

# SHARED VALUE REPORT

social group **ONCE** **2017**



ONCE, ONCE Foundation  
and ILUNION aggregate  
executive summary



CELEBRATING  
**80 YEARS**  
OF SOCIAL EVOLUTION WITH YOU



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# Letter from the Chairman

Dear friend,

I thank you for taking a look at this 2017 Shared Value Report that, for the first time, is published under the seal of the ONCE social group, a novel concept that represents a further step in the unity of our work as one of the most active social and economic agents in terms of people with disabilities.



We take this step precisely now that we are celebrating, and we want to share this with you, that the ONCE, an Organisation with the name of a number that has always wanted to be on the side of citizens, turns 80 years old. These are a reflection of the history of ONCE, which has walked through these eight decades contributing the best of all of us but, above all, they are looking to the future of ONCE, which wants to continue innovating to strengthen its social model.

We have moved through 2017 with renewed strength, keeping our youth spirit to move towards better societies where, as you know, we focus on people, promoting spaces where citizens are considered subjects of law, whether or not they have disabilities, whether or not they are at risk of social exclusion.

Allow me to begin these lines by highlighting an achievement never dreamed by the Spanish blind, those who started this adventure 80 years ago: on 31 December 2017, **the ONCE social group, which is nothing but the sum and commitment of the ONCE, the ONCE Foundation and our social enterprises ILUNION, closed with the payment of 70,625 payrolls to as many workers.** It is an honour and also a responsibility, that does not allow us a second for indulgence and forces us to focus all our efforts on a constant innovation in all areas.

To get an idea, we are the fourth largest company or organisation in employment in Spain and we surpass the job positions in the telecommunications sector or in the energy sector, for example. And also, of those 70,000 jobs, 40,655 are held by people with disabilities, again an honour.

But we cannot rejoice unreservedly because we cannot, and we do not want to forget that a few years ago we went through one of the biggest economic and social crises known. Therefore, we are moderately pleased to stabilise in 2017 a trend of improvement in income that strengthens our ultimate goal: more employment, more training, more inclusion and, ultimately, more resources for more social action.

The two most outstanding areas in the generation of economic resources by the ONCE social group show positive data: ONCE lottery products sales confirm the upward trend started two years ago and add up to a 3.9% growth over the previous year; in our ILUNION social enterprises, sales grew by 6.4%.

Highlights, which only represent a means to achieve an end: continue to grow in social investment, especially education and employment for people with disabilities, knowing that there is nothing that integrates more than the opportunity for people to have a decent wage and stable employment that allows them to approach their future with guarantees.

**In 2017, the ONCE, its Foundation and ILUNION have globally promoted 11,449 jobs, of which circa 2,000 are internal and more than 9,500 have been created through third party entities -especially companies-, with the support of the ONCE social group.** Please allow me here to highlight our effort in proving every day that the labour inclusion of disability is economically and socially profitable - as are the 1,000 permanent contracts we have created with our sellers this year - but, above all, allow me to applaud the companies that are joining the hiring of great professionals without taking into account their disability and considering their abilities and their talent. Thank you.

Summarising in these lines everything you can learn in this report (and expanding it on our web pages) is difficult but let me continue giving you some information that we consider outstanding: in fiscal year 2017 we increased our social action and destined (directly from our income from gaming) a total of 212.7 million euros to investment in the Organisation's social purposes, especially focused on covering blind and disabled people.

Remember (and it happens every day) that 3,320 people lost their eyesight in Spain this year and went to the ONCE centres throughout the country where they received a "tailored suit" according to their needs with a single goal: to recover their life and personal autonomy at the level required by each and according to their capacities. It is the same assistance received by a total of 72,239 blind people who are members of the ONCE, which includes over 7,500 students; the delivery of 141 new guide dogs free of charge (almost 1,100 are on our streets); or the effort made with deafblind people through the ONCE Foundation for Assisting People with Deafblindness, which has completed 10 years of work with over 100 mediators available to these people, to become their link with society.

And we have extended our solidarity through the ONCE Foundation to the other people with disabilities. Training, employment and accessibility continue to be pillars that consolidate social inclusion and, this year, they have also seen a 13.9% increase in available funds, for more social action. We approved almost 1,800 projects in the disability sector for an amount of 63.1 million euros and we continue collaborating with the community authorities with the co-management of funds, which places Spain as a model and one of the best practices in the inclusion of disability in Europe.

Meanwhile, our initiative to unify all our social enterprises under the ILUNION brand takes flight and, with much effort, fulfilling and exceeding objectives: more employment for people with disabilities; more sustainability; more leaders and an example of social economy. And a novelty, **we leaped to Colombia with the opening of an industrial laundry that has allowed to generate employment there for over 100 people with disabilities.** A true sample in those latitudes of a socio-business model committed to citizenship, wherever it goes.

We closed 2017 celebrating Saint Lucia (13 December), which is the patron saint of the blind and also the date on which the ONCE was created. We have taken advantage of the end of 2017 and the whole 2018 to continue appearing as an Organisation with our doors wide open. These are green doors, the colour of hope, the colour of ONCE. Come and join our social action.

We are waiting for you!

