international level, shared with the Responsible Gaming Committee, as well as with the ONCE Responsible Gaming Working Group.
- Likewise, a bibliographic and informative repository on responsible Gaming is kept up to date on the **Chair’s website:** catedraonceucm.com



2.2 Fundación ONCE

ONCE would not be the same without the creation, in 1988, of Fundación ONCE—an organisation capable of extending its solidarity to other people with disabilities across Spain and the world. This reality is made possible every year through the allocation of 3% of ONCE's total lottery sales revenue to the Foundation. If certain revenue thresholds are exceeded — as has been the case in the last two years — an even greater amount is contributed. Additionally, the Foundation co-manages funding from the European Social Fund (ESF).

Thanks to this, Fundación ONCE has become the most well-prepared entity in the world to support people with disabilities, capable of multiplying the funds it receives to reach more and more individuals. Its management model is based on a Board of Trustees that includes the main organizations representing people with disabilities, as well as other institutions.

All this social investment is primarily aimed at promoting the full labour inclusion of people with disabilities; fostering professional qualifications, job skills, and personal and professional competencies, as key factors in determining employability; and advancing universal accessibility and design for all.

A major part of Fundación ONCE's work—and one of the keys to its success as a driving force for change—lies in allocating a significant portion of its funds to finance numerous initiatives led by organizations in the disability sector. These are channelled through project calls targeted at Spanish entities engaged in activities aligned with the Foundation's mission, any Spanish citizen with a disability, and, exceptionally, individuals or legal entities of non-Spanish nationality.





In 2024, a total of 2,234 projects were approved—empowering civil society linked to disability to act as a driving force for inclusion through a broad and impactful funding strategy.

68.4% of the funds allocated to approved projects were directed toward employment and training for employment, while the remaining 31.6% supported actions related to universal accessibility. Of the approved applications, 30.8% came from individuals, 57.9% of the grants were awarded to disability-related organisations, and the remaining 11.3% went to in-house initiatives aimed at benefiting people with disabilities.

In 2024, organisations associated with Fundación ONCE signed a total of 219 agreements. Fundación ONCE directly managed 184 agreements of various types, with an additional 34 driven by Inserta Empleo and Innovación, and one by Servimedia. These figures not

only represent a 5.3% increase over the previous year but also highlight the importance of collaboration and partnerships formalised through these agreements—now totaling over 600 active agreements.

Thus, Fundación ONCE fulfils its primary mission, with a total funding allocation in 2024 of €138.8 million, all dedicated to the full inclusion of people with disabilities. The main source of funding came from ONCE, amounting to €88.6 million in 2024. To this is added €24 million from the co-managed European Social Fund Plus (ESF+), a key partnership that exemplifies how community efforts in Spain can be amplified to deliver tangible results.

Additionally, smaller sources of income were also received, including donations through the **“Colabora” microsite**.

Active part and promoter of the third sector

Fundación ONCE is one of the most prominent organisations in the disability sector, both in Spain and globally. It serves as an active driver and catalyst in a highly dynamic and growing field, whose activities and social impact have significantly increased in recent years.

The Foundation is also part of the Social Economy sector and falls within the Spanish Third Sector of Social Action, which includes around 28,000 active entities working to

guarantee social rights and address the needs of the most vulnerable populations.

In collaboration with the Spanish Committee of Representatives of People with Disabilities (CERMI), Fundación ONCE also promotes and supports the organisation and unity of the disability movement in Spain.

Here are some of the most important achievements and figures from 2024:



€103 million dedicated to employment and training, which enabled the implementation of the following initiatives:

- 52 agreements in the field of inclusive education, of which 22 are framework agreements and 30 are specific agreements with universities and other entities.
- Ongoing training programme “Por Talento Digital”. 339 training actions, with 2,356 people with disabilities trained (43% women and 48% over 45).
- 43 face-to-face and/or virtual events related to higher education and inclusion.
- 910 scholarships awarded to students with disabilities, mainly university students, highlighting:
 - 97 scholarships of the 10th edition ‘Opportunity to Talent’ (transnational mobility, master and postgraduate, doctorate, research, study and sport and, for the first time, vocational training).
 - 267 grants for university students with disabilities for work placements in companies in the 7th edition of the “Fundación ONCE-CRUE” work placement grants.
- 21 excellence and language scholarships.
- 421 scholarships awarded to young people with intellectual disabilities under the “University” programme.
- 42 grants awarded under the RADIA Programme to women with disabilities with university degrees for training in digital technologies.
- 62 grants to facilitate and encourage access to the Civil Service for people with disabilities, as part of the Programme of Aid to Promote Access to Public Employment for People with Disabilities.
- In addition, 76 scholarships were awarded in the scholarships were awarded in the Digital Talent Programme (XTD Scholarships).
- In addition, the Foundation managed, as a collaborating entity of the Royal Board on Disability, 976 scholarships in the 4th edition of the Queen Letizia Programme for Inclusion.
- The employment and training plan of the Women in ON-VG Mode programme aimed at women with disabilities who are victims of gender-based violence, with more than 2,400 women assisted since 2022, with 1,056 women having found employment.





33.7 million earmarked for universal accessibility and innovation, which have mainly been used to implement

- Signing of 104 universal accessibility agreements
- Support for the acquisition of 70 vehicles for public and private transport
- 372 projects to promote personal autonomy were approved
- Promotion of innovation with the development of 26 projects, among which the following stand out: Accessible Way of St. James, ACCESSMEETS, INTELIDATA and WALKERPISA
- Preparation of 134 reports on accessibility, with 150 consultancy actions carried out for public and private entities
- Participation in the elaboration of 26 articles and 8 publications on accessibility

- The AccesibleEU project, developed by the Accessibility Directorate of the Fundación ONCE for four years, surpassed all the objectives set:

- Maintaining and working with 34 national experts in the 27 EU countries to work on the project.
- 88 events held in Europe, with 20,888 attendees (physical and online).
- Contribution to the community of practice of more than 1,827 active members.
- Development of the online library providing 126 references as well as 148 good practices.
- Consolidation of the AccesibleEU newsletter with 3,893 subscribers.

1.8 million was also earmarked through the approval of 11 projects to support sports competitions for Paralympic sports.

2.3 Ilunion

ILUNION is the business and social project of the Grupo Social ONCE, all the companies that came together under the name of Ilusión+Unión (ILUNION) just 10 years ago. Since its launch, ILUNION has managed to consolidate a unique, different and benchmark business model in the social economy, based on people and excellence and with a great social impact.

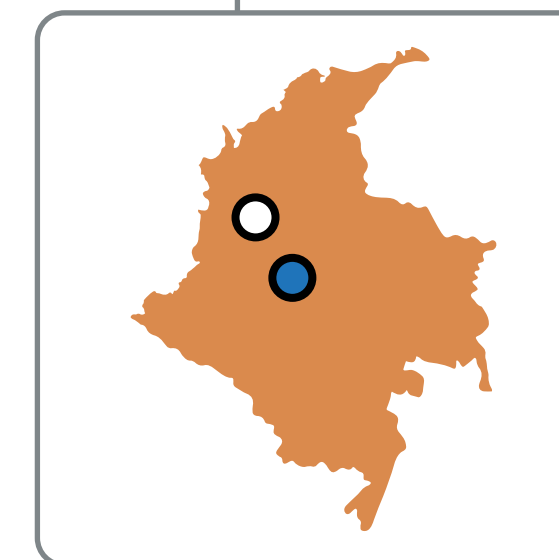
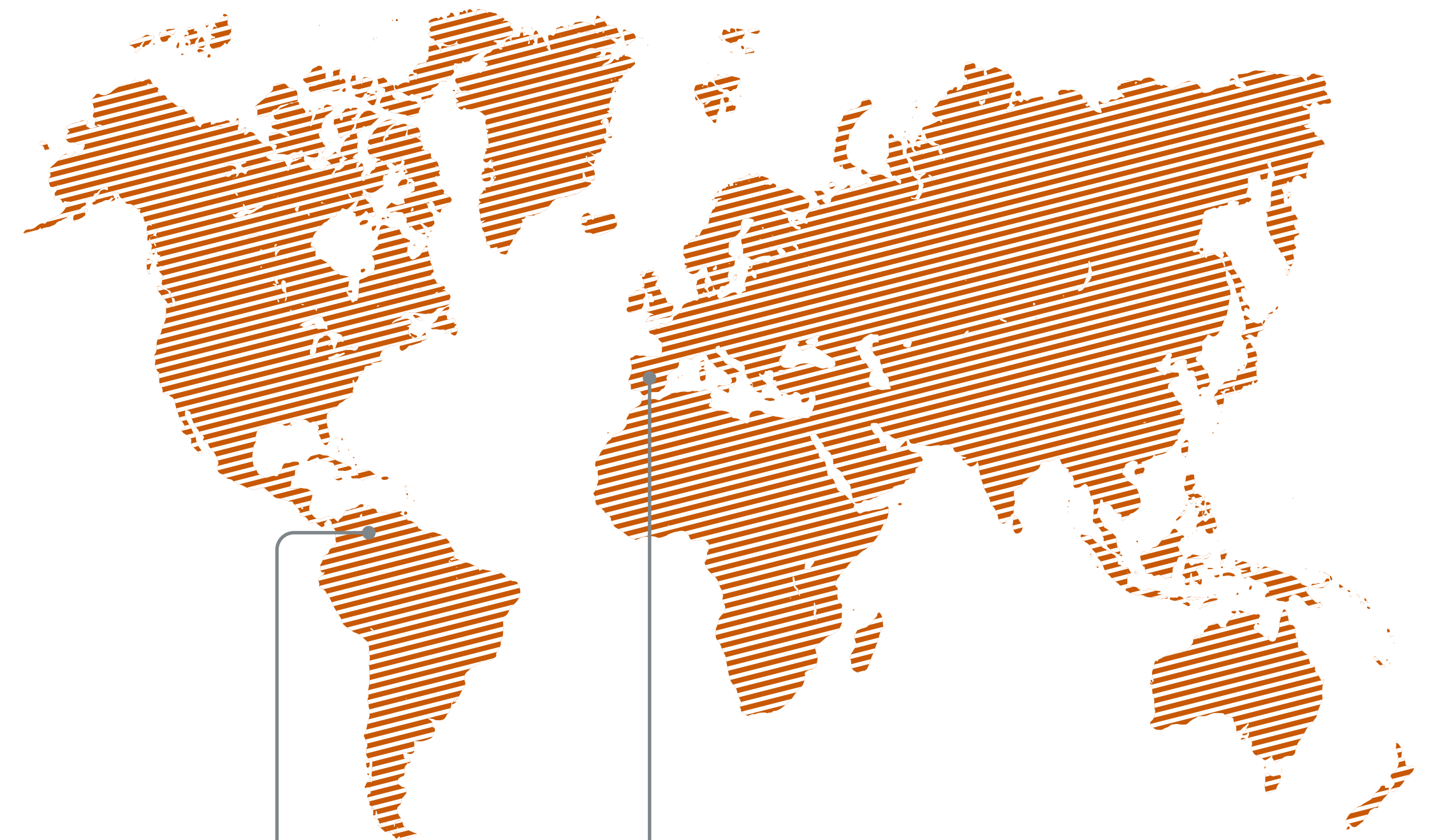
The main goal of the companies that make up ILUNION is to develop innovative business actions that favour the integration of people with disabilities and other vulnerable groups into the workplace, maintaining a balance between social and economic goals.

Its extensive activity is divided into six business divisions (Services, Circular Economy, Hotel and Hospital, Social and Healthcare, Marketing, and Consulting), along with a real estate company, together operating more than 50 lines of business. This diversification allows ILUNION to offer customised, comprehensive solutions to companies in a wide range of sectors such as hospitality, retail, services, pharmaceuticals, energy, consulting, transport, logistics,

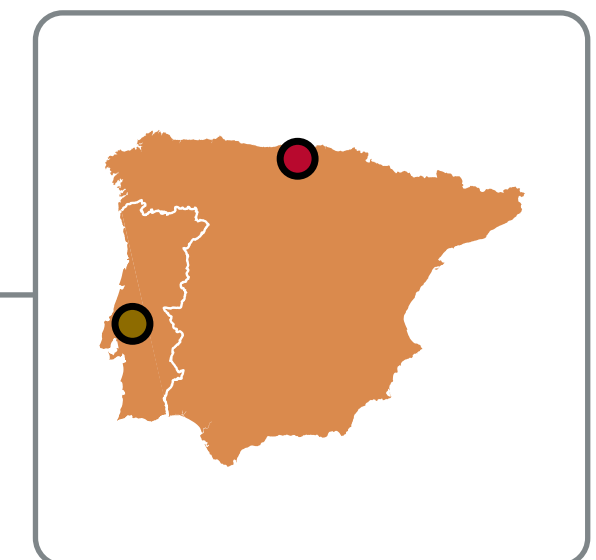
healthcare, industry, senior living, education, banking, insurance and telecommunications, among others.

ILUNION has 535 workplaces across Spain, 44.7% of which are Social Initiative Special Employment Centres (CEE). These are legally recognised entities within the Social Economy sector, characterised by employing over 70% of people with disabilities. This provides a distinctive and competitive advantage to its offering, allowing clients and partners to align with ILUNION's social enterprise values while also helping them comply with current regulations regarding the employment of people with disabilities.

Additionally, ILUNION has a clear international outlook, serving as a key lever to export its social enterprise model and generate employment for people with disabilities abroad. In 2017, ILUNION began its international expansion into Latin America, opening two TextilCare industrial laundries in Medellín and Bogotá. It is also present in Portugal.



Colombia



Spain
Portugal



Ten record-breaking years

In 2024, marking ten years since the beginning of its new chapter, ILUNION achieved a record turnover of €1.3167 billion, a 15.2% increase over 2023, and ensured that 38.7% of its workforce comprised people with disabilities—the hallmark of the brand and the values it represents, widely recognized both in Spain and internationally. Additionally, the company made €125 million in investments.

ILUNION has become the leading social service provider in Spain by turnover, and a benchmark employer in the country's job market. It is

guided by a 2024–2027 Strategic Plan outlining its mid-term strategy and setting out the guidelines to achieve both its economic and employment creation goals.

The major challenges identified in ILUNION's strategic plan include growth, increased profitability, and the creation of quality employment for people with disabilities and other vulnerable groups. The strategy is built around four key pillars: People, Transformation, Excellence, and Sustainability, which act as levers to fulfil ILUNION's mission: "Building

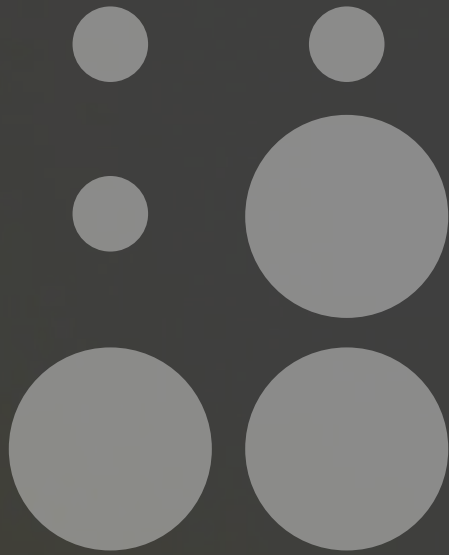
a better world with everyone included." In addition, customer experience and employee experience will be promoted as cross-cutting axes of the company's actions.

For the Grupo Social ONCE, these figures related to its corporate brand are important, not only for their economic value but especially for what lies behind them: they reflect the scope of an economic and social project that puts people—especially those with disabilities or at risk of exclusion—at the centre.

