ONCE social group

MIRA | ACCESSROBOTS | TRAMO | BDO | ELISA | ZEBRA | ARCO



2025 SHARED VALUE REPORT

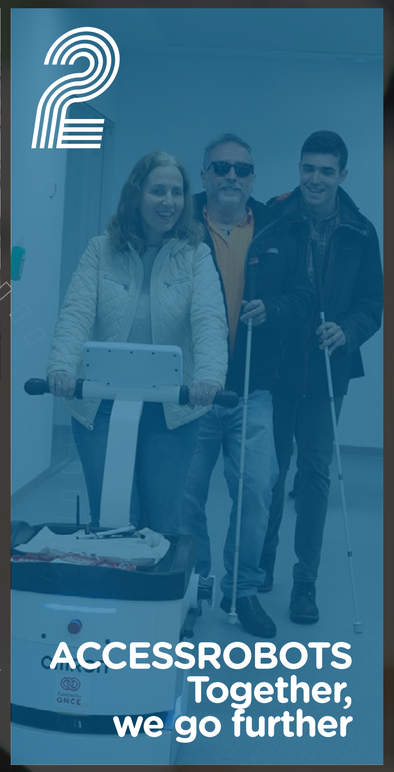
Executive summary of Grupo Social ONCE

ONCE social group

ONCE social group

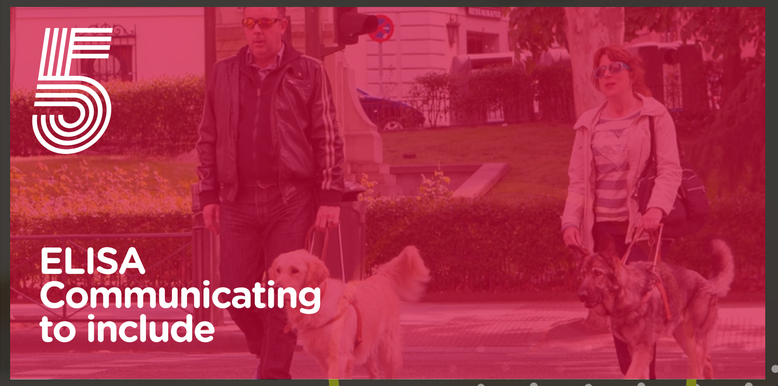




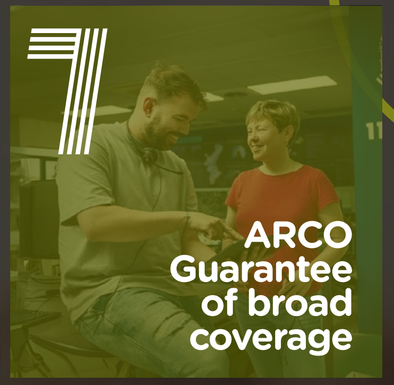












GREETING FROM THE PRESIDENT

We work with the most advanced and accessible technologies to support people with disabilities.



SCROLL



PRESIDENT

GREETING FROM THE PRESIDENT

Artificial Intelligence, the already almost overused AI, is here to stay and to continue generating debates and realities in which people with disabilities cannot and do not want to be left behind. This leading expression of today's technological evolution, which enables actions that amaze humanity and also terrify it, must turn its attention back to people. We cannot orient AI or technological progress solely towards military uses, cost savings in one area or another, or even the replacement of many people; we should reset in order to think of artificial intelligence as a key tool for inclusion, support, equity and the reduction of all kinds of inequalities. In this way, AI and technological development will have a human purpose, in contrast with the notion of "artificial" that in some cases is being taken to the extreme, forgetting a significant number of people, too many people.

At Grupo Social ONCE we work fully with the most advanced and accessible technologies in support of people with disabilities and other groups at risk of exclusion. That is why we have long been, and will continue to be, calling for AI and technology that is as advanced as possible but genuinely at the service of everyone. This is possible, and this 2025 Grupo Social ONCE Value Sharing Report that I present demonstrates it with data and facts, including even the name of each chapter dedicated to some of the most advanced and useful technological initiatives we promote to prevent exclusion.

SCROLL



Miguel Carballeda
President of Grupo Social ONCE

GREETING FROM THE PRESIDENT

With these lines, I would like to give an overview of the highlights of the past year, our improvements and our challenges, our achievements and our aspirations, always placing people above everything else. I can already tell you that, with AI or without it, this report begins with something absolutely remarkable and unthinkable just a few years ago: at Grupo Social ONCE we have reached, by the end of the year, 80,000 people working in equality, fairness, inclusion and diversity. This achievement has been built together with Spanish society and citizens, which in 2025 enabled us to grow by 3.4% in job creation (during a process of rejuvenation of our workforce), adding 2,642 new jobs within the Group and promoting more than 13,000 jobs for people with disabilities in third-party companies.

Our **“MIRA”** (a voice powered by AI from the Fundación ONCE for Low Vision) has always aimed high: to offer life opportunities to many people, making us the third largest non-public employer in Spain (the largest in the world for people with disabilities) while also presenting a social commitment that defines our purpose. Of the 79,598 professionals currently employed in quality, inclusive, dignified, sustainable and well-regarded jobs within Grupo Social ONCE, 46,899 are people with disabilities (58.9%), while the remaining 32,699 are people without disabilities, whose talent sometimes goes unnoticed. In addition, of all these employees, 35,796 are women (45%), and 17,775 of them have a disability, which in many cases represents a double discrimination that we also address, for example through our Equality Observatory.

SCROLL

GREETING FROM THE PRESIDENT



Miguel Carballeda
President of Grupo Social ONCE

We continue speaking about people, about realities on which we aim to grow and build the vision of an organisation that has always placed the individual at its centre. An organisation created to accompany, as our **“ACCESS ROBOTS”** initiative now does (a support robot in hospitals and large facilities), walking together hand in hand and combining the work of our three executive areas, ONCE, Fundación ONCE and Ilunion, the best team in the world, always alongside citizens.

All of this with another key objective: to grow in inclusion and social impact, progressing along every **“TRAMO”** (ONCE Transport and Mobility App) safely, increasing our social investment to reach 262.6 million euros directly and entirely allocated to those who need it most.

None of this would have been possible without the proper functioning of all areas of the Group: ONCE generated 2.9271 billion euros in sales of social, safe and responsible lotteries, once again a record in our history, with a transparent allocation: more than 56% returns to our customers in the form of 1.661 billion euros in prizes; the rest returns to society through salaries and social investment. For example, to welcome the 3,131 blind people who in 2025 came to ONCE across Spain after losing their sight, seeking in some cases a real lifeline, we offer a Digital Library (**BDO**) in a mobile app with more than 81,000 audio books. This is true AI, or rather what I would call “Kind Intelligence”.

SCROLL

GREETING FROM THE PRESIDENT



Miguel Carballeda
President of Grupo Social ONCE

The same applies to Fundación ONCE, which in 2025 achieved record income from ONCE itself and from the management of European funds, enabling it to allocate 154.5 million euros to 2,234 projects in training, employment and accessibility for nearly 1,000 disability organisations across Spain, a steady flow of solidarity, action and inclusion, with technological initiatives such as **ELISA**, AI that translates speech into sign language through avatars for deaf people.

Our Ilunion companies complete this picture, leaders in the social economy and also achieving record results in 2025 in employment, revenue and investment: we are now 44,744 people; with investment exceeding 100 million euros and turnover rising to 1.4435 billion euros, consolidating a group of companies with soul, with heart, and with the distinct identity of belonging to Grupo Social ONCE. This helps to explain initiatives such as **ZEBRA**, an app that activates traffic lights via mobile when a blind person wishes to cross, avoiding the need for continuous acoustic signals.

SCROLL

GREETING FROM THE PRESIDENT



I am closing these lines thinking of a great **ARCO** (voice recognition biometrics for agile management of our sales agents), which launches arrows towards a socially driven future that is non-negotiable, with or without AI. I end these words on the very same day that Pope Leo XIV has launched his first encyclical, “Magnifica Humanitas”, calling precisely for AI to benefit humanity, not just a few; the same day we present a lottery ticket linked to the Pontiff’s visit to Spain; the same day on which, as on many other days in the existence of Grupo Social ONCE, we reaffirm and demonstrate that social progress, technology and AI go hand in hand. Otherwise, they will not be progress, will not be intelligence, and will certainly not be social.

Miguel Carballeda Piñeiro
President of Grupo Social ONCE

SCROLL



MIRA
A unique model

1.1 Alongside citizens
1.2 Social character

Click on each chapter

MIRA.
A unique model

This year we will celebrate 87 years, and after almost nine decades our focus on ensuring a model capable of supporting blind people across Spain, including other people with disabilities and even reaching many others at risk of exclusion, has reached levels unimaginable at our origins. The combination of ONCE, Fundación ONCE and Ilunion has enabled us to form a social and economic group, Grupo Social ONCE, which is indeed a unique model in the world, a vast chain of solidarity working for and with people, especially those who may need us most.

Inclusion and autonomy for people with disabilities has always been our goal and purpose, leading us to act across all areas of life to achieve a more inclusive society where no one is left behind.

An example is **MIRA**, the voice created with Artificial Intelligence to assist the many people with low vision in Spain (up to 400,000), for which we have created the Fundación ONCE Baja Visión, another step towards ensuring that Grupo Social ONCE can include more and more citizens, because our vision is firmly set on the future, towards a more inclusive future with an unparalleled model of action.

1.1 Alongside citizens

At the humble origins of ONCE lies the word “sharing”: being alongside citizens, an idea born in 1938 with the creation of the organisation and which remains one of our pillars. Being equals in the reality we live in; being, above all, people defined by their talent and abilities. And staying alongside citizens to share their same destiny, a destiny which for us is hope, supported by a social, safe and responsible lottery, the foundation of this model, impossible without public trust and support.

Thanks to the support of every citizen who engages with us, today Grupo Social ONCE is the world’s largest provider of social services for blind and disabled people; the largest employer of blind and disabled people in the world; and the third largest non-public employer of people with and without disabilities in Spain, with a workforce close to 80,000 at the end of 2025.

We are Grupo Social ONCE, always alongside citizens, our reason for being, with a model that begins with the social dimension and integrates the foundation and business dimensions on an equal footing, respecting the role of each area while building on unity and shared action.

ONCE

A global benchmark for autonomy for blind or visually impaired people. Its work is based on the management of social, safe and responsible lottery products, under strict public control, reinvesting all income into social action.

Fundación ONCE

Created in 1988 to extend social support to other people with disabilities and promote their inclusion through training, employment and universal accessibility.

ILUNION

A leader in the social economy, diversification and sustainability, aimed at generating employment for people with disabilities and those at risk of exclusion.



1.2 Social Character

ONCE is legally defined as a Public Law Corporation with a social purpose, making it a unique organisation within both the Social Economy and the Third Sector. Its governance is based on the principle of internal democracy, supported by the participation of blind members of the Organisation in elections which, since 1982, have been held every four years with consistently high voter turnout to elect the Entity's representative and governing bodies.

This entire governance system is overseen by Spain's General State Administration through the Supervisory Council.

The General Council is the Organisation's highest governing and representative body. Its mission is to safeguard the Organisation's institutional and financial stability, uphold human rights and promote the full inclusion of blind and visually impaired people. To achieve this, it exercises the highest level of leadership, oversight, coordination and supervision, establishing cross-cutting policies and monitoring and evaluating the Organisation's performance.

Reporting to the General Council are the Group's three executive areas: ONCE General Management (responsible for lottery operations and social services for blind people), Fundación ONCE (dedicated to the cooperation and social inclusion of people with disabilities), and Ilunion, the business division that demonstrates that the social economy can be both profitable and sustainable.

General Organisational Chart



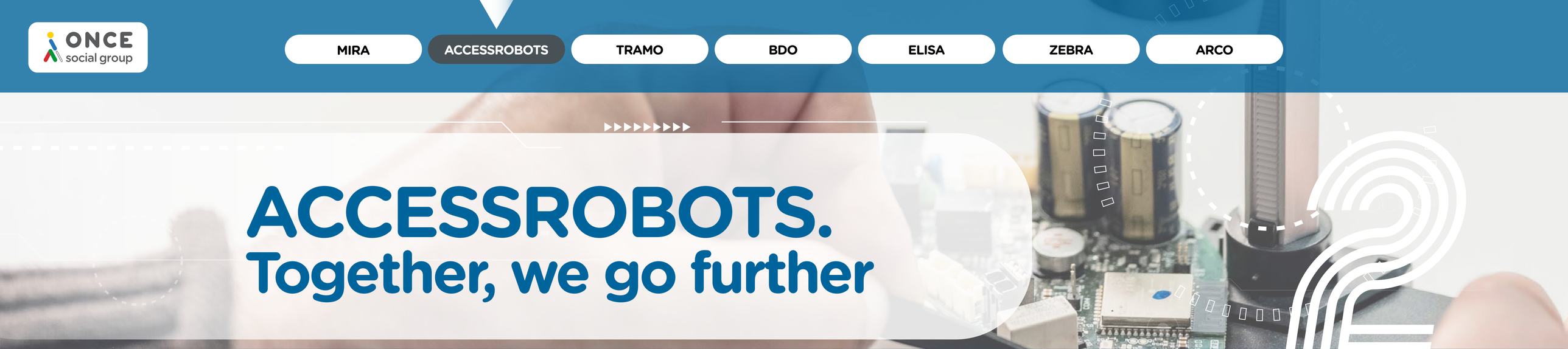


ACCESSROBOTS Together, we go further

2.1 ONCE, for 87 years
2.2 Fundación ONCE, impact on disability
2.3 Ilunion, open to global inclusion

Click on each chapter

ACCESSROBOTS.
Together, we go further



In keeping with everything outlined so far, Grupo Social ONCE aims to be a constant source of connection and support, bringing people together to maximise impact by incorporating as many technological advances as possible, always ensuring that they are accessible, user friendly and genuinely people centred.

AccessRobots is just one example of how AI and robotics can help people with disabilities navigate large and sometimes complex environments such as shopping centres, transport interchanges, airports and even hospitals, through the use of robotics.

Above all, it demonstrates that together we achieve more, and that when technology supports us, it must retain its social purpose because that benefits everyone.

This reflects Grupo Social ONCE's philosophy of bringing people together while respecting their differences, creating a team that delivered exceptional social impact in 2025: ONCE achieved record lottery sales, enabling greater social investment; Fundación ONCE reached a record budget, increasing its impact and support for disability organisations; and Ilunion recorded all-time high sales, driving further job creation, innovation and investment. Together, these three areas multiply the impact of Grupo Social ONCE.

2.1 ONCE, for 87 years

The history of blind people in Spain has been shaped by many different realities, but always by their determination to achieve inclusion. From the blind ballad sellers of earlier centuries, to blind people travelling from village to village with their guides, to those who earned a living through countless different raffles, they all shared one common aspiration: inclusion in society.

ONCE was born from that commitment to inclusion and solidarity, supported by a public concession in the form of the original lottery coupon for blind people. The rest has become part of Spain's living history, a remarkable success story built around a single idea: managing a social, safe and responsible lottery as the foundation of the entire system, serving simultaneously as its engine and its heart, generating employment for people with disabilities, creating income and instilling a shared philosophy across the Group, always rooted in the solidarity of Spanish society.

In 2025, income from the Organisation's lottery sales reached €2.9271 billion, representing a 3.4% increase on the previous year and once again the highest figure in ONCE's history. This reflects the continued confidence of customers and the dedication of our more than 21,172 sales agents, all of whom have disabilities and who have become the public face of the Organisation as well as valued and familiar figures on streets throughout Spain.

This is possible because the public knows, and we are proud to emphasise, that all of the resources generated are reinvested in social action, enabling us to continue supporting blind and severely visually impaired people while fulfilling our commitment of solidarity towards other people with disabilities, the foundation of a unique model of social provision.

Social Return

The sale of lottery products generates resources that are reinvested entirely in ONCE's operations and social mission. In 2025, €262.6 million (€254 million in 2024) was allocated to direct social investment, reflecting growth in line with increased revenue.

Social services for blind people remain one of the Organisation's highest priorities. During 2025, work continued on the ambitious project to redesign the service model while preserving the principles and quality standards that have made it a national and international benchmark within both the Third Sector and the disability sector. At the same time, the model is evolving to meet changing circumstances and emerging needs.

The aim is to preserve the distinctive features that make the model unique, while introducing substantial improvements to better meet the needs of affiliated members, ensuring sufficient flexibility to respond to ongoing social change and remaining firmly grounded in key principles including human rights, person centred support, community based services and outcomes focused delivery. This redesign process has been developed through a participatory approach under the banner Imagine Your Services.

The model already delivers excellent results in improving quality of life and promoting the social inclusion of people who are blind, severely visually impaired or deafblind, with beneficiaries consistently giving very positive evaluations of the services they receive. To remain responsive to the needs of affiliated members, wider social developments, public policies addressing emerging challenges such as unwanted loneliness, homelessness, migration and the digital divide, as well as the Sustainable Development Goals, continue to shape and guide this participatory review of the service model. The Imagine Your Services initiative, launched in 2024, began to take root during 2025 and will continue to develop over the coming years.

Key figures for services provided to people with visual disabilities in 2025:

- Support provided to 72,443 blind people affiliated with the Organisation.
- Tailored, specialist support for the 3,131 people who lost their sight in 2025 and turned to ONCE.
- 50,828 personalised support services delivered to affiliated members.
- Expansion of specialist adult services, including: Rehabilitation: 9,677 services. Braille and/or information and communication technologies: 11,198 services. Psychosocial support: 4,507 services.
- 3,170 blind people received, on loan, 5,905 technical devices to adapt their study or workplace, with a total value of €6.4 million.
- Comprehensive support for 7,250 blind or severely visually impaired students, including 773 university students.
- A total of 116,478 hours of intervenor services for people who are deafblind, delivered through the Fundación ONCE for People who are Deafblind.
- The ONCE Guide Dog Foundation provided 108 new guide dogs, free of charge, to blind people.
- Development of 121 technological and social research projects.
- Support from 3,496 volunteers (3,255 in 2024), who contributed 179,739 hours of service to blind people.
- 3,186 one-off financial assistance grants awarded to blind people, representing an investment of €3.1 million.
- Genetic assessment and counselling relating to eye conditions provided for 34 cases.
- The Fundación ONCE Baja Visión was launched in several cities across Spain. During the year it progressed to 493 beneficiary case files, accredited 15 organisations from the disability movement and funded nine research projects.

€1.661 billion in dreams fulfilled

In 2025, the social services team, comprising teachers, psychologists, social workers, rehabilitation specialists, braille and assistive technology instructors, social services managers, community engagement coordinators and other professionals, grew to 1,619 specialists. Many possess expertise and qualifications that are unique worldwide, enabling blind people to achieve independent and fulfilling lives.

We continue to expand our services and support an ever wider range of needs. For example, we provided assistance to 186 adult foreign nationals living in Spain with severe visual impairments under arrangements equivalent to ONCE membership. Equally importantly, we supported 721 foreign children with the same conditions, representing more than 70 different nationalities.

Hope and aspiration have always been at the heart of ONCE's history, development and mission. Every day, a large part of that hope reaches people through prizes awarded by our lotteries. We aim to spread as much hope as possible because every purchase of one of our products reflects, and is widely recognised as supporting, our social mission, perfectly captured by the idea of a good way to play. The figures speak for themselves. For every €100 generated through coupon sales: €56.80 is returned directly to players in prize money, amounting to a total of €1.6615 billion, the highest prize payout in ONCE's history. €22.30 is allocated to the salaries of our sales agents. €9.80 covers the operating costs of the lottery, commissions, contributions to the CFC and the online sales channel. The remainder is reinvested in social action, with €8.90 going directly towards services for blind people and people with other disabilities, while €2.20 is allocated to employee profit sharing, the development of special programmes for blind people and investment in future initiatives.

This game is not just a game

ONCE adheres to the Responsible Gaming Principles of both the World Lottery Association (WLA) and European Lotteries (EL), and was the first lottery operator in Spain to do so. It also continually renews the highest standards of safety, not because it is required to do so, but because of its commitment to serving consumers. This commitment is reflected in certification under the European Lotteries Responsible Gaming Standard, which is renewed through independent external audit and enables ONCE to achieve the highest level of WLA certification (Level 4).

In 2025, a comprehensive external audit was carried out covering every aspect of the current standard. As a result, ONCE successfully renewed both its European Lotteries and World Lottery Association Responsible Gaming certifications for the sixth consecutive time.

The audit achieved an overall compliance score of 99.80%, the highest ever obtained by ONCE in any previous audit, once again demonstrating the Organisation's maturity and commitment in this area.



ONCE's commitment to safe and responsible gaming is embodied in its Responsible Gaming Framework Programme, which serves as the cornerstone of its responsible gaming management system. During 2025, both the Framework Programme and Appendices I and II, namely the Responsible Gaming Policy and the Guidelines on Responsible Gaming Best Practice in Marketing and Commercial Communications, were updated to strengthen, among other matters, the protection of minors.

ONCE works alongside public authorities to protect consumers and, from the design of its lottery products through to their marketing, implements controls aimed at minimising behavioural factors that could encourage excessive participation in its lottery games.

ONCE's Responsible Gaming strategy is also reflected in increasingly rigorous requirements, obligations and commitments. These are implemented through the annual Responsible Gaming Action Plan, developed under the Framework Programme, which sets out specific measures to address particular issues and challenges, taking into account ongoing dialogue with stakeholders and ONCE's continuous engagement with society.

The Framework Programme is supported by a number of key documents, including:

- ONCE Responsible Gaming Policy, which defines the Organisation's commitments and strategic actions for achieving its responsible gaming objectives, ensuring consumer protection and undergoing regular review in light of audit findings and stakeholder engagement.
- Guidelines on Responsible Gaming Best Practice in Marketing and Commercial Communications, which identify the responsible gaming principles that are essential in the development of ONCE's marketing strategies and commercial communications.
- Protocol for the Detection of Problem Gambling Behaviour, which establishes measures for supporting identified at risk players using the JuegosONCE online platform, helping to guide their behaviour towards healthier patterns of participation.

- Risk Assessment of ONCE Lottery Products, which applies scientifically based criteria during product design to identify potential risk levels and prevent excessive risk before products are launched. Risk assessments focus on all new and modified products to ensure that their level of risk is acceptable, in accordance with the criteria established by ONCE's Responsible Gaming Committee.

Vulnerables groups

As an example, in 2024 the General Council approved the Special Plan for the Protection of Minors in Responsible Gaming, comprising 40 measures included in the ONCE Responsible Gaming Action Plan for 2025. This demonstrates the organisation's strong commitment to corporate social responsibility and to safe and responsible gaming, with particular attention to the protection of vulnerable groups, especially minors.