**Miguel Carballeda Piñeiro**

President of the ONCE social group



# 1 ONCE social group: a GLOBAL SEAL for a SINGULAR MODEL

## 1.1 ORIGIN, REASON and NEW SEAL of the GROUP

ONCE was created in 1938 with the intention of responding to the needs of the Spanish blind during the first decades of the 20th century. In the 21st century, just as we turn 80, we maintain our goals of social inclusion, we extend our action to the rest of people with disabilities, and we promote a civil society capable of placing all citizens on an equal level as subjects of rights.

This is the true evolution of the Organisation during these eight decades, during which we have always been linked to the reality of citizenship. We have gone from being an entity based on subsistence and basic care in the beginning - but always innovative -, to be a modern ONCE, driven by democratic management and openness to society on an ongoing basis.

The new ONCE social group seal thus constitutes another step forward to show citizens that we want to continue being present next to them from all our areas of activity and in all spheres of life. It is a new step forward towards our unity of action and the harnessing of energies between ONCE, the ONCE Foundation or ILUNION, always working towards the same common goal: a social and economic model that revolves around the full inclusion in society of these almost four million citizens who live in the national territory, as well as improving their quality of life.

For this, education and employment are still key tools, without forgetting to promote training, universal accessibility, the design of products and services for all, technologies which have never been more necessary and the access to independent life.

## social group **ONCE**



Throughout its history, ONCE has always maintained an innovative spirit: first schools for blind children and work centres for these people as early as the 60s in the last century, with an equal and revolutionary treatment of women; promoting solidarity with the rest of people with disabilities through the ONCE Foundation; proving through a group of companies, now ILUNION, that social and economic profitability are possible; structuring of the associative fabric of disability as a Cerme member; stimulus for citizen action through civil society, with the Platform of the Third Sector or with the social economy grouped in its employer's association CEPES .

All this, being compatible with distinctly social initiatives such as the creation of the ONCE Foundation for Guide Dogs (FOPG); the ONCE Foundation for solidarity with blind people of Latin America (FOAL), present in 19 countries; the Spanish Federation of Sports for the Blind (FEDC), the ONCE School of Physiotherapy (Attached to the Autonomous University of Madrid); or the ONCE Foundation for the Care of Persons with Deafblindness (FOAPS), which just now celebrates 10 years with these people.

In short, an ONCE social group united by the same philosophy of values; an undoubted social orientation and solidarity spirit; and an effort that generates value every day to make it available to Spanish citizens and, increasingly, to Europe and the rest of the world.

## 1.2 GOVERNANCE SYSTEM in DEMOCRACY

ONCE is a Public Law Corporation of a social nature, protected by Law 5/2011, which considers it as a singular entity of the social economy. Its operation is based on the principle of internal democracy, with the full participation of blind people (members) in the election and composition of the Organisation's governance and representation bodies.



The social nature of the Organisation is materialised through the provision of social services, delegated responsibility of the State, to the group of people with blindness and serious visual deficiencies affiliated with the ONCE, considering all the stages of life: from childhood -where we work towards educational inclusion - up to adult life, favouring personal autonomy, labour inclusion, universal accessibility and the promotion of socio-cultural and sports activities, among other services.

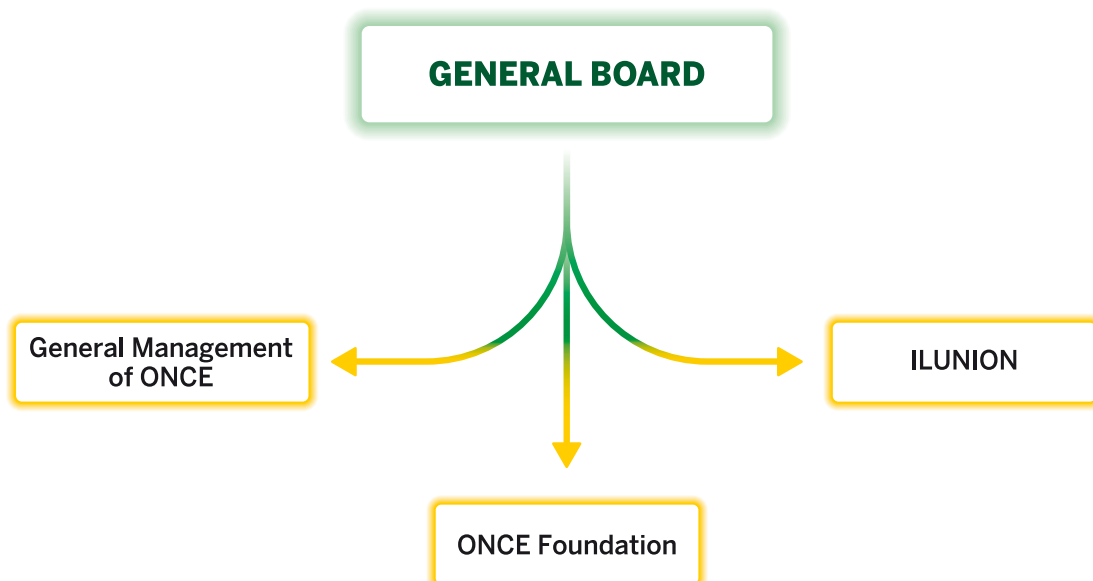
ONCE has its own legal status, full capacity to act and self-organisation to carry out its activity, its decision-makers being democratically elected by the members of the Organisation.