That is why we emphasise that these are numbers that represent people, because behind every figure lies a life opportunity. ILUNION's business strategy is therefore oriented toward dual profitability—both economic and social—and is rooted in a vision of employment that turns disability into a source of value. Over the last ten years, ILUNION has grown its workforce from 30,000 to 43,000 people, representing a new model of social and business value creation—a unique benchmark driven by and from the Grupo Social ONCE.



HIGH Point



Braille representation of the word 'History'.

Historical results

Braille representation of the text 'Historical results'.

- 3.1 We already number 77,000 workers
- 3.2 More training: 600,000 hours



Click on each chapter



Historical results

They say that the maximum point is where a function reaches its highest possible value. And the Grupo Social ONCE, with a clearly defined mission of social and sustainable management centred on people, closed 2024 at its highest point, with historic results across its areas of action.

There are many records and books that track them, and even many maximum points in various functions. But ours is definitive: we value our results because they are directly linked to the human realities behind them; because they reveal the

potential, stability, and future of a trustworthy management model in which the numbers are people—people we work with and for.

2024 was an extraordinary year, showing the consolidation of our business lines and, above all, one key reality: proof that the inclusion of people with disabilities and their talent in everyday management not only can achieve but does achieve very positive economic and social outcomes. And it all starts with employment—not just as a means, but as an end in itself, a way to ensure many people get their chance at life.

3.1. We already number 77,000 workers

In this direction, we maintain our strategy of applying innovation to all areas, especially employment, identifying and fostering potential niches for people with disabilities in sectors where labour is intensive and essential, while also adapting work to individual realities and needs. And if it's not already adapted, we adapt it.

The data from the past decade leaves no doubt: between 2015 and 2024—despite crises and pandemics—the Grupo Social ONCE has promoted a total of 106,103 jobs for people with disabilities in third-party companies and organizations, 44.5% of which were held by women with disabilities, serving as employment drivers for a population group that consistently faces greater difficulties.

Employment generated for people with disabilities in third-party entities (2015-2024):



	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Last 10 years
ONCE	351	329	345	380	373	355	467	501	458	590	4,149
Fundación ONCE	7,079	7,494	8,901	10,234	9,159	8,171	11,257	12,235	11,581	11,716	97,827
Ilunion	253	728	328	474	445	361	419	494	354	271	4,127
Total Grupo Social ONCE	7,683	8,551	9,574	11,088	9,977	8,887	12,143	13,230	12,393	12,577	106,103



These numbers once again highlight the people behind the statistics: in the last ten years, an average of 29 people with disabilities found employment every single day thanks to our work and their effort—despite facing difficult times such as economic and health crises.

In 2024, as seen in the historical series, **12,577 jobs for people with disabilities** were promoted through third-party entities (companies, public administrations, and organisations)—a further testament to work well done.

We also want to highlight how we promote training and employment for people with any kind of disability across all sectors and organizations, proving that any person with a disability, when given access to training and the opportunity to contribute their talent and effort, is capable of anything: in 2024 we managed to get 807 blind or visually impaired people to work; 4,719 people with physical disabilities; 790 deaf people; 2,257 people with intellectual disabilities; 2,704 people with psychosocial disabilities (formerly known as mental illness); and 1,300 people with other different disabilities.

Grupo Social ONCE: 5,064 more jobs in 2024, + 7.1%

And just as we work and train people with disabilities to find employment in different companies, we also seek and prepare talent for the Social Group which, in 2024, reached a new historic milestone of almost 77,000 workers.

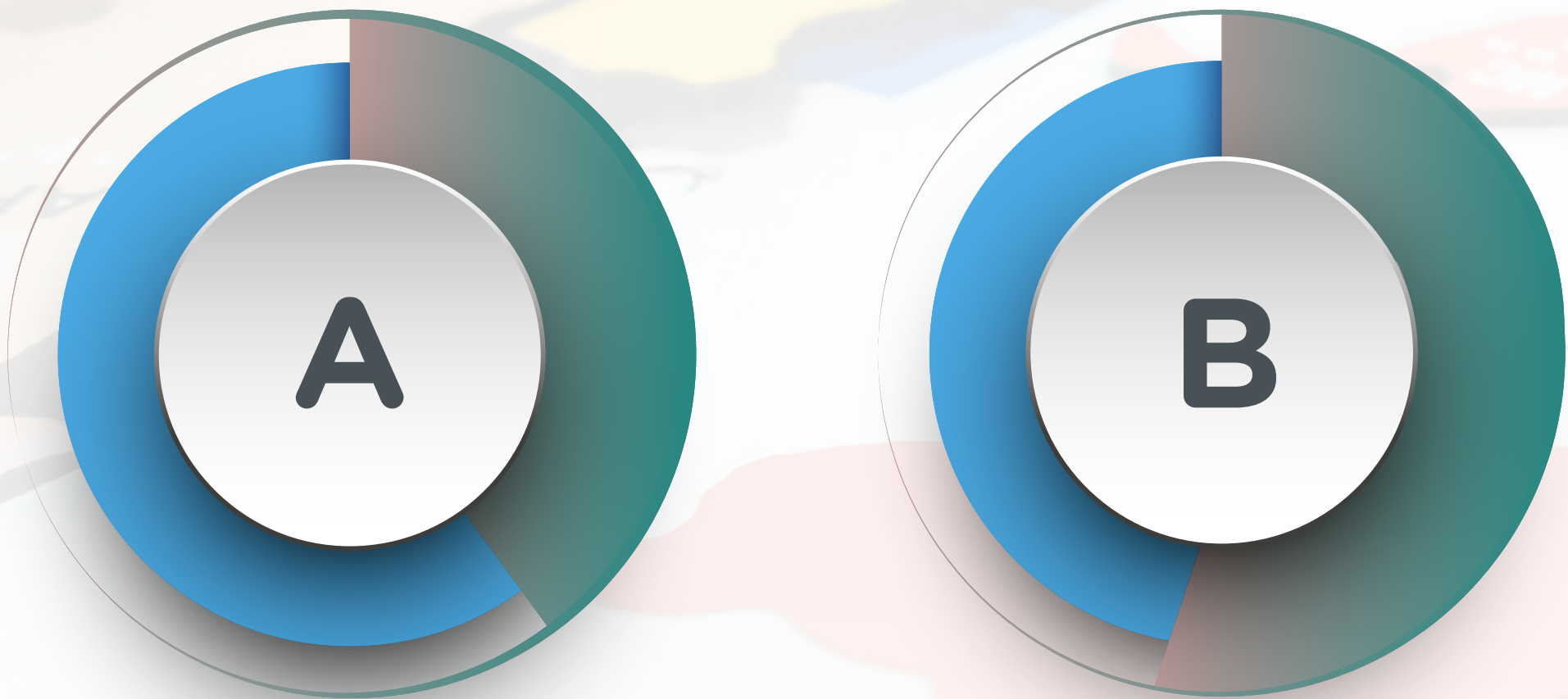
On 31 December 2024, a total of 76,956 people were working in Grupo Social ONCE (5,064 more than in December 2023), which represents a growth in employment of 7.1%, i.e. a rate of employment generation more than twice as high as the national average, which stood at 2.9%.

Of the almost 77,000 people who make up the staff of Grupo Social ONCE, a total of 45,678 are people with some kind of disability, 59.4%. And we are approaching 35,000 women in the workforce (34,654 exactly), i.e. 45% of the total.

With all this, we represent the fourth largest global employer in Spain of people with and without disabilities, and the largest employer in the world for those with disabilities, with full inclusion of all disabilities, without distinction, as shown by the data, which are a demonstration of diversity and talent.



Employment by gender



A) Women	34,654	45%
B) Men	42,302	55%
Total	76,956	

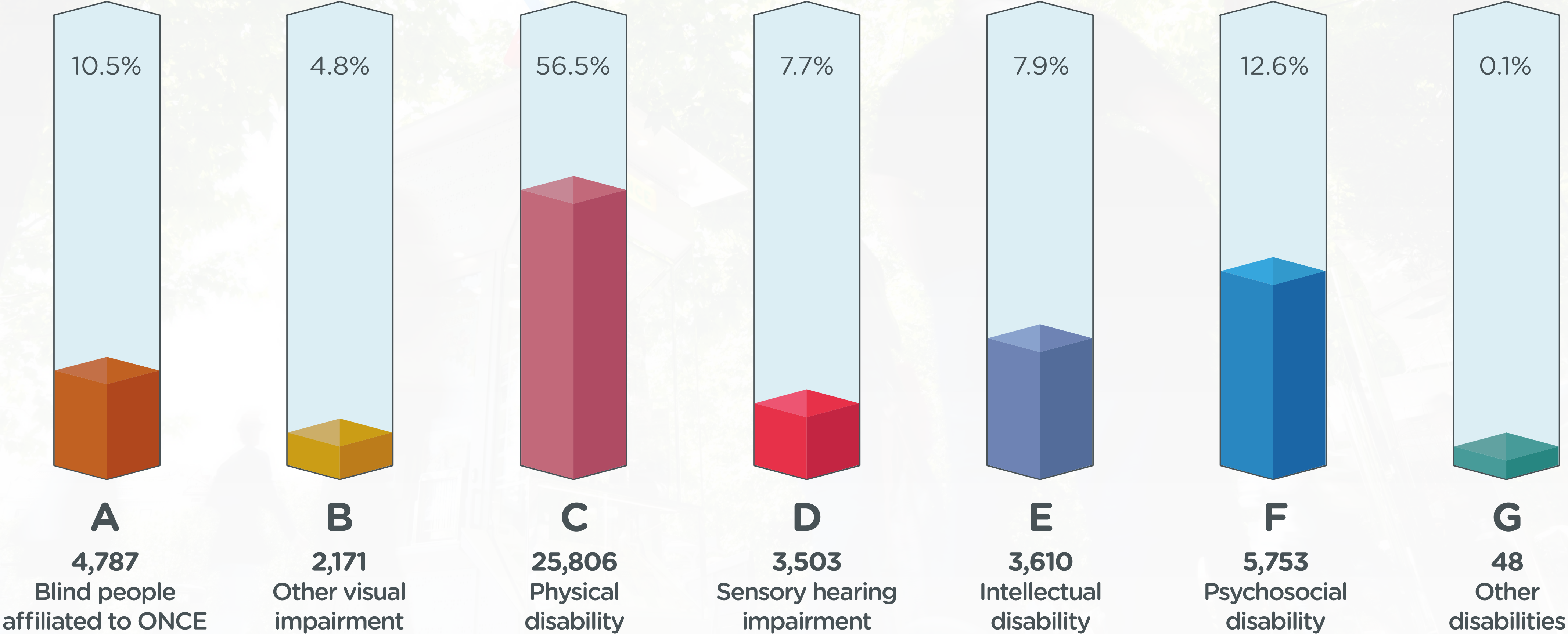
Employment by disability



A) Persons with disabilities	45,678	59.4%
B) Persons without disabilities	31,278	40.6%
Total	76,956	



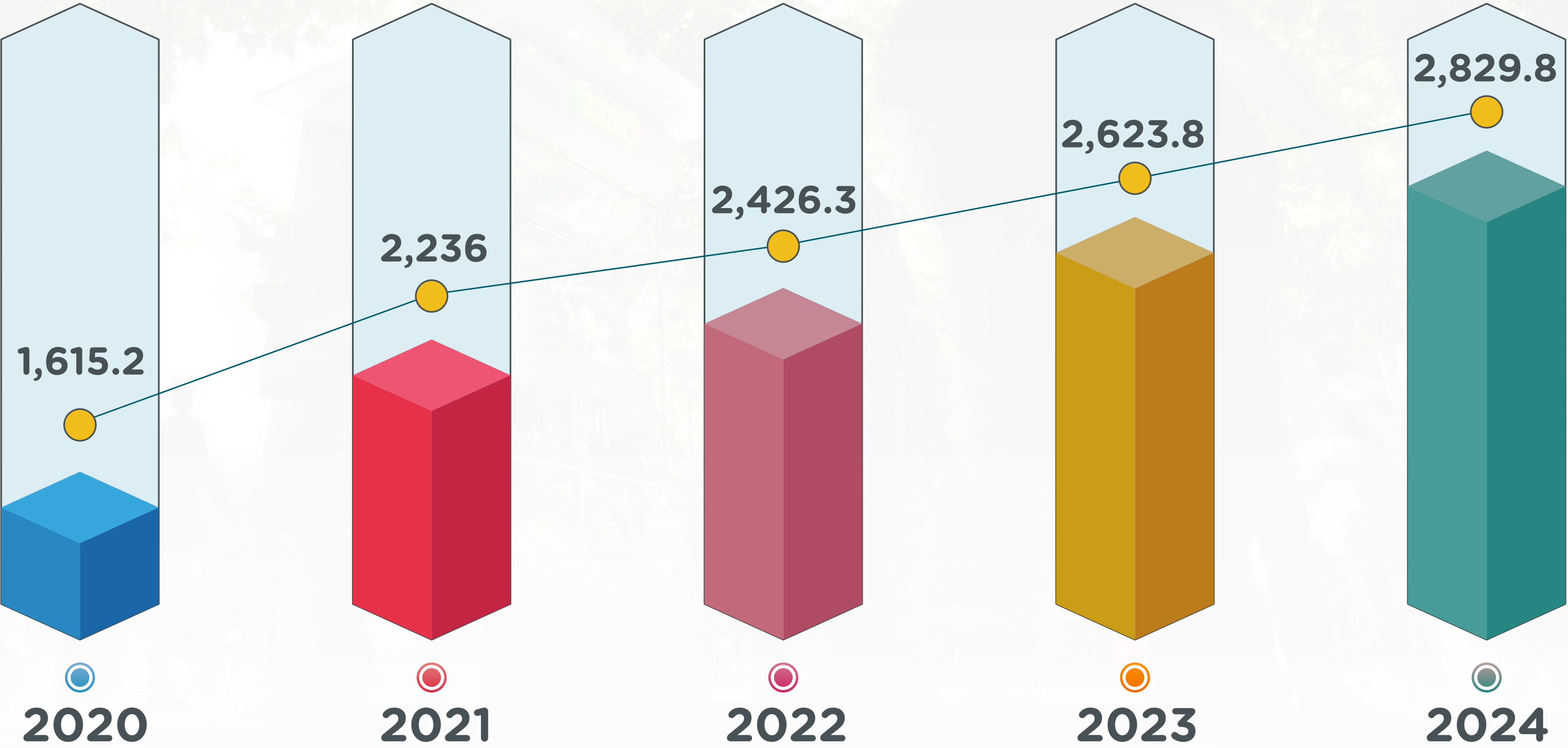
Employment by disability



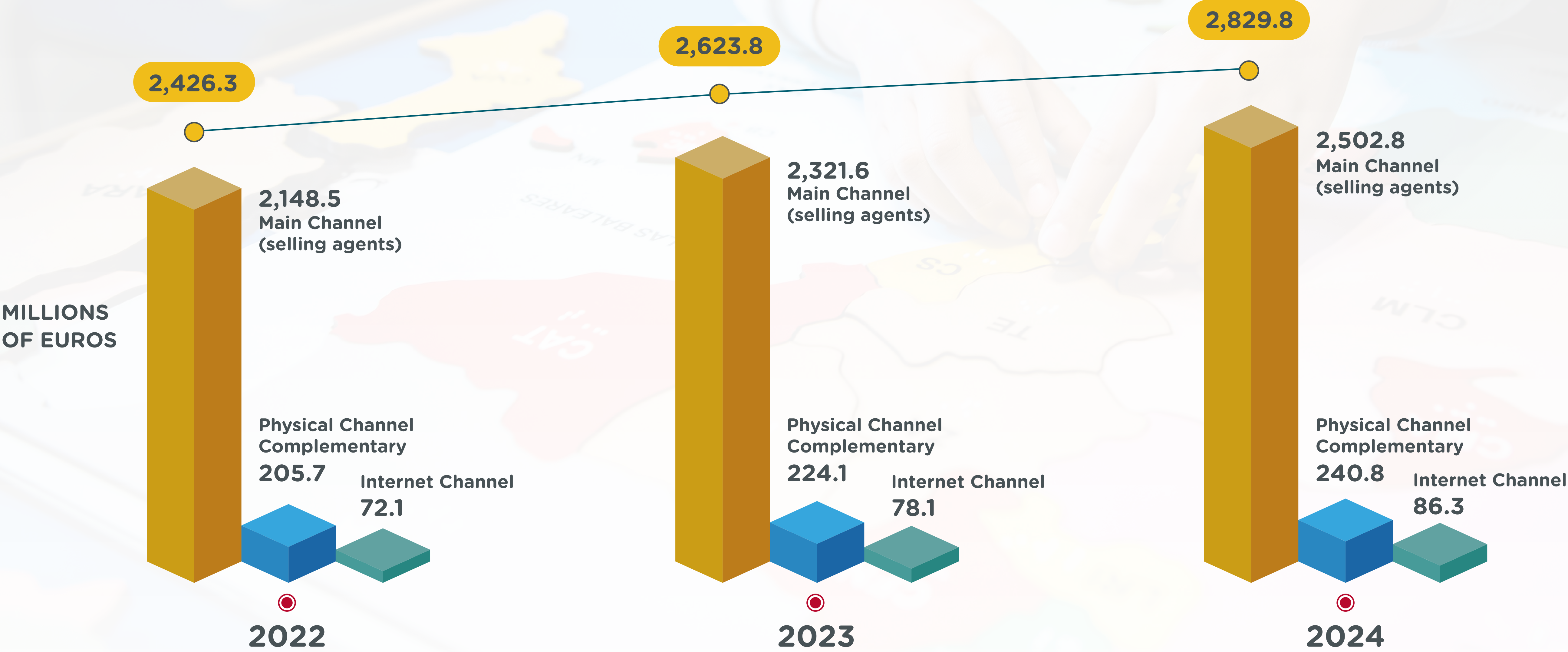
Total persons with disabilities: **45,678**