In addition, ONCE provides consumers with a range of communication channels through which they can submit suggestions, complaints and claims: the Customer Service Department (Servicio de Atención al Cliente, SAC); by telephone on +34 91 125 34 12 or by email at sacliente@juegosonce.es; the ONCE Information Office at soi@once.es; ONCE Centres; social media; and through its relationship with Autocontrol for matters relating to advertising campaigns.

ONCE holds the Confianza Online internet quality seal, which certifies the highest standards of transparency, security and confidence for online browsing and purchasing.

The Responsible Gaming Committee is the multidisciplinary body responsible for coordinating, developing and evaluating the performance and effectiveness of the Responsible Gaming Policy. At least once a year, it reviews the Responsible Gaming Action Plan.

ONCE promotes research and scientific studies to contribute to a better social understanding of responsible gaming and the problems associated with disordered gambling. To this end, it signed a collaboration agreement with the Complutense University of Madrid in 2020 establishing the Extraordinary Chair in Research on Responsible Gaming and its Communication, which has since been renewed and remains in force.

Among the Chair's most significant achievements in 2025 were:

- Participation in the 4th International Congress on Communication and Health, presenting challenges and solutions relating to health from the perspective of responsible gaming.
- Participation in the 4th International Congress on Neurocommunication and Neuromarketing, presenting the principal findings of the study Automatic Processing of Risk in Gambling Modalities: An Implicit Response Study in Adults Aged Over 35.
- Participation in organising the 1st Conference on Non-Substance Addictions: Research and Intervention Strategies, held as part of the Complutense University's summer courses in El Escorial.
- Master's dissertation on responsible gaming. In October 2025, the dissertation entitled Influencer Marketing as a Responsible Gaming Communication Strategy for ONCE Social Media was submitted as part of the Lifelong Learning Master's Degree in Advertising Management under the supervision of the Chair.
- Updating the bibliographic repository on the Chair's website with the principal publications on responsible and pathological gambling.
- Research into consumers' understanding of responsible gaming in relation to instant lotteries and sports betting.

Furthermore, ONCE's commitment to responsible gaming during 2025 was reflected in the following achievements:

- ONCE developed a tool to assess the risk levels of its lottery products, taking into account all factors that may increase consumer vulnerability.

To validate this risk assessment process, a **Product Risk Ratification procedure has been established, under which an interdisciplinary assessment group** reviews the evaluations carried out and, where appropriate, confirms the decision to market the product.

The average risk level of all ONCE lottery products available in 2025 **indicates a portfolio of low-risk products.**

- The JuegosONCE.es website incorporates internationally recognised safeguards designed to minimise risky behavioural patterns, including:
  - A dedicated Safer Gaming section providing information and guidance for players, which is regularly updated to ensure compliance with current legislation. It includes general information on safer gaming and the potential risks of gambling, self-assessment tools, parental controls to protect minors, additional guidance from ONCE on responsible gaming, practical advice on managing winnings, links to FEJAR for support with gambling addiction, deposit and account top-up limits, the option to self-exclude from the JuegosONCE website, and a link enabling users to self-exclude from all regulated gambling by registering with the General Register of Gambling Access Bans (RGIAJ), among other resources.
  - Ongoing monitoring and assessment of indicators used to identify and minimise risky patterns of behaviour, including average time spent on the website, visits to the self-assessment questionnaire, the number of users reaching spending or top-up limits, and the number of self-excluded players.
  - Increased prominence of the 18+ logo throughout the JuegosONCE website.
  - Amendments to the JuegosONCE terms and conditions to introduce new rules governing the My Reservations service and a range of additional measures to strengthen responsible gaming safeguards. These include a more detailed description of the identity verification process, the requirement for users to set both time and spending limits before beginning an instant lottery session, and an explicit right for users to be informed at all times of the measures adopted by ONCE to promote safe and responsible gaming, among other improvements.

- The Protocol for Detecting Disordered Gambling Behaviour (risky gambling behaviour), set out in Appendix 3 to the Responsible Gaming Framework Programme, which is designed to identify and manage such behaviour by applying a series of quantitative indicators, including the volume, frequency and variability of participation. This enables the resulting data to be classified and addressed appropriately.
- For the fourth consecutive year, the maximum score for alignment (100%) has been obtained in the audit of the JuegosONCE.es website, in accordance with the parameters of the EL Responsible Gaming Standard.
- Responsible gaming training has been delivered to new recruits, employees, sales and management teams, middle management, and establishments and commercial management teams of the CFC (Complementary Physical Channel), with special emphasis on sales agents. Key content has been reinforced, including early identification of possible indicators of excessive gambling behaviour and information on referral to treatment centres for individuals with disordered gambling behaviour.
- Reinforcement communications have been sent to sales agents via the Point of Sale Terminal (POS) and through articles published in internal communication channels.
- Awareness-raising communications have been issued to non-sales staff through internal communication channels. In September 2025, a voluntary survey on responsible gaming was conducted among ONCE non-sales staff, reflecting a high level of awareness and information on the subject.
- ONCE has adopted the guidelines on best practices in responsible gaming relating to marketing and commercial communications, based on Royal Decree 958/2020 on commercial communications for gambling activities and on WLA best practices. These ensure that commercial strategies and advertising campaigns provide players with a safe and responsible context, with special attention to the most vulnerable groups, such as minors.

- All television advertising campaigns have undergone prior review (Copy Advice) by Autocontrol before broadcast.
- Commercial communications across different channels and pre-printed products include responsible gaming messages featuring the labels “+18” and “Play responsibly”.
- In accordance with the privacy policy of the JuegosONCE.es website, the sending of electronic marketing communications requires the prior and explicit consent of the individual, which may be withdrawn at any time.
- In collaboration with FEJAR (Spanish Federation of Rehabilitated Gambling Players), the following activities are highlighted:
  - Participation in the 25th FEJAR Annual Congress entitled “Rowing Towards Rehabilitation”, as well as the 7th FEJAR Scientific Conference on “Science and Behaviour: Exploring the Impact of Gambling on the Brain and Society”, and the 4th “Committed to Gambling” Meeting organised by FEJAR on the occasion of the International Responsible Gambling Day.
  - Public communication on the effects of excessive gambling and its prevention, including dissemination via radio, social media, RTVE micro-segment, and points of sale. To reinforce the visibility of responsible gaming leaflets, in addition to transparent display boxes, self-adhesive transparent pockets have been introduced to facilitate access to this information.
  - Review and joint alignment with FEJAR of responsible gaming training content for all ONCE staff.
  - Responsible gaming measures and information on the JuegosONCE website, including a link to FEJAR’s website and its helpline.
- Sales agents are instructed to provide a responsible gaming leaflet to customers where any indication of potentially harmful gambling behaviour is detected. This leaflet includes FEJAR contact details for free advice.

- The Daily Coupon draw on 17 February was dedicated to International Responsible Gambling Day, and the draw on 20 November was dedicated to World Children's Day, both promoted via social media and points of sale.
- A new edition of responsible gaming leaflets was redesigned and distributed, reducing their size to improve visibility and ease of distribution to customers.
- In terms of product information, the "+18" and "Play responsibly" labels were maintained, with both messages continuously present and visible at points of sale and on sales agents' clothing (vests). In addition, kiosks and stands displayed screens broadcasting responsible gaming messages.
- Updated training was provided to managers and coordinators of the Customer Service Department (SAC).
- The strategy of two-way dialogue with stakeholders has been maintained (sales and non-sales staff, public administrations and regulators, consumers, citizens, researchers, and others) regarding possible disordered gambling behaviour.
- Collaboration with FEJAR and the Directorate General for Gambling Regulation (DGOJ) has been maintained as part of the Responsible Gaming Advisory Council.
- Ongoing dialogue with society has been maintained through advertising campaigns, products, leaflets, the official website, and permanent targeted actions on social media.
- Active participation in national and international congresses, seminars and conferences on responsible consumption has continued, sharing strategic approaches and exchanging best practices. In 2025:
  - 7th Scientific Conference organised by FEJAR entitled "Science and Behaviour: Exploring the Impact of Gambling on the Brain and Society".
  - Participation in the 1st International Gambling Congress organised by the Directorate General for Gambling Regulation (DGOJ), where topics included risks associated with gambling advertising communications and the impact of artificial intelligence in gambling.
  - Annual Responsible Gaming Seminar organised by European Lotteries and the World Lottery Association in Vienna.
  - WLA Responsible Gaming Week held in November 2025.

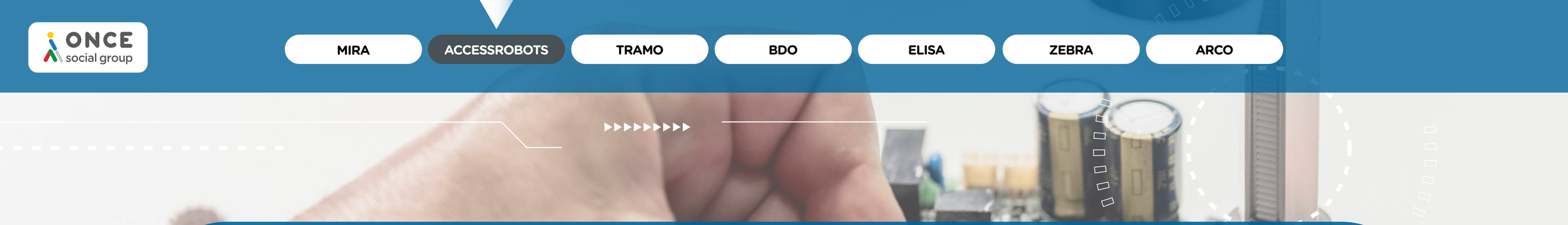
- Maintenance of a repository of relevant national and international news on responsible gaming, shared with the Responsible Gaming Committee and the ONCE Responsible Gaming Working Group.
- The bibliographic and information repository on responsible gaming on the Chair's website has also been kept up to date: https://catedraonceucm.com/

2.2 Fundación ONCE, impact on disability

In 1988, ONCE launched one of the most impactful initiatives in the history of people with disabilities in Spain with the creation of Fundación ONCE, a way of extending its solidarity across Spain and the world. It also benefits from sufficient financial resources, as it receives the full 3% of ONCE lottery sales revenue (and an additional amount if certain income thresholds are exceeded, as has occurred in recent years). This is complemented by the co-management of funds from the European Social Fund (ESF), a historic and exemplary collaboration with significant results.

Thanks to this combination, Fundación ONCE is the best-funded organisation in the world working in support of people with disabilities, multiplying both resources and impact through a governance model in which people with disabilities themselves, through the representative association movement, self-manage the organisation via a Board of Trustees that represents them.

In this way, the substantial social investment is directed towards the full labour market integration of people with disabilities; the promotion of vocational training, labour competencies and personal and professional skills; and the advancement of universal accessibility and design for all, which is essential for the exercise of their rights.



For this reason, success lies in directing funds primarily towards financing initiatives led by disability sector organisations, selected through broad calls for project evaluation and validation, aimed at Spanish entities carrying out activities aligned with those of the Foundation, any Spanish citizen with a disability, and, exceptionally, individuals or legal entities of non-Spanish nationality.

In **2025, 2,234 projects were approved**, ensuring that civil society linked to disability acts as a driver of sector development and an engine of inclusion, supported by a financial “rainfall” enabling implementation.

Of the total funding allocated to approved projects, 67.7% was devoted to employment and training for employment, while the remaining 32.3% supported actions related to universal accessibility. Of all approved applications, 28.5% corresponded to individuals; 60.5% of funding was allocated to disability organisations; and the remaining 11% to programmes initiated directly by the Foundation in support of people with disabilities.

In 2025, organisations linked to Fundación ONCE signed a total of 275 agreements. Of these, 223 were managed directly by the Foundation across various types, with a further 52 promoted through the Inserta Empleo and Innovation associations. This represents a year-on-year increase of 25.6% compared to 2024, demonstrating the importance of partnerships in achieving institutional objectives, with more than 600 agreements currently in force.

Fundación ONCE thus fulfils its core mission, with **total funding in 2025 of 154.5 million euros** dedicated to the full inclusion of people with disabilities. The main source of funding is ONCE, contributing 92 million euros in 2025, supplemented by 34.2 million euros from the co-management of investment from the European Social Fund Plus (ESF+), a key alliance and an example of how European efforts can be multiplied at national level, with auditable, clear and tangible results.

In addition, and to a lesser extent, other minor income sources are included, such as donations via the "Colabora" microsite (http://colabora.fundacionONCE.es).

We are Third Sector

The Foundation is one of the most significant organisations in the disability sector in Spain, and is also part of the Spanish foundation sector, representing one of the country's leading foundations. It is also part of the social economy sector, which accounts for 10% of Spain's GDP.

It is, moreover, an active member of Spain's Third Sector of Social Action, which comprises more than 31,000 active organisations working to guarantee social rights and meet the needs of the most vulnerable people across all areas of life.

Key achievements and data in 2025:

114.7 million euros allocated to employment and training, through which the following actions were carried out:

- The ongoing training programme "Por Talento Digital", with 1,008 training activities and 6,527 people with disabilities trained (51% women and 52% over 45 years old).
- 1,315 scholarships awarded to students with disabilities, mainly university students, including:
  - 118 scholarships from the 10th edition of "Oportunidad al Talento" (transnational mobility, master's and postgraduate studies, doctoral studies, research, study and sport, and for the first time, vocational training).
  - 260 scholarships for university students with disabilities for internships in companies in collaboration with CRUE.
  - 26 excellence and language scholarships.

- 812 scholarships awarded to young people with intellectual disabilities under the “Unidiversidad” programme.
- 32 scholarships awarded under the RADIA Programme to women with disabilities holding university degrees, for training in digital technologies.
- 67 scholarships to promote public employment for people with disabilities.
- 14 scholarships (10 predoctoral and 4 postdoctoral) under the Fundación ONCE-INVESTIGA Programme, which in 2025 held its first edition aimed at promoting access to research careers for people with disabilities.
- A further 110 scholarships were awarded under the Por Talento Digital Programme (XTD Scholarships).
- The Foundation also managed, as a collaborating entity of the Spanish Royal Board on Disability, 1,113 scholarships under the 4th edition of the Queen Letizia Programme for Inclusion.
- The employment and training plan of the “Mujeres en Modo ON-VG” programme, aimed at women with disabilities who are victims of gender-based violence, has reached more than 3,600 women since 2022, with 1,687 women successfully entering employment.

37.6 million euros allocated to universal accessibility and innovation, through which the following were mainly delivered:

- Signing of 45 agreements in the field of universal accessibility.
- Support for the acquisition of 95 collective and private transport vehicles.
- Approval of 385 projects to promote personal autonomy.
- Promotion of R&D and innovation activities, including key projects such as inclusive videoconferencing (Accessmeets), assistive robotics (Accessrobots and Roboasis), intelligent paving (Walkerpisa), data analysis applied to accessibility and disability (Intelidata), and progress on Lisa, an artificial intelligence platform for translation between text and Spanish Sign Language (LSE).

- Support for accessibility entrepreneurship, with 188 entrepreneurial actions through its Accelerator in 2025.
- Contribution to the preparation of 12 articles and 18 publications in specialist journals and online portals on accessibility. There were 2,089 online downloads of Fundación ONCE accessibility publications. The “Innova Accesibilidad” newsletter reached 3,212 subscribers.

Fundación ONCE has continued to lead the consortium designated by the European Commission to establish and manage the European Accessibility Resource Centre, AccessibleEU, a reference hub aimed at improving coherence in accessibility policies and facilitating access to knowledge in this field. Key achievements in 2025 and cumulatively include:

- Maintenance and participation of 34 national experts across the 27 EU countries (at least one per country) working within AccessibleEU.
- Organisation of 91 events across Europe, exceeding annual commitments.
- Attendance at these events by more than 23,000 participants (in person and online combined).
- Contribution in 2025 to the practice network with 1,702 active members (5,104 cumulatively for 2023 to 2025).
- Addition of 135 bibliographic references to the online accessibility library in 2025 (395 cumulatively for 2023 to 2025) and 151 good practice examples (452 cumulatively for 2023 to 2025).
- Consolidation of the AccessibleEU newsletter in 2025, reaching 4,967 subscribers by year-end.

Finally, it is worth highlighting the continued development of the anonymised and inclusive artificial intelligence model “InclunIA”, which optimises labour market intermediation for people with disabilities by eliminating bias and improving the matching between profiles and job offers, thereby promoting equal opportunities.

2.3 ILUNION, open to global inclusion

ILUNION was created 11 years ago under this new name as a business and social project bringing together the companies of Grupo Social ONCE. In that time it has become established as a leader in the social economy, with management based on people and excellence and with a strong social impact.

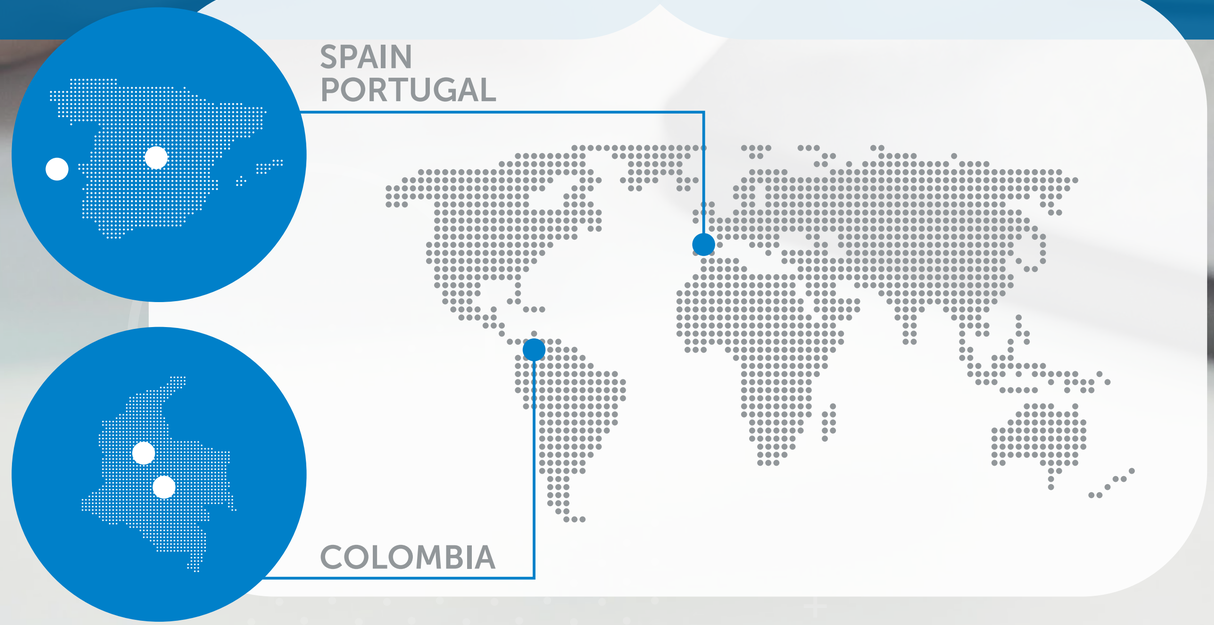
The companies grouped under ILUNION aim primarily to develop innovative business activities that promote the labour inclusion of persons with disabilities and, importantly, also the global inclusion of other vulnerable groups, always with the clear objective of balancing social and economic goals.

Its wide-ranging activity is organised into six divisions (Services, Circular Economy, Hotel and Hospital, Social Health, Commercialisation and Consulting), plus a real estate company, covering more than 50 different business lines. This diversification enables ILUNION to offer tailored end to end solutions to companies across a wide range of sectors such as hospitality, retail, services, pharmaceuticals, energy, consulting, transport, logistics, healthcare, industrial, social care, education, insurance and telecommunications, among others. In other words, an offer capable of successfully meeting demand across many sectors and many clients in a fully integrated way.

To achieve this, ILUNION brings together **549 workplaces** across Spain, of which 43.5% are Special Employment Centres, meaning that more than 70% of their workforce are persons with disabilities, in sectors as diverse as industrial laundry, contact centre services or hotels.

It also has a clear international vocation as a key driver for exporting the social business model and generating employment for persons with disabilities outside Spain.

In 2017, ILUNION began its internationalisation process in Latin America, opening two ILUNION TextilCare plants, specialised laundries, in Medellín and Bogotá, employing more than 300 people, with an expansion plan underway. ILUNION has also been present in Portugal for several months, with the same ambition for growth.



In 2025, marking eleven years since its creation, ILUNION achieved a record turnover of 1,443.5 million euros, 9.6% more than in 2024, and reached a workforce composition in which 38.1% were persons with disabilities, the defining feature of the brand and its values, which are recognised by Spanish society and internationally. In addition, maintaining its culture of continuous growth and improvement, it invested more than 100 million euros.

ILUNION thus becomes the leading social services company in Spain by turnover and a benchmark employer in the national labour market. To achieve all this, it relies on its 2024–2027 Strategic Plan, which sets out its medium-term strategy and establishes the guidelines for achieving its economic and employment creation objectives.

The main challenges in ILUNION's strategic plan are growth and increased profitability, as well as the creation of quality employment for persons with disabilities and other vulnerable groups. The strategy is based on four pillars: People, Transformation, Excellence and Sustainability, which will serve as levers to fulfil ILUNION's purpose: "Building a better world with Everyon@ included." In addition, customer experience and employee experience will be promoted as cross-cutting areas of action.



For Grupo Social ONCE, these data from its business brand are of vital importance as an identifying and differentiating element that demonstrates the realities behind them. They matter because they clearly reveal the scale of an economic and social project that places people first, especially those with disabilities or at risk of exclusion.

Hence the emphasis that this is not only about numbers and results, which are of course necessary, but that behind each figure there is a life opportunity. ILUNION's business strategy is therefore guided by a human-centred vision of dual profitability, economic and social, and is based on a way of understanding the employment of persons with disabilities that turns disability into a differentiating source of value.

In its 11 years under the new brand, ILUNION has grown its workforce from 30,000 to 44,744 people, a new way of creating both business and social value, a distinctive benchmark driven by and from Grupo Social ONCE.



3 TRAMO
Steady progress

3.1 Nearly 80,000 people working together

3.2 Training makes us more equal: 628,000 hours

Click on each chapter



TRAMO.
Steady progress

In today's world, we use any application to travel from work to home, knowing the route but also checking traffic or any incidents. It would not be fair if persons with disabilities, and specifically blind people, did not have access to these accessible technologies that help them lead more independent and safer lives, on the same level as the rest of the population.

This is how **TRAMO** was created, an application for **TRA**nsport and **MO**bility so that blind people can have the same capabilities in a simple and agile way, enabling them to acquire and apply their full potential. It is a metaphor for how, within Grupo Social ONCE, we apply our daily work to the fullest to open up a new TRAMO, a new stretch of the future, with guarantees and results which in 2025 are once again record-breaking and oblige us to continue striving day by day with a purpose, to demonstrate the potential, stability and future of a reliable management model within Grupo Social ONCE, where the figures represent the people for whom and with whom we work.