Every four years, ONCE affiliates elect in a vote those who will represent them in that period. The first democratic elections were held on 9 January 1982. Direct and secret voting of all major members entitled to it. ONCE thus incorporated a democratic functioning regime, since elections result in representative bodies (General Council and Territorial Councils). Since then, ten consultations have been held, all of them with a high participation (around 70%).

The General Council is the highest governance and representation body. Its mission is to ensure the institutional and financial stability of the Organisation in the fulfilment of its social and solidarity goal, respect for human rights and full inclusion in society of blind and / or other disabled persons.

The principles and values of solidarity on which the social work of ONCE is built are based on an activity that is subject to the supervision and control of the State through the Protectorate Council, which ensures transparency and proper management of resources. The purpose of the whole income is to achieve the sustainability of the Institution to continue developing its social work.

The three executive areas in which the Organisation's activities are grouped rely on the General Council: ONCE General Management (responsible gaming management and social services for members); ONCE Foundation (for the cooperation and social inclusion of people with disabilities); and the ILUNION group of social enterprises.





## 2 RETURN to CITIZENSHIP: more GROUP, more SOCIAL

The social nature of ONCE has its origin upon its inception 80 years ago, a maxim with a history based on effort and innovation and which now manifests itself in the ONCE social group as a sum of unprecedented social and economic contribution in Spain.

The activity as a whole consists of three executive areas whose synergies work under the premise “more group and more social”: the management of responsible gaming allows the provision of social services to over 72,000 blind people who are members of ONCE; the very income from this responsible gaming turn into solidarity with the other people with disabilities in the ONCE Foundation, which also co-manages and multiplies contributions from the European Social Fund (ESF); and the circle is completed with ILUNION, a business project that proves having a strong economic competitiveness on a clearly social basis.

In short, the ONCE social group is the commitment of Spanish society to develop a unique model in the world of provision of social services for people with disabilities, in which the same recipients of services seek their survival through their own work, having as the main source of financing the exploitation of certain lotteries in our country, which are owned by ONCE.

### **Contribution to the Spanish economy: 2,412 million to GDP and 97,400 jobs**

The model makes sense from the premise of its ultimate objective, which is the achievement of personal autonomy and the full inclusion of people with disabilities under the principle of equal opportunities. And all this, with the assurance that the only way to defend this model is to guarantee its economic sustainability.

Based on this and, according to a study carried out by the prestigious brand PWC on the contribution of the ONCE social group to the Spanish economy (using standardised input-output methodology and standard technique), it is concluded that the direct contribution in the year 2017 to Spain’s Gross Domestic Product (GDP) amounts to 1,378 million euros.

If we also consider the indirect contribution of the ONCE social group (generated by its purchases and investments) and the so-called induced contribution (generated by the higher expenses of its employees and those of its suppliers), we get that the total contribution of the ONCE social group to Spain’s GDP in FY 2017 amounts to 2,412 million euros. This means that one in every 470 euros of the Spanish GDP has been generated by the ONCE social group.

The same occurs in terms of contribution to employment, with different calculation methods: direct employment (with over 50% of the share capital or representatives of the governing body or administration); indirect employment (generated by expenses and investments made in national suppliers, which increase



their demand and their hiring needs); induced employment (due to the greater consumption of goods and services derived from the increase in labour income associated with jobs generated directly and indirectly); employment in investees (significant influence of the ONCE social group and participation of less than 50%) and external employment (generated by the aid provided).

Thus, the direct contribution to employment of the ONCE social group in Spain (58,200 employees) is added up to over 19,000 indirect and induced jobs that are generated as a result of its activity in other sectors; and the employment in investees and external, some 20,000 more. In total, according to the aforementioned PWC report, a contribution from the ONCE social group of 97,400 jobs to the state as a whole.

## 2.1 ONCE. IMPROVEMENT of RESOURCES for more SOCIAL ACTION

ONCE was created with and maintains as central objective the achievement of personal autonomy and full inclusion of blind people. A responsibility transferred from the State that, to provide that social coverage, awarded it a state concession for the exclusive management of the sale of certain lottery products.



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Hence, the sale of these products is made using a dual, absolutely indivisible approach: the social approach, since the resources are fully allocated to the full inclusion of blind people and those with severe visual impairment; and the responsible manager approach, as an operator of the gaming market committed to society and consumers.

In 2017 ONCE achieved a significant increase (3.9%) in revenues from the sale of lottery products, reaching almost 2,000 million euros, supported by the strategy of product and channel diversification, together with the modernisation of the structure of the gaming area.

This economic growth is essential for the Organisation to carry out its work in a sustainable way: more resources for more social and committed action.

## Responsible gaming

From the outset, ONCE focussed its commitment on responsible gaming and consumer protection and it was the first operator in Spain to include standards on gaming safety governed and controlled by the World Lottery Association (WLA) and its European division (European Lotteries, EL). In fact, it was the first Spanish lottery to have the stamps that guarantee these standards.

It is convinced of this to such an extent that the Responsible Gaming Committee was created, to coordinate, develop and evaluate the level of performance and efficiency of the actions that shape the controls in this area, as well as to promote the implementation of responsible gaming standards and include them into the day-to-day management processes.

ONCE evaluates the risk of each product before starting its marketing, for which it has designed a tool validated and contrasted by the Spanish Rehabilitated Gamblers Federation (FEJAR), which analyses and values all the factors that may increase consumers' vulnerability. In addition, it is a tool that is continuously updated, as was done in 2017 because of the results of the III International Responsible Gaming Competition.