ONCE Lotteries

Evolution of ONCE lottery product revenue
(millions of euros)



Total sales of lottery products



Financial figures of the Fundación ONCE

Income of Fundación ONCE according to its origin and destination.

Breakdown of budget expenditure by purpose (millions of euros)

	2024
ONCE	88.6
ESF	24.0
Private donations	1.8
Other income*	24.4
Total	138.8

* **Other income:** includes non-ESF grants, cancellations and repayments of grants, partnership agreements, other donations, financial income and other.

Breakdown of budget expenditure by purpose (millions of euros)

	2024
Employment and Training Plan	103.0
Accessibility Plan	33.7
Administration costs	1.7
Total	138.4
Surplus	0.4

NOTE: The 2024 financial year closed with a balanced result, maintaining support for social impact investments in the amount of EUR 1 million.



STARTING POINT



MEETING POINT



HIGH POINT



TURNING POINT



OF FOCUS



BY POINT



FULL STOP

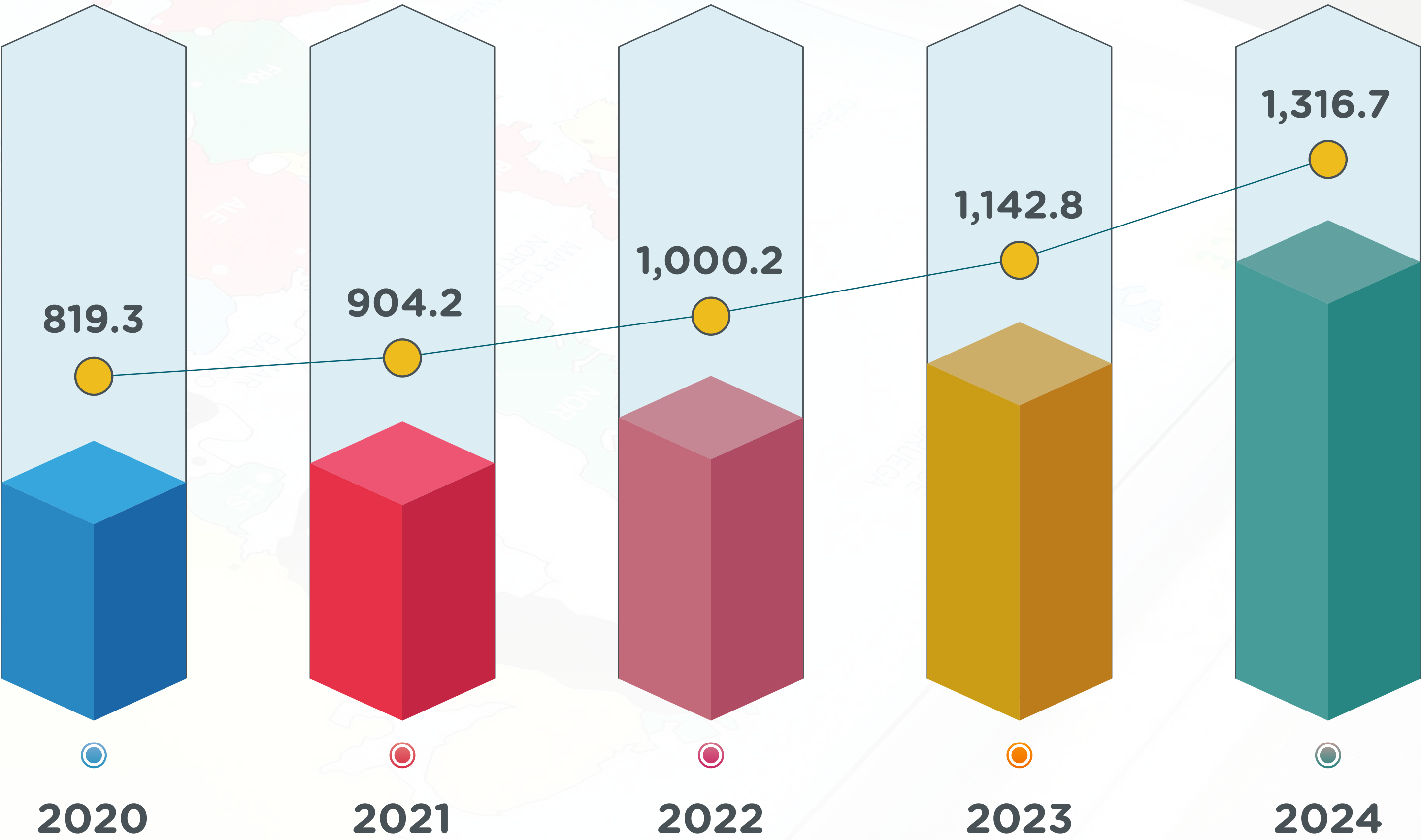
ILUNION's financial figures

Sales by business line:

Services	684.2 M€
Hotel and Hospitality	449.3 M€
Marketing	60.3 M€
Consulting	50.6 M€
Social and Healthcare Services	46.3 M€
Circular Economy	30.7 M€

These figures reflect a solvent and sustainable social and economic Group, unique in the world for its management model. It transforms the reality of its workers—many of whom have disabilities—into a tool for social and economic wealth, making a significant contribution to employment and the national economy. In fact, one in every 284 people with a job in Spain works within the Grupo Social ONCE.

Ilunion's financial figures
(Sales in millions of euros)



3.2 More training: 600,000 hours

Continuous training has become an essential element in any organisation. Today, it's unthinkable to speak of a professional career without an ongoing process of skills improvement and updating—especially in such a rapidly changing world. This reality is even more critical for people with disabilities, who find in training a vital tool for strengthening their inclusion and ensuring their long-term personal and professional development.

Since its beginnings, ONCE has regarded training as a top priority. Looking back is key to understanding how, in 1950, the Organisation was already training its workers and, notably, preparing many blind women for employment—an unthinkable scenario at the time: women with disabilities entering the workforce. This was done with a clear, shared goal: to provide opportunities and build a better future through knowledge and preparation.

Today, this commitment to training remains a core pillar of the Grupo Social ONCE. Its three executive areas (ONCE, Fundación ONCE, and ILUNION) promote direct and ongoing training for their employees.

This commitment not only aims to nurture talent and strengthen existing roles, but also to give each individual the real possibility to grow, enhance their skills, and develop professionally.

Training within the Group is not just a development tool—it is also a concrete way to create opportunities, reinforce inclusion, and build a fairer and more accessible future for all.

In this spirit, 2024 saw an increase in in-person training sessions, while continuing to make use of the virtual campus and online classrooms—well-established tools that make it possible to reach more people, including those with mobility difficulties. Altogether, a total of 602,133 training hours were delivered, marking an increase of nearly 14% compared to the previous year.

At ONCE, 186 training activities were conducted with 61,836 attendances, resulting in a total of 395,236 hours of training received by employees, with an investment of over €2.1 million.



At ILUNION, the “Formando ILUNION” project continued, aiming to integrate all training and learning initiatives under the People Management and Talent Development departments across its companies. A total of 197,563 hours were carried out, focused on major areas such as: technical training to improve job performance and career development; social and personal skills training; diversity training and family-responsible business model awareness; disability-related training; training focused on digital transformation and innovation; internalization of corporate culture values; and training on human rights.

The most notable internal training initiatives in 2024 included: boosting online training and promoting staff development through the GoodHabitZ digital platform; consolidating the SuccessFactors learning module as a tool for

better internal management and accessible training; developing training specifically related to the 360 Leadership project; the second edition of the “Impulsa” program; as well as training in other key areas for ILUNION.

At Fundación ONCE, the 2024 annual training plans defined across the Executive Area’s entities were implemented, continuing the virtual formats adopted in recent years. These training plans were structured around institutional, strategic, and business goals, resulting in a total of 9,334 hours distributed across 1,220 training actions.

There was continued emphasis on training in institutional culture, diversity, and cybersecurity, along with a strong commitment to digital transformation training—supporting the necessary digitalisation of operations. In 2024, the GoodHabitZ online training platform was

also implemented across the Executive Area’s staff, enabling personalised and flexible learning paths, with a monthly selection of training actions on topics of general interest.

In addition, a new in-person Leadership program was launched in 2024, comprising various modules to be developed through mid-2025, targeting all executives and middle management.

Through the CRECE project’s individual development plans, various training needs and initiatives were identified. Once analysed and structured, these will help shape the training priorities for the 2025 plan.

In short, a strong boost to continuous training across all areas and levels—accessible, modern, up-to-date, and ready to meet day-to-day challenges and win the future.





TURNING Point

Braille representation of the title 'TURNING Point'.

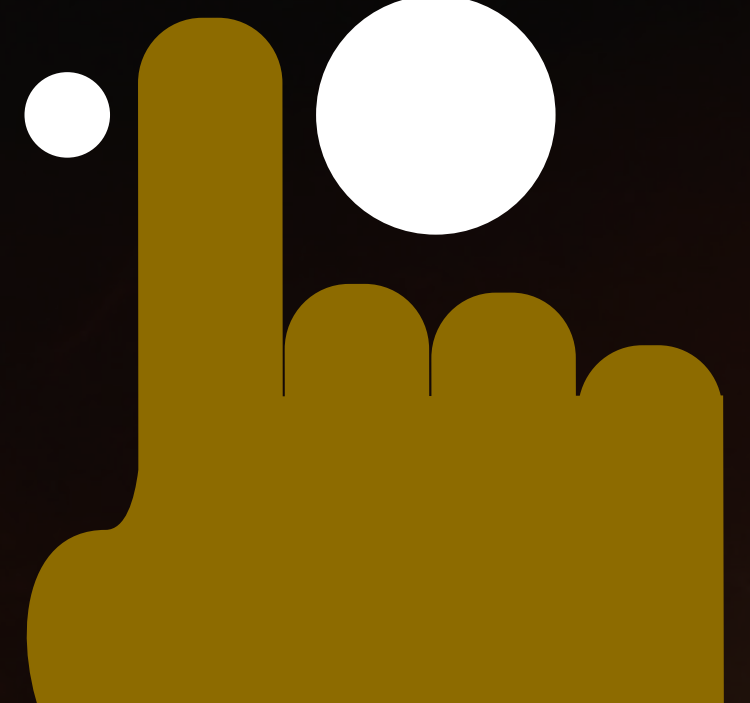
Towards an inclusive society

Braille representation of the subtitle 'Towards an inclusive society'.

- 4.1 Unyielding on equality
- 4.2 Education will make us equal
- 4.3 Real aspirations: leisure, culture and free time



Click on each chapter



Towards an inclusive society

Like any organisation, company or corporation, Grupo Social ONCE has a series of objectives, initiatives, programs, and—especially in our case—values that are non-negotiable for us. They are our guiding focus when charting a course toward the future.

The challenges we must face as an organisation and our aim to bring about a shift in society's perception of our values constitute a turning point we wish to provoke, to achieve a more inclusive and modern citizenship.

This goal is also a commitment to our role as a social driver, always attentive to society and striving to gain its trust—trust based on the concept of equality, rooted in diversity and respect for differences. It is a true turning point for many people who can and must be able to move toward inclusion in all areas of life, through the exercise of their rights.

4.1. Unyielding on equality

The cry “equals” is a maxim of Grupo Social ONCE that has been transformed from a cry of presence and reality in every corner of Spain into a resounding brand purpose for the future. To achieve this, we have equipped ourselves with tools such as the Equal Opportunities Observatory, which reports directly to the General Council’s Vice-Presidency for Equality, Human Resources and Institutional Culture and Digital Inclusion, a sign of unwavering commitment.

This observatory promotes equal opportunities across the organisation, for example with the commemoration of “International Women’s Day”, which takes place with multiple activities: a central event consisting of a round table with several speakers and an online event for people from all over the country (held on 6 March under the slogan “STEM talent gaps”: where are they?”), which was replicated with 42 territorially developed actions.

It also organised several seminars: the first one was held on 26 June under the title “The Impact of Interculturality in Organisations”; and the second one took place on 4 December under the title “Emotional Health with a Gender Perspective”.

In addition, ONCE has continued its social advocacy work through the dedication of the image of more than 25 million coupons: Equal Pay Day: 22 February; International Women’s Day: 8 March; European Day against Trafficking in Human Beings: 30 July; International Rural Women’s Day: 15 October and International Day for the Elimination of Violence against Women: 25 November, all of them circulating among citizens and presented at institutional and social events throughout the territory.





In addition, a significant number of actions have been carried out:

- Collaboration and contacts with representatives of the Third Sector Administration aimed at addressing equality issues.
- Participation in the ClosinGap association with presence in its governing bodies and active collaboration in mentoring programmes.
- Participation in the third edition of the AED's Woman Cross Mentoring Programme.
- Collaboration with the Consejo General de los Colegios de Psicólogos and in particular with the Colegio Oficial de la Psicología de Madrid.
- Participation in the Observatorio de Igualdad del Colegio Oficial de Economistas and occasional collaboration with the Observatorio Generación y Talento.
- Contact with the Secretary of State for Equality and for the Eradication of Violence against Women and the Government Delegation against Gender Violence.
- Ongoing analysis and assessment of gender equality issues and major challenges, internally and externally, such as LGBTI initiatives, generational diversity issues and issues related to the cultural diversity of the workforce.
- Continuation of the implementation of the agreement signed in 2017 with the Office of the European Parliament in Spain (in the framework of the "Where are they" project).
- Collaboration agreements with ACCEM from ILUNION and Fundación ONCE regarding cultural diversity.
- Dynamisation of the initiatives "Sales with Female Talent", aimed at increasing the number of female sales agents; "ILUNION is for you", to include more women with disabilities in operational and production positions; and "Woman in Tech", which aims to incorporate these women in technological areas of ILUNION.