Because we have done it again, as already happened in 2024, improving almost all our business areas and thereby boosting employment to an unprecedented level, above all because it represents many thousands of opportunities.

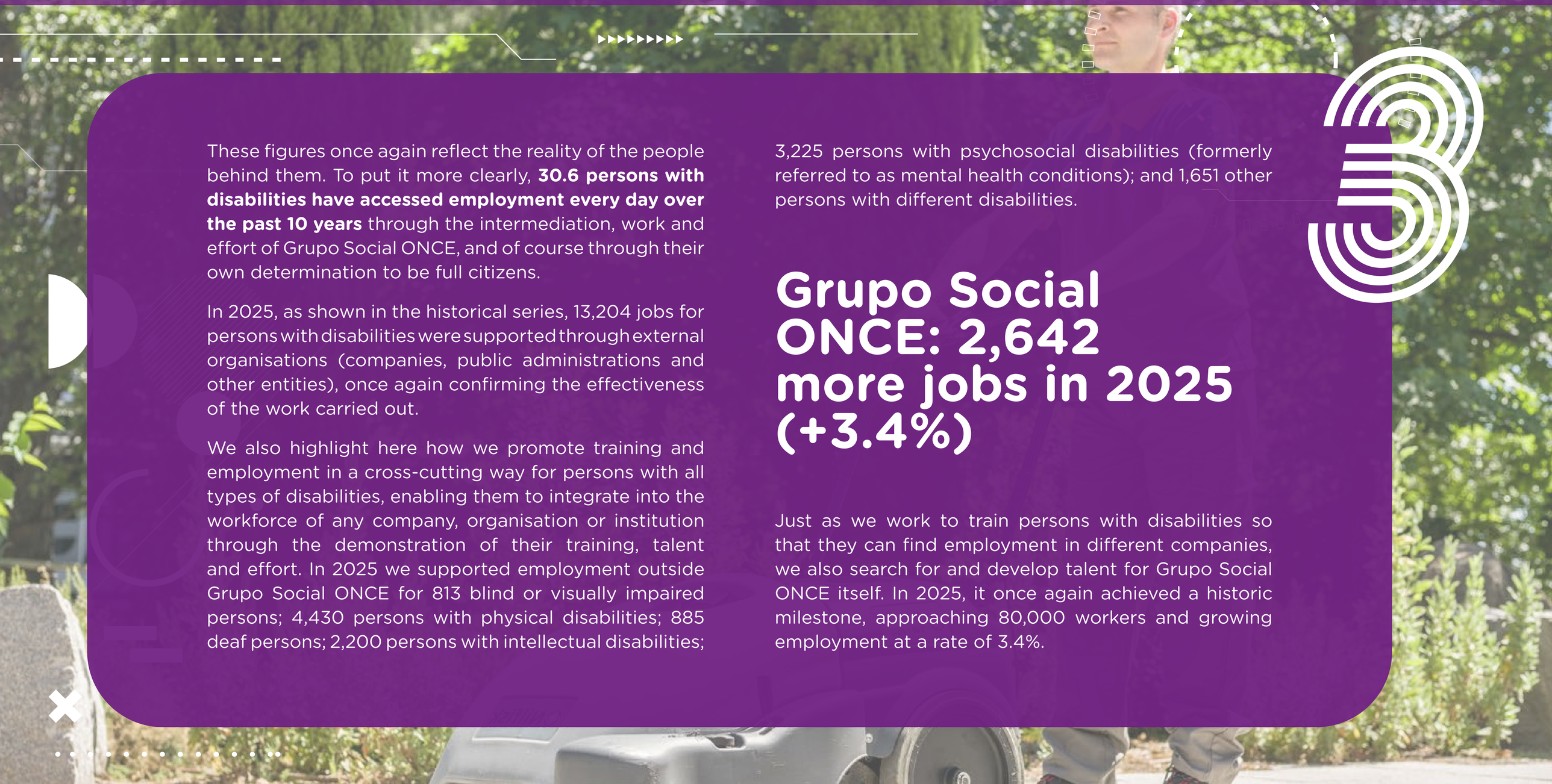
3.1 Nearly 80,000 people working together

The technology discussed extensively in this Report would be of no use if we could not translate its application into improved life opportunities for many people, across many areas, as we do through the combined work of ONCE, Fundación ONCE and ILUNION, which you will now see in this chapter, showing both cumulative progress and the 2025 results.

The data from the past decade leave no room for doubt. Between 2016 and 2025, despite crises and pandemics that have had a serious impact, Grupo Social ONCE has supported a total of 111,624 jobs for persons with disabilities in external companies and organisations, with 44.5% held by women with disabilities. This makes us a major driver of employment for a segment of the population that consistently faces greater barriers.

The following table shows the evolution of employment supported for persons with disabilities in external organisations between 2016 and 2025 (number of people):

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Last 10 years
ONCE	329	345	380	373	355	467	501	458	590	603	4,401
Fundación ONCE	7,494	8,901	10,234	9,159	8,171	11,257	12,235	11,581	11,716	12,316	103,064
Ilunion	728	328	474	445	361	419	494	354	271	285	4,159
TOTAL Grupo Social ONCE	**8,551**	**9,574**	**11,088**	**9,977**	**8,887**	**12,143**	**13,230**	**12,393**	**12,577**	**13,204**	**111,624**



These figures once again reflect the reality of the people behind them. To put it more clearly, **30.6 persons with disabilities have accessed employment every day over the past 10 years** through the intermediation, work and effort of Grupo Social ONCE, and of course through their own determination to be full citizens.

In 2025, as shown in the historical series, 13,204 jobs for persons with disabilities were supported through external organisations (companies, public administrations and other entities), once again confirming the effectiveness of the work carried out.

We also highlight here how we promote training and employment in a cross-cutting way for persons with all types of disabilities, enabling them to integrate into the workforce of any company, organisation or institution through the demonstration of their training, talent and effort. In 2025 we supported employment outside Grupo Social ONCE for 813 blind or visually impaired persons; 4,430 persons with physical disabilities; 885 deaf persons; 2,200 persons with intellectual disabilities; 3,225 persons with psychosocial disabilities (formerly referred to as mental health conditions); and 1,651 other persons with different disabilities.

Grupo Social ONCE: 2,642 more jobs in 2025 (+3.4%)

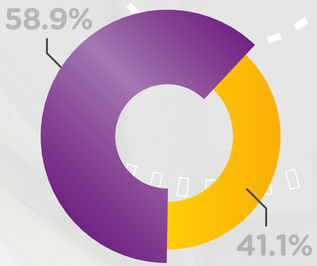
Just as we work to train persons with disabilities so that they can find employment in different companies, we also search for and develop talent for Grupo Social ONCE itself. In 2025, it once again achieved a historic milestone, approaching 80,000 workers and growing employment at a rate of 3.4%.

As of 31 December 2025, Grupo Social ONCE employed a total of 79,598 people (2,642 more than in December 2024), representing employment growth of 3.4%, a rate significantly higher than the national average, which in a very positive year stood at 2.77% (INE data).

Of the nearly 80,000 people working for Grupo Social ONCE, a total of 46,899 have some type of disability, representing 58.9%. Nearly 36,000 are women (35,796), equivalent to 45% of the total workforce. It is also worth highlighting that we provide employment for more than 32,000 people without disabilities, demonstrating full inclusion and also our ability to attract talent across many professions.

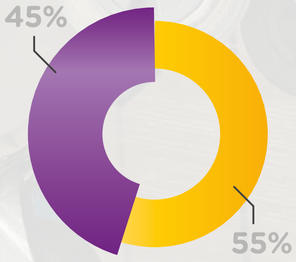
Overall, we are the third largest private employer in Spain for both persons with and without disabilities, and the largest employer in the world for persons with disabilities, with full inclusion of all types of disability without distinction, as shown by the data, which combine diversity and talent in equal measure.

Employment by disability



Persons with disabilities	46,899	58.9%
Persons without disabilities	32,699	41.1%
Total	**79,598**	

Employment by gender



Women	35,796	45%
Men	43,802	55%
Total	**79,598**	

EMPLOYMENT BY DISABILITY

Blind persons affiliated with ONCE	4,583
Other visual disabilities	2,117
Physical disabilities	26,821
Hearing disabilities	3,461
Intellectual disabilities	3,690
Psychosocial disabilities	6,166
Other disabilities	61

46,899
Total persons with disabilities

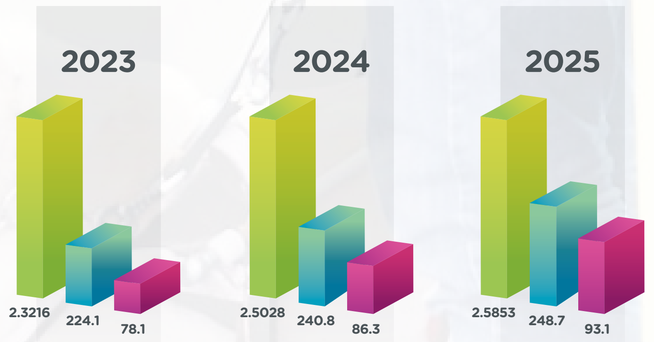
EVOLUTION OF REVENUE FROM ONCE LOTTERY PRODUCTS

(in billions of euros)

2025	2.9271
2024	2.8298
2023	2.6238
2022	2.4263
2021	2.2360

TOTAL SALES OF LOTTERY PRODUCTS

(in billions of euros)



Economic figures of Fundación ONCE

Income of Fundación ONCE by source and allocation

Breakdown of income sources

(millions of euros)	2025
ONCE	92.0
ESF	34.2
Private donations	1.7
Other income*	26.6
TOTAL	**154.5**

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

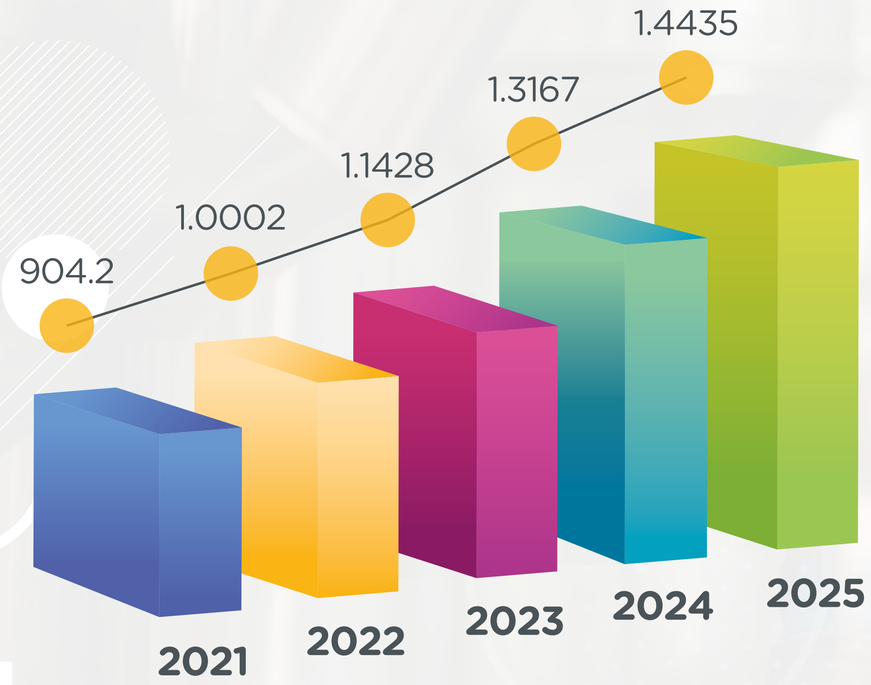
Breakdown of expenditure budget by purpose

(millions of euros)	2025
Employment and Training Plan	114.7
Accessibility Plan	37.6
Administrative expenses	1.8
Total	**154.1**
Surplus	0.4

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

ECONOMIC FIGURES OF ILUNION

(million euros)



Sales by business line

- 771.5 million euros: Services
- 479.1 million euros: Hotel and Hospital
- 53.4 million euros: Commercialisation
- 58.0 million euros: Consulting
- 65.5 million euros: Social and Healthcare
- 32.9 million euros: Circular Economy

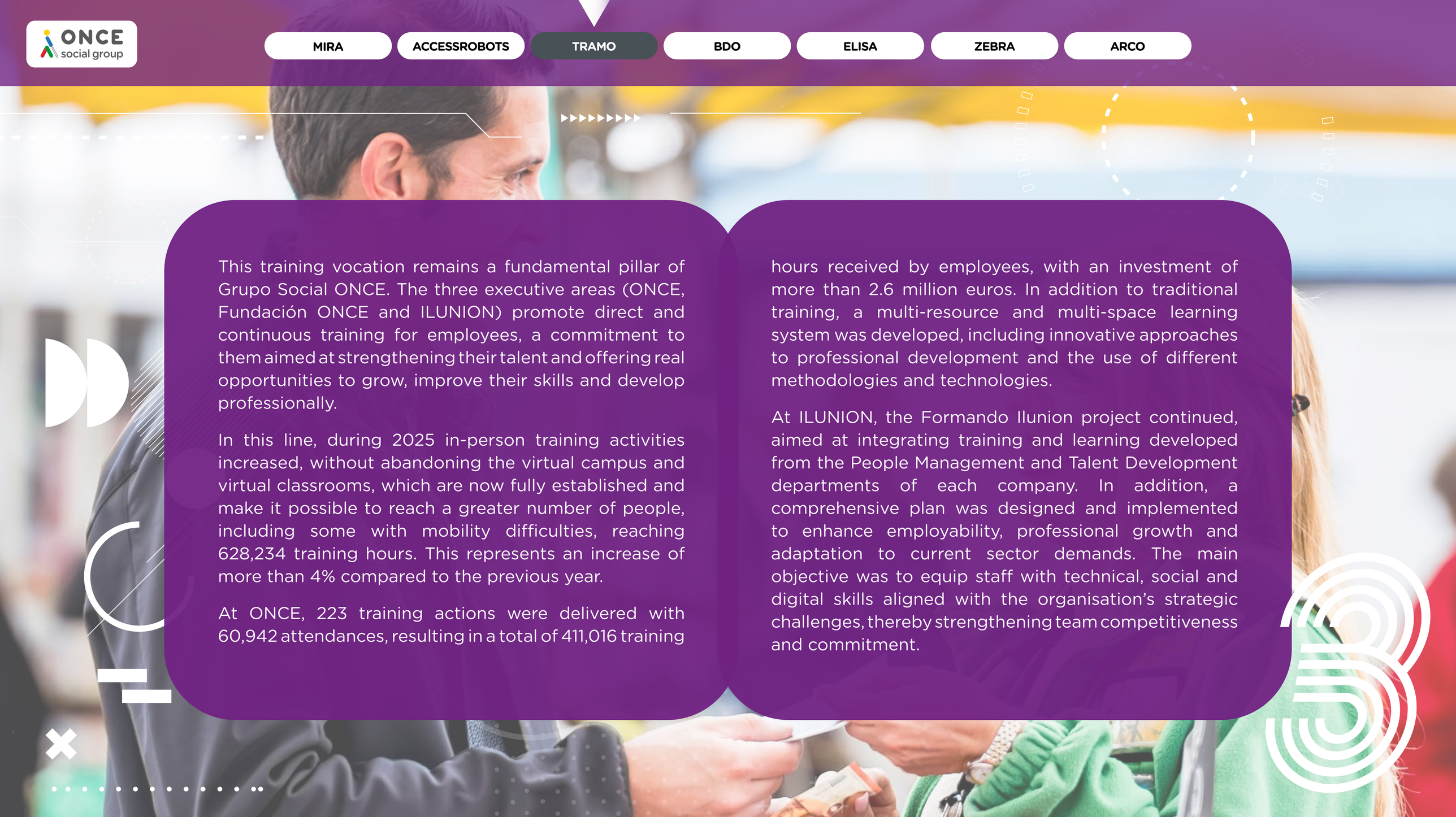
The overall data for Grupo Social ONCE show a solvent and sustainable social and business group, unique in the world for its management model, which turns the reality of its employees, many of them persons with disabilities and/or at risk of exclusion, into a driver of social and economic value, with a significant contribution to employment and wealth in the national economy.

In fact, **one in every 284 employed people in Spain works within Grupo Social ONCE.**

3.2 Training makes us more equal: 628,000 hours

Continuous training is an essential element in any organisation. Today, in a rapidly evolving market, it is unthinkable to speak of a professional career without a constant process of improving and updating skills, especially in such a changing world. This reality is even more relevant for persons with disabilities, who find in training a key and essential tool to strengthen their inclusion and ensure their long-term personal and professional development, a true lever for inclusion.

Since its origins, ONCE has understood training and labour inclusion as priorities. In 1950, more than 70 years ago, the organisation was already training its workers, including many blind women, so that they could carry out their work not only in the sale of the coupon but also in other professional areas.

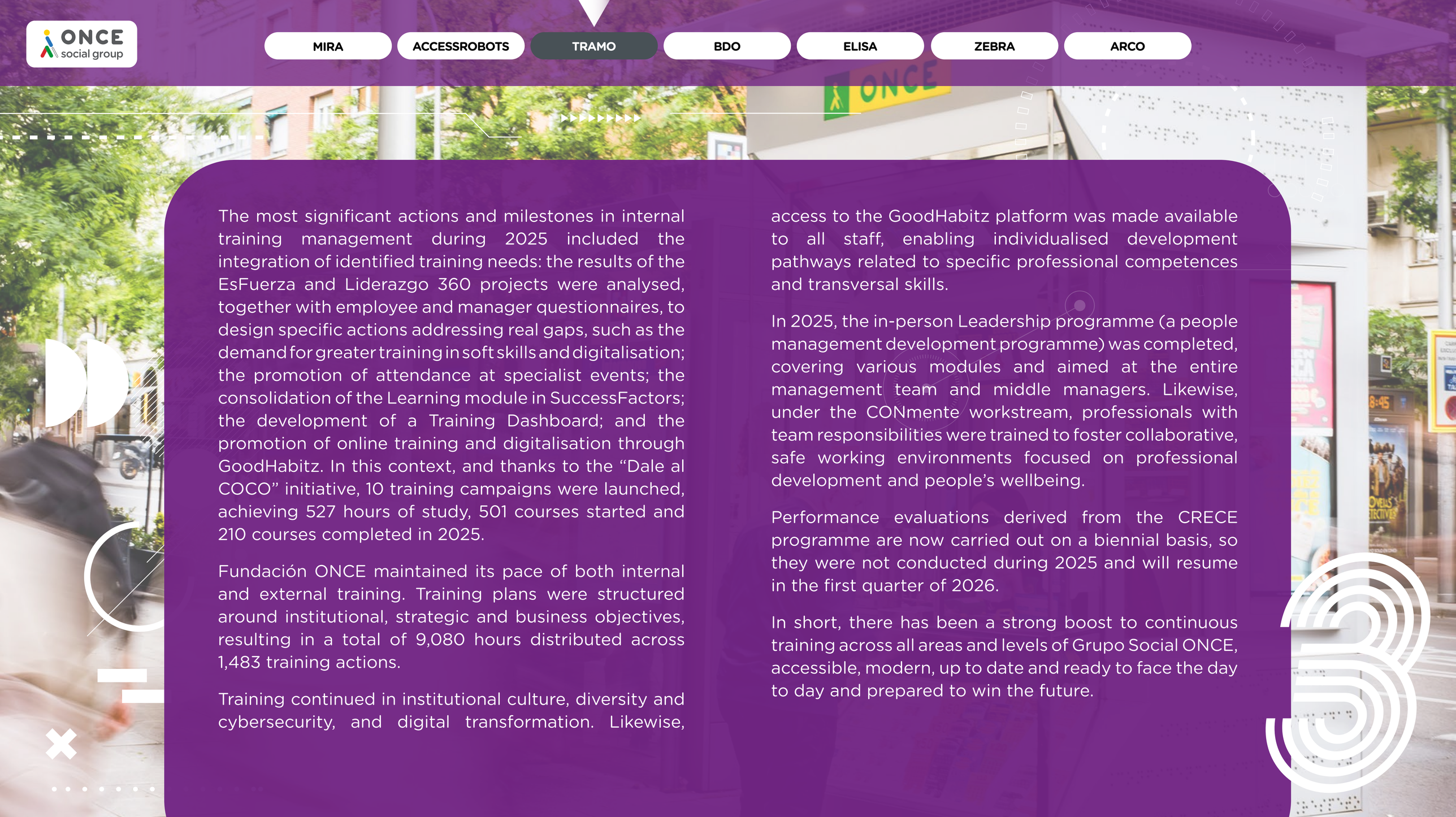


This training vocation remains a fundamental pillar of Grupo Social ONCE. The three executive areas (ONCE, Fundación ONCE and ILUNION) promote direct and continuous training for employees, a commitment to them aimed at strengthening their talent and offering real opportunities to grow, improve their skills and develop professionally.

In this line, during 2025 in-person training activities increased, without abandoning the virtual campus and virtual classrooms, which are now fully established and make it possible to reach a greater number of people, including some with mobility difficulties, reaching 628,234 training hours. This represents an increase of more than 4% compared to the previous year.

At ONCE, 223 training actions were delivered with 60,942 attendances, resulting in a total of 411,016 training hours received by employees, with an investment of more than 2.6 million euros. In addition to traditional training, a multi-resource and multi-space learning system was developed, including innovative approaches to professional development and the use of different methodologies and technologies.

At ILUNION, the Formando Ilunion project continued, aimed at integrating training and learning developed from the People Management and Talent Development departments of each company. In addition, a comprehensive plan was designed and implemented to enhance employability, professional growth and adaptation to current sector demands. The main objective was to equip staff with technical, social and digital skills aligned with the organisation's strategic challenges, thereby strengthening team competitiveness and commitment.



The most significant actions and milestones in internal training management during 2025 included the integration of identified training needs: the results of the EsFuerza and Liderazgo 360 projects were analysed, together with employee and manager questionnaires, to design specific actions addressing real gaps, such as the demand for greater training in soft skills and digitalisation; the promotion of attendance at specialist events; the consolidation of the Learning module in SuccessFactors; the development of a Training Dashboard; and the promotion of online training and digitalisation through GoodHabitz. In this context, and thanks to the “Dale al COCO” initiative, 10 training campaigns were launched, achieving 527 hours of study, 501 courses started and 210 courses completed in 2025.

Fundación ONCE maintained its pace of both internal and external training. Training plans were structured around institutional, strategic and business objectives, resulting in a total of 9,080 hours distributed across 1,483 training actions.

Training continued in institutional culture, diversity and cybersecurity, and digital transformation. Likewise, access to the GoodHabitz platform was made available to all staff, enabling individualised development pathways related to specific professional competences and transversal skills.