All ONCE lottery products, both new releases and product modifications, are tested and certified to be of low risk to consumers.

To this we must add many actions carried out during 2017:

- **Summoning of the Fourth International Research Competition on Responsible Gaming.**
- **Hosts and promoters of the annual responsible gaming seminar organised by European Lotteries (EL) and World Lottery Association in Madrid from 20 to 22 September.**
- **It has continued to participate in the Responsible Gaming Advisory Board of the General Directorate of Gaming Planning and in the Responsible Gaming working group of European Lotteries (EL).**
- **Review of the training manual of the Complementary Physical Channel (CFC) and of the Main Channel of sales agents, with specific topics.**
- **Training CFC retailers by reinforcing communication on the importance of following the rules of Responsible Gaming.**
- **Monitoring the parameters of interest on the website [www.juegosonce.es](http://www.juegosonce.es) related to Responsible Gaming.**

- Reception of the companies that provide advertising services to the advertising guidelines on Responsible Gaming of the WLA.
- All contracts and “briefings” include specific references to Responsible Gaming (captions such as +18, responsible gaming, logo update ...). At the end of the year, an automatic communications cancellation service by SMS and email was included.
- The review by Autocontrol is maintained, submitting all advertising campaigns for approval before issuing them.
- Renewal of informative brochures addressed to final consumers and to the commercialisation of specific coupons to raise awareness on Responsible Gaming.
- Renewal of the collaboration agreement with the Spanish Rehabilitated Gamblers Federation (FEJAR), participation in its congress and collaboration in the celebration of the Second Conference on Scientific Research “Treatment of Pathological Gaming. An international vision”.
- Broadcasting a national radio campaign in collaboration with FEJAR aimed at raising public awareness on Responsible Gaming.

## More solidarity actions

Solidarity gaming is the “engine” that moves the social heart of the Organisation and on which a broad umbrella of social and solidarity coverage aimed at citizens pivot, especially aimed at blind people - or to those losing their eyesight - through the work of the ONCE, and other people with disabilities, through the ONCE Foundation.

The improvement in revenues from responsible gaming in 2017 also allowed raising the social investment intended for disability up to 212.7 million euros, the highest amount in recent years, which allowed:

**Comprehensive care for 7,549 blind and visually impaired students (99.6% in integrated education).**

**The ONCE Foundation for Guide Dogs has provided 141 dogs, thereby reaching 1,073 active guide dogs.**

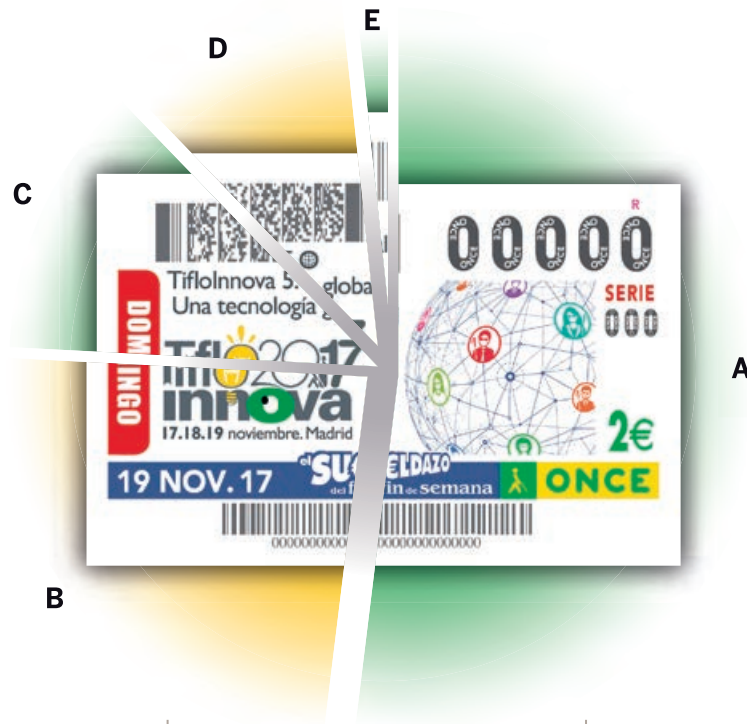
**Incorporation and specialised attention to 3,320 new blind members during 2017.**

**31.401 personalised services to members (28.5% aimed at schoolchildren and 71.5% to adults).**

**Specific services for adults: rehabilitation (34%); communication and access to information (22.8%); social welfare (22%); psychosocial support (11.7%); employment (4.7%); education (2.5%); leisure and free time (1.7%).**

**Service provision to 451 deafblind people through FOAPS, with 85,639 hours of mediation.**

And in this development of the traditional ONCE ticket, it can be seen that all the income goes to prizes and social action, according to the percentages that are explained below.



<b>A</b>	Prize	52%
<b>B</b>	Salaries of selling agents	23.9%
<b>C</b>	Gaming management expenses	12%
<b>D</b>	Social investment	10.7%
<b>E</b>	Profit/surplus	1.4%



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## 2.2 ONCE FOUNDATION. More TRAINING, more EMPLOYMENT, more AWARENESS

The ONCE Foundation was created in 1988 by ONCE as an instrument for cooperation and solidarity to achieve the improvement of the living conditions of people with disabilities, which determines access to employment and universal accessibility as its two main lines of action.