With regard to the IV ONCE Equality Plan 2022-2025, which has 11 objectives and 37 measures, it has continued to be implemented positively. The main actions have been:

- Communication and awareness-raising of the commitment to equality.
- Visibilisation of the ONCE network of Equality Agents.
- Annual maintenance of the “Distintivo de Igualdad en la Empresa” (DIE).
- Visibilisation of leading women in the Grupo Social ONCE with the “AsíSomosNosotras” and Talento en Femenino initiatives.
- Training on unconscious bias for teams involved in recruitment and promotion, on women’s leadership for female employees and on equality for staff.
- Awareness-raising on work-life balance and co-responsibility, through the Co-actúa questionnaire and the document on good practices in co-responsibility.
- Update of the “Procedure on sexual and/or gender-based harassment and cyber-harassment at work”.
- Issue and presentation of coupons commemorating the most important dates in this area and publication of the manifesto on the occasion of 25N.
- Collaboration with Inserta in the programme “Está en tu mano” within the project “Women in ON-VG mode”.
- Review for the interaction of the gender perspective in occupational risk prevention.





And, as a novelty, the Diversity and Inclusion Plan was approved in June 2024, with three strategic priorities, 9 objectives and 25 measures.

All areas of the Grupo Social ONCE have continued to work to promote equal opportunities in a collaborative and coordinated manner, developing joint initiatives and others specific to each area. This takes the form of multiple actions throughout the year, including training, awareness-raising and sensitisation activities for the workforce, as well as participation in numerous forums and conferences aimed at external audiences.

From Fundación ONCE, it is worth highlighting the development of the Equality Plans of Fundación ONCE and Inserta Empleo, internal training and awareness-raising activities, active participation in various conferences and workshops, the receipt of awards and recognitions, initiatives and meetings aimed at deepening political advocacy, the signing of several collaboration agreements with

different organizations, actions carried out by Inserta to support the job search of women with disabilities registered in its employment database who have experienced gender-based violence; as well as the renewal and attainment of various certifications in the area of equality that validate its actions in this field. Notable among these efforts are the projects “Mujeres en Modo ON-VG” and “Foro Inserta,” among others.

At ILUNION, efforts have been made to promote the signing of collaboration agreements with external organizations to facilitate the hiring of women who are victims of gender-based violence and other groups in particularly vulnerable situations, as well as numerous training and awareness-raising activities for its staff and external actions, which have resulted in recognitions, publications, participation in prestigious events, increased visibility of the Grupo Social ONCE, the attainment and renewal of certifications, and a broad range of best practices.

Their participation in the Factor W Diversity Summit 2024, the leading national event on Diversity and Inclusion, is particularly noteworthy, with representation in two panels.

As for FOAL (ONCE Foundation for Latin America), it has improved its system of indicators aimed at measuring the impact of its programs and projects, always incorporating a gender perspective as a cross-cutting element. In 2024, the “FOAL Violeta” Program for the Empowerment of Women with Visual Disabilities in Latin America was consolidated. In the field of education, through the programs supported in these countries, gender equality in access is emphasised, just as in employment-related projects at various stages: detection, training, job placement, support for self-employment, etc.—a true example of promoting equality from Spain to Latin America.

4.2. Education will make us equal

The future of countries and their citizens undoubtedly depends on education as a driving force for progress. In the case of blind individuals, who often face greater challenges in terms of accessibility and educational inclusion—as do other people with disabilities—the Grupo Social ONCE makes a significant effort, fully aware that education is the tool that enables individuals to go as far as their abilities allow and, above all, to prevent physical or—more critically—mental barriers from extinguishing their hopes and dreams.

The data leaves no room for doubt regarding the difficulties faced by people with disabilities in accessing education, with lower representation at higher levels. This is why the work carried out across all areas—particularly by ONCE and Fundación ONCE—is unparalleled in

promoting the regular presence of all individuals in classrooms: from early inclusion to university, from blind individuals to those with intellectual disabilities, everyone has the right to try and to reach as far as their talent will take them.

ONCE's social services provide educational support to 7,153 students with visual disabilities in collaboration with the educational services of the autonomous communities, achieving a 99.5% inclusion rate in mainstream classrooms and continuity in studies that exceeds both the Spanish and European averages—though, as previously noted, access to university still presents challenges.

More than 1,400 professionals from the organization who are dedicated to direct social inclusion work to ensure the accessibility

of digital educational resources and the technological tools used by blind or visually impaired students in the classroom. For example, through the ONCE Digital Educational Content Accessibility Group (ACCEDO), the following initiatives have been implemented during 2024:

- Continued collaboration with the British Council and contacts with Microsoft.
- Participation in the European BIOTACT project for the adaptation of relief plates to teach biology through a technological device.
- Evaluation of different educational platforms to prevent them from excluding certain learners.





Alongside these students, during the 2023/2024 academic year, **639 foreign students were supported across various educational levels** (633 in inclusive education and 6 in ONCE's own school), representing 68 different nationalities other than Spanish (accounting for 8.9% of the total school-age population).

In addition, we maintain and promote the ONCE University School of Physiotherapy, affiliated with the Autonomous University of Madrid, one of the most prestigious institutions at both national and international levels, producing the world's best blind physiotherapists.

Despite the challenges, many students with disabilities set their sights on university and succeed in reaching their goal. The shared goal between the students' effort and the support provided by the Organisation is to help them go as far as their talent, dedication, and hard work can take them—without discrimination based on disability holding them back.

This is therefore a strategic and vital goal: ensuring that students with disabilities access university and higher education on equal footing with their peers, with all necessary supports and accommodations, will be a collective success.

To promote this goal, in 2024 a total of 910 scholarships were awarded, including:

- 421 were for young people with intellectual disabilities.
- 267 business internships Fundación ONCE-CRUE Spanish Universities.
- 21 scholarships of excellence, together with science camps, Navarra alumni, IESE, World Schools and languages.
- 97 scholarships for postgraduate studies, international mobility, sport, doctorate and research within the programme "Oportunidad al Talento".

In Additionally, 78 people with disabilities completed the third edition of the XTD (Por Talento Digital) Scholarships mentioned earlier. The fourth edition of the Queen Letizia Program for Inclusion was launched for the 2024-2025 academic year, in collaboration with the Royal Board on Disability, having closed the third edition with a total of 976 beneficiaries.

Also noteworthy is the Radia Program, focused on training in digital technologies and aimed at promoting the inclusion of women with disabilities in tech environments. In 2024, its fifth edition was launched, with 42 scholarships awarded.

4.3. Real aspirations: leisure, culture and free time

Work over the last decades has intensified efforts on access to employment and education for people with disabilities as key levers. But, in the modern societies in which we live, inclusion would not be real without the full incorporation of such vital issues as access to leisure, culture, leisure time, sport...

To achieve this, in 2024, the increase in sociocultural animation and promotion activities already recorded in the previous year continued to reach 7,507 activities with 112,972 participations by blind individuals.

The most outstanding cultural initiatives in 2024:

- Tiflos Literature Competition 38th edition, in which 2,338 entries were received in the different categories, 46 of them from visually impaired people.
- Prometeo Competition, to stimulate creativity among the school community, with 54 visually impaired people taking part with 56 entries.

- 4th edition of the ZonaCreativ@ONCE youth competition, with categories of short stories, poetry, graphics, music, audiovisual and dissemination (42 entries from 31 young blind individuals).
- 291 representations and performances by the 15 Cultural Associations, which bring together 32 artistic groups, 24 theatre groups and 8 music groups (with a total of 513 members).
- 4,559 blind members accessed the Audesc video library and downloaded or viewed 192,077 audio-described contents online, especially films.
- The ONCE Typhlological Museum received 15,926 visitors, 2.7% more than in 2023. Four temporary exhibitions were held, as well as various conferences, activities and workshops for different age groups.





In terms of activities aimed at young and old:

- ONCE Global Culture: a wide and varied offer of cultural activities in ONCE centres through remote applications.
- Development of 11 camps, where 283 visually impaired children took part with other children without disabilities
- ONCE Social Holidays Programme, which is divided into:
 - Specific ONCE programme for groups over 55 years of age with a vulnerable social situation, either due to low economic resources, living alone or lacking a social and family support network: Family

Christmas 2024 with 222 participants, 139 people affiliated; Senior Spring with 163 participants and Thought for You with 144 participants.

- ONCE-IMSERO Programme. 133 IMSERO Tourism and Thermalism shifts have been called and have had an occupancy of 1,300 places (674 in Tourism and 626 in Thermalism).
- Clubs for the Elderly: online or face-to-face meeting and activity spaces for the elderly, with 4,897 participants in 2024.
- “Senior-junior” project: development of intergenerational activities with a participation of 874 blind individuals in 2024.

Together in the gym

The concept of access to sport is very broad and reaches from the first steps to the Paralympic Games. Therefore, it is necessary to start at the grassroots, with the inclusion of all children with disabilities in physical education classes and sports activities to make this possible.

The FEDC (Spanish Federation of Sports for the Blind) continued to manage competitive sports activities. A total of 144 sporting activities held in 2024 denote the high level of commitment in the preparation of athletes, with the aim of offering them the best opportunities to train and compete, including national and international training camps and competitions,

The Spanish Paralympic Team concluded its participation in the Paris 2024 Games with a

historic medal haul of 40 medals (7 golds, 11 silvers and 22 bronzes), placing 16th in the final medal table.

The Spanish medals came from nine sports: swimming (15), athletics and cycling (8 each), triathlon (4) and wheelchair fencing, judo, table tennis, wheelchair tennis and shooting (1). Athletes from the Spanish Federation of Sports for the Blind won a total of 11 medals (7 in athletics, 1 in judo and 3 in swimming), including 1 gold, 2 silver and 8 bronze medals.

In addition, several meetings were held for young people to get them immersed in sport, as well as Sports Schools in which many visually impaired students from all parts of the territory join, in a meeting of health and coexistence around physical activity.

The Fundación ONCE has collaborated with the Plan de Ayuda al Deporte Objetivo Paralímpico (ADOP Plan), as well as sponsoring different events and congresses related to the organisation's aims, particularly the South Summit Madrid 2024 edition (a benchmark event in entrepreneurship in southern Europe), StartupOlé 2024, the sponsorship of the BValue programme of Ship2B (aimed at detecting and advising entities that design and develop projects with social impact), the sponsorship of the V Neuroscientific Conference and finally the sponsorship of the LAB programme of Impact HUB Barcelona. It has also continued to support the CD ILUNION wheelchair basketball team and the wheelchair basketball league.





STARTING POINT



MEETING POINT



HIGH POINT



TURNING POINT



OF FOCUS



BY POINT



FULL STOP



POINT of focus



POINT OF FOCUS

A planet with a future

OF FOCUS

- 5.1 Cooperation for inclusion
- 5.2 Environmental + Social + Governance (ESG)
- 5.3 Green is our colour
- 5.4 Research that breathes inclusion



Click on each chapter



A planet with a future

It may seem curious to apply a high bar to blind individuals, but we would not be what we are if we had not always set our sights high, our eyes on the horizon and our goal of building a more sustainable society for all, including people with disabilities, who are no strangers to the realities of environmental impact and, in fact, work to prevent this from affecting us more severely than the rest of the population.

This is why Grupo Social ONCE, as a whole, has been committed from the beginning of its existence to designing, promoting and sustaining a more habitable planet where all people can fit and move around. Our model of inclusion, verified in Spain, is a sample that is open to the world of cooperation and the collaboration of as many administrations, entities, companies and people, many people, who want to participate.

5.1. Cooperation for inclusion

The year 2024 has been a year of exciting changes in the world, both in the specific field of disability and in other spheres, not without risks and threats coming from many parts of the world, referring to the different social realities, including those affecting people with disabilities.

Far from wanting to ignore these transformations as a mere witness, Grupo Social ONCE remains attentive to what is happening beyond our borders and also acts to make some of these changes happen, precisely in those places where the realities of people with disabilities are far from optimal.

On European issues, the European Parliament elections left a new political configuration of the main EU institutions. New faces—and interests—

in the legislative body that governs the destinies of some 450 million people (more than 100 million with disabilities) means restarting Grupo Social ONCE's outreach work on the rights of these people and the need to take this population into account when proposing new legislation and public policies.

Prior to the European elections, Grupo Social ONCE carried out a campaign to highlight the importance of accessible voting, which included a 'performance' in the European Parliament itself in which MEPs of all political persuasions performed a 'blind vote' exercise. In addition, the now traditional visit of ONCE regional councillors to the European institutions was organised, with the aim of promoting knowledge of European institutions within the Group.





It was also a year marked by elections within the main international organisations of people with disabilities, in which Grupo Social ONCE participates actively and with representation in their highest bodies, such as the International Disability Alliance, where we have a strong presence on its Executive Committee, the European Blind Union and the European Association of Service Providers for Persons with Disabilities. We should also mention ONCE's 40-year presence in the World Blind Union, where it continues to be a fundamental element in the defence of the rights of people with visual impairment and low vision at an international level.

Outside the disability civil society, there is intense lobbying at the highest levels. At the 29th Ibero-American Summit of Heads of State and Government, held in Cuenca (Ecuador), Grupo Social ONCE presented the Ibero-American Disability Card as a first approach

to the international recognition of disability in the region. HM King Felipe VI, the presidents of Ecuador and Portugal, as well as the head of the government of Andorra, endorsed the initiative with their presence at the event. Aware of the importance of the Summit, Grupo Social ONCE dedicated a coupon to this meeting of the highest authorities of the Iberian Peninsula, Latin America and the Caribbean. The Ibero-American Disability Card is a 'product' of the Ibero-American Disability Programme (PID), the first intergovernmental initiative in the region to join forces and promote the inclusion agenda for persons with disabilities. The IDP is a programme of the Ibero-American General Secretariat (SEGIB) whose Technical Secretariat is led by Grupo Social ONCE.

In terms of other noteworthy summits, the Directorate for International Relations participated in the United Nations Future Summit. This space is of utmost importance,

as preparations are already beginning for the global development pathway that will succeed the 2030 Agenda. Strategies to drive the final years of the current Sustainable Development Goals (SDGs) were also discussed. Therefore, taking disability into account is crucial if the maxim "Leave no one behind" is to be truly fulfilled.

Still in the United Nations sphere, the Grupo Social ONCE participated in the 17th Conference of States Parties to the Convention on the Rights of Persons with Disabilities (CRPD). In addition to participating in various side events and holding bilateral meetings, the elections of the Committee of Experts in charge of monitoring the Convention were witnessed, in which a woman, who works as the technical director of International Relations of the Grupo Social ONCE, was elected as a member of the Committee for the next four years.

In the field of the international programmes that Grupo Social ONCE deploys, the 2nd Euro-Mediterranean Conference on the Inclusion of People with Disabilities was held, promoted by Grupo Social ONCE and the Union for the Mediterranean, organised with the support of the Higher Council for Disability of Jordan. The event was held in Amman, Jordan, and was the impetus for the Euro-Mediterranean Regional Agenda on the inclusion of persons with disabilities, with the aim of advancing jointly between governments, organisations of persons with disabilities and international cooperation entities, in the implementation of the United Nations Convention on the Rights of Persons with Disabilities (CRPD).