In 2025, the in-person Leadership programme (a people management development programme) was completed, covering various modules and aimed at the entire management team and middle managers. Likewise, under the CONmente workstream, professionals with team responsibilities were trained to foster collaborative, safe working environments focused on professional development and people’s wellbeing.

Performance evaluations derived from the CRECE programme are now carried out on a biennial basis, so they were not conducted during 2025 and will resume in the first quarter of 2026.

In short, there has been a strong boost to continuous training across all areas and levels of Grupo Social ONCE, accessible, modern, up to date and ready to face the day to day and prepared to win the future.





BDO. Spaces with a service vocation

4.1 Observatory of “equals”
4.2 Education without barriers
4.3 All social and cultural spheres

Click on each chapter

4. BDO.
Spaces with a service vocation

Access to training, as mentioned in the previous section, leads us to greater equality and, in this line, access to education, culture and information is key, promoting that physical or technological spaces have proper accessibility. This is how the ONCE Digital Library BDO was created, a remarkable accessible library in audio or Braille that allows blind people to access more than 81,000 texts with a single click.

The BDO is further proof that technology can drive and achieve equal capabilities, since a blind person can use their mobile phone to listen to the latest Premio Planeta award winner or access university notes from anywhere in the world, using their phone and also thanks to the exchange enabled by the Marrakech Treaty. Technology, in short, that connects and equalises, that provides access to culture and enhances capabilities.

A space with a service vocation, reflecting the challenges we must face as an organisation and those that lead us to encourage a shift in society's perception of our values, which are inclusive, yes, but also modern and technologically advanced.

This is another of our commitments as an active instrument of social dynamisation, always listening to citizens and seeking to earn their trust; a trust based on accessibility, diversity and respect for differences.

4.1 Observatory of “equals”

Because the call for “equals”, as the motto of the Grupo Social ONCE, goes beyond employment or education to cover all aspects of life, including the full exercise of citizenship rights, avoiding discrimination based on difference, whatever form it may take.

For this purpose, we have the Equal Opportunities Observatory, directly reporting to the Vice-Presidency for Equality, Human Resources and Institutional Culture and Digital Inclusion of the General Council of Grupo Social ONCE, demonstrating an absolute commitment, with work that is sometimes silent but always intense and dedicated to defending our rights.

During 2025, the Equal Opportunities Observatory of Grupo Social ONCE strengthened its role as a body for promoting, coordinating and monitoring equality and diversity policies across the Group, consolidating a work agenda characterised by cross-cutting action, interdepartmental cooperation and external institutional outreach. Its activity focused on monitoring the commitments of the Government Programme of the XII Mandate, promoting joint actions between ONCE, Fundación ONCE, Ilunion and CERMI, as well as creating spaces for reflection and awareness on gender equality and its intersection with disability.

Two ordinary plenary meetings of the Observatory were held, and its two working groups were highly active throughout the year: the Inter-Area Coordination Operational Group, which held six meetings, and the Studies and Documentation Analysis Group, which deepened its work analysing reports, trends and proposals to strengthen the positioning of Grupo Social ONCE in equality matters. This work has helped to strengthen smoother coordination between executive areas, share common criteria and ensure greater coherence in messaging and actions across the Group.

In parallel, at institutional level, the Observatory has maintained and strengthened its engagement with key organisations and platforms, actively participating in initiatives such as ClosinGap, where Grupo Social ONCE is part of its Board of Directors and Advisory Council, as well as in Red DIE, REDI, FEDEPE and the Spanish Association of Executives, among others. In all of them, knowledge is shared, mentoring and women's leadership initiatives are developed, and best practices from other organisations are incorporated to strengthen our positioning in equality and diversity.

Collaboration has also continued with the State Secretariat for Equality and the Government Delegation against Gender Violence, consolidating key institutional alliances for the present and future.

The Observatory's awareness-raising and dissemination agenda also played a prominent role in 2025. On the occasion of International Women's Day, it organised the round table "Intergenerational dialogue improves us", focused on coexistence between generations and the need to adapt equality discourse and strategies to new social and labour contexts. This was complemented by two major seminars: "A generation without lost opportunities", held in July with broad in-person and online participation, and "Health and gender, prevention for transformation", held in November to advance the integration of a gender perspective in prevention, occupational health and care for situations of particular vulnerability.

By areas, at ONCE, 2025 marked further progress in consolidating equality and diversity as cross-cutting management axes, with significant milestones in organisational structure, awareness, training and internal action. These include the development of the prior diagnosis for the new Equality Plan 2026–2030 and the establishment, in July, of its negotiating committee; the expansion of the Equality Agents network, transformed from July into the Equality and Diversity Agents network; leadership and female talent programmes such as leadership training for employees and "Discover your potential and lead your future"; the development of tools to prevent bias in recruitment and promotion and to promote inclusive leadership; and strengthened awareness among staff on equality, diversity, work-life balance, inclusive language and harassment prevention.

Also noteworthy are initiatives such as the 25 November event "No coverage for violence"; the approval of the procedure on harassment and violence against LGTBI people at work; the rollout of the Diversity and Inclusion Plan; and actions aimed at increasing the presence of women in the commercial network, within the project "Sales with Female Talent". There has also been progress in female representation across different areas of the organisation, especially in the sales network, and strengthened actions aimed at more inclusive talent management.

In addition, social awareness work has continued through the dedication of more than 25 million lottery coupons: Equal Pay Day (22 February), International Women's Day (8 March), International Day against Trafficking (30 July), International Day of Rural Women (15 October), and International Day for the Elimination of Violence against Women (25 November). All of them circulated among the public and were presented at institutional and social events across the country.

At Fundación ONCE, 2025 was marked by intense activity in equality and diversity, with particularly relevant milestones in awareness, training, social innovation and external partnerships. These include the European Diversity Month, with nearly twenty actions under the slogan "Our Diversity Adds Up"; the consolidation of strategic programmes such as Radia, promoting technological training for women with disabilities; the development of the "Women in ON mode against gender violence" project, recognised with several awards and focused on support, awareness and empowerment; and the launch of pioneering initiatives such as the InVISIBLES series and the COPID project on digital rights and equality.

Fundación ONCE has also strengthened its institutional commitment through updated protocols and equality plans, the acquisition and renewal of certifications and recognitions, and a wide network of collaborations with organisations such as FEDEPE, CERMI Mujeres, Fundación ASTI and the Royal Board on Disability, consolidating its role as a reference point at the intersection of gender, disability and social inclusion.

At Ilunion, 2025 has been used to further drive its strategy on equality, diversity and inclusive leadership, with significant progress in internal structures and high-impact initiatives. Key milestones include the development of the Diversity Master Plan up to the end of the XII Mandate; a new Diversity Month, held jointly with Fundación ONCE, with awareness, training and participation activities for staff; the seventh

DEI Conference, now a benchmark space for sharing results and priorities in diversity, equity and inclusion; and the strengthening of female talent programmes such as “Women in Network”, as well as actions supporting the labour inclusion of women victims of gender violence and women with disabilities.

Ilunion has also reinforced its internal monitoring channels, partnerships with social and specialist organisations, and external positioning through recognitions such as Top Employers, Top Diversity Company, Best Women Talent Company, and awards from FEDEPE and EJE&CON. It has also consolidated significant results in the labour inclusion of women in vulnerable situations, strengthening its socio-labour inclusion model.

Furthermore, the work of the Observatory has been reinforced by the contribution of CERMI and the CERMI Women’s Foundation, particularly through the incorporation of an intersectional perspective on gender and disability and the defence of the rights of women and girls with disabilities. Their activity in 2025 has helped broaden the scope of debate, strengthen institutional advocacy and enrich the Grupo Social ONCE approach in areas such as gender-based violence, motherhood, social participation and recognition of rights.

Overall, 2025 has been a year of consolidation and progress for the Observatory, which has strengthened its strategic role within Grupo Social ONCE and helped to make equal opportunities visible as a core line of the Group’s shared value. The combination of internal coordination, external alliances, knowledge generation and the development of concrete initiatives has enabled continued progress towards real and effective equality, with special attention to women with disabilities and the multiple dimensions of diversity.

4.2 Education without barriers

We have already discussed training, in this case continuous training, but education is undoubtedly the future of countries and their citizens, a key factor in strengthening skills and also, of course, a key element of equality, without barriers.

The efforts of Grupo Social ONCE in this area are very intense, ensuring that people can access education and reach as far as their talents and abilities, as well as their effort, allow them to go.

The data on the inclusion of people with disabilities in classrooms remains stubborn, especially at higher levels such as university, where the proportion of students with disabilities is lower, undoubtedly affected by barriers throughout their educational journey. However, they will always find ONCE and especially Fundación ONCE there to ensure that anyone who wishes to can reach their goals, and that everyone has the option and the right to try.

ONCE guarantees comprehensive educational coverage for **7,250 school pupils** with visual impairment, in collaboration with the education services of the autonomous communities, providing specific resources as well as the necessary expertise to teaching staff, and working with institutions, universities and any organisations that may require it.

The more than 1,600 professionals within the organisation dedicated to direct social inclusion work to ensure the accessibility of digital educational resources and technological tools used by pupils with blindness or visual impairment in the classroom.

We also have, for example, the ONCE Group for Accessibility of Digital Educational Content (ACCEDO), which carries out various initiatives, with the following highlights in 2025:

- Continued collaboration with the British Council and contacts with Microsoft.
- Participation in the European BIOTACT project for the adaptation of embossed plates to teach biology using a technological device.
- Evaluation of different educational platforms.



Alongside these students, across all educational settings and ages, during the 2024/2025 academic year, support was provided to **721 foreign pupils at different educational levels (711 in inclusive education and 10 in the ONCE school), from 70 different nationalities (9.9% of the 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 at national and international level, which produces some of the best blind physiotherapists in the world. During the 2024/2025 academic year, there was a significant increase in postgraduate students, rising from 14 in the previous year to 49.

Despite difficulties and certain barriers, a significant number of students with disabilities set their sights on university and succeed in reaching it. The shared objective between their effort and the organisation's support is to help each person go as far as their talent, effort and work take them, without discrimination due to disability holding them back. **There are currently more than 750 blind students in university classrooms.**

This is therefore a strategic and essential objective, because ensuring that students with disabilities reach university and higher education institutions on an equal footing with others, with all types of support and assistance, will be a collective success. To promote this, in 2025 Fundación ONCE awarded 1,315 scholarships (44.5% more than the previous year) (see Chapter 2.2).

4.3. All social and cultural spheres

The accumulated effort has placed particular emphasis on education and employment as drivers of inclusion, but it cannot overlook any other area of life, such as culture, another channel of social participation that produces extraordinary effects. We mostly live in modern societies where inclusion would not be complete without full and active participation in essential areas such as leisure, sport and free time.

To achieve this, in 2025 there was a continued increase in socio-cultural and outreach activities already seen in the previous year, reaching 7,837 activities with 119,440 participations by blind people.

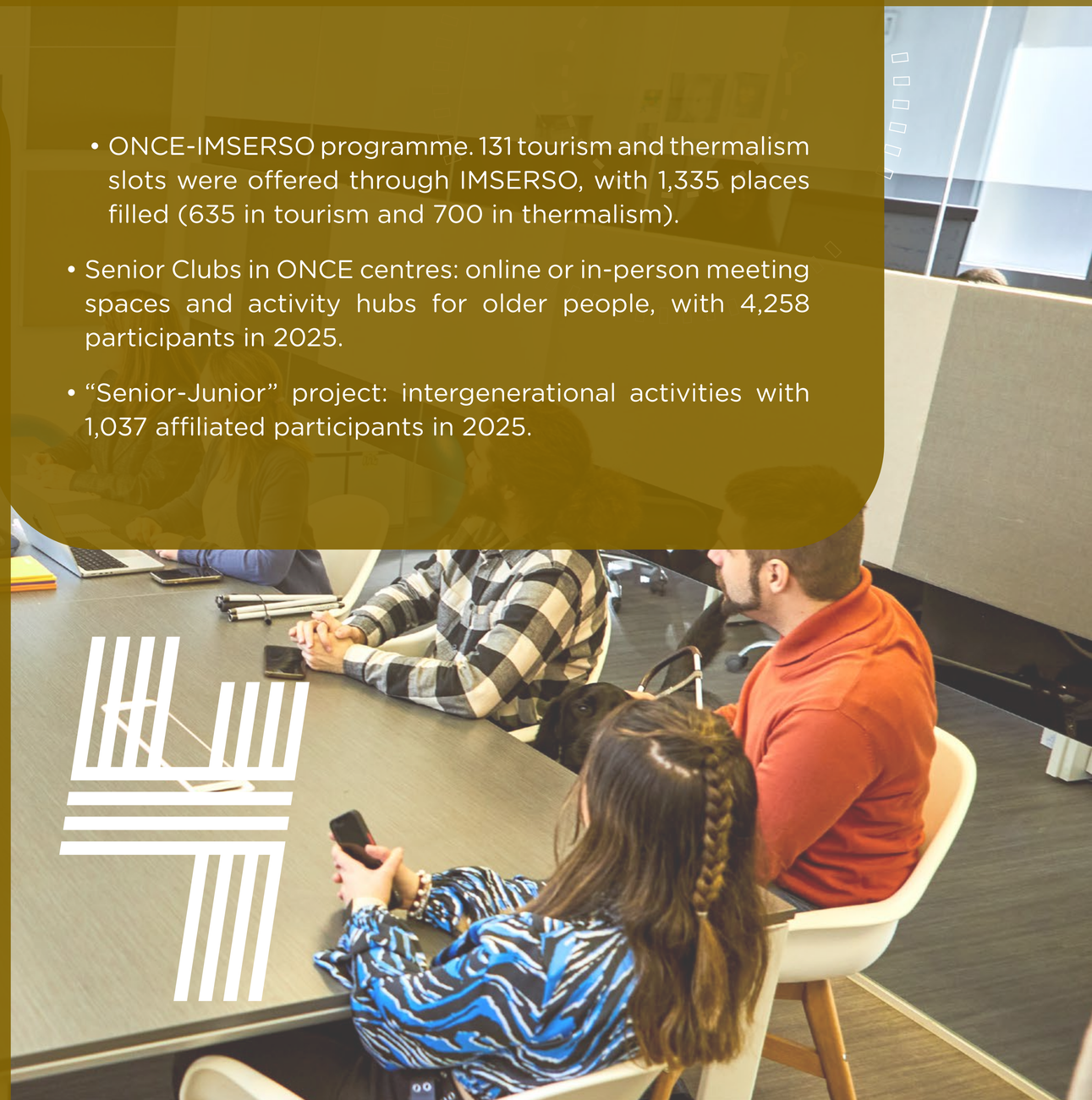
The most notable cultural initiatives in 2025 were:

- 39th Tiflos Literary Competition, with 1,873 submissions received across different categories, 58 of them from people with visual impairment.
- Prometeo Competition, aimed at fostering creativity among school-age participants, with 45 people with visual impairment submitting 48 works.
- 5th ZonaCreativ@ONCE youth competition, with categories including short story, poetry, graphic art, music, audiovisual and outreach, receiving 40 submissions from 32 young members.
- 296 performances and shows by 32 artistic groups, 24 theatre groups and 8 music groups, with a total of 505 members.
- 19th ONCE Theatre Biennial in the Community of Madrid, with theatrical performances staged in 22 landmark theatres across the region and an information marquee in Plaza de España.
- First ONCE Music Festival, promoting musical artists, with the participation of more than 100 artists and over 1,500 spectators.

- 4,348 blind members accessed the Audesc video library, with 182,198 audio-described contents downloaded or viewed online, mainly films.
- The ONCE Tiflológico Museum received 17,975 visitors, 12% more than in 2024. There were four temporary exhibitions, guided visits, and complementary activities and workshops both in person and online for different age groups.

In relation to activities aimed at young people and older adults:

- ONCE Global Culture: a wide and varied offer of cultural activities in ONCE centres through remote applications.
- Development of 11 camps, with 239 affiliated minors participating.
- ONCE Social Holidays Programme, divided into:
  - Specific ONCE programme for people over 55 in vulnerable social situations (low income, loneliness, without family or social support networks): “Christmas with Family 2025”, with 244 participants; “Senior Spring”, with 155 participants; and “Designed for You”, with 163 participants. Residential stays in hotels over several days with a wide range of activities.
  - ONCE-IMSERSO programme. 131 tourism and thermalism slots were offered through IMSERSO, with 1,335 places filled (635 in tourism and 700 in thermalism).
- Senior Clubs in ONCE centres: online or in-person meeting spaces and activity hubs for older people, with 4,258 participants in 2025.
- “Senior-Junior” project: intergenerational activities with 1,037 affiliated participants in 2025.



Cult of the body... and the mind

ONCE promotes inclusive sport practice from an early age and manages competitive and elite sport activities.

The Spanish Federation of Sports for the Blind (FEDC) is the body responsible for managing competitive sport activities, in the disciplines set out in its statutes, in which people with blindness or severe visual impairment take part.

The 144 sporting activities held in 2025 reflect a high level of commitment to athlete development, with improved opportunities for training and competition, including training camps and competitions at both national and international level.

In addition, several youth meetings were held to encourage participation in sport, as well as sports schools, which bring together students with visual impairment from across the country, with health and wellbeing gatherings centred on physical activity.

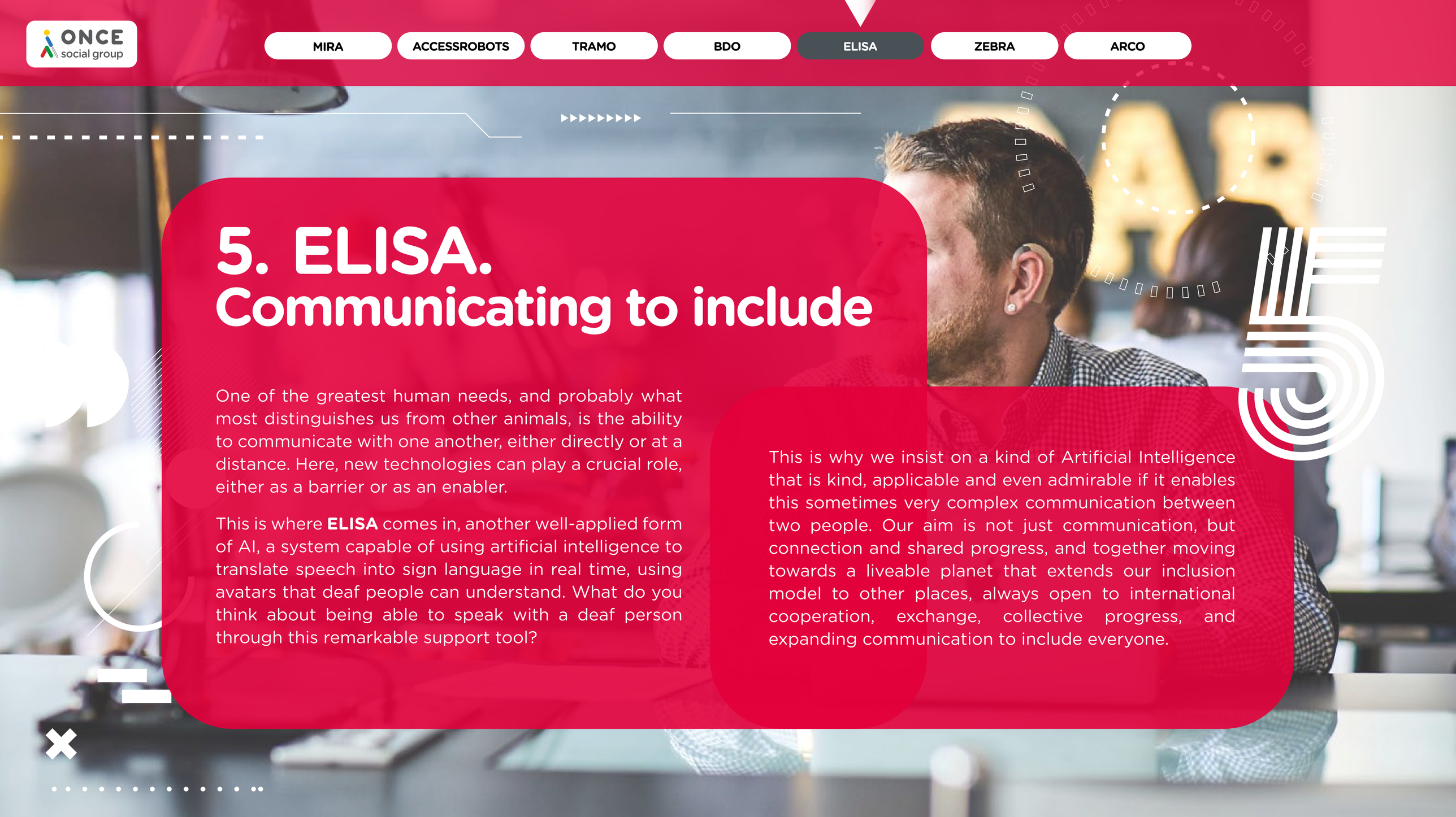
With regard to Fundación ONCE, it is worth highlighting its collaboration with the Paralympic Sport Support Plan (ADOP), the wheelchair basketball league, and its continued support for the CD Ilunion basketball team. It is also worth noting its close relationship with the Spanish Paralympic Committee, which, after twenty years without Spanish representation, has secured a seat on the Governing Board of the International Paralympic Committee.



ELISA.
Communicating to include

5.1 Inclusive cooperation
5.2 Environmental + Social + Governance (ESG)
5.3 Respect for the environment
5.4 Smart Research

Click on each chapter



5. ELISA.
Communicating to include

One of the greatest human needs, and probably what most distinguishes us from other animals, is the ability to communicate with one another, either directly or at a distance. Here, new technologies can play a crucial role, either as a barrier or as an enabler.

This is where **ELISA** comes in, another well-applied form of AI, a system capable of using artificial intelligence to translate speech into sign language in real time, using avatars that deaf people can understand. What do you think about being able to speak with a deaf person through this remarkable support tool?

This is why we insist on a kind of Artificial Intelligence that is kind, applicable and even admirable if it enables this sometimes very complex communication between two people. Our aim is not just communication, but connection and shared progress, and together moving towards a liveable planet that extends our inclusion model to other places, always open to international cooperation, exchange, collective progress, and expanding communication to include everyone.

5.1 Inclusive cooperation

In 2025, an international context marked by wars and political instability has required the strengthening of the global action of Grupo Social ONCE to ensure that no one is left behind and to continue promoting the implementation of the United Nations Convention on the Rights of Persons with Disabilities (CRPD). Within this framework, the Group's international activity has generated shared value by combining institutional advocacy, international cooperation, social inclusion, economic development and knowledge transfer, consolidating a model that creates simultaneous benefits for people, institutions and the territories in which it operates.