With these objectives, it launches an annual call to co-finance initiatives that contribute to such aspects, which can be chosen by entities that develop an activity that coincides with these objectives, any person of Spanish nationality with a disability and, exceptionally, non-Spanish private individuals or legal entities.

In 2017, three lines of action have been defined, which have framed the 1,771 approved projects.

- Call for aid to entrepreneurship 2017 (POISES).
- Call for aid to entrepreneurship for young people 2017 (POEJ).
- Call for training and employment projects for disability entities 2017.

Of these projects, 63% has been allocated to actions related to employment and training for employment, and the remaining 37% to actions linked to universal accessibility. 25% of the requests with a favourable outcome correspond to requests from individuals, although the overall amount approved for them amounts to only 1.7% of the total. Therefore, 98.3% of the aid has been allocated to projects promoted by legal entities, mainly associations, federations and confederations of the associative movement of people with disabilities.

The rationale for the ONCE Foundation is to promote the full inclusion of people with disabilities and, to do so, the main source of funding each year comes from 3% of the gross revenue obtained from the commercialisation of ONCE gaming. To this we must add the co-management of income from the European Social Fund, a key partnership and an example of how to multiply community efforts in our country with tangible results. And, finally, income from alternative measures (allowing compliance with the rule on hiring people with disabilities by purchasing goods and services from special employment centres) or donations through the microsite "Colabora" (<http://colabora.fundaciononce.es/>) that we invite you to join.

With all this, a total of 86.5 million euros have been distributed in matters related to people with disabilities, 15.6% more than the previous year.

### Driving force behind the disability associative movement

In collaboration with the Spanish Committee of Representatives of People with Disabilities (CERMI), which brings together over 4,500 associations and entities of the sector, the ONCE Foundation promotes and contributes to the coordination of the disability movement in Spain.

The close collaboration with the different organisations of the disability sector is materialised, on the one hand, through the presence of its main organisations in the Board of Trustees of the ONCE Foundation and, on the other hand, with the ONCE Foundation as a member of the decision-making and governing bodies of CERMI.

**86.5 million euros distributed in projects aimed at disability.**

**61.2 million engaged in employment and training.**

**25.3 million allocated to accessibility and innovation.**

**ODISMET, the Observatory on Disability and Labour Market in Spain [www.odismet.es](http://www.odismet.es), has been consolidated as information benchmark on the situation of people with disabilities in relation to the labour market, presenting report 2.**

**Inserta Empleo, supported by the European Social Fund, managed an employment exchange of 250,105 job-seekers with disabilities.**

**Manifold initiatives to boost employment such as [Por Talento](#), [Abriendo Puertas](#), [No te Rindas Nunca](#), [EmprendeTIC](#), [EcaTIC](#), [EmcA...](#)**

**Signing of 60 framework agreements in the field of employment and training (17 of the Inserta programme).**

**Signing of 56 framework agreements on accessibility and 17 agreements for the performance of specific actions.**

## 2.3 ILUNION. SUSTAINABLE GROWTH and LEADERSHIP in SOCIAL ECONOMY

ILUNION is the first social service provider in Spain and a benchmark employer in the labour market, especially among people with disabilities. A competitive social business group that is committed to diversifying its activities to respond to companies, regardless of their sector.

The business project of ILUNION was created as a response to a reality: the difficulties that people with disabilities face in getting a job. Creating employment for this group is its mission and commitment. The business model is therefore located where profitability and inclusion converge, a challenge that requires a firm commitment to people and competitiveness in all areas of business.

ILUNION takes the limits of the inclusion of people with disabilities to the next level within the company and opens the debate on the need to create a more inclusive economy.

This framework has given rise to a business model defined by diversification, flexibility and comprehensive offer, technological and social innovation, human commitment, long-term vision and the generation of social value for the client.

ILUNION offers global solutions to the market. Its activity is developed in more than 50 lines of business organised in five divisions: Services; Social and Healthcare; Consultancy; Tourism; and Marketing. It is implemented throughout the state territory and has 479 work centres, 54% of them being Special Employment Centres (CEE).

In 2017 it achieved a turnover of 847.2 million euros, 6.4% more than the year before, and an Ebitda of 54.4 million euros. ILUNION's workforce stands at 34,679 workers, 40.6% of

them are people with disabilities, a differentiating feature of the brand and the values it represents, which are recognised by society in Spain and internationally.