Another of the Group's international cooperation initiatives, the 'Por Talento LATAM' Programme, co-financed by the Fundación ONCE and the innovation laboratory of the Inter-American Development Bank (IDB Lab), received recognition from the 'ZeroProject'. The Foundation's supported employment tool 'Ayho!' also won an award at the annual conference of this international disability initiative.

Among the activities that demonstrate the Grupo Social ONCE's commitment to always being close to Latin America and the Caribbean, the Grupo Social ONCE's institutional visit to Paraguay in 2024 stood out.

In the section corresponding to ILUNION and the development of business opportunities that favour the social economy, 2024 has meant the opening of operations of the Contact Centre in Portugal and ILUNION Accessibility in Colombia.

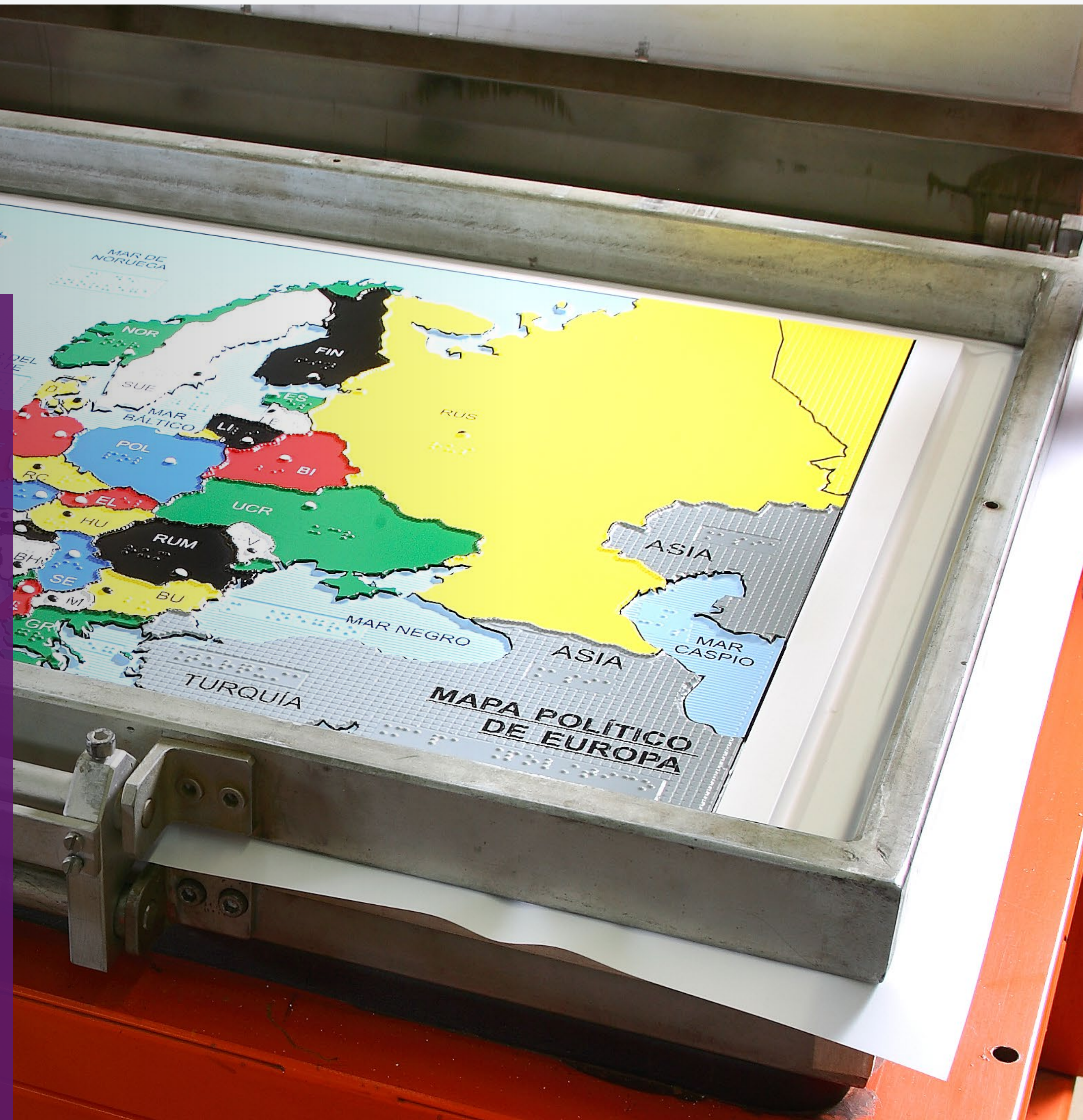
Finally, the goal of promoting international volunteering opportunities and fostering an international culture in the Grupo Social ONCE materialised with the launch of the **first international volunteering project**, inspired by the experience of volunteering deployed by FOAL in Latin America. In this case, Tetouan (Morocco) was visited in order to support the process of educational inclusion of visually impaired students in regular schools. This project involves the participation of the volunteers involved by ONCE's Directorate-General for Education, in order to implement the educational inclusion project together with the NGO Manos Unidas, the Moroccan Ministry of Education and the Alaouite Organisation for the Promotion of the Blind in Morocco (OAPAM).



Grupo Social ONCE in the world

- World Blind Union (WBU).
- European Blind Union (EBU).
- Latin American Union of the Blind (ULAC).
- International Deafblind Organisation (DBI).
- International Disability Alliance (IDA).
- Global Network for Action on Disability (GLAD).
- Ibero-American Braille Council (CIB).
- International Disability and Development Consortium (IDDC).
- International Federation of Library Associations and Institutions (IFLA).
- Daisy Consortium.
- Accessible Book Consortium (ABC).
- European Committee for Standardisation (CEN).
- International Council of Museums (ICOM).
- International Blind Sports Federation (IBSA).
- International Guide Dog School Federation (IGDF).

- European Breeding Network (EBN).
- European Guide Dog Federation (EGDF).
- International Council for Education of the Blind and Visually Impaired (Icevi).
- Icevi Europe.
- Icevi Latin America.
- World Lottery Association (WLA).
- European Lottery Association (EL).
- Corporación Iberoamericana de Loterías y Apuestas del Estado (Cibela).
- Eurojackpot Partnership.
- United Nations Economic and Social Council (ECOSOC).
- Ibero-American Social Security Organisation (OISS).
- Eyes of the World Foundation.
- HelpAge International Spain.
- European Network of Physiotherapy in Higher Education (ENPHE).





And presence also in:

- Latin America through FOAL, which operates in 19 countries: Argentina, Brazil, Bolivia, Chile, Colombia, Costa Rica, Cuba, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Uruguay and Venezuela.
- Associação De Cegos e Ambliopes De Portugal (active in Portugal, Angola, Mozambique, Cape Verde, Sao Tome and Principe and Guinea Bissau).
- Mediterranean Arc in partnership with the Union for the Mediterranean with actions in Jordan, Lebanon, Tunisia, Algeria, Morocco, Egypt, Libya, Malta, Greece, Italy, Croatia and Bosnia.
- Education projects in Morocco, Egypt and in the Sahrawi refugee camps in Algeria.
- Collaboration with the National Organisation of the Blind of Equatorial Guinea (Oncige).
- European Disability Forum (EDF).
- European Platform for Rehabilitation and Vocational Training of People with Disabilities (EPR).
- European Association of Service Providers for People with Disabilities.
- LATIMPACT.
- World Wide Web Accessibility Standardisation Consortium (W3C).
- European Institute of Design For All (EIDD).
- European Network for Accessible Tourism (ENAT).
- International Paralympic Committee.
- Economic and Social Committee of the European Union (EESC).
- European Centre for Public Enterprises and Public Services (CEEP).
- PHILEA.
- Social Economy Europe Platform (SEE).
- Council of Foundations.
- Programme Affiliate Members World Tourism Organization (UNWTO).
- International Business Presence in Portugal and Colombia.

5.2. Environment + Social + Governance (ESG)

Even before the existence of concepts such as Corporate Social Responsibility (CSR), ONCE was created as a socially responsible entity for the general public, promoting the personal autonomy and full inclusion of blind individuals and/or people with other disabilities and working for inclusive, diverse and sustainable societies. Now, from Grupo Social ONCE and with a much broader concept of action, we are working together to promote commitments marked in the ESG (Environmental, Social and Governance) dimension, that is, to always consider and integrate environmental, social and corporate governance factors when

assessing the actions to be undertaken and promoted.

This purpose and these goals, which are already institutional, run parallel to the 2030 Agenda and the Sustainable Development Goals (SDGs) and even work already on the future horizon of these agendas, always with the cross-cutting goal of expressly and specifically including persons with disabilities in any action.

The Grupo Social ONCE integrates sustainability in all its areas as an element to underpin its mission, its excellent management, and to maximise its capacity to generate value for

its different stakeholders, another way of generating value that is always possible.

In 2024, the Grupo Social ONCE was among the three companies/entities with the best corporate reputation in Spain, according to the Merco Empresas 2023 Spain ranking. It also leads the Merco Responsabilidad ESG Spain 2023—which measures the social and environmental sustainability, ethics and good governance of companies.





Disability flag

And we do all this hand in hand with many fellow travellers, who help us to promote any future action, keeping disability as our main focus of action, both inside and outside Spain, our flag and our goal of inclusion. The Grupo Social ONCE model is shown to the world in order to continue adding up through collaboration and alliances capable of moving minds and realities:

State level

- Spanish Committee of Representatives of People with Disabilities (CERMI).
- UN Global Compact Spain.
- Justice and Disability Forum.

- Royal Board on Disability.
- Spanish Association of Foundations (AEF) and Institute for Strategic Analysis of Foundations (INAEF).
- Climate Foundations (AEF).
- National Advisory Board on Impact Investment (Spain NAB).
- Spanish Social Economy Business Confederation (CEPES).
- Spainsif (Platform for Sustainable and Responsible Investment in Spain)
- Forética.
- CEOE.
- Association of Institutional Relations Professionals.
- Excellence in Management Club.

European level

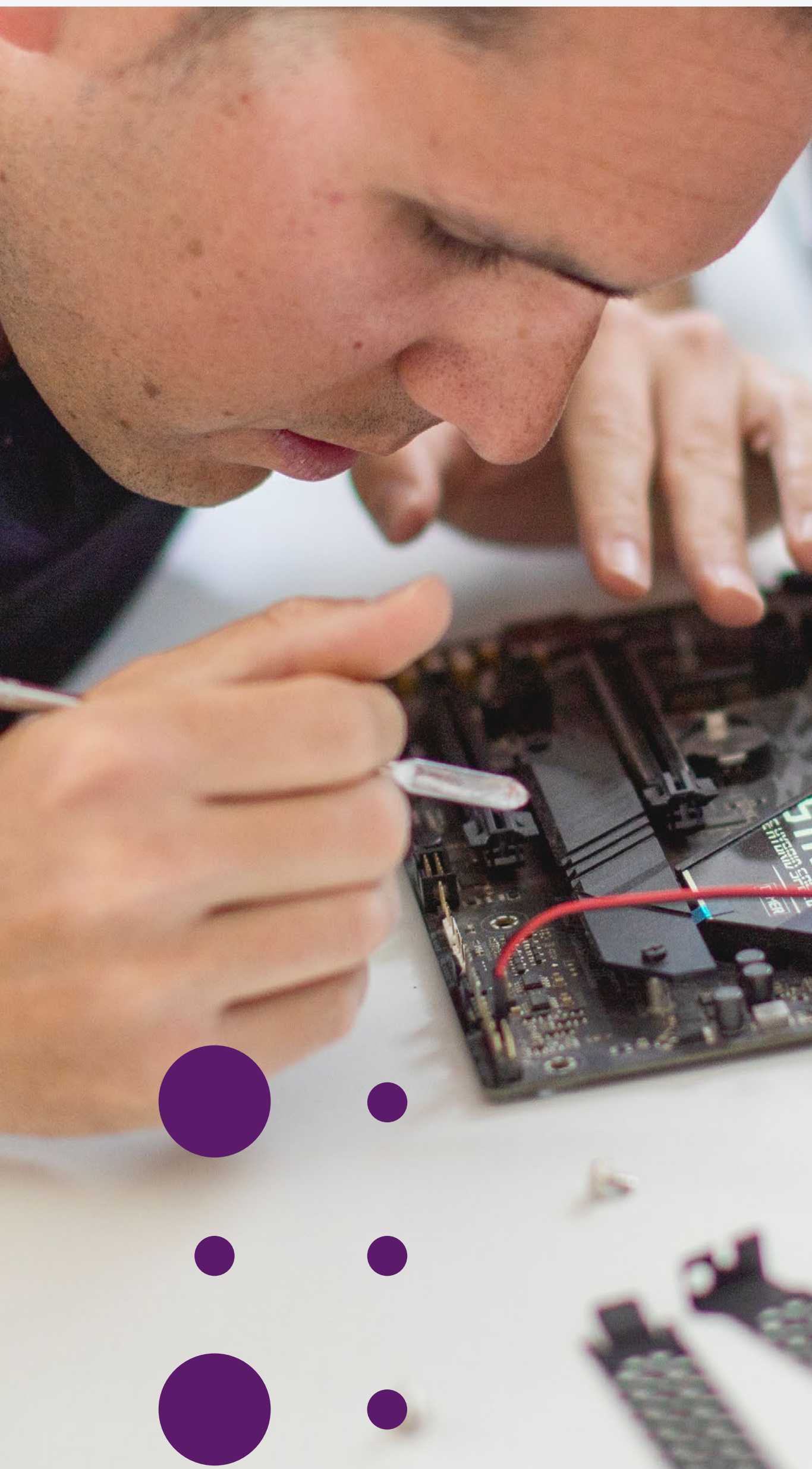
- Philanthropy Europe Association (PHILEA).
- European Disability Forum (EDF).
- European Centre for Public Enterprises and Public Services (CEEP).
- European Platform for Rehabilitation and Vocational Training of People with Disabilities - European Platform for Rehabilitation (EPR).
- European Association of Service Providers for People with Disabilities (EASPD).
- European Institute of Design For All (EIDD - Design For All Europe).
- European Network for Accessible Tourism (ENAT).
- The European Venture Philanthropy Association (EVPA).
- Economic and Social Committee of the European Union (EESC) (Representing the Spanish Business Confederation for the Social Economy (CEPES).

- European Social Economy Platform - Social Economy Europe (SEE) (Representing PHILEA).
- Global Network for Disability Action (GLAD) (as Grupo Social ONCE).

Supra-European level

- Global Initiative on Loneliness and connection (GILC).
- Council On Foundations (COF).
- World Tourism Organization (UNWTO) Affiliate Member Programme.
- International Standard Organisation (ISO).
- Global Reporting Initiative (GRI).
- United Nations Economic and Social Council (ECOSOC).





All in all, we work to promote a solid institutional and reputational agenda that has positioned us as an interlocutor of reference before many and varied operators, both in the public and private spheres, materialised through Grupo Social ONCE's Institutional Relations Plan.

To this end, it is working with legislators, parliamentarians and other stakeholders to promote more informed regulations and decisions that take into account the cross-cutting nature of disability. An activity of particular relevance in a socio-political context where more and more actors are involved and where regulatory and legislative decisions exponentially determine the configuration of organisational environments.

Grupo Social ONCE is also continuing to strengthen the mechanisms of transparency and regulation of Public Affairs and Institutional Relations, demonstrating, once again, the work

carried out on all components of Sustainability/ ESG and consolidating our role as an interlocutor, reference and benchmark for Public Administrations and other interest groups, strengthening our position and allowing us to act proactively and take the initiative in the face of possible regulatory initiatives of interest. The organisation is continuously working in collaboration with CERMI and other entities of the disability associative movement or the Third Sector.