Leadership for advancing rights

Within the disability movement, the Group has maintained its presence in the main global organisations, renewing leadership positions in the International Disability Alliance and the World Blind Union, as well as joining the Board of the International Paralympic Committee.

One of the major milestones of the calendar was the 2025 World Blindness Summit, held for the first time in a Latin American country (Brazil). During this event, the General Assembly of the World Blind Union (WBU) took place, where Grupo Social ONCE renewed its position as First Vice-President.

In terms of inclusion work towards wider society, Spain has strengthened its leadership in the main intergovernmental initiative for inclusion: the Ibero-American Programme on Disability (PID), an initiative of the Ibero-American General Secretariat (SEGIB), with the Technical Secretariat delegated to Grupo Social ONCE. The Government of Spain, through the Directorate for the Rights of Persons with Disabilities, assumed the Presidency of the PID for a two-year period. In addition, the Programme launched the Guide to Addressing Violence against Girls and Women with Disabilities, bringing together the experience and public policies of 15 Ibero-American countries to tackle the double discrimination faced by women and girls with disabilities who are victims of violence.

In the same spirit of international cooperation, the 3rd Euro-Mediterranean Disability Conference was held, co-organised by Grupo Social ONCE and the Union for the Mediterranean (UfM) in Barcelona. The event brought together government representatives responsible for disability from across the Mediterranean region, who adopted the “Barcelona Declaration” to create the Euro-Mediterranean Disability Agenda and promote the implementation of the Convention across the region.

In addition, 2025 was a year in which major international conferences converged within the United Nations framework, providing opportunities for advocacy and for positioning the Grupo Social ONCE model.

The first of these was the 4th International Conference on Financing for Development (FfD4), held in Seville, during which the commemorative lottery ticket was presented to the Secretary of State for Development Cooperation. For Grupo Social ONCE, the conference also served as a platform for international positioning through the co-organisation, together with the International Disability Alliance, the United Nations Global Disability Fund and the International Disability and Development Consortium, of the only official side event on the inclusion of persons with disabilities among more than 400 events held during the conference. The Group also provided Braille adaptation and printing services for the event, used not only by attendees but also by representatives with disabilities in official delegations.

Furthermore, Doha hosted the 2nd United Nations World Summit for Social Development, 30 years after the first edition. For Grupo Social ONCE, the challenge was not only to introduce the disability perspective, but to mainstream it across the three thematic pillars of the conference: poverty eradication, full and productive employment and decent work, and social inclusion. Another achievement was the explicit recognition of the inclusion of persons with disabilities as a condition for social development.

Indigenous women

In cooperation work with blind people on the other side of the Atlantic, Fundación ONCE Latin America (FOAL) has launched an important project in the Dominican Republic, with support from the Spanish Agency for International Development Cooperation (AECID) and other local partners, in favour of indigenous girls and women with visual impairment. This initiative was officially launched in Santo Domingo and presented at a side event in New York during the 18th Conference of States Parties to the CRPD, sponsored by the Mission of Spain to the United Nations.

In addition, FOAL coordinated the World Forum of Blind and Low Vision Youth and the World Forum on Employment, Economic Exclusion and Transformation Strategies for blind and low vision people, both held in Brazil during the World Blindness Summit. FOAL also supported the Latin American Union of the Blind (ULAC) in celebrating its 40th anniversary as the only umbrella organisation for visual impairment in Latin America and the Caribbean.

Social Innovation, Employment and Inclusive Development

In the field of the safe, social and responsible gaming promoted by ONCE, 2025 saw the formalisation of a partnership with the Principality of Andorra through two agreements: one regulating the sale of gaming products in the neighbouring country, and another to provide services for blind people in Andorra.

The Por Talento *Latinoamérica* project, which extended the Inserta Programme across Latin America and the Caribbean in partnership with the innovation laboratory of the Inter-American Development Bank (IDB Lab), reached its conclusion. To mark the successful completion of this joint initiative, two closing events were held: one at the IDB headquarters in Washington to present the results to the Bank's authorities, and another in Madrid, where project partners and Grupo Social ONCE teams came together to assess the project's impact and explore future areas of collaboration.

Continuing Fundación ONCE's international outreach, the European Accessibility Resource Centre initiative, AccessibleEU, celebrated its second anniversary in Brussels with the event *Hello, European Accessibility Act. Let's Make It Happen*. The event examined this landmark piece of European legislation, which harmonises accessibility requirements across the 27 Member States.

ILUNION also continued to make steady progress in developing socio-economic business opportunities during 2025. In Colombia, its TextilCare plants in Medellín and Bogotá now employ more than 300 people, 64.8% of whom are persons with disabilities, providing a model for a future plant in Barranquilla in collaboration with the city authorities. In Portugal, ILUNION's Contact Centre has already achieved a workforce in which 79% of employees are persons with disabilities, while work is under way to establish a laundry facility in the country.

Knowledge Transfer and International Recognition

The Grupo Social ONCE's unique model continues to attract interest from around the world. In 2025, it welcomed ministerial delegations from Tunisia, Morocco, Kenya, Qatar, Brazil, Argentina, Chile, Costa Rica, Panama, the Dominican Republic and Uruguay, as well as representatives from the European institutions, United Nations agencies, the World Bank, the Inter-American Development Bank, the Asian Development Bank and third-sector organisations from other countries.

Another significant international milestone was the Third Global Disability Summit, held in Berlin, where the Group formed part of the Spanish delegation alongside the Spanish Agency for International Development Cooperation (AECID), the Foundation for the Internationalisation of Public Administrations (FIAP) and the Directorate-General for the Rights of Persons with Disabilities within the Ministry of Social Rights, Consumer Affairs and the 2030 Agenda. The Grupo Social ONCE also presented its own international commitments as a coordinator of disability-related resources, in partnership with the World Bank, the Inter-American Development Bank and the Union for the Mediterranean. The Group's delegation was also represented in Berlin through its seat on the Board of the International Disability Alliance.

Another major high-level event was the Fourth European Union–Community of Latin American and Caribbean States (CELAC) Summit, the principal forum for strengthening bi-regional relations. The Group participated in the Social Forum with a presentation on civil society participation and in the Business Forum, where ILUNION presented its social economy model.

At European level, the Grupo Social ONCE further consolidated its position as a leading advocate of social and economic inclusion by maintaining dialogue with key stakeholders. Following the new legislative cycle ushered in by the European Parliament elections, it hosted a breakfast meeting with Spanish Members of the European Parliament from across the political spectrum to present the Group's priorities, including renewed momentum for the European

Strategy for the Rights of Persons with Disabilities 2021–2030 through new initiatives designed to strengthen the rights of the 100 million persons with disabilities living in the European Union.

In addition, 2025 saw the organisation of ONCE's traditional visit for regional councillors to the European institutions, aimed at increasing understanding of the European institutional framework and the Group's work in this sphere. A further awareness-raising event was held with Members of the European Parliament from different political groups to promote the introduction of Braille labelling for consumer products throughout the European Union.

To mark the International Day of Persons with Disabilities on 3 December, the European Commission recognised two Spanish cities for their achievements in accessibility. Zaragoza received first prize in the Accessible City Award 2026 for its adaptation of public spaces, services and transport systems, while Valencia was awarded second place with a special mention for its emergency preparedness protocols. The authorities of both cities highlighted their collaboration with the Grupo Social ONCE in developing local accessibility and inclusion plans.

The year concluded with the presentation of an ONCE commemorative lottery ticket marking the 40th anniversary of Spain's accession to the European Union, celebrated on 1 January 2026. At the event, Miguel Carballeda presented the ticket to José Manuel Albares, Minister of Foreign Affairs, European Union and Cooperation, at the Ministry's headquarters in Madrid.

Overall, 2025 strengthened the Grupo Social ONCE's role as a leading international force for advancing rights, inclusion, cooperation, accessibility and economic development. Its international activities not only helped improve the lives of persons with disabilities in a wide range of contexts, but also reinforced institutional partnerships, showcased an inclusive business model and consolidated Spain's position as an international benchmark in disability policy, providing another powerful tool for transforming lives, creating opportunities and promoting a fairer, more inclusive form of development.

Grupo Social ONCE around the world

- World Blind Union (WBU) (Unión Mundial de Ciegos, UMC)
- European Blind Union (EBU)
- Latin American Blind Union (ULAC) (Unión Latinoamericana de Ciegos)
- Deafblind International (DbI) (Organización Internacional de Sordociegos)
- International Disability Alliance (IDA) (Alianza Internacional de la Discapacidad)
- Global Action on Disability Network (GLAD Network) (Red Global de Acción por la Discapacidad)
- Ibero-American Braille Council (CIB) (Consejo Iberoamericano del Braille)
- International Disability and Development Consortium (IDDC)
- International Federation of Library Associations and Institutions (IFLA) (Federación Internacional de Asociaciones Bibliotecarias)
- DAISY Consortium (Consorcio DAISY)
- Accessible Books Consortium (ABC)
- European Committee for Standardization (CEN) (Comité Europeo de Normalización)
- International Council of Museums (ICOM) (Consejo Internacional de Museos)
- International Blind Sports Federation (IBSA) (Federación Internacional de Deportes para Ciegos)
- International Guide Dog Federation (IGDF) (Federación Internacional de Escuelas de Perros Guía)
- European Breeding Network (EBN)
- European Guide Dog Federation (EGDF) (Federación Europea de Perros Guía)
- International Council for Education of People with Visual Impairment (ICEVI) (Consejo Internacional para la Educación de Personas Ciegas y Deficientes Visuales)
- ICEVI Europe
- ICEVI Latin America
- World Lottery Association (WLA) (Asociación Mundial de Loterías)
- The European Lotteries (EL) (Asociación Europea de Loterías)
- CIBELAE (Corporación Iberoamericana de Loterías y Apuestas del Estado)
- Eurojackpot Cooperation (Colaboración Eurojackpot)
- United Nations Economic and Social Council (ECOSOC) (Consejo Económico y Social de las Naciones Unidas)
- Ibero-American Social Security Organization (OISS) (Organización Iberoamericana de Seguridad Social)
- Eyes of the World Foundation (Fundación Ojos del Mundo)
- HelpAge International Spain
- European Network of Physiotherapy in Higher Education (ENPHE)

Also present in:

- Latin America through FOAL, which operates in 19 countries: Argentina, Brazil, Bolivia, Chile, Colombia, Costa Rica, Cuba, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, the Dominican Republic, Uruguay and Venezuela.
- Portuguese Association of Blind and Partially Sighted People (ACAPO) (Associação de Cegos e Amblíopes de Portugal), with activities in Portugal, Angola, Mozambique, Cape Verde, São Tomé and Príncipe, and Guinea-Bissau.
- Mediterranean Arc, in partnership with the Union for the Mediterranean (UfM), with activities in Jordan, Lebanon, Tunisia, Algeria, Morocco, Egypt, Libya, Malta, Greece, Italy, Croatia and Bosnia and Herzegovina.
- Educational projects in Morocco, Egypt and the Sahrawi refugee camps in Algeria.
- Collaboration with the National Organisation of the Blind of Equatorial Guinea (ONCIGE) (Organización Nacional de Ciegos de Guinea Ecuatorial).
- European Disability Forum (EDF) (Foro Europeo de Personas con Discapacidad).
- European Platform for Rehabilitation (EPR) (Plataforma Europea para la Rehabilitación y Formación Profesional de las Personas con Discapacidad).
- European Association of Service Providers for Persons with Disabilities (EASPD) (Asociación Europea de Proveedores de Servicios para Personas con Discapacidad).
- LATIMPACTO.
- World Wide Web Consortium (W3C) (Consorcio Mundial para la Estandarización de la Accesibilidad en la Web).
- European Institute for Design and Disability (EIDD – Design for All Europe) (Instituto Europeo de Diseño para Todos).
- European Network for Accessible Tourism (ENAT) (Red Europea para el Turismo Accesible).
- International Paralympic Committee (IPC) (Comité Paralímpico Internacional).
- European Economic and Social Committee (EESC) (Comité Económico y Social de la Unión Europea).
- European Centre of Employers and Enterprises providing Public Services (CEEP) (Centro Europeo de Empresas Públicas y de Servicios Públicos).
- Philea (Philanthropy Europe Association).
- Social Economy Europe (SEE) (Plataforma Europea de la Economía Social).
- Council on Foundations.
- UN Tourism Affiliate Members Programme (formerly the UNWTO Affiliate Members Programme) (Programa Miembros Afiliados de la Organización Mundial del Turismo).
- International business presence in Portugal and Colombia.

5.2 Environmental + Social + Governance (ESG)

As a leader in many of the benchmarks that assess corporate commitment to Environmental, Social and Governance (ESG) principles, the Grupo Social ONCE consistently integrates environmental, social and corporate governance considerations into the way it evaluates, promotes and implements its actions, while also expecting the same commitment from its partners.

These principles, which have been embedded in the Organisation's DNA since its inception, are fully aligned with the implementation of the 2030 Agenda and the Sustainable Development Goals (SDGs). They represent a management approach that is integrated across all executive areas and reflected in the Group's overall vision, underpinned by the conviction that there is always another, and better, way to create value.

In 2025, the Grupo Social ONCE ranked among the three organisations with the strongest corporate reputation in Spain, according to the Merco Empresas España ranking. It also retained its leading position in Merco ESG Responsibility Spain, which measures companies' social and environmental sustainability, ethics and corporate governance. Particularly noteworthy was the special award presented by Merco this year, recognising the Grupo Social ONCE as Spain's benchmark for corporate responsibility over the past 25 years.

None of this would have been possible without the alliances and long-standing partners that are another defining feature of the Organisation's management model, both within Spain and internationally. Its approach is therefore based on collaboration and a shared commitment to building a more inclusive society and creating better outcomes for everyone, working alongside the following partners:

National level

- Spanish Committee of Representatives of Persons with Disabilities (CERMI) (Comité Español de Representantes de las Personas con Discapacidad)
- UN Global Compact Spain (Pacto Mundial de la ONU España)
- Justice and Disability Forum (Foro Justicia y Discapacidad)
- Royal Board on Disability (Real Patronato sobre Discapacidad)
- Spanish Association of Foundations (AEF) and the Institute for Strategic Analysis of Foundations (INAEF)
- Foundations for Climate (AEF) (Fundaciones por el Clima)
- National Advisory Board for Impact Investing (SpainNAB) (Consejo Nacional Asesor sobre Inversión de Impacto)
- Spanish Business Confederation for the Social Economy (CEPES) (Confederación Empresarial Española de la Economía Social)
- Spainsif, the Spanish Sustainable and Responsible Investment Forum
- Forética
- CEOE (Spanish Confederation of Business Organisations)
- Association of Public Affairs Professionals (Asociación de Profesionales de las Relaciones Institucionales)
- Club Excelencia en Gestión (Management Excellence Club).

European level

- Philea (Philanthropy Europe Association)
- European Disability Forum (EDF)
- European Centre of Employers and Enterprises providing Public Services (CEEP)
- European Platform for Rehabilitation (EPR)
- European Association of Service Providers for Persons with Disabilities (EASPD)
- EIDD – Design for All Europe (European Institute for Design and Disability)
- European Network for Accessible Tourism (ENAT)
- European Venture Philanthropy Association (EVPA)
- European Economic and Social Committee (EESC) (representing CEPES)
- Social Economy Europe (SEE) (representing Philea)
- Global Action on Disability (GLAD) Network (as ONCE Grupo Social)

International level

- Global Initiative on Loneliness and Connection (GILC)
- Council on Foundations (COF)
- UN Tourism Affiliate Members Programme (formerly the UNWTO Affiliate Members Programme)
- International Organization for Standardization (ISO)
- Global Reporting Initiative (GRI)
- United Nations Economic and Social Council (ECOSOC).

Among all stakeholders, we are weaving a strong institutional and reputational agenda in order to establish ourselves as an organisation with a collaborative purpose, in both the public and private spheres. Through the Institutional Relations Plan of the Grupo Social ONCE, institutional activity contributes to generating shared value through a strong public presence that is recognised and aligned with the values of inclusion, social justice, sustainability and the defence of the rights of persons with disabilities.

At national level, advocacy work has focused in particular on monitoring and actively participating in legislative initiatives of special relevance to the Grupo Social ONCE and to the wider social and disability sector. Notably, this has included participation in the Comprehensive Law to Promote the Social Economy and ongoing collaboration on the Draft Law on Corporate Sustainability Reporting, as well as the Draft Law on Disability and Dependency.

In addition, work has been carried out to secure recognition of the Paralympic Games as an Event of Exceptional Public Interest; parliamentary appearances have been attended as required; and collaboration has taken place with committees of both the Congress of Deputies and the Senate, including appearances such as that of the Fundación ONCE for the Care of Persons with Deafblindness and that of Alberto Durán, held in April.

The Institutional Relations Directorate also provides strategic support across the Group at all levels, through information and analysis that facilitate decision-making and enhance understanding of the realities of each sector, fostering a shared view of the key issues affecting our activity. Indeed, at territorial level, engagement with Territorial Committees and Zonal Subcommittees has been strengthened, with specific plans adapted to each territory, alongside monitoring and action activities aimed at improving the effectiveness of decentralised institutional activity. This promotes greater proximity to regional realities, enabling better adaptation of messages and priorities to local contexts.

A strategic commitment to sustainability

The ONCE General Council approved in March 2024 the ONCE Corporate Social Responsibility (CSR) Master Plan for the period 2024–2027. This plan defines the strategic lines to be followed by ONCE in order to manage and control the impacts of environmental, social and governance issues identified as material and capable of significantly influencing the decisions of stakeholders. This plan forms part of the collective effort to contribute to the United Nations 2030 Agenda Sustainable Development Goals (SDGs).

The four strategic lines underpinning our CSR approach are: good governance, transparency and ethics; quality and innovation in our social products and services; our people and teams; and commitment to the environment.

During 2025, ONCE approved its Policy on Respect for and Promotion of Human Rights, with particular reference to the Convention on the Rights of Persons with Disabilities.

Fundación ONCE, for its part, has its Second Sustainability Master Plan 2023–2026, which sets out eight lines of work known as "More Sustainable Projects", taking into account the increasingly demanding European regulatory environment and public expectations, and adopting a strategy consistent with its nature as a social entity and its role within the Grupo Social ONCE. The eight lines of work are: more sustainable governance and culture; sustainability management, control and transparency; mission-driven more sustainable action; environmental responsibility, decarbonisation and climate change adaptation; more sustainable procurement; more social sustainability; alliances, impact and reputation; and more equality and diversity. The Master Plan is aligned with the Development and Implementation Plan of the Government Programme for the Twelfth Mandate and with Fundación ONCE's Strategic Plan.

During 2025, Fundación ONCE continued to carry out significant advocacy work to strengthen the disability and inclusion perspective in sustainability policies and regulations. In this regard, highlights include joining the Taskforce on Inequality and Social-related Financial Disclosures (TISFD), as well as its Regional Committee for the United Kingdom and Europe; the publication of the guide "Inclusive Reporting: A Business Guide to Disability and the European Sustainability Reporting Standards (ESRS)", in collaboration with the International Labour Organization Global Business and Disability Network, various European business and disability forums and EFRAG; and the publication of the study "Disability Disclosure Under the CSRD: Benchmarking the First Wave of Sustainability Reports", both within the framework of the Disability Hub Europe initiative led by Fundación ONCE.

In 2023, ILUNION developed the "ILUNION Sustainability Way", a Sustainability Master Plan setting out the Group's sustainability strategy for the period 2023–2026. This project seeks to ensure that sustainability becomes a cross-cutting axis of both ILUNION's strategy and that of all its companies, becoming a distinctive feature and a competitive advantage.

Sustainability at ILUNION is defined as a transversal management model that integrates environmental, social, ethical and good governance criteria into corporate strategy, ensuring that these matters arise from openness to the external environment, dialogue with stakeholders, a sense of community and long-term thinking. "ILUNION Sustainability Way" structures its strategy around ESG criteria (Environmental, Social and Governance) and develops its projects through this three-dimensional approach.

During 2025, ILUNION delivered various training sessions across all Group companies on stakeholder management (Stakeholders APP), volunteering action management, as well as a group sustainability team meeting (ILUNION Sustainability Way, 9 December 2025). This was complemented by the ILUNION Sustainability Day, featuring an artistic exhibition focused on sustainability at the Antonio Palacios Exhibition Hall of the Círculo de Bellas Artes in Madrid, held from 3 to 5 September. Commitment to awareness-raising and training on human rights was also maintained, consolidating this area as a key pillar of ethical and responsible culture. During 2025, 2,555 people were trained, bringing the total to 3,469 since the programme began. Throughout the year, the Community Project was also further promoted, a strategic

initiative aimed at strengthening ILUNION's territorial presence and consolidating the Group's role as an agent of social transformation in the regions where it operates.

Building on the CSR and sustainability master plans of the three executive areas, in 2024 the Grupo Social ONCE Sustainability and CSR Committee approved the Grupo Social ONCE Sustainability Strategic Framework, which sets out the approach and lines of action in this field and helps to communicate our position to different stakeholders.

The coordination and monitoring of the main strategic sustainability lines of the Grupo Social ONCE is carried out by the Group's Sustainability and CSR Committee, which is supported by the Sustainability and CSR Working Group, in which the three executive areas participate. The main topics addressed in 2025, both in the Committee and Working Group meetings, included the following:

- Evolution of the global and regulatory sustainability context. Analysis of the implications and consequences for the Grupo Social ONCE. This included, among others, monitoring the process of simplifying sustainability reporting obligations (CSRD, ESRS, Omnibus I, CNMV and ICAC recommendations, etc.), as well as other regulations such as Royal Decree 214/2025 establishing the registry for carbon footprint, offsetting and carbon dioxide absorption projects, the Draft Law on Sustainable Consumption, and Law 9/2025 on Sustainable Mobility.
- Review of the Grupo Social ONCE sustainability indicator framework, based on the sustainability strategic axes and lines of the three executive areas. Presentation of a proposal for the Grupo Social ONCE Sustainability and CSR Policy (formal approval of which took place in 2026).
- Monitoring of greenhouse gas emissions reduction targets set at Grupo Social ONCE level. In 2025, Grupo Social ONCE's carbon footprint (Scopes 1 and 2) was reduced by 27% compared with 2019, and by 37% when measured as emissions per employee.
- Coordination for the acquisition and implementation of a digital solution for carbon footprint calculation, which will facilitate monitoring of the Group's emissions reduction targets.
- Review and monitoring of the mapping of presence and active participation in sustainability forums and platforms by the different Group entities (including Forética, UN Global Compact Spain, DIRSE and Spainsif).



Focus on Environmental Sustainability

Respect for the environment and for the future we want for our planet and for future generations is a strategic priority. It is addressed from a dual perspective: minimising the environmental impact of our activities, and managing risks and opportunities linked to environmental sustainability and the ecological transition, both for the Grupo Social ONCE and for persons with disabilities as a whole. In this area, initiatives are numerous, diverse and deep across all areas, under a shared organisational commitment.