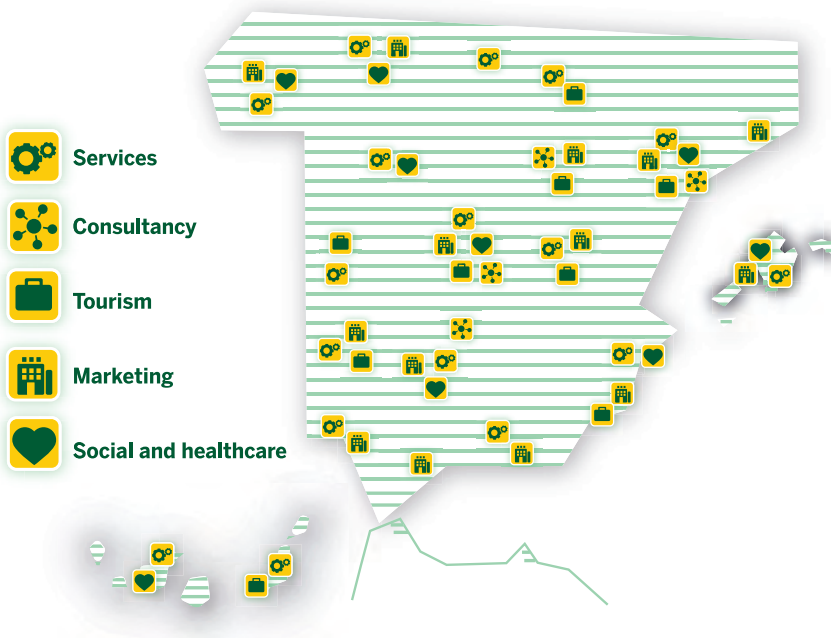
In 2017 it also allocated 53.6 million euros to investment, of which 47% went to ILUNION Lavanderías (laundries), 5.2 million for the construction of the new laundry in Medellín (Colombia). The opening of this first laundry in Latin America will generate 100 jobs for people with disabilities.

In Spain, the number of laundries also grew through the acquisition of 50% of Lavandería Morales in Fuerteventura; the capital increase in Lavanor; the incorporation to the capital in Gureak Ikuztegia in Guipúzcoa; and the acquisition of 75% in the company LIG, S.A.

Meanwhile, ILUNION Hotels reinforced its presence in Andalusia with the incorporation of a new establishment in Mijas.

### ILUNION present in all Autonomous Communities

479 work centres including delegations and facilities



ILUNION is also present in Colombia.

In 2017, it opened its first industrial laundry in Latin America. In 2018, it will open its second one in Bogotá.

**847.2-million-euro turnover in 2017 and an Ebitda of 54.4 million euros.**

**479 work centres spread throughout all Autonomous Communities, 54% of them being Special Employment Centres (CEE).**

**229,164 customers in 2017.**

**5,349 suppliers in 2017.**

# social group ONCE

**THE MODEL**  
Unique and distinctive factors of each area

**HOW?**  
Day to day corporate responsibility

**THE PURPOSE**  
The social impact of each area towards a common goal



Promoting employment and knowledge in relation to disability

Business diversification for the generation of employment

Gaming management and service provision

Multiplying the impact of resources with social projects

Responsible management of diversity for greater sustainability

Application of strict responsible gaming policies

Full PCD\* inclusion through training, employment and accessibility

Business excellence with the use of PCD\* as the ultimate goal

Social investment in blind people and in people with another disability

**THE OBJECTIVE**

To add value to citizens through the social inclusion of people with disabilities

(\*) PCD: People with disability.





# 3 80 YEARS, 70,000 JOBS

## 3.1 MOST RELEVANT SOCIAL and ECONOMIC DATA

The total number of employees of the ONCE social group (ONCE, ONCE Foundation and ILUNION) at the closing of 2017 was of 70,625 people, of which 57.6% are people with disabilities, one percentage point more than the year before. It is a milestone in the history of the Organisation. In addition, it highlights that a total of 30,706 jobs are occupied by women.

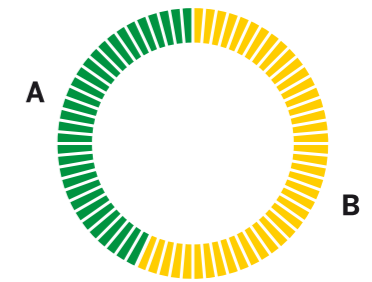
Among the 40,655 workers with disabilities, the employment occupied by people with intellectual disabilities (3,287) is especially noteworthy, while there are also positions held by 3,329 people with mental illness and 3,284 deaf people.

Job creation in 2017 for people with disabilities amounted to 11,449 job positions and occupational placements.

### Internal employment by disability and by gender



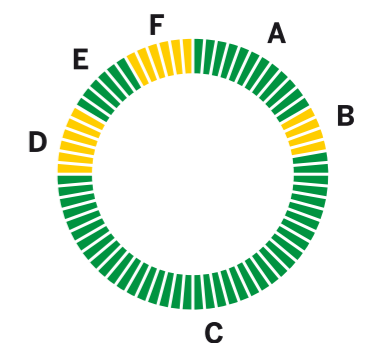
A	People without disabilities	29,970	42.4%
B	People with disabilities	40,655	57.6%