Advocacy work continued from the perspective of disability in policies and regulations in the field of Sustainability, mainly from Fundación ONCE policies and regulations in the field of sustainability, mainly from Fundación ONCE, highlighting the monitoring and joint action with the European Disability Forum (EDF) in the final negotiations of the Directive on corporate due diligence in sustainability matters, having finally incorporated a mention of the UN Convention on the Rights of Persons with Disabilities. The

development of a future "European Social Investment Framework" (ready to take over from the Social Taxonomy project) has also been followed.

We have participated in and responded to various consultations related to the field of sustainability, in coordination with CERMI and the EDF, including issues such as the transposition of the Corporate Sustainability Reporting Directive, opinions of the European Economic and Social Committee, EFRAG reporting standards for SMEs, and the Social Climate Fund.

Fundación ONCE's Disability Hub Europe project has also been relaunched, with the aim of working on synergies between disability and sustainability, in collaboration with leading partners such as the ILO's Global Business and Disability Network and the Global Reporting Initiative (GRI), among others.

Strategic commitment

In March 2024, the ONCE General Council approved the ONCE Corporate Social Responsibility (CSR) Master Plan for the period 2024-2027. This Plan contains four strategic lines that bring together the most relevant ESG issues for the Organisation, and establishes 17 commitments and 74 lines of action for their achievement, as well as identifying the main SDGs to which the actions of each strategic line contribute. A Scorecard was also approved to periodically assess the degree of progress and compliance with the CSR Master Plan 2024-2027. During the year, ONCE also reaffirmed its support for the UN Global Compact and its Ten Principles in the areas of human rights, labour standards, environment and anti-corruption, and pledged to continue to support the implementation of its Principles in its sphere of influence.

The Fundación ONCE and its executive area have a 2nd Sustainability Master Plan 2023-2026, which includes eight lines of work called

“Sustainable Projects”, and which has continued to be implemented during the year. In the area of information measurement and control, it is worth highlighting the preparation of the global Sustainability/ASG indicators table, which brings together more than 270 indicators of the Executive Area, performance and impact, between 2018 and 2024. On the other hand, we have continued to work in alliance with leading sustainability platforms in our country, such as Forética, Spainsif or Global Compact, highlighting the holding of the Forum ‘Just Transition in green employment and digital transformation’, with Forética and IBM, or the adherence to the Manifesto for a Responsible AI, promoted by Forética.

As for ILUNION, in line with the Sustainability Master Plan 2023-2027, during the year actions were developed such as the 2nd ILUNION Sustainability Day, in which the main sustainability projects and the “Sustainability in our own handwriting” Campaign were

presented. ILUNION’s first Corporate Volunteering programme was also launched, presenting the platform for managing solidarity actions and allowing volunteers to sign up for social impact activities, accompanied by a campaign video. On the other hand, the Sustainability Report has been published once again this year, including the main milestones and actions carried out in the three ESG axes.

Based on the CSR and/or Sustainability master plans of the three executive areas, in 2024 Grupo Social ONCE’s Sustainability and CSR Committee drew up and approved Grupo Social ONCE’s Strategic Sustainability Framework, which sets out the approach and lines of action in this area of work, and which helps to convey our position in this respect to the different stakeholders.



5.3. Green is our colour

With regard to the environmental dimension, the most relevant actions in each of the areas are highlighted.

ONCE:

- Verification of the Carbon Footprint (Scopes 1 and 2) by Bureau Veritas, for the years 2019, 2020, 2021 and 2022, the base and reference year being 2019.
- Obtaining the seal of the Ministry for Ecological Transition and the Demographic Challenge with registration in the Registry of Carbon Footprint, Offsetting and Carbon Dioxide Absorption Projects at the Spanish Office for Climate Change.
- Installation of new “ONCE Clean Points” in all centres, with four new containers made of 100% recycled material (packaging, waste, organic and paper), which entails the removal of litter bins and the involvement of staff.
- Certification of the Environmental Management System in several centres. External audits in order to certify the environmental management system against ISO 14001 in CRE Madrid, CRE Sevilla, CLP, CTI, DT País Vasco, DT Madrid, DT Castilla-La Mancha and DZ Málaga.
- Calculation of Scope 3 emissions for the year 2023, based on the principles of the GHG Protocol and the same standards as for Fundación ONCE and ILUNION.
- Implementation of the Environmental Management System, following the guidelines of the ISO 14.001 standard in 19 centres of the Organisation, thus extending the scope to 12 centres by 2024.
- Preparation of the report on financial risks associated with climate change. The risks related to climate change that may have impacts on the Organisation and its value chain have been analysed and quantified, following the recommendations of TCFD¹, EU Taxonomy, CSRD² and Law 7/2021 on climate change and energy transition. This study has allowed us to identify risks that we have incorporated into the organisation’s risk matrix and that will serve as a basis for implementing mitigation and adaptation plans.
- Energy efficiency audit of 85% of the Organisation’s consumption, which allows us not only to comply with legislation, but also to lay the foundations for establishing energy efficiency measures in the buildings.
- Implementation of ESG criteria (not only environmental) in different tenders with suppliers. Together with the Communication, Image and Brand Management, a classification of merchandising products has also been initiated, taking into account aspects related to environmental sustainability.

¹ Taskforce on Nature-related Financial Disclosures.

² Corporate Sustainability Reporting Directive, the Directive on corporate sustainability reporting.

Fundación ONCE:

- Monitoring and reporting of environmental indicators of consumption (energy, water, paper, toner) and waste, with the scope of the executive area of Fundación ONCE. The Carbon Footprint is also calculated for the whole area.
- Report on the eligibility and alignment of the Executive Area with the Green Taxonomy.
- Calculation of Scope 3 emissions in 2023, based on the principles of the GHG Protocol and the same standards as ONCE and ILUNION.
- Internal awareness-raising actions in relation to key dates such as Earth Hour, World Mother Earth Day, World Environment Day, International Day Against Climate Change and European Waste Reduction Week.
- Carrying out an inclusive and accessible environmental volunteering activity in the volunteering week held in the executive area of Fundación ONCE, with a day of awareness-raising, learning, connection with nature and waste collection in the Sierra de Guadarrama National Park.
- Follow-up of the Decarbonisation Plan, focusing on the previously proposed levers: purchase of renewable energy certificates and vehicle consumption.
- Continuation of the work in alliance with Fundaciones por el Clima (an initiative of the Spanish Association of Foundations), highlighting the event “The inclusion of the ecological and just transition in the foundation’s activities”, held on the occasion of the International Day against Climate Change, where Fundación ONCE presented a proposal to introduce the ecological and just transition in the Foundations for Climate Pact.
- Analysis of the risks and opportunities derived from climate change for the Executive Area of Fundación ONCE, which includes a series of recommendations for adaptation to climate change.





Ilunion:

- Preparation of the scope 3 emissions map for ILUNION Industrial Services and ILUNION Automotive (in addition to ILUNION Laundries, ILUNION Hotels, ILUNION Facility Services and ILUNION Recycling, whose maps were prepared in 2023). In the second half of 2024 and during 2025 the scope will be further expanded.
- Waste management plan. ILUNION Textil Care has approved an integrated waste management plan, as well as a pilot project for the digitalisation of management in six plants—Cuenca, Guadalajara, Fuenlabrada, Madrid, Mejorada and Segovia—with the aim of extending it to the rest of the facilities by 2024.
- Financial impact assessment of climate risks.
- Sustainability criteria in the purchase/rental of real estate. ILUNION's Assets area has developed a procedure to establish the basic criteria for the purchase and rental of real estate, which includes sustainability criteria such as those related to sustainable mobility, energy efficiency, etc.
- Carbon Footprint Verification 2024. Updating and verification of ILUNION's carbon footprint, carried out in conjunction with the Group's companies. An effort towards the company's commitment to climate neutrality, promoting a coordinated and aligned strategy.
- Update of the Decarbonisation Plan. Progress has been made on the roadmap towards decarbonisation of the highest emitting companies: ILUNION TextilCare, ILUNION Hotels, ILUNION Facility Services and ILUNION VidaSénior. Specific measures are considered for each business, quantified by cost, return and associated carbon footprint reduction.
- Natural Capital. Progress in the analysis of impacts and dependencies on the ecosystem services of the activities of ILUNION TextilCare, ILUNION Hotels, ILUNION Facility Services, ILUNION VidaSénior, and ILUNION Recycling, in order to subsequently be able to quantify these impacts and dependencies economically.
- Membership of the *Our Nature our business* initiative and the *Taskforce on Nature-related Financial Disclosures* (TNFD) advisory group.



Finally, it is worth highlighting the promotion of two advocacy and institutional positioning days during the year by Grupo Social ONCE, connecting the Environmental and Social axes of Sustainability.

The first one took place on the occasion of World Environment Day and was entitled “Climate change, ecological transition and people with disabilities”. The Secretary of State for Social Rights and the Director of the Spanish Climate Change Office participated and highlighted the need to apply an “eco-social vision” in the transition to low-carbon societies, taking into account a rights-based approach

and the inclusion of the most vulnerable groups, including people with disabilities. Secondly, Grupo Social ONCE participated in the National Environmental Congress (CONAMA) held in December, organising a conference entitled “Environmental sustainability and social impact”, which dealt with issues such as vulnerability to climate change and the environmental crisis of certain groups, accessibility and inclusion in the ecological transition in the urban environment (with special emphasis on mobility), and the progress, status, main projects and pending challenges in the field of environmental sustainability in the three areas of Grupo Social ONCE.

5.4. Research that breathes inclusion

There is no future without innovation, there is no future without research but, very importantly, all of this has to include the proper veneer of inclusiveness, precisely so that no one is left behind.

For Grupo Social ONCE, innovation always has a social component, both as a driving force and in the awareness that an innovation that is not inclusive is not a complete innovation.

For this reason, the areas maintain lines of work in this sense, from technical innovation and research in vision, with the aim of continuously improving the quality of services for blind individuals, as with any advance in any other area.

In 2024, ONCE has developed a total of 113 projects:

- 101 of tiflotechnology and support products, including participation in the European BIOTACT project for the adaptation of relief plates to teach biology to blind and visually impaired students through a technological device; launch of the development of the new project “ONCE Brain Games” (accessible intelligence games for visually impaired people); and the pilot of the GoodMaps application for indoor guidance.
- 6 vision research projects, funded by ONCE, most of them involving researchers of recognised national and international prestige.
- 6 social research projects, in collaboration with: Rey Juan Carlos University, ONCE University School of Physiotherapy, University School of Education and Tourism of Ávila, Polytechnic University of Valencia, Spanish Society of Geriatrics and Gerontology and MasterCard.





In addition, other actions related to social innovation have been carried out:

- 8th Competition of experiences of innovation and good practices in social services.
- ONCE Innova Emprendedores 2024 Challenge, promoted by ONCE to reward the best entrepreneurial projects of startups aimed at improving the quality of life of blind and visually impaired people and transforming jobs and work processes at ONCE. 82 proposals were presented by startups, scale ups and digital SMEs and the winners were Nexio (formerly LED5V), a company that applies LIFI technology for indoor location and Yasyt, which uses Alexa to improve communication and interaction with people through the use of voice-related programmes and activities developed for this purpose.
- In 2024, the “Kiosk without key” pilot project was also implemented, a winning proposal of the ONCE Innovate 2021 internal challenge that applies the use of digital locks to better manage the opening of kiosks and their maintenance. The training protocol on visual impairment (winner of the 2021 challenge) and the three winning proposals of the ONCE Innova 2023 internal challenge, AICON: ONCE Artificial Intelligence Community, ONCE Game Club, and Inclusive Vision (use of immersive realities to raise awareness of visual impairment) as well as a hackathon for the redesign of the sales display.
- Outside the challenge, a pilot was carried out with Uphint, a startup that automates the process of creating operational guides and manuals.
- In 2024, the ONCE Innova Community: an innovation community made up of ONCE affiliates and employees, reached 343 members.
- In 2024, 10 editions of ONCE Innova Thursdays were held, reaching an average of 330 views per session.
- In terms of ecosystem, in 2024 we will increase our ecosystem by 90 startups (taking into account those enrolled in the Entrepreneurs Challenge). In addition, agreements were set up with other agents in the ecosystem such as Universities (programme with CITIC and IE University, Miguel Hernández University of Elche), corporations (Telefónica, Google, Ayesa), and other actors in the third sector (Fundación Tecos).
- In 2024, the ONCE Innova Blog published 27 posts on inclusive innovation and technology on topics that addressed advances in AI, biometrics and digital accessibility, among others. The blog attracted 129 unique users and generated 587 views.

Finally, it is worth mentioning the biannual periodical publication of *RED Visual: Revista Especializada en Discapacidad Visual*, the aim of which is the communication, dissemination and exchange of knowledge between professionals and researchers involved in the care of visually impaired people, as well as the contribution with its contents to the elimination of barriers and equal opportunities for this group.

And a much loved and valued service: genetic counselling for blind individuals, carried out by expert geneticists and scientists. This action to find out information about the clinical and genetic characteristics of their reality, as well as guidance about the family prognosis of a possible hereditary disease, is generating a lot of interest and opening up new horizons. In 2024, 34 requests were dealt with and 11 reports were issued, while the remaining requests are being worked on.

As one of the relevant lines of action in the field of Universal Accessibility, it is worth highlighting the R&D&I activity and support for innovation carried out by Fundación ONCE, all aimed at favouring design for all people and guaranteeing that technology represents an opportunity to achieve the full inclusion of people with disabilities. In 2024, notable projects have been developed in the field of

inclusive videoconferencing (Accessmeets); robotics for assistance in environments (Accessrobots); intelligent flooring (Walkerpisa); and bigdata in the field of accessibility and disability (Intelidata). Likewise, Fundación ONCE has supported entrepreneurship in the field of universal accessibility, through its own Project Accelerator, from which 175 entrepreneurial solutions were analysed in 2024.

ILUNION is fully committed to adopting digital technologies to offer the best work experience to our employees with disabilities. These technologies help us improve productivity, efficiency and access to information. The rest of the strategic plan is to achieve digital transformation at various levels: customer experience, internal communication and cybersecurity. To this end, the digital and cultural transformation process is based on three basic pillars: individual productivity, collective productivity and agile methodologies, ensuring that one hundred percent of the processes are robotised, that it is a fully “cloud” company and that more than 3,600 employees are digitised.





POINT by Point

Values

Values

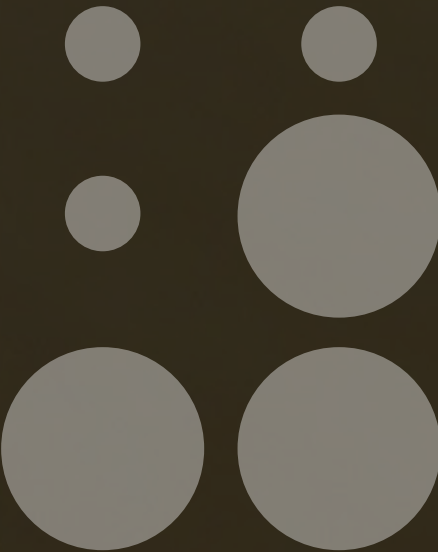
Values

6.1 Ethics

6.2 Transparency
to create security



Click on each chapter



Values

Blind individuals who envisioned coming together to create a shared space where they could secure their future carefully analysed their initial goals and established, point by point, the non-negotiable aspects—starting with the exercise of their rights as citizens and, above all, their aspirations to create and be part of an inclusive society.

That is why values have always been an inseparable part of ONCE from the very beginning, just as they are today for Grupo Social ONCE—values whose core lies in ethics and transparency: an organisation based on moral behaviour, proximity, and responsibility; an open organisation where everyone is welcome to learn about us and participate.