ONCE

• Certification of the Environmental Management System:

During 2025, 19 centres were certified as having implemented the management system under ISO 14001. In addition, all internal audits were carried out with the aim of extending certification to 21 centres in 2026.

• Carbon footprint calculation and verification:

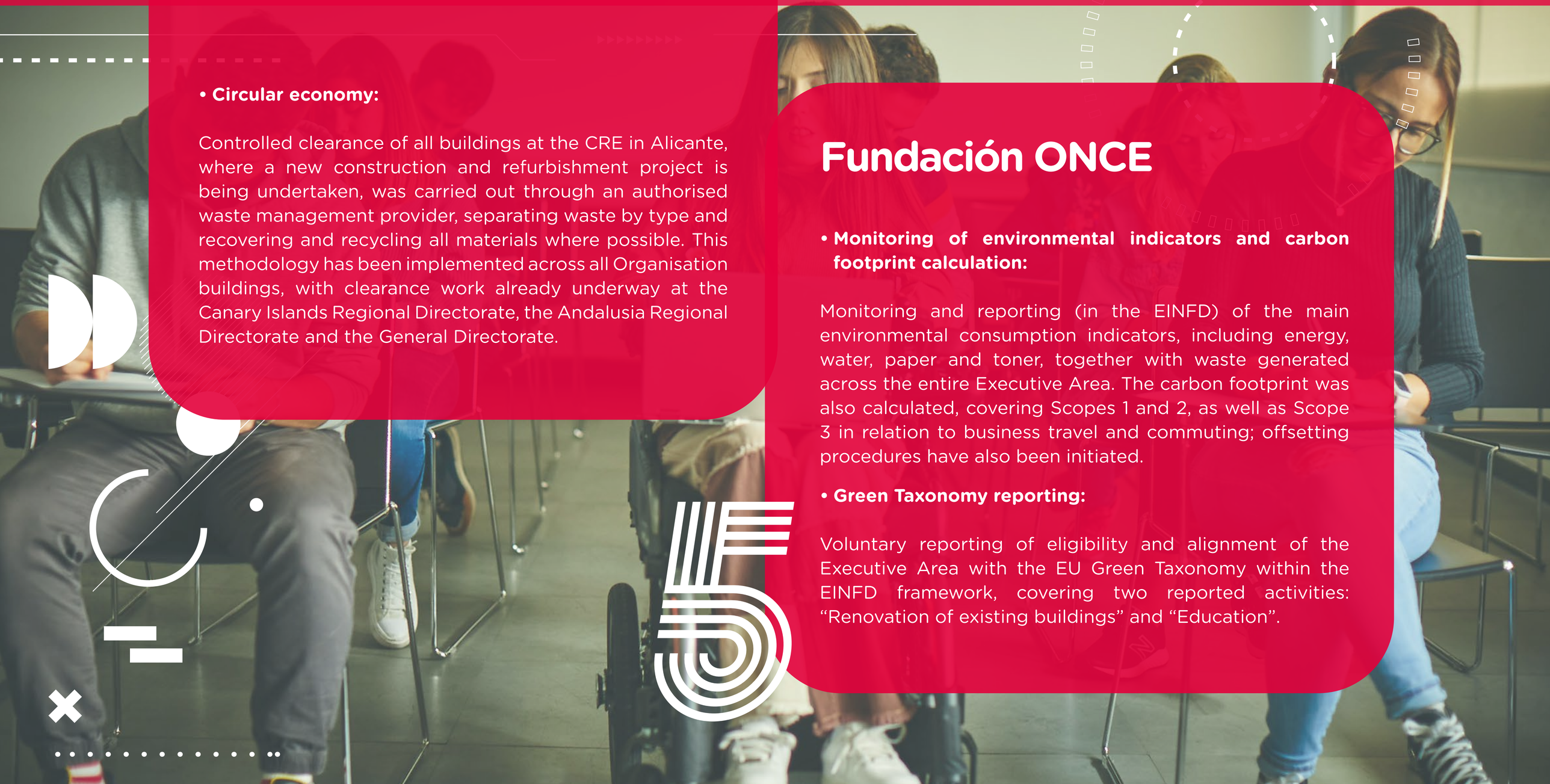
During the year, the calculation and verification of ONCE's carbon footprint (Scopes 1, 2 and 3) for 2023 and 2024 were completed by Bureau Veritas, in accordance with the GHG Protocol standard.

The calculation exercise was carried out using an organisational carbon footprint approach under operational control, which reflects the total direct and indirect emissions generated by the organisation. Scope 3 (other indirect emissions) included the following categories: purchased goods and services, capital goods, fuel- and energy-related activities, upstream transportation and distribution, waste generated in operations, business travel, employee commuting, leased assets (upstream and downstream) and investments.

• Initiatives to reduce emissions (decarbonisation):

Work continued on initiatives aimed at decarbonising activities, that is, reducing greenhouse gas emissions generated in the course of operations, including:

- Implementation of energy efficiency measures in various centres, including the installation of photovoltaic panels in many of them, achieving annual energy savings.
- Energy procurement arrangements and acquisition of Guarantees of Origin certificates.
- Replacement of vehicles that are 10 years old or more, with this threshold expected to continue decreasing in subsequent years.
- Replacement of gas boilers with more efficient climate control systems.
- Proposal for emissions offsetting.



- **Circular economy:**

Controlled clearance of all buildings at the CRE in Alicante, where a new construction and refurbishment project is being undertaken, was carried out through an authorised waste management provider, separating waste by type and recovering and recycling all materials where possible. This methodology has been implemented across all Organisation buildings, with clearance work already underway at the Canary Islands Regional Directorate, the Andalusia Regional Directorate and the General Directorate.

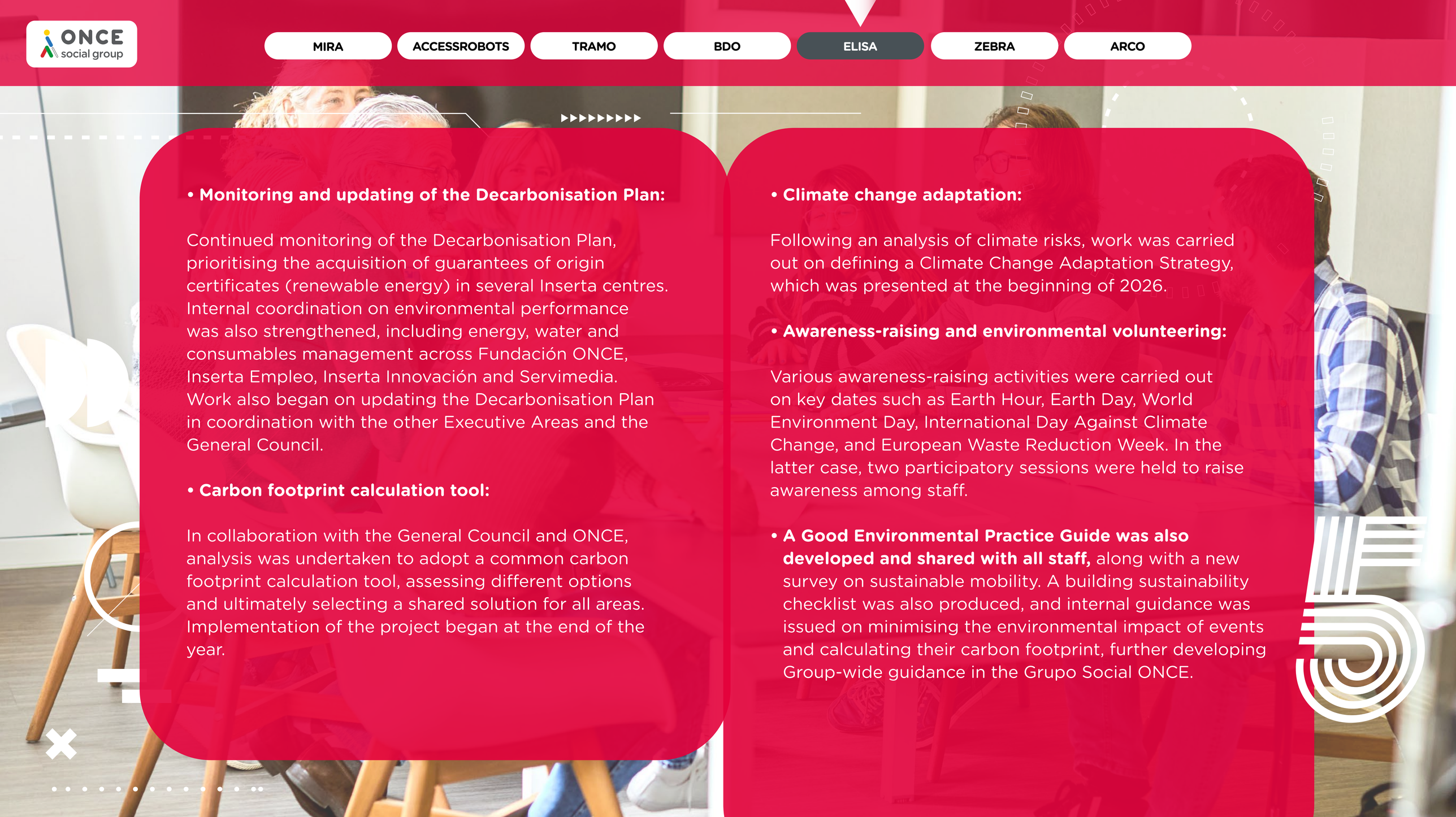
Fundación ONCE

- **Monitoring of environmental indicators and carbon footprint calculation:**

Monitoring and reporting (in the EINFD) of the main environmental consumption indicators, including energy, water, paper and toner, together with waste generated across the entire Executive Area. The carbon footprint was also calculated, covering Scopes 1 and 2, as well as Scope 3 in relation to business travel and commuting; offsetting procedures have also been initiated.

- **Green Taxonomy reporting:**

Voluntary reporting of eligibility and alignment of the Executive Area with the EU Green Taxonomy within the EINFD framework, covering two reported activities: “Renovation of existing buildings” and “Education”.



- **Monitoring and updating of the Decarbonisation Plan:**

Continued monitoring of the Decarbonisation Plan, prioritising the acquisition of guarantees of origin certificates (renewable energy) in several Inserta centres. Internal coordination on environmental performance was also strengthened, including energy, water and consumables management across Fundación ONCE, Inserta Empleo, Inserta Innovación and Servimedia. Work also began on updating the Decarbonisation Plan in coordination with the other Executive Areas and the General Council.

- **Carbon footprint calculation tool:**

In collaboration with the General Council and ONCE, analysis was undertaken to adopt a common carbon footprint calculation tool, assessing different options and ultimately selecting a shared solution for all areas. Implementation of the project began at the end of the year.

- **Climate change adaptation:**

Following an analysis of climate risks, work was carried out on defining a Climate Change Adaptation Strategy, which was presented at the beginning of 2026.

- **Awareness-raising and environmental volunteering:**

Various awareness-raising activities were carried out on key dates such as Earth Hour, Earth Day, World Environment Day, International Day Against Climate Change, and European Waste Reduction Week. In the latter case, two participatory sessions were held to raise awareness among staff.

- **A Good Environmental Practice Guide was also developed and shared with all staff,** along with a new survey on sustainable mobility. A building sustainability checklist was also produced, and internal guidance was issued on minimising the environmental impact of events and calculating their carbon footprint, further developing Group-wide guidance in the Grupo Social ONCE.

In addition, as part of the Second Volunteering Week of the Executive Area, an environmental volunteering activity was held at the Dehesa de la Villa Environmental Education Centre in Madrid, with around twenty volunteers participating in collaboration with the European Butterfly Monitoring Scheme (eBMS).

- **Partnerships:**

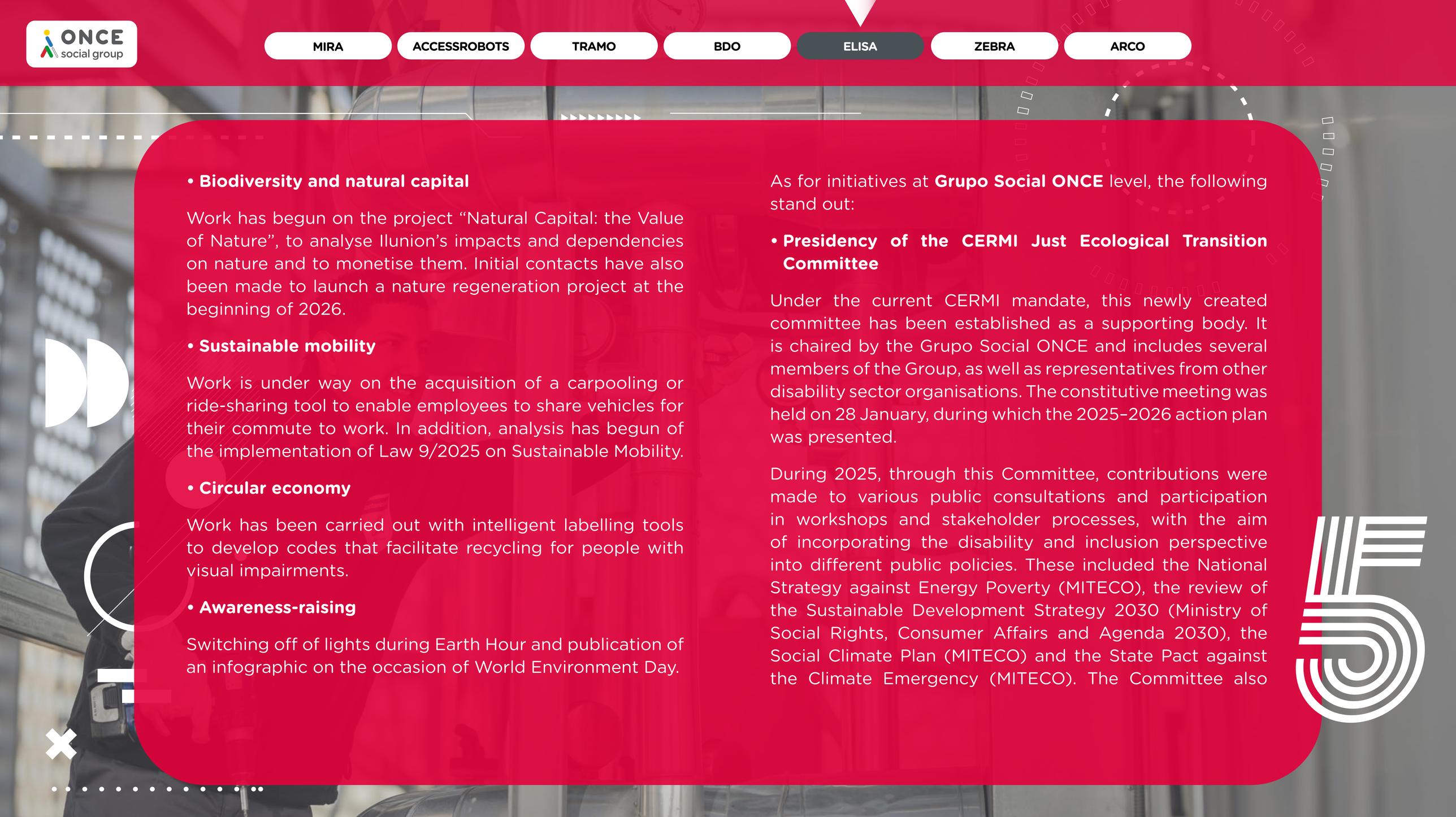
The partnership with the Foundations for Climate initiative, promoted by the Spanish Association of Foundations, was maintained through the organisation of two online sessions: one on climate change and disability in July, and another on “Climate change and vulnerable groups” in November, both with high participation.
In addition, contributions were made to various consultations within CERMI’s Just Ecological Transition Committee, and collaboration took place with the General Council to develop a study in the second half of the year on the differential impact of climate change on persons with disabilities.

Ilunion

- **Acquisition and deployment of a digital solution for carbon footprint calculation, with work carried out during the year on the necessary configuration and integrations.**

- **Carbon footprint and decarbonisation**

An external audit of the carbon footprint has been carried out. The resulting data shows a reduction of approximately 20% in emissions generated in 2024 compared with 2019. These emissions relate to Scopes 1 and 2. In addition, a process has been launched to review and update the decarbonisation plan. An external verification of the plan will be carried out in the first months of 2026.
It is also worth noting that Ilunion Retail has calculated its full Scope 3 emissions, joining TextilCare, Hotels and Facility Services.



- **Biodiversity and natural capital**

Work has begun on the project “Natural Capital: the Value of Nature”, to analyse Ilunion’s impacts and dependencies on nature and to monetise them. Initial contacts have also been made to launch a nature regeneration project at the beginning of 2026.

- **Sustainable mobility**

Work is under way on the acquisition of a carpooling or ride-sharing tool to enable employees to share vehicles for their commute to work. In addition, analysis has begun of the implementation of Law 9/2025 on Sustainable Mobility.

- **Circular economy**

Work has been carried out with intelligent labelling tools to develop codes that facilitate recycling for people with visual impairments.

- **Awareness-raising**

Switching off of lights during Earth Hour and publication of an infographic on the occasion of World Environment Day.

As for initiatives at **Grupo Social ONCE** level, the following stand out:

- **Presidency of the CERMI Just Ecological Transition Committee**

Under the current CERMI mandate, this newly created committee has been established as a supporting body. It is chaired by the Grupo Social ONCE and includes several members of the Group, as well as representatives from other disability sector organisations. The constitutive meeting was held on 28 January, during which the 2025–2026 action plan was presented.

During 2025, through this Committee, contributions were made to various public consultations and participation in workshops and stakeholder processes, with the aim of incorporating the disability and inclusion perspective into different public policies. These included the National Strategy against Energy Poverty (MITECO), the review of the Sustainable Development Strategy 2030 (Ministry of Social Rights, Consumer Affairs and Agenda 2030), the Social Climate Plan (MITECO) and the State Pact against the Climate Emergency (MITECO). The Committee also

contributed to the “ECO-INCLUSION GUIDE. Persons with disabilities as actors in an inclusive, accessible and just transition”, published by CERMI. In addition, the Chair of the Committee took part in the CERMI Rural Convention in La Rioja with a presentation entitled “Persons with disabilities living in rural areas in just transition policies”.

- **Promotion of a study on the differential impact of climate change on persons with disabilities**

Together with Fundación ONCE, work began in the second half of the year on this study, which is expected to be completed and presented in 2026. The study is being promoted in collaboration with CERMI and with the support of an external consultancy. Its aim is to quantify, as far as possible, the impact of climate change on persons with disabilities compared with the general population, taking into account the specific risks in Spain.

At the end of the year, the Grupo Social ONCE blog published a post presenting preliminary findings from the study and calling for the social dimension to be strengthened in climate policies, in connection with COP30 in November.

- **Internal recommendations document for the organisation of sustainable events**

A document designed to ensure that sustainability is taken into account from the earliest stages of event design, so that negative impacts can be minimised and positive impacts maximised. The document was shared with communication and events teams across each executive area. .

- **Partnership with Ecoembes, under the slogan “Alliance for a circular and inclusive future”**

This alliance was signed at an event held on 5 June at the ONCE General Council, coinciding with World Environment Day 2025. The Chief Executive of Ecoembes and the First Vice-President of the Grupo Social ONCE took part, alongside other senior representatives from ONCE, Fundación ONCE, Ilunion and Ecoembes.

As part of this alliance, an internal training session on circular economy and Extended Producer Responsibility (EPR) was held in October, delivered by Ecoembes in a hybrid format, attended by 35 people from different areas of the Grupo Social ONCE. The main objective was to inform and raise awareness of the new regulatory framework on packaging

and circular economy, fostering knowledge and active engagement in the transition towards a more sustainable economy.

- **Awareness-raising actions**

These included switching off lights in the Group's main buildings and illuminated signage as part of Earth Hour, as well as the launch of the "Grupo Social ONCE Manifesto for World Environment Day", which was included as the desktop wallpaper on all employees' computers connected to the corporate network and subsequently published on the Grupo Social ONCE website.



5.4 Smart Research

This report presents some of the research initiatives we are involved in and serves as evidence that it is possible. Smart research, as opposed to artificial intelligence in its narrow sense, is both possible and desirable. For the Grupo Social ONCE, innovation has a social dimension insofar as it is always inclusive innovation.

ONCE maintains lines of work in tiflotechnical research and development and in vision research, with the aim of continuously improving the quality of services provided to its members and continuing to respond to their needs and to social and technological developments and changes, while also advancing in the development of new intervention techniques and specific technologies. Projects are also supported that, such as Fundación ONCE Baja Visión, have a strong technological and research component and promote R&D&I.

In 2025, ONCE developed a total of 121 projects:

- 109 in tiflotechnology and assistive products, including the continued development of the "ONCE Neurological Training (ENTRENO)" project, formerly known as ONCE Brain Gym (accessible cognitive training games for people with visual impairment); the TRAMO application providing accessible information on metro and tram lines in different Spanish cities; and participation in the European BIOTACT project for the adaptation of raised biology sheets.
- 6 vision research projects funded by ONCE, mostly led by researchers of recognised national and international standing.
- 6 social research projects, in collaboration with Rey Juan Carlos University, the University School of Education and Tourism of Ávila, the French National Centre for Scientific Research, MasterCard and others.

In addition, other social innovation-related actions were carried out:

- Launch of the 9th Competition of Experiences in Innovation and Good Practices in Social Services.
- ONCE Innova is ONCE's innovation laboratory, conceived as a space to identify, test and scale solutions with real impact within the organisation. In this role, it articulates initiatives that connect internal needs with ecosystem opportunities, driving both improvements in the quality of life of blind and visually impaired people and the evolution of the workplace within ONCE. In 2025, significant milestones consolidated this positioning, particularly the development of the ONCE Innova Internal Challenge, which mobilised the organisation with more than 560 proposals submitted, as well as the strengthening of the ecosystem engagement strategy through open innovation initiatives and collaboration with external stakeholders. All of this has contributed to progress towards a more structured and impact-oriented innovation management model.

Finally, mention should be made of the biannual publication of "RED Visual: Specialist Journal on Visual Impairment", which supports communication, dissemination and exchange of knowledge among professionals and researchers involved in the care of people with visual impairment, as well as contributing to the removal of barriers and the promotion of equal opportunities for this group.

Another highly valued and much-appreciated service is genetic counselling for blind people, carried out with expert geneticists and scientists. This service provides information on the clinical and genetic characteristics of the reality experienced by many people with visual impairment, and is key to understanding family prognosis in relation to possible hereditary conditions, generating strong interest and opening up new horizons. In 2025, 34 requests were handled and 25 reports were issued, with the remaining cases still in progress.