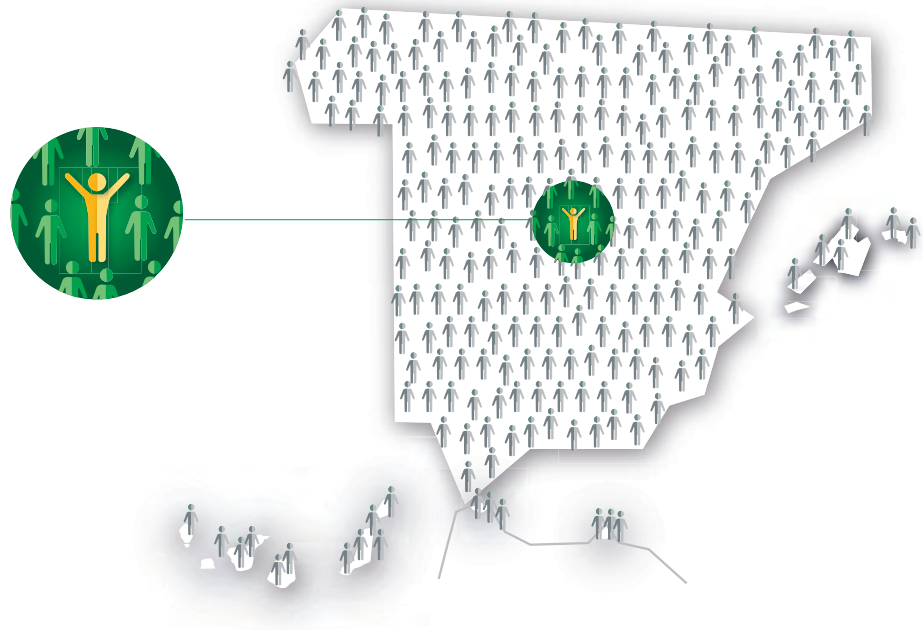
A	Women	30,706	43.5%
B	Men	39,919	56.5%

### Different disabilities

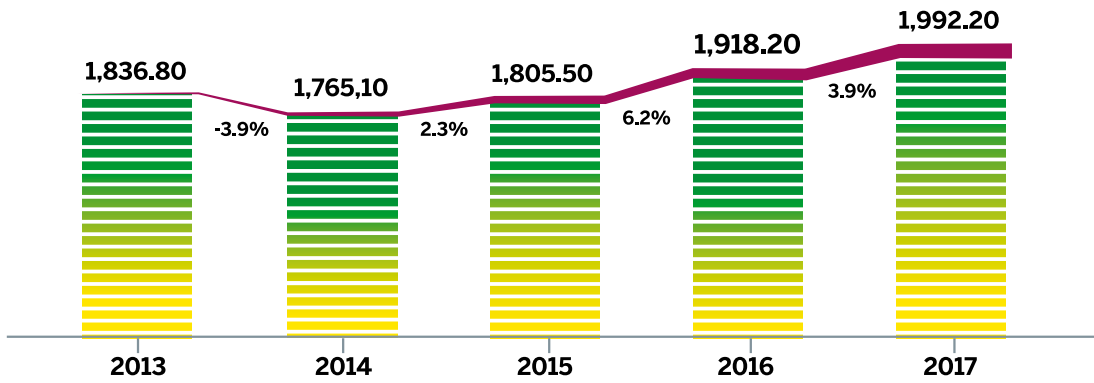
A	ONCE blind members	6,989	17.2%
B	Other visual impairment	2,116	5.2%
C	Physical disability	21,650	53.3%
D	Hearing sensory impairment	3,284	8.1%
E	Intellectual disability	3,287	8.1%
F	Mental illness	3,329	8.2%



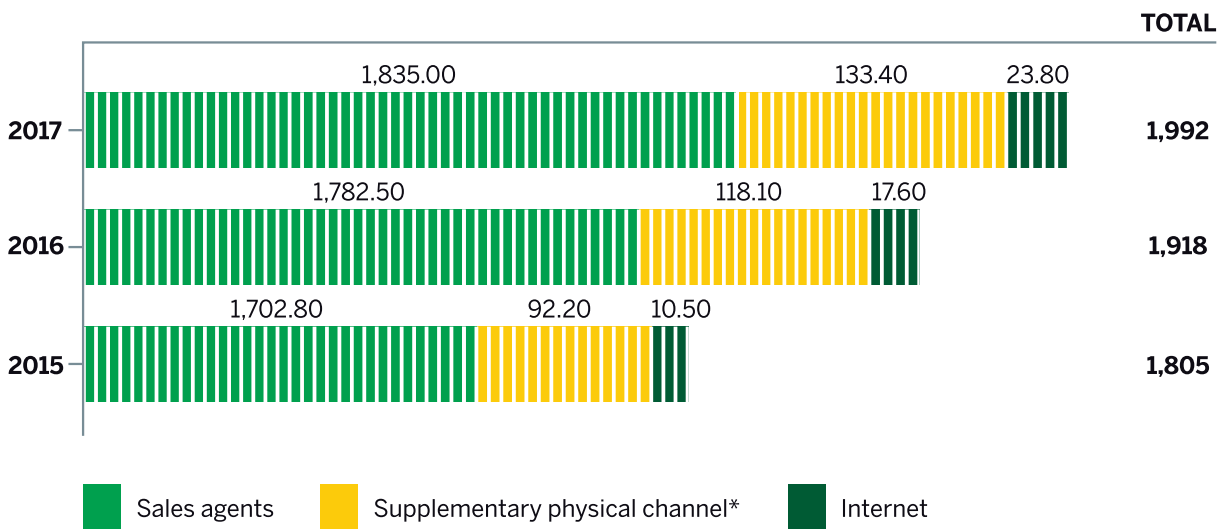
With these data, at the end of 2017, out of every 277 people working in Spain, one did so within the ONCE social group.