6.1. Ethics

In addition to making it a core principle, Grupo Social ONCE has equipped itself with the necessary tools to ensure that ethics and ethical behaviour are integrated into all of its activities. This led to the creation of the Grupo Social ONCE Observatory for Transparency and Ethics, which is responsible for implementing the Law on Transparency, Access to Public Information and Good Governance. In terms of ethics, it promotes dissemination and awareness, monitors compliance with ethical and conduct codes, proposes advancements in the development of ethical behaviour, and handles complaints, reports and suggestions in this area. It is the highest authority in this domain, overseeing the Ethics Working Group, which manages daily operations.

All of this is supported by a framework of regulations and mechanisms designed to safeguard and protect all internal and external relationships with due diligence and security.

Ethical and behavioural standards:

- **Code of Ethics and conduct for people in Grupo Social ONCE with institutional and management responsibility, which is made up of 11 ethical values:** Transparency, Solidarity, Confidentiality, Fairness, Commitment, Integrity, Humility, Respect, Innovation, Responsibility and Sustainability, and the commitments to achieve them, which the management team undertakes to fulfil by signing.
- **Code of Ethics and Guide of Conduct for Grupo Social ONCE employees:** a guide of conduct for the ethical behaviour of employees, which is not obligatory for them to sign.
- **Ethical rules and guidelines for ethical conduct for people in the Grupo Social ONCE with institutional and management responsibility:** applicable to all people who have subscribed or will subscribe to the Code of Ethics.
- **Codes of conduct on responsible Gaming and security in the gaming area for ONCE sales and non-sales staff:** basic principles of action and behavioural practices for staff involved in ONCE commercial activity. They are inspired by the values of transparency, confidentiality, commitment, integrity, respect and responsibility, and are binding.
- **WLA (World Lottery Association) Best Practice Guidelines for Marketing and Communication:** These guidelines set out guidelines for responsible advertising of lottery products. They are adopted by ONCE, as well as by advertising and media agencies, and suppliers of marketing actions and campaigns.

- **Criminal Prevention Model:** preventive measures to avoid the commission of possible criminal offences in the ONCE and its environment. The ONCE's Criminal Compliance Management System is made up of different documents, including the Criminal Compliance Policy, which must be complied with and is applicable globally to the Organisation, which ratifies its desire to maintain conduct that respects both the rules and its ethical values, the Catalogue of Prohibited Conduct and Expected Behaviour Parameters and the backbone document of the criminal compliance management system, which includes the elements that the ONCE has established for the prevention, detection and management of criminal risks, among others. All these documents have been updated in 2024.

In addition, there is an external due diligence procedure for the selection and contracting of suppliers, and compliance with the Code of Conduct for suppliers is requested as part of this. This includes the ethical and conduct principles, aligned with the ten universal

principles of the United Nations Global Compact and with the principles and values of the Grupo Social ONCE, and an internal due diligence procedure for the selection and contracting of job candidates.

The ONCE's Criminal Prevention Body is responsible for promoting and supervising the implementation of the Criminal Compliance Management System.

- **Tax compliance model:** in 2024 the Tax Compliance Policy was updated, and ONCE's adherence to the Code of Good Tax Practices of the Large Companies Forum of the State Tax Administration Agency (AEAT, Ministry of Finance) was approved, as well as the commitment to prepare the annual tax transparency report for entities adhering to this code.

The Tax Compliance Body is responsible for overseeing the Tax Compliance Management System.

In 2024, ONCE obtained the UNE 19.601 and 19.602 certificates for the first time, which

accredit that its criminal and tax compliance management systems are aligned with and comply with the aforementioned standards. This achievement reinforces its position as an organisation that prioritises ethics and integrity in all its activities.

- **Prevention of money laundering and the financing of terrorism:** there is an internal control body, the ONCE Commission for the Prevention of Money Laundering and the Financing of Terrorism, and an ONCE representative has been appointed to the Executive Service of the Commission for the Prevention of Money Laundering and Monetary Offences (SEPBLAC); there is an internal Manual describing all measures in this area; internal procedures and IT tools have been provided for the detection, analysis and communication of operations that could be related to money laundering and/or the financing of terrorism, among others.
- **Responsible information management and data protection policy:** different controls are established to guarantee the protection

of information, including the Information Classification Protocol (ICP) to identify the different information assets and manage them appropriately in terms of security and respect for data privacy. In addition, there is a Data Protection and Security Committee and a Document Assessment Committee to monitor compliance with internal and external standards, establish criteria and measures and resolve internal queries.

- Data protection audit (biennial) to check the level of compliance and effectiveness of security measures in the processing of personal data, in accordance with current legislation and internal regulations: the 2022 audit was approved by the Data Protection and Security Committee in June 2023. In December 2023, the Action Plan for the resolution of the incidents detected in this audit was approved, with 33 corrective actions to be applied throughout 2023 and 2024.



In 2024, ONCE received a request for information from the Spanish Data Protection Agency (AEPD) due to a complaint from a worker for having been included in a WhatsApp group, created for employment purposes by the new commercial manager, without his consent. The ONCE submitted its allegations to the AEPD in due time and form, and it was decided that the complaint lodged by the interested party would not be admitted for processing.

These policies and regulatory documents are available to all staff on the PortalONCE intranet and/or on the corporate website. Furthermore, within the framework of the commitment to transparency that ONCE wishes to promote, financial and non-financial information is published periodically in these spaces, and this highlights the organisation's actions and responds to its stakeholders, among other things:

- Annual accounts, management report and independent auditors' report, both individual and consolidated, for the financial year in question.
- Grupo Social ONCE Shared Value Report.
- Statement of Non-Financial Information and Diversity.

- Report on Social Services for affiliated persons.
- List of agreements and contracts in force with Public Administrations.

In accordance with the regulations applicable to Grupo Social ONCE, since the entry into force of the General Agreement of 2022, the following audits are submitted annually to the ONCE Protectorate Board:

- 3 independent verification reports on Non-Financial Reporting and Diversity.
- 4 lottery audits.
- 5 mandatory and 3 voluntary audits of compliance with the social obligations of the General Agreement.
- A total of 21 annual audits.

Also, every six months, an external auditing company carries out an appraisal of the balls used in the coupon draws, and this appraisal is sent to the Protectorate Council.

In addition, triennial audits are carried out on behalf of the World Lottery Association (WLA) and the European Lotteries (EL) for two reasons:

- ONCE compliance with WLA security standards.
- ONCE compliance with WLA and EL standards on responsible Gaming.

As a result of these audits, four certificates were obtained (two of each) and presented to the Protectorate Council. They were also published on our website, with very positive results.

Furthermore, the two random numbering generators used in the execution of virtual draws of active Gaming products and in the purchase of instant lottery tickets on the Internet; and the functionality of the purchase of active Gaming tickets and bets and instant lottery tickets on the Internet, are certified every three years by a company approved by the Ministry of Consumer Affairs.

In other words, ONCE has a total of eight external certificates (four international and four national) related to its lottery products, which are renewed every 3 years.



For physical instant lottery products, two additional checks are carried out for the first production of each product and for a few more randomly selected productions:

- It is verified by an auditing company that the prize structure coincides with that contained in the instant lottery regulations; and it is accredited that other features of the instant lottery books are in line with ONCE's production order.
- A laboratory tests the quality and inviolability of instant lottery tickets.

The same line of action is carried out by ILUNION, considering that it is the foundation of its relationships of trust with its stakeholders. On 20 December 2018, ILUNION's Board of Directors approved ILUNION's Compliance Management System, which is aligned with the UNE 19601 standard, with the aim of preventing the commission of crimes and reducing criminal risk in organisations and favouring a

culture of ethics and compliance. In addition, ILUNION has a criminal prevention body set up on 14 June 2017, the objective of which is criminal prevention among all stakeholders and implementation of the different measures of the Criminal Compliance Management System.

The Criminal Compliance Policy, together with the backbone document of the Criminal Compliance management system, develops a crime prevention model that establishes the prevention, detection and control to ensure due diligence in the fight against corruption, bribery and money laundering. In 2020, the ILUNION Group's Criminal Prevention Body approved the Internal and External Due Diligence procedures, as well as the Complaints Channel Management Procedure. In 2024, there have been no allegations of corruption and bribery. (Year 2023: 0 complaints; Year 2022: 0 complaints).

Oncisa Promociones Servicios Inmobiliarios, S.L. and Ilunion Mediación, Correduría de Seguros, S.A. are the only companies within the business perimeter subject to the law on the prevention of money laundering. Both companies are obliged and have sufficient mechanisms in place to comply with the provisions of Law 10/2010 of 28 April on the prevention of money laundering and terrorist financing, as well as the regulations of the aforementioned law and subsequent legislative amendments.

In 2023, the Criminal Compliance Policy and the backbone document of the criminal compliance management system were reviewed, and both documents were approved by the Board of Directors of the ILUNION Group. Likewise, on the occasion of the entry into force of Law 2/2023 of 20 February, regulating the protection of persons who report regulatory infringements and the fight against corruption, ILUNION carried out an adaptation of its Whistleblowing Channel, adapting it entirely to the aforementioned regulations. To this end, on 23 June, the Board of Directors of the ILUNION Group approved the Whistleblower Channel Policy, the Whistleblower Channel Management Procedure and the Whistleblower Protection Statute.

In 2024, in the area of criminal compliance, all ILUNION Group companies have been certified by AENOR in the UNE 19601 standard for criminal compliance management systems. A risk and control map has been drawn up for the entire group and training actions have been carried out in the ILUNION Group, ILUNION Hotels, ILUNION Contact Center, ILUNION VidaSénior, ILUNION TextilCare (including specific training on competence), ILUNION CSC, ILUNION Retail and ILUNION Mediación.

In addition, a project has been developed with ILUNION Hotels in which an operational risk map has been developed in addition to the criminal risk map, configuring each hotel as if it were an independent compliance unit. A territorial reporting system has been set up by the area managers to the Finance Department, which in turn consolidates the information transmitted to the Criminal Prevention Body on a quarterly basis.



6.2 Transparency to create security

We are accountable to the public, and therefore we operate with a model of open information accessible to everyone, along with a working system of the highest standards. Trust requires transparency, and for this reason, the Grupo Social ONCE has a series of ethical tools that support its mission: a Code of Ethics and Conduct; an Ethics Whistleblower Mailbox; the Grupo Social ONCE Observatory for Transparency and Ethics; and the Ethics Working Group that reports to the Observatory.

The Ethics Whistleblower Mailbox is managed via an email account where all employees can submit questions, suggestions for improvement, and reports of behaviour that violates the Code of Ethics and Conduct by individuals required to comply with it. In ONCE's case, 26 communications were received through this channel.

Since 2023, there is also a new whistleblower channel managed by ONCE's Criminal

Compliance Body (OPP), which allows individuals to report—even anonymously—any actions or omissions within the organisation that may constitute violations of current legislation, including tax-related issues. In November 2024, the "ONCE Whistleblower Channel Policy" and the "Complaint Management and Investigation Procedure" were updated, along with the other documents that make up ONCE's Criminal Compliance Model, to align them with the changes reflected in the new policy.

Both channels guarantee the confidentiality of the reports and are available on the ONCE website.

Additionally, ONCE organises training courses to promote ethical behaviour aligned with its values. Employees can also access an online tutorial via PortalONCE on "Prevention of Money Laundering and Terrorist Financing."



Regarding human rights protection, the founding principle of Grupo Social ONCE—to create opportunities for people with disabilities through social inclusion—means that its actions are aligned with the principles of the UN Global Compact. Specifically, it promotes Principle 6: “Businesses should support the elimination of discrimination in respect of employment and occupation”, and implicitly, Principles 1 and 2: “Businesses should support and respect the protection of internationally proclaimed human rights; and ensure they are not complicit in human rights abuses.”

Grupo Social ONCE expresses its strong commitment to supporting and respecting human rights in all its activities and seeks to extend this commitment to its relationships with third parties through various policies. It will continue to equip itself with tools to prevent, mitigate and remedy any negative impacts.

To prevent potential human rights violations in relationships with suppliers and business partners, ONCE has established an external due diligence procedure. Under this process, suppliers who present a potentially high risk—based on the characteristics of their

engagement with ONCE—are evaluated not only on environmental and social practices but are also required to adhere to Grupo Social ONCE’s Code of Conduct for Suppliers and Business Partners. Section 2 of this code, “Human Rights and Working Conditions,” states that they must respect internationally recognised human rights. They are also encouraged to join the United Nations Global Compact.

Additionally, there is an internal due diligence procedure for the selection and hiring of candidates for job positions classified as medium or high risk regarding exposure to criminal risks.

In line with the UN Guiding Principles on Business and Human Rights, reports related to human rights violations are understood as those linked to rights outlined in the International Bill of Human Rights and the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work.

In 2024, no communications were received regarding potential cases of human rights violations.

We comply

In order to comply with tax obligations, ONCE has a Tax Compliance Policy, aimed at supervision, monitoring and control to guarantee and demonstrate due diligence in the fulfilment of tax obligations. The regulatory framework in force includes the Circular on Tax Procedures, which sets out the main tax aspects affecting the organisation and the policies to be followed in the different taxes applicable.

There are several reporting lines from the Tax Compliance Body to other bodies of the Directorate and the General Council:

- The General Audit Committee of Grupo Social ONCE, the body responsible for periodically reviewing the effectiveness of

the tax compliance system and formulating observations or proposals for improvement to the General Council.

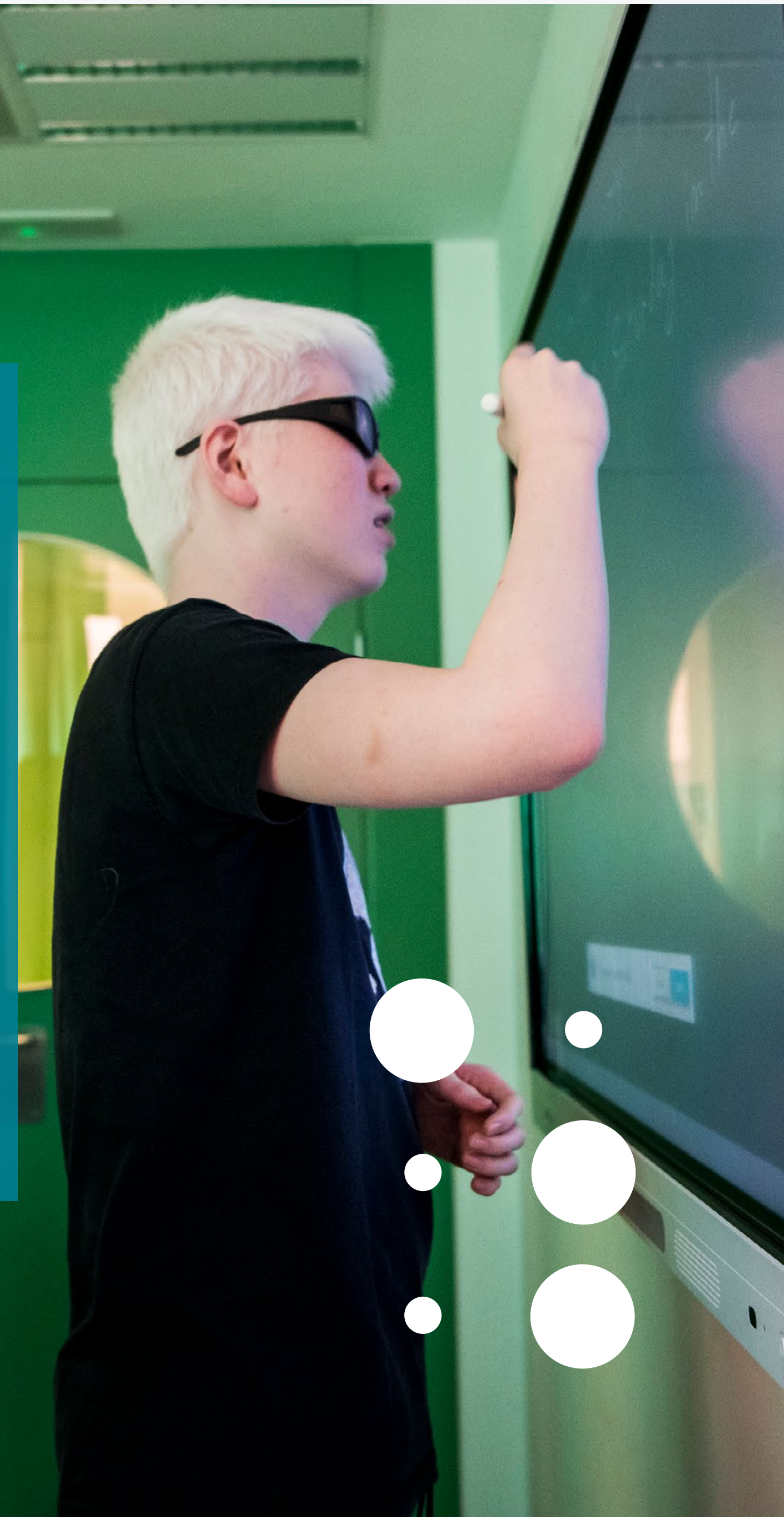
- By delegation of the General Audit Committee of Grupo Social ONCE to the ONCE General Management Audit Committee, the body that oversees the effectiveness of the tax compliance system and internal control, internal audit and tax risk management systems within the Organisation.