As one of the key lines of action in Universal Accessibility, Fundación ONCE promotes R&D&I activity and supports innovation in order to advance design for all and ensure that technology contributes to the full inclusion of persons with disabilities. Accordingly, during 2025 relevant projects have been developed in areas such as inclusive videoconferencing (Accessmeets), assistive robotics (Accessrobots and Roboasis), smart paving (Walkerpisa), data analysis applied to accessibility and disability (Intelidata), and progress has been made on Lisa, an artificial intelligence platform for translation between text and Spanish Sign Language. In addition, Fundación ONCE has strengthened its support for entrepreneurship in universal accessibility through its Accelerator, which in 2025 assessed 188 entrepreneurial solutions (175 in 2024).

At Ilunion, innovation is a driver of the future, a proactive and continuous attitude in the search for solutions that respond to the changing challenges of society and the market. It is a key source both for generating future business and for reinventing existing businesses. The innovation strategy is structured into four areas encompassing 120 projects: innovation governance, internal innovation, open innovation and innovation environment.

The Ilunion Trends Observatory is the corporate tool used to detect and analyse relevant trends. It seeks to transform trends into innovation projects that enhance competitiveness and organisational adaptability. Through the identification, analysis and dissemination of emerging patterns and relevant changes in the environment, it helps

anticipate needs, adjust innovation and business projects, and prioritise initiatives with high potential impact across different innovation horizons.

Some of the studies carried out in 2025 include:

- International SAD study
- Water and sustainability in the tourism sector
- Beyond rehabilitation: physiotherapy as a driver of wellbeing and business
- Ilunion's commitment to AI: ILUNIA programme

Regarding internal innovation, since 2024 Ilunion has operated an intrapreneurship programme that structures and supports the generation, development and consolidation of initiatives across its different business lines. In 2025, 62 internal innovation projects were carried out, 18 of which originated from the programme.

Furthermore, the Grupo Social ONCE as a whole will continue to promote the expansion of its network of alliances, the exploration of innovative collaborative models and the strengthening of knowledge transfer, with the aim of maximising impact and continuing to demonstrate that there is a different and effective way of doing business, one that is also rooted in innovation and inclusion.



ZEBRA. Always open traffic light

6.1 Ethics

6.2 Transparent with citizens

Click on each chapter

6. ZEBRA.
Always open traffic light

Empathy, when properly understood, is one of the most effective tools for placing oneself in others' situations, offering appropriate and meaningful support, and consistently demonstrating a willingness to help when needed. It therefore forms part of the Grupo Social ONCE and is reflected in initiatives such as ZEBRA, a traffic light that is always active, but one that does not disturb, that helps, that respects and that includes, because accessibility must be for everyone, in all directions.

Having already overcome the historic kerb ramps (useful for everyone), blind people in some cities now benefit from audible traffic lights, essential for mobility. But now a further step is taken: the traffic light will not sound continuously, but will be activated by the blind person when they need to use the crossing. Empathy, in this case, is reversed. The blind person requires support, but also wishes to avoid noise pollution and therefore activates the system only when they are about to cross. This is full empathy enabled by technology that smooths the path forward, demonstrating a commitment to creating better spaces that combine ethics and values, safety and shared responsibility in equal measure.

6.1. Ethics

In addition to including ethics as a core principle, the Grupo Social ONCE has equipped itself with the necessary tools to ensure that ethics and proper conduct are embedded across all its activities. It has standards, ethical codes, policies and procedures that constitute its due diligence framework to protect legitimacy, good practice and the trust placed in it by affiliated blind people, employees, public administrations and other stakeholders.

All of this is framed within the Grupo Social ONCE Remuneration and Ethics Committee, as well as the mandatory Compliance function, which integrates different areas and specialised control bodies responsible for managing potential legal risks that may arise.

Ethical and conduct standards:

- Ethical Code and Code of Conduct for Grupo Social ONCE personnel with institutional and management responsibilities ([ ]): this is structured around 11 ethical values: transparency, solidarity, confidentiality, equity, commitment, integrity, humility, respect, innovation, responsibility and sustainability, together with the commitments required to achieve them, which management personnel undertake by signing the code.
- Ethical Code and Code of Conduct for employees of the Grupo Social ONCE: a conduct guide for the ethical behaviour of staff, whose signing is not mandatory.

[1] For further details on ONCE's Ethical Commitment, please see the website section: https://www.once.es/Comprometidos/codigo-etico-del-grupo-social-once/mis-compromisos/mis-compromisos.

Code of Conduct for suppliers and business partners of the Grupo Social ONCE: this must be complied with in contractual relations with ONCE. In 2025, a new version was approved establishing basic mandatory common standards aligned with the ten universal principles of the UN Global Compact.

Ethical standards and conduct guidelines for Grupo Social ONCE personnel with institutional and management responsibilities: applicable to all individuals who have signed, or will sign, the Ethical Code.

Specifically within ONCE:

- Responsible gaming and security codes of conduct for the gaming area: basic principles of action and behavioural standards for staff involved in ONCE's commercial activity. These are based on the values of transparency, confidentiality, commitment, integrity, respect and responsibility, and are mandatory.
- WLA (World Lottery Association) best practice guidelines for marketing and communication: these set out the principles ensuring that lottery product advertising is carried out responsibly. They are adopted by ONCE, as well as by advertising and media agencies and providers of marketing actions and campaigns.
- Criminal Compliance Prevention Model: preventive measures to avoid the commission of potential criminal offences within ONCE and its environment. ONCE's Criminal Compliance Management System is made up of various documents, including the Criminal Compliance Policy, which is mandatory and applies across the organisation and confirms its commitment to lawful conduct and ethical values; the catalogue of prohibited conduct and expected behaviour parameters; and an awareness leaflet for third parties engaging with ONCE, among others.

In addition, there is an external due diligence procedure for supplier selection and contracting, which requires compliance with the supplier code of conduct setting out the ethical and behavioural principles required, and an internal due diligence procedure for the selection and hiring of job candidates.

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



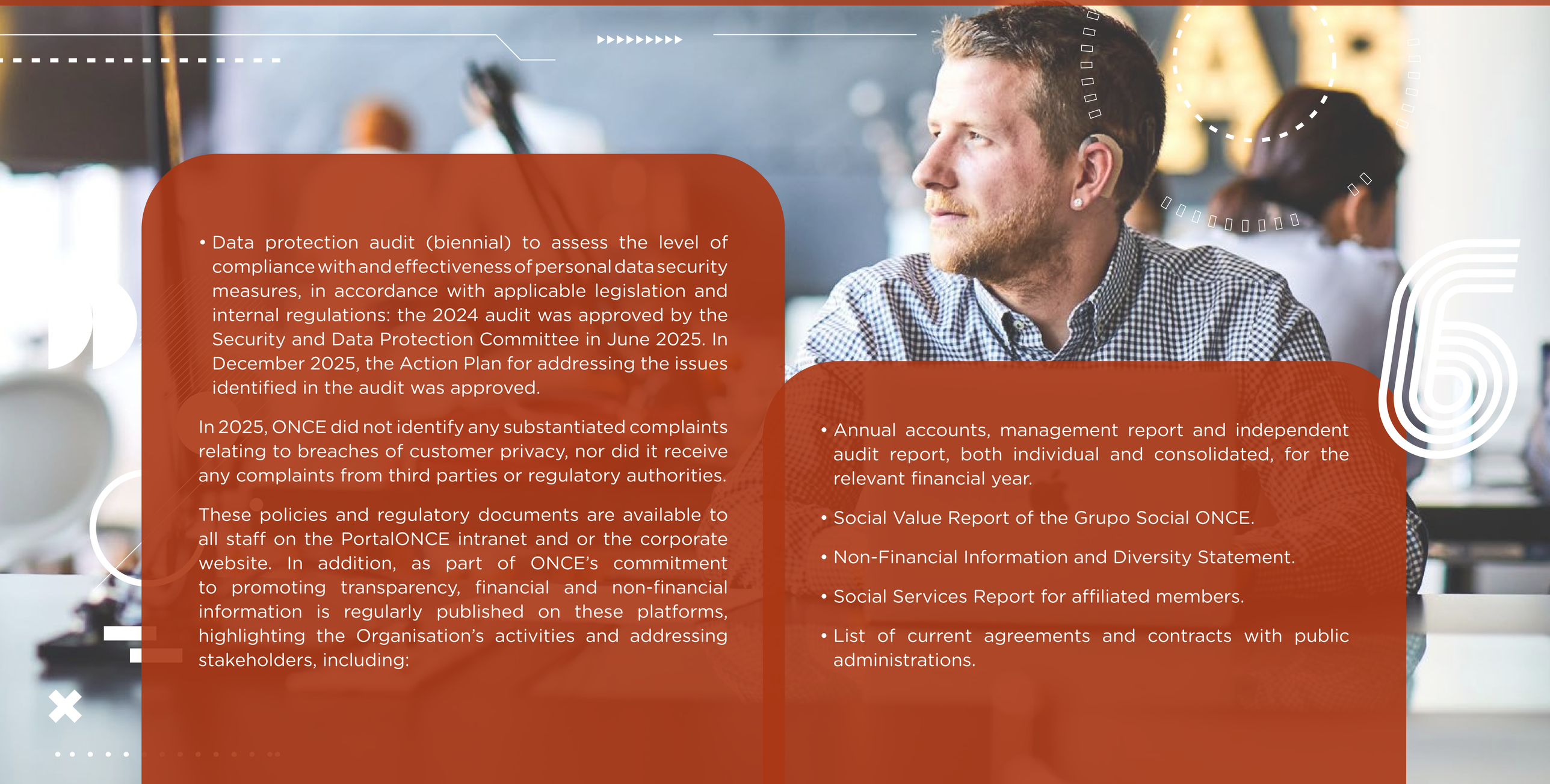
- Tax compliance model: a tax compliance policy is in place, and ONCE is a signatory to the Code of Good Tax Practices of the Large Business Forum of the Spanish Tax Agency (AEAT, Ministry of Finance).

  The Tax Compliance Body is responsible for supervising the tax compliance management system (see the "Tax responsibility" section of this report for further details).

  In 2025, certification of ONCE's criminal and tax compliance management systems was maintained in accordance with UNE standards 19.601 and 19.602, ensuring high and verifiable standards in prevention, detection and response to non-compliance.

- Anti-money laundering and counter-terrorist financing measures: there is an internal control body, the ONCE Commission for the Prevention of Money Laundering and Terrorist Financing, and an ONCE representative has been appointed to the Executive Service of the Commission for the Prevention of Money Laundering and Monetary Offences (SEPBLAC). An internal manual sets out all measures in this area, and internal procedures and IT tools are in place for the detection, analysis and reporting of transactions potentially linked to money laundering and/or terrorist financing, among others.

- Responsible information management and data protection policy: various controls are in place to ensure information protection, including the Information Classification Protocol (PCI), which identifies different information assets and ensures they are properly managed in terms of security and data privacy. In addition, there is a Security and Data Protection Committee and a Document Assessment Committee responsible for overseeing compliance with internal and external regulations, establishing criteria and measures, and resolving internal queries. During 2025, all affiliated members were informed of the publication of the unified consent form for the processing of their data.



- Data protection audit (biennial) to assess the level of compliance with and effectiveness of personal data security measures, in accordance with applicable legislation and internal regulations: the 2024 audit was approved by the Security and Data Protection Committee in June 2025. In December 2025, the Action Plan for addressing the issues identified in the audit was approved.

In 2025, ONCE did not identify any substantiated complaints relating to breaches of customer privacy, nor did it receive any complaints from third parties or regulatory authorities.

These policies and regulatory documents are available to all staff on the PortalONCE intranet and or the corporate website. In addition, as part of ONCE's commitment to promoting transparency, financial and non-financial information is regularly published on these platforms, highlighting the Organisation's activities and addressing stakeholders, including:

- Annual accounts, management report and independent audit report, both individual and consolidated, for the relevant financial year.
- Social Value Report of the Grupo Social ONCE.
- Non-Financial Information and Diversity Statement.
- Social Services Report for affiliated members.
- List of current agreements and contracts with public administrations.

Audited internally and externally

Under the regulatory framework applicable to the Grupo Social ONCE, and since the entry into force of the 2022 General Agreement, the following audits and equivalent review reports are submitted annually to the ONCE Supervisory Council:

- 6 statutory financial statement audits and 3 independent assurance reports on Non-Financial Information and Diversity Statements.
- 4 agreed-upon procedure reports on the lottery products marketed by ONCE.
- 5 mandatory agreed-upon procedure reports and 3 voluntary reports certifying compliance with the social obligations set out in the General Agreement.
- A total of 21 audits and similar reports per year.

In addition, on a biannual basis, an external audit firm carries out an expert verification of the balls used in coupon draws, with the report submitted to the Supervisory Council.

Furthermore, triennial audits are conducted by the World Lottery Association (WLA) and the European Lotteries (EL) for two purposes:

- Verification of ONCE's compliance with WLA security standards.
- Verification of ONCE's compliance with WLA and EL standards on responsible gaming.

As a result of these audits, also submitted to the Supervisory Council, four certificates have been obtained (two from each body), which are published on our website and show highly positive results.

In addition, the two random number generators used for virtual draws of active game products and for the purchase of instant lottery tickets online, as well as the functionality for purchasing active game bets and instant lottery tickets online, are certified every three years by a company approved by the Ministry of Consumer Affairs.

In total, ONCE holds eight external certificates (four international and four national) relating to its lottery products, all of which are renewed every three years.

For physical instant lottery products, two additional controls are carried out for the first production run of each product:

- An audit firm verifies that the prize structure matches that set out in the regulatory framework for instant lottery products, and confirms that other characteristics of the instant lottery booklets comply with ONCE's production order.
- A laboratory verifies the quality and tamper resistance of instant lottery tickets.

At Ilunion, the same approach is applied. Ilunion's Board of Directors approved the Ilunion Compliance Management System on 20 December 2018, aligned with UNE 19601, with the aim of preventing criminal offences and reducing criminal risk within organisations, and fostering a culture of ethics and compliance. Ilunion also has a Criminal Prevention Body established on 14 June 2017, whose objective is criminal prevention across all stakeholders and the implementation of the different measures of the Criminal Compliance Management System.

The Criminal Prevention Body is responsible for ensuring the effectiveness of the Criminal Compliance Policy through the implementation of the various measures set out in the supporting Compliance Management System. Through the Grupo Social ONCE Ethical Channel, which for criminal prevention purposes acts as a whistleblowing channel, any member of Ilunion or any third party may immediately report to the Criminal Prevention Body any action intended to prevent or remedy the potential commission of an offence, or any suspected offence being managed without the apparent involvement of the Criminal Prevention Body.

Since the approval of the Criminal Compliance Policy in 2018, various measures have been introduced to strengthen oversight of activities that may entail criminal risk, thereby reinforcing the control environment in this area. Notably, in 2020 the Internal Due Diligence Procedure for the recruitment of candidates and the performance evaluation of organisation members was adopted, as well as the Procedure for Managing and Investigating Reports received through the Whistleblowing Channel (Ethical Channel).

In 2025, Ilunion approved its external due diligence procedure, representing a significant development within the Ilunion Criminal Compliance Management System. It establishes a homogeneous and systematic framework for the prior assessment of the integrity and reputation of all third parties with which Ilunion engages. This procedure sets out clear guidelines for obtaining adequate knowledge of suppliers, beneficiaries, donors and partner entities before entering into any business, cooperation or support relationship, thereby strengthening the prevention of criminal, regulatory and reputational risks. In addition, the Criminal Compliance Management System renewed its UNE 19601 certification obtained in 2024, reflecting the continuity and strong compliance environment of the policies and processes implemented.

During 2025, as in the 2023–2024 period, no breaches of the Criminal Compliance Policy were identified, nor were any cases of corruption detected. Of a total of 141 complaints received in 2025 through Ilunion's whistleblowing channel, none were related to human rights violations.

Oncisa Promociones Servicios Inmobiliarios, S.L. and Ilunion Mediación, Correduría de Seguros, S.A. are the only companies within the corporate perimeter subject to the anti-money laundering and counter-terrorist financing legislation. Both companies are obliged entities and have established sufficient mechanisms to comply with Law 10/2010 of 28 April on the prevention of money laundering and terrorist financing, as well as its implementing regulations and subsequent legislative amendments.

In addition, Ilunion Hotels has developed an operational risk map in addition to the criminal risk map, configuring each hotel as if it were an independent compliance unit. A territorial reporting system has been established whereby regional managers report to the Financial Directorate, which in turn consolidates the information and submits it quarterly to the Criminal Prevention Body.

With regard to Fundación ONCE, its Criminal Compliance Policy and that of its dependent entities develop the provisions set out in the Ethical Code and Code of Conduct for employees of the Grupo Social ONCE. It may also be extended to business partners for the purpose of meeting the organisation's due diligence processes in the selection of third parties.

The Policy contains a catalogue of prohibited conduct and expected behaviour parameters, summarising the various offences and describing, for each of them, the main activities that could entail criminal risks, in accordance with Article 31 bis of the Spanish Criminal Code. It also sets out the expected standards of conduct for the individuals concerned.

The Criminal Compliance Policy is implemented through the Criminal Compliance Management System, which integrates the prevention, detection and management of criminal risks, in order to comply with Spanish criminal law and achieve the organisation's strategic and operational compliance objectives. The Criminal Prevention Body is responsible for ensuring the effectiveness of the Criminal Compliance Policy.

The organisation also has a Whistleblowing Channel through which employees or third parties may immediately report to the Criminal Prevention Body any action intended to prevent or remedy the potential commission of an offence, or any suspected offence being handled without the apparent involvement of the Criminal Prevention Body. The channel is supported by the Whistleblowing Channel Policy, the Procedure for Managing and Investigating Reports, and the Whistleblower Protection Statute.

The organisation also has an Internal Due Diligence Procedure for the recruitment of candidates and for the performance evaluation of organisation members.

In 2025, the adoption of the External Due Diligence Procedure is particularly noteworthy as a significant development in the Criminal Compliance Management System. It establishes a homogeneous and systematic framework for the prior assessment of the integrity and reputation of all third parties with which the organisation engages before entering into any business, cooperation or support relationship, thereby strengthening the prevention of criminal, regulatory and reputational risks.

The Criminal Compliance Management System renewed its certification in accordance with UNE standard 19601, obtained in 2024, in a pioneering manner within the foundation sector, representing recognition that demonstrates the legality and soundness of all processes.

The GoSupply tool is also used internally, a platform that facilitates the evaluation of suppliers and, in general, entities with which commercial collaboration is intended (more information in section 2.5.2 Subcontracting and suppliers).

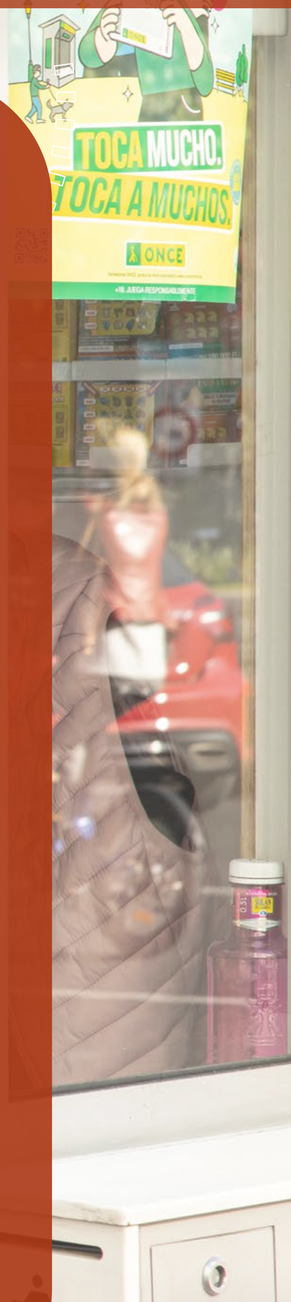
During 2025, as in 2024, no breaches of the Criminal Compliance Policy were identified, nor were any cases of corruption detected.



6.2. Transparent with citizens

A model such as the Grupo Social ONCE, whose origin, operation and future are based on public trust, has an open and transparent information system. To this end, a set of assurance tools is in place for customers and society as a whole: Ethical Code of Conduct, Ethics Whistleblowing Channel, Grupo Social ONCE Remuneration and Ethics Committee, and the Ethics Working Group reporting to that Committee.

The Grupo Social ONCE has an ethics whistleblowing channel as a tool enabling any member of the organisation, affiliated person, business partner, supplier or third party to report potentially irregular conduct or breaches that may constitute a violation of the Ethical Code and Code of Conduct for Grupo Social ONCE personnel with institutional and management responsibilities, or to submit ethics-related suggestions. These communications are analysed by the Ethics Working Group, by delegation of the Grupo Social ONCE Remuneration and Ethics Committee.