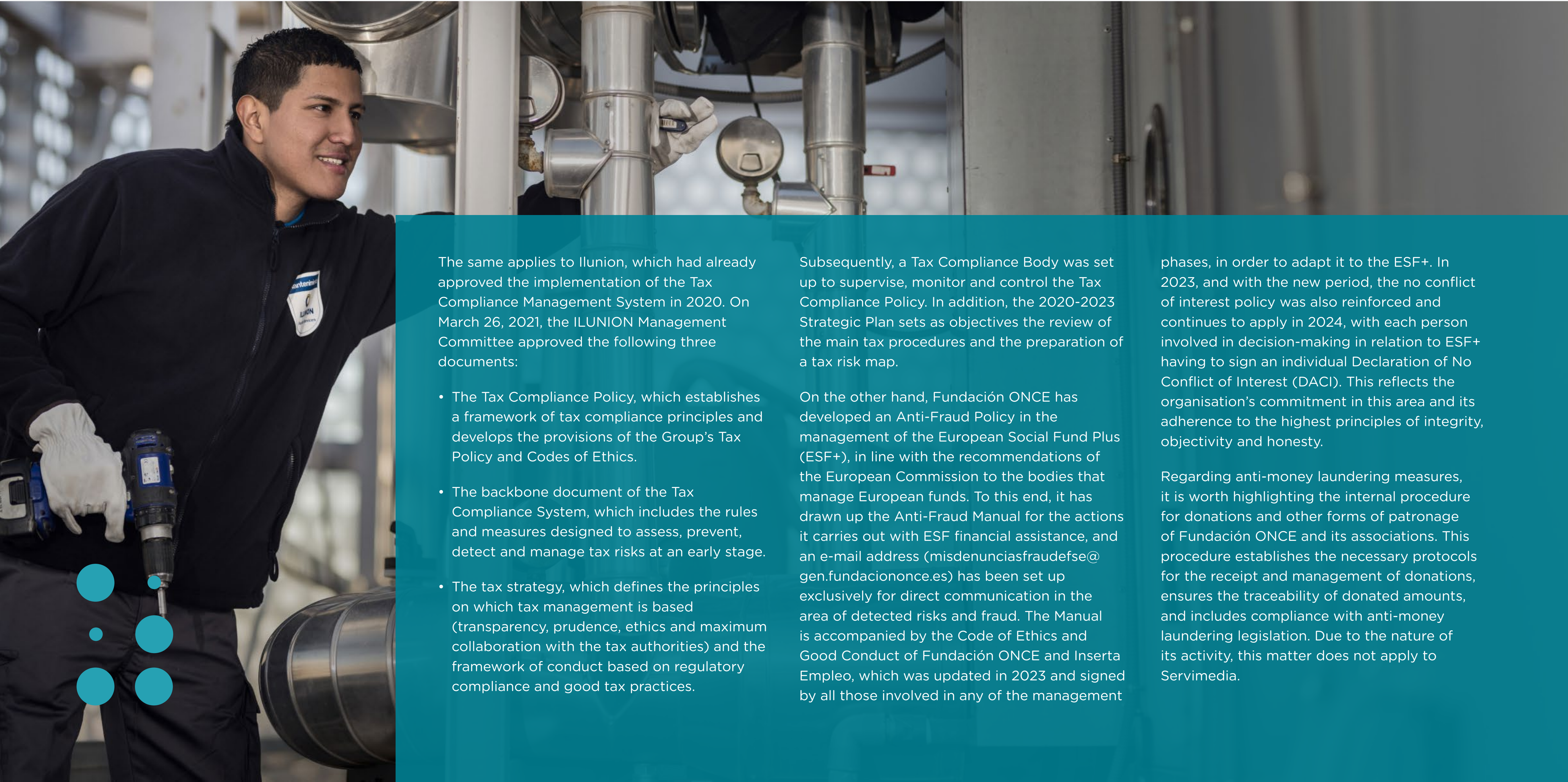
In compliance with this provision, the Tax Compliance Body submits semi-annual operational tax compliance reports and the annual tax compliance report to the General Audit Committee of Grupo Social ONCE,

through the Audit Committee of the General Directorate. Additionally, it will report any relevant irregularities or non-compliance that could compromise the Organisation to the General Council and the Directorate-General.

Furthermore, the Internal Audit Department of ONCE is responsible for auditing the correct implementation and effectiveness of this Tax Compliance Management System in accordance with the requirements set out in the aforementioned Policy, reporting any deficiencies or areas for improvement at the established intervals.

The individual and consolidated annual accounts are audited by Ernst & Young, S.L.





The same applies to Ilunion, which had already approved the implementation of the Tax Compliance Management System in 2020. On March 26, 2021, the ILUNION Management Committee approved the following three documents:

- The Tax Compliance Policy, which establishes a framework of tax compliance principles and develops the provisions of the Group's Tax Policy and Codes of Ethics.
- The backbone document of the Tax Compliance System, which includes the rules and measures designed to assess, prevent, detect and manage tax risks at an early stage.
- The tax strategy, which defines the principles on which tax management is based (transparency, prudence, ethics and maximum collaboration with the tax authorities) and the framework of conduct based on regulatory compliance and good tax practices.

Subsequently, a Tax Compliance Body was set up to supervise, monitor and control the Tax Compliance Policy. In addition, the 2020-2023 Strategic Plan sets as objectives the review of the main tax procedures and the preparation of a tax risk map.

On the other hand, Fundación ONCE has developed an Anti-Fraud Policy in the management of the European Social Fund Plus (ESF+), in line with the recommendations of the European Commission to the bodies that manage European funds. To this end, it has drawn up the Anti-Fraud Manual for the actions it carries out with ESF financial assistance, and an e-mail address (misdenunciasfraudefse@gen.fundaciononce.es) has been set up exclusively for direct communication in the area of detected risks and fraud. The Manual is accompanied by the Code of Ethics and Good Conduct of Fundación ONCE and Inserta Empleo, which was updated in 2023 and signed by all those involved in any of the management

phases, in order to adapt it to the ESF+. In 2023, and with the new period, the no conflict of interest policy was also reinforced and continues to apply in 2024, with each person involved in decision-making in relation to ESF+ having to sign an individual Declaration of No Conflict of Interest (DACI). This reflects the organisation's commitment in this area and its adherence to the highest principles of integrity, objectivity and honesty.

Regarding anti-money laundering measures, it is worth highlighting the internal procedure for donations and other forms of patronage of Fundación ONCE and its associations. This procedure establishes the necessary protocols for the receipt and management of donations, ensures the traceability of donated amounts, and includes compliance with anti-money laundering legislation. Due to the nature of its activity, this matter does not apply to Servimedia.

Risk control

The ONCE's Integrated Risk Management System (IRMS) establishes the Organisation's risk management and control framework. The main impacts and risks are analysed through the Risk Map, which currently includes 19 risks of an economic, social and environmental nature and related to organisational integrity and fraud. Some of these include: a decline in the quality of social services provided to members, non-compliance with gaming regulations, risks associated with information systems and their security, fraud and corruption in gaming activities, legislative changes, non-compliance with regulations relevant to ONCE in environmental matters, which could have an impact for economic and/or reputational reasons, among others.

In 2024, the ONCE Centres Peripheral Risk Map was implemented, with 17 specific risks.

Risk identification and management is coordinated at various levels of the organisation. Each risk is assigned a manager, who quarterly completes a risk sheet that includes control measures and warning indicators. These can be modified if necessary. Proper management significantly reduces the likelihood of adverse events and allows for the proposal of corrective measures. These sheets are reported quarterly to the Risk Coordinator, who compiles a report on key issues for review by the Risk Committee.

The results of the Risk Map are reported annually to the General Audit Committee of Grupo Social ONCE, which in turn oversees the effectiveness of the risk management systems.





For its part, ILUNION has an integrated risk management system (IRMS or ERM) designed to identify potential events that could affect it, manage its risks within the accepted risk level and provide reasonable assurance of achieving goals. This system has a policy that is aligned with the main risk management standards, in particular those set out in the ISO 31000 standard.

ILUNION's risk management policy is determined by the situation of the markets in which its different business activities operate. The risks identified by ILUNION in relation to the achievement of its goals remain similar to those of the previous year.

During 2024, a project was implemented to redefine a new ILUNION risk policy and procedure, which culminated in its approval by the Board of Directors.

Fundación ONCE also has a comprehensive risk system, with a policy and a monitoring system, following the same international standard and model as ILUNION. Although the system affects and involves all staff, the Risk Subcommittee is a key element.

In addition, and with regard to the management of programmes co-financed by the European Social Fund Plus, Fundación ONCE, as Intermediate Body, applies a risk management approach. The management and control systems document has been updated in 2024 and has been completed with the manual that develops the management and control systems.

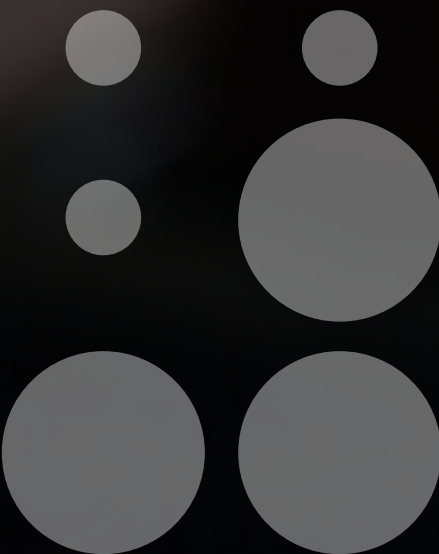
The risk approach includes ex ante and ex post monitoring of issues such as the limitation of competition or the existence of potential conflicts of interest. Tools are available for the control of these risks, with specific matrices linked to the different execution modalities (subsidies, contracting and management by own means), the latest version of which is dated 2023, as well as for their mitigation, which have been set out in a manual that includes the anti-fraud policy of Fundación ONCE in the management of the ESF+.

Risk management also has two specific systems in the areas of Criminal Compliance and Tax Compliance, which deal with anti-corruption and anti-bribery.



07

FULL
Stop



Braille representation of 'FULL STOP'.

We multiply

Braille representation of 'We multiply'.



We multiply

We conclude this Shared Value Report of Grupo Social ONCE by recognising 2024 as a historic year, and from this milestone, we continue building and striving toward an ambitious goal for 2025.

Because this document carries meaning in every word; **report**, because it gives an account of who we are, what we have done, our actions to consolidate our social and economic model; **value**, because it is what we try to convey and offer to the public, our way of generating value to give back to society everything it offers us, our other way of creating value; **shared**, because it would not be possible without the efforts of each and every one of us in the Grupo Social ONCE, but also without each and every one of those who trust us, coming to us to share and add value.

And it is all presented in this fully accessible document—with clear, direct information, including a substantial amount of data in an attractive format through a user-friendly, modern, and effective website design, all while maintaining usability and accessibility.

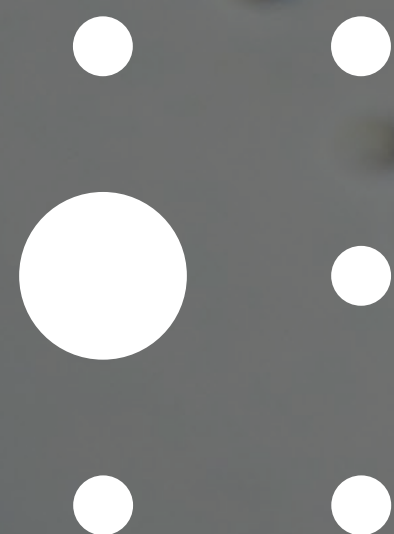
In 2024, we spoke about surpassing 75,000 workers, and we achieved it—a great satisfaction for what it represents for the 5,000 new professionals who have joined us. And we are not stopping here, because we are already thinking about reaching 80,000 people. We continue working to truly include more people with disabilities, more women, and more individuals at risk of exclusion. And to enhance social support and our social innovation for many more people.

And all from the need to continue growing as a Group, with a way of working together, hand in hand, under the same umbrella that always tries to cover those who have it a little more difficult. Innovating in social, safe and responsible lotteries; innovating in services for the visually impaired; innovating in solidarity with all people with any disability in Spain and abroad; innovating in the social economy to continue to lead this space; innovating to make Grupo Social ONCE a national and international reference.

In 2025 we are celebrating 200 years since the birth of Braille, which has accompanied us—with its dots—throughout this report. It was the key to openness to the world and universal access for blind individuals and we, true to our principles, will try to follow this line.

A key milestone is the launch of our fifth foundation, Fundación ONCE Baja Visión, to extend our support to those with low vision, along with many other initiatives that will surely surprise you.

We will continue working both in Spain and abroad to ensure that inclusion becomes a reality. We approach 2025 with the same passion as always—renewed each year by the trust that society places in us—a trust we aim to uphold, reinforce and expand.



A well-founded report, including all points

For the preparation of this Integrated Executive Summary, the Non-Financial and Diversity Information Statements prepared separately by the three executive areas of Grupo Social ONCE (ONCE, Fundación ONCE, and ILUNION) were taken into account. These statements contain all the detailed information and cover **all aspects** of their actions, now brought together and summarised in this document.

All of these statements have been verified by Ernst & Young, with unqualified reports, and have been prepared in accordance with Law 11/2018 of 28 December, regarding non-financial and diversity information, and taking into consideration the GRI Standards for the preparation of sustainability reports.

To prepare the documentation, a prior materiality analysis was carried out, highlighting the relevant economic, social, and environmental issues for each of the three entities that may influence decision-making by their stakeholders.

For more information about Grupo Social ONCE's commitment, you can consult the following websites, where—both collectively and individually by executive area—you will find all the expanded details.

www.gruposocialonce.com, www.once.es, www.fundaciononce.es and www.ilunion.com



SHARED VALUE REPORT 2024

Aggregate executive summary
of the Grupo Social ONCE