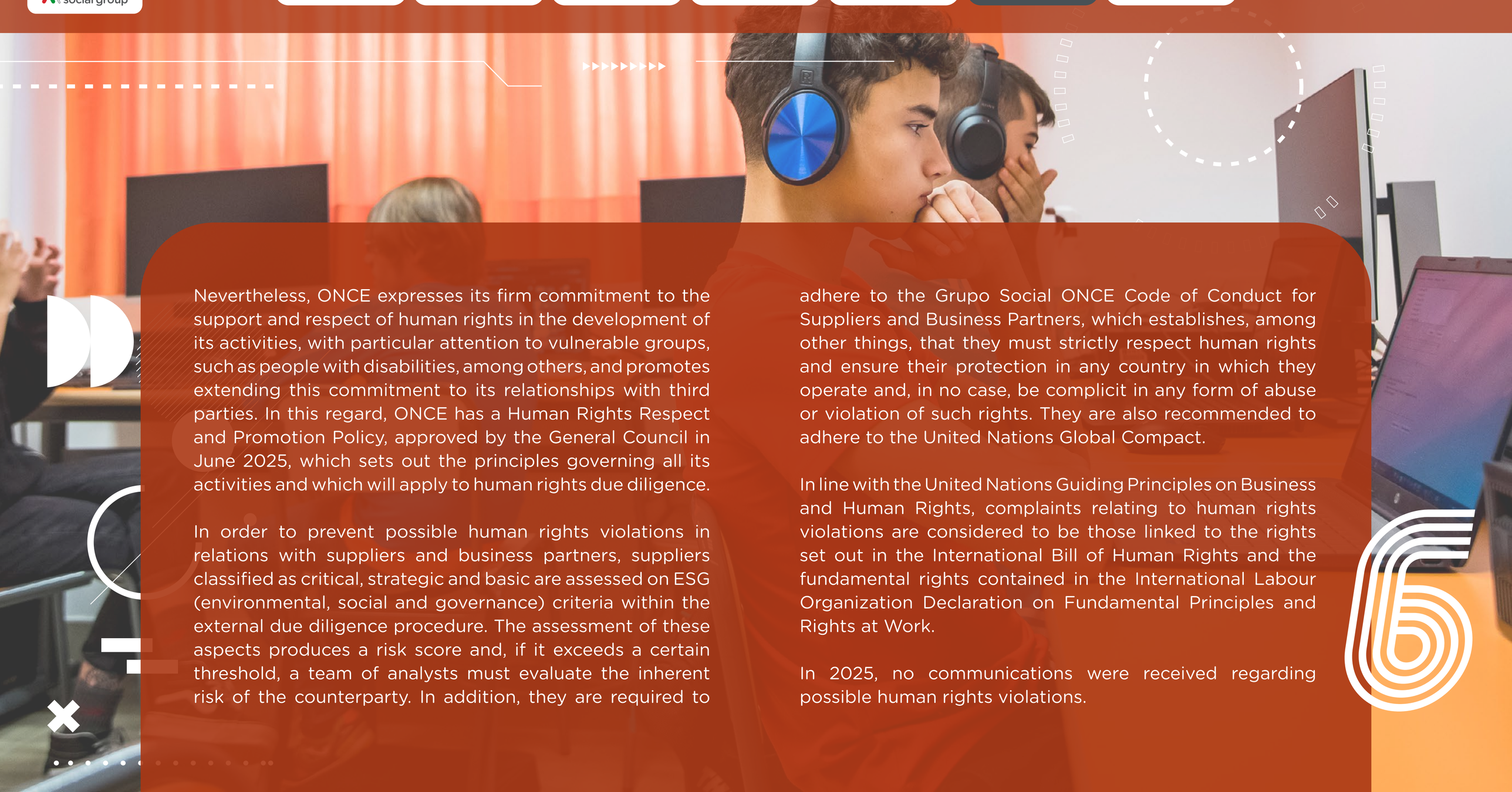


Since 2023, a new whistleblowing channel has also been in place, adapted to the requirements of Law 2/2023 regulating the protection of persons who report regulatory breaches and the fight against corruption. The ONCE Criminal Prevention Body is responsible for this channel, which allows reports to be made, including anonymously, of acts or omissions within the organisation that may constitute breaches of applicable law. In 2025, the Criminal Prevention Body reviewed and updated the Criminal Compliance Policy, the ONCE Whistleblowing Channel Policy, and the Procedure for Managing and Investigating Reports, as well as the rest of the ONCE Criminal Prevention Model documents, to align them with policy changes.

Both channels guarantee the confidentiality of reports and are available on the ONCE website. In 2025, no reports were processed through the ethics whistleblowing channel.
ONCE regularly organises training sessions to promote ethical conduct. In addition, staff can access an online tutorial via PortalONCE on “Prevention of money laundering and terrorist financing”.
With regard to the ONCE whistleblowing channel, managed by the Criminal Prevention Body, 40 reports were submitted in 2025. As of 31 December 2025, 32 had been closed or archived as out of scope, due to no legal breach being identified, or due to insufficient information or evidence, among other reasons, while 8 remain open in preliminary investigation.

Therefore, none of the complaints received through these channels showed any breach of the Ethical Code or infringement of applicable legislation, nor were any considered to have potential impact in the area of human rights.

With regard to the protection of human rights, the founding principle of the Grupo Social ONCE, which is to create opportunities for people with disabilities through social inclusion, ensures that its actions are aligned with the principles of the UN Global Compact. In particular, it supports Principle 6: “Businesses should uphold 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 “make sure that they are not complicit in human rights abuses”.



Nevertheless, ONCE expresses its firm commitment to the support and respect of human rights in the development of its activities, with particular attention to vulnerable groups, such as people with disabilities, among others, and promotes extending this commitment to its relationships with third parties. In this regard, ONCE has a Human Rights Respect and Promotion Policy, approved by the General Council in June 2025, which sets out the principles governing all its activities and which will apply to human rights due diligence.

In order to prevent possible human rights violations in relations with suppliers and business partners, suppliers classified as critical, strategic and basic are assessed on ESG (environmental, social and governance) criteria within the external due diligence procedure. The assessment of these aspects produces a risk score and, if it exceeds a certain threshold, a team of analysts must evaluate the inherent risk of the counterparty. In addition, they are required to adhere to the Grupo Social ONCE Code of Conduct for Suppliers and Business Partners, which establishes, among other things, that they must strictly respect human rights and ensure their protection in any country in which they operate and, in no case, be complicit in any form of abuse or violation of such rights. They are also recommended to adhere to the United Nations Global Compact.

In line with the United Nations Guiding Principles on Business and Human Rights, complaints relating to human rights violations are considered to be those linked to the rights set out in the International Bill of Human Rights and the fundamental rights contained in the International Labour Organization Declaration on Fundamental Principles and Rights at Work.

In 2025, no communications were received regarding possible human rights violations.

Tax compliance

To meet its tax obligations, ONCE has a Tax Compliance Policy aimed at supervision, monitoring and control to ensure and demonstrate due diligence in meeting tax obligations. The applicable regulatory framework includes the Tax Procedures Circular, which sets out the main tax matters affecting the Organisation and the policies to be followed in relation to the various applicable taxes.

There are several reporting lines from the Tax Compliance Body to other management and governing bodies:

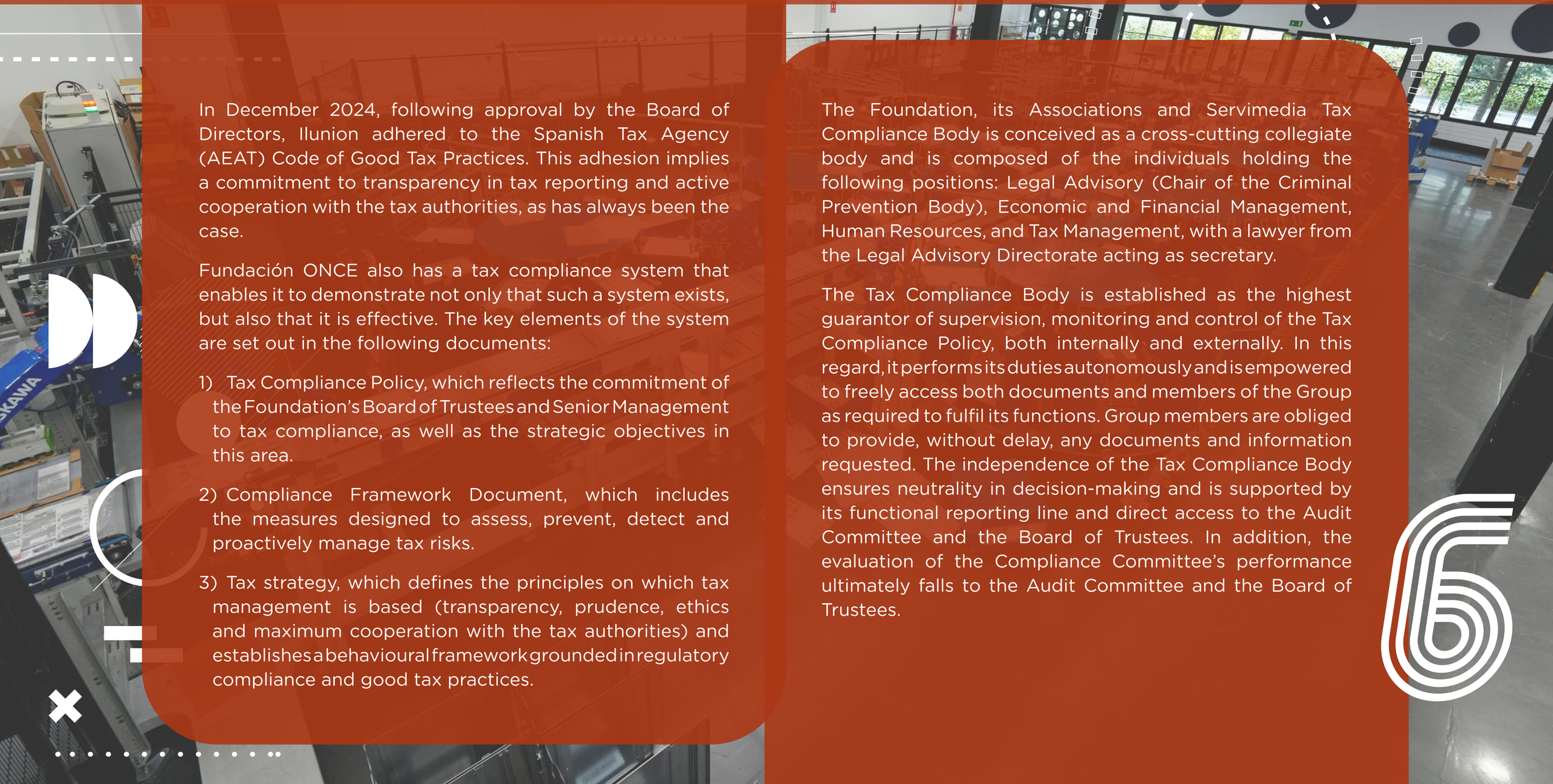
- To the General Audit Committee of the Grupo Social ONCE, the body responsible for periodically reviewing the effectiveness of the tax compliance system and submitting observations or improvement proposals to the General Council.
- By delegation of the General Audit Committee of the Grupo Social ONCE, to the Audit Committee of the ONCE General Directorate, 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 an annual report to the General Audit Committee of the Grupo Social ONCE, via the Audit Committee of the General Directorate. It also reports any relevant irregularities or non-compliance to the General Council and the General Directorate.

In addition, ONCE's Internal Audit Department 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 on any potential deficiencies and areas for improvement at the established intervals.

The individual and consolidated annual accounts are audited by Deloitte Spain.

With regard to Ilunion, in terms of tax compliance and the overarching framework and tax strategy, 11 annexes have been submitted covering national, international, regional and local taxes, completing the regulatory framework of tax compliance. All compliance documents and tax-by-tax procedures were approved in the 2024 financial year.



In December 2024, following approval by the Board of Directors, Ilunion adhered to the Spanish Tax Agency (AEAT) Code of Good Tax Practices. This adhesion implies a commitment to transparency in tax reporting and active cooperation with the tax authorities, as has always been the case.

Fundación ONCE also has a tax compliance system that enables it to demonstrate not only that such a system exists, but also that it is effective. The key elements of the system are set out in the following documents:

1) Tax Compliance Policy, which reflects the commitment of the Foundation's Board of Trustees and Senior Management to tax compliance, as well as the strategic objectives in this area.

2) Compliance Framework Document, which includes the measures designed to assess, prevent, detect and proactively manage tax risks.

3) Tax strategy, which defines the principles on which tax management is based (transparency, prudence, ethics and maximum cooperation with the tax authorities) and establishes a behavioural framework grounded in regulatory compliance and good tax practices.

The Foundation, its Associations and Servimedia Tax Compliance Body is conceived as a cross-cutting collegiate body and is composed of the individuals holding the following positions: Legal Advisory (Chair of the Criminal Prevention Body), Economic and Financial Management, Human Resources, and Tax Management, with a lawyer from the Legal Advisory Directorate acting as secretary.

The Tax Compliance Body is established as the highest guarantor of supervision, monitoring and control of the Tax Compliance Policy, both internally and externally. In this regard, it performs its duties autonomously and is empowered to freely access both documents and members of the Group as required to fulfil its functions. Group members are obliged to provide, without delay, any documents and information requested. The independence of the Tax Compliance Body ensures neutrality in decision-making and is supported by its functional reporting line and direct access to the Audit Committee and the Board of Trustees. In addition, the evaluation of the Compliance Committee's performance ultimately falls to the Audit Committee and the Board of Trustees.

It is also worth highlighting the joint tax compliance training delivered for Fundación ONCE and Ilunion, which in 2025 included new training specifically aimed at staff with higher exposure.

Likewise, the Board of Trustees has approved tax procedures governing the taxation of Fundación ONCE and its subsidiaries, including: Corporate Income Tax and Related Party Transactions Procedure; VAT Procedure; Business Tax (IAE) Procedure; Property Tax (IBI) Procedure; and Non-Recurring Transactions Procedure. In addition, a tax risk map has been developed and approved by the Fundación ONCE Board of Trustees.

The Foundation has also adopted voluntary measures in the field of responsible taxation and transparency, such as its adherence to the Code of Good Tax Practices approved by the Forum of Large Companies of the Spanish Tax Agency (AEAT). This adherence took place on 30 December 2024 and reinforces the organisation's commitment to establishing a cooperative relationship with the tax authorities. In compliance with the obligations arising from this, the first transparency report relating to the 2024 financial year was submitted to the AEAT on 30 December 2025.

During 2025, AENOR carried out an audit for the certification of Fundación ONCE's Tax Compliance system under UNE 19602, which concluded with an audit report issued by AENOR on 19 December 2025, identifying no non-conformities and highlighting the strengths of the Tax Compliance System.

In addition, Fundación ONCE has an Anti-Fraud Policy for the management of the European Social Fund Plus (ESF+), aligned with the recommendations of the European Commission for bodies managing European funds. Within this framework, an Anti-Fraud Manual is in place and a dedicated email address (misdenunciasfraudefse@gen.fundaciononce.es) has been established for the direct reporting of detected risks and fraud. The Manual is accompanied by the Ethical Code and Code of Good Conduct of Fundación ONCE and Inserta Empleo (as ESF+ managers), signed by all individuals involved in any phase of management. A policy of absence of conflict of interest is also applied, requiring each person involved in ESF+ decision-making to sign an individual Declaration of Absence of 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.

With regard to anti-money laundering measures, an internal procedure exists for donations and other forms of patronage within Fundación ONCE and its associations, which establishes the necessary protocols for receiving and managing donations, ensures traceability of donated amounts, and ensures compliance with Anti-Money Laundering legislation. Due to its activity, this matter does not apply to Servimedia.



Risk control

The ONCE Integrated Risk Management System (SIGR) establishes the organisation's framework for risk management and control. The main impacts and risks are analysed through the Risk Map, which currently includes 19 risks of an economic, social and environmental nature, as well as risks related to organisational integrity and fraud. These include, among others: a decline in the quality of social services provided to affiliated 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 environmental regulations relevant to ONCE with potential economic and/or reputational impact, among others.

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

Risk identification and management are coordinated across different organisational levels. Each risk is assigned a manager who, on a quarterly basis, completes a record detailing associated controls and early warning indicators,

which may be modified if required. Proper management of these risks helps significantly reduce the likelihood of unwanted events occurring and enables the proposal of corrective measures. These records are reported quarterly to the Risk Coordinator, who prepares a report highlighting the most relevant aspects for analysis by the Risk Committee.

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

Ilunion's risk management policy is determined by the conditions of the markets in which its different business areas operate. The identified risks relating to the achievement of its objectives remain similar to the previous financial year. They are grouped within a defined classification or category structure designed to ensure that all risks in the catalogue are captured under a specific taxonomy that facilitates monitoring:

The Fundación ONCE also has a comprehensive risk management system, supported by a policy and a monitoring framework, aligned with the same international standard and model as Ilunion. While the system affects and involves all staff, the Subcommittee on Risks plays a key role.

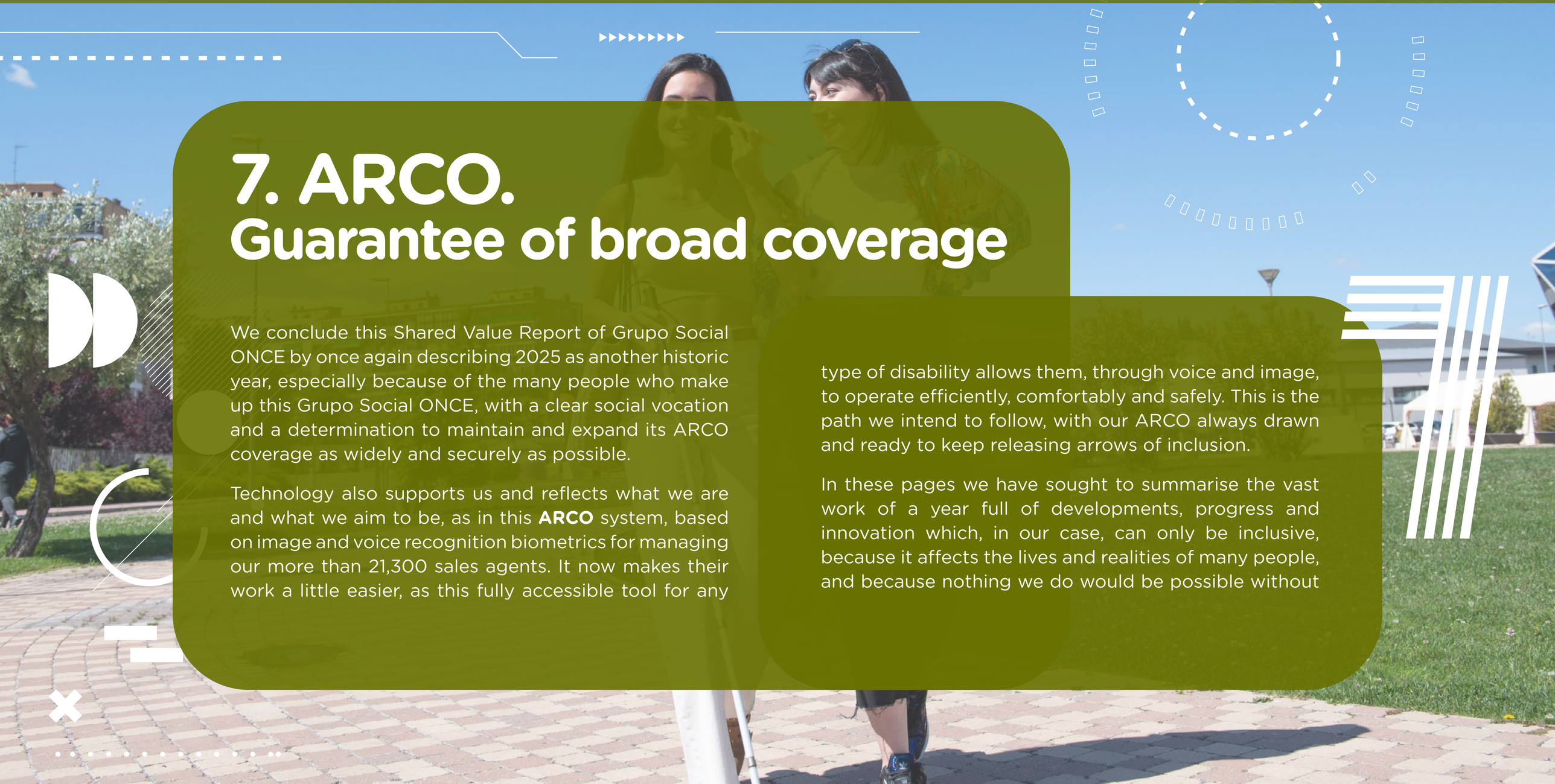
In addition, with regard to the management of programmes co-financed by the European Social Fund Plus, Fundación ONCE, as an Intermediate Body, continues to apply a risk-based management approach. The systems of management and control document was updated in 2025 and supplemented with the manual that further develops these systems. The risk-based approach includes ex ante and ex post monitoring of matters such as restrictions on competition and the existence of potential conflicts of interest. Tools are in place to control these risks, with specific matrices linked to the different implementation modalities (grants, procurement and direct management), the latest version of which dates from 2025, as well as for their mitigation. These have been set out in a manual that incorporates Fundación ONCE's fraud prevention policy in the management of the ESF+, which remains in force.

Risk management also includes two specific systems in the areas of Criminal Compliance and Tax Compliance, which are described in greater detail in section 2.4 of this report (anti-corruption and anti-bribery).

It should also be noted that in 2025 a new Business Continuity Plan was adopted, covering Fundación ONCE, Inserta associations and Servimedia, in order to establish the recovery strategy for critical contingencies with a major business impact, optimising the use of available resources.



ARCO
Guarantee of broad coverage



7. ARCO.
Guarantee of broad coverage

We conclude this Shared Value Report of Grupo Social ONCE by once again describing 2025 as another historic year, especially because of the many people who make up this Grupo Social ONCE, with a clear social vocation and a determination to maintain and expand its ARCO coverage as widely and securely as possible.

Technology also supports us and reflects what we are and what we aim to be, as in this **ARCO** system, based on image and voice recognition biometrics for managing our more than 21,300 sales agents. It now makes their work a little easier, as this fully accessible tool for any type of disability allows them, through voice and image, to operate efficiently, comfortably and safely. This is the path we intend to follow, with our ARCO always drawn and ready to keep releasing arrows of inclusion.

In these pages we have sought to summarise the vast work of a year full of developments, progress and innovation which, in our case, can only be inclusive, because it affects the lives and realities of many people, and because nothing we do would be possible without

each and every member of this Grupo Social ONCE, to whom we also dedicate all our effort, always open and in collaboration with wider society.

As we close this report, we move strongly into 2026 with several key objectives: implementing the new service model for people who are blind or have low vision; advancing new gaming formats (such as Dupla) that are attractive and aligned with evolving markets, with the same responsibility and security as ever; continuing to improve the lives of people with disabilities, including raising our voice in Brussels in defence of a social Europe that does not put at risk funds intended for inclusion and people; and strengthening our corporate commitment to sustainable growth and job creation for people with disabilities and those at risk of exclusion.

We also look forward to an important milestone for the entire Grupo Social ONCE: the opening of our new headquarters, the place that will bring us all together, on Paseo de la Habana in Madrid, the former site of the school for blind children, a place we could not have chosen better. This is an exciting project that will become the world's largest centre for the management, promotion and recognition of the reality of people with disabilities, incorporating the latest accessible technologies, further demonstrating that inclusion, when there is will, is possible in every field.

Last year we set ourselves the goal of reaching 80,000 employees and we achieved it. We aim to maintain this pace of generating life opportunities, because all of us who are already part of this great Grupo Social ONCE family were given that opportunity, and we want to continue extending it to many more people.



An intelligent report

For the preparation of this Integrated Executive Summary, the Non-Financial Information and Diversity Statements prepared separately by the three executive areas of Grupo Social ONCE (ONCE, Fundación ONCE and Ilunion) have been taken into account, bringing together in these lines the most detailed information on their actions.

All these statements have been audited by Deloitte and prepared in accordance with Law 11/2018 of 28 December on non-financial information and diversity, and taking into account the GRI Standards for sustainability reporting.

A prior materiality analysis of the documentation has also been used, highlighting those economic, social and environmental matters that are relevant to each of the three entities and may influence the decision-making of their stakeholders.

For further information on the commitment of Grupo Social ONCE, more details are available on the following websites, where full information can be found both at group level and individually by executive area.

www.gruposocialonce.com, www.once.es, www.fundacionONCE.es and www.Ilunion.com



2025 SHARED VALUE REPORT

Executive summary of Grupo Social ONCE

ONCE social group