**ONCE gaming income for 2017 and evolution** (euro millions and % on sales)



**Breakdown of total sales by channel** (euro millions)

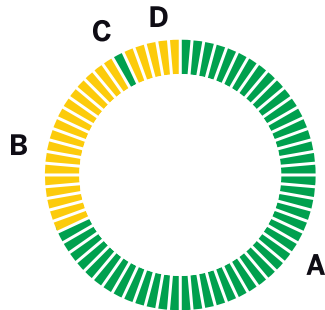


(\*) Supplementary physical channel: ONCE authorised points of sale.

## Economic magnitudes of the ONCE Foundation

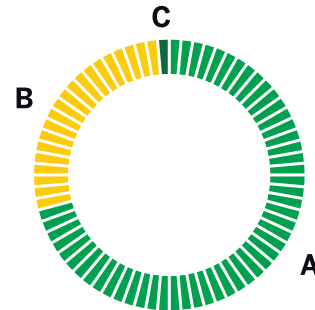
ONCE Foundation income, depending on its origin and destination.

**2017 income** (in euro millions)



<b>A</b>	ONCE	59.8
<b>B</b>	European Social Fund	20.3
<b>C</b>	Donations / Alternative measures	1.3
<b>D</b>	Other income	5.5

**2017 expenses** (in euro millions)

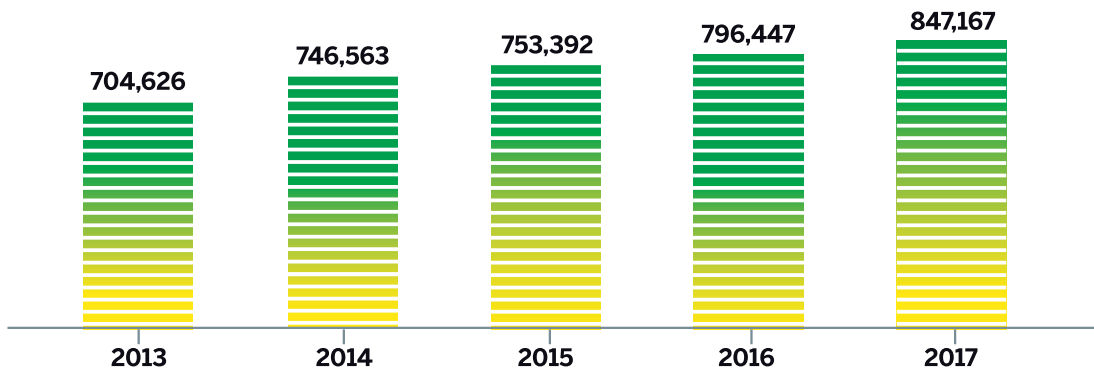


<b>A</b>	Employment and training	61.2
<b>B</b>	Universal accessibility	25.3
<b>C</b>	Administrative expenses	0.4

## Economic figures of ILUNION

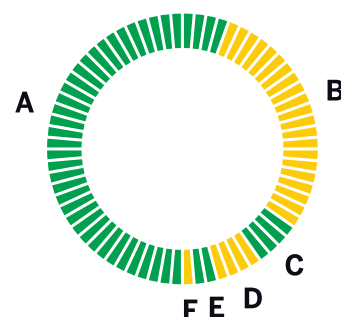
Evolution of ILUNION sales and distribution by business areas.

**Sales** (euro thousands)



## ILUNION sales by divisions in 2017

<b>A</b>	Services Division	55.9%
<b>B</b>	Hotel And Hospital Division	29.5%
<b>C</b>	Social and healthcare Division	5.1%
<b>D</b>	Marketing Division	6.3%
<b>E</b>	Consultancy Division	2.0%
<b>F</b>	Other	1.2%



### 3.2 More than 70,000 WORKERS at your SERVICE

At the ONCE social group we consider employment as an end in itself and, unlike other companies, not as a means to achieve something. That is why we put people and, especially, those with disabilities at the centre of our actions.

Therefore, we add the responsible management of our social gaming and the boosting of our business group, proving that the combination of economic and social returns is perfectly compatible and that the model sustainable over time. Furthermore, day by day we try to earn the trust of all citizens who approach our lottery products or contract products or services with us, knowing that all our return, all our dividend goes to investment and social reinvestment.

We know that our greatest contribution to society is the opportunity of life that opens with each job that we create or help to create for those who have it more difficult, as it is known that one out of four people with disabilities is unemployed.

The efforts of the ONCE social group in recent years have helped to alleviate the effects of the severe crisis and, even then, we have been able to continue helping and convincing to generate employment up to a total of 113,124 jobs and occupational placements through third-party companies, a real engine that drives employment with training, agreements, forums and as many initiatives that propose the labour inclusion of people with disabilities.

#### Evolution of promoted employment for people with disabilities in third-party entities in the last 20 years (number of people)

ENTITIES	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Last 20 years
ONCE	158	194	194	234	358	413	387	478	450	425	459	407	392	409	341	316	357	351	329	345	6,997
ONCE Foundation	2,482	5,600	4,338	2,747	3,188	3,353	4,439	4,613	4,797	4,629	4,819	5,944	6,210	5,444	5,125	6,328	6,970	7,084	7,525	8,922	104,557
ILUNION	-	-	-	-	-	-	-	-	-	-	-	-	-	-	63	132	66	253	728	328	1,570
<b>Total ONCE social group</b>	<b>2,640</b>	<b>5,794</b>	<b>4,532</b>	<b>2,981</b>	<b>3,546</b>	<b>3,766</b>	<b>4,826</b>	<b>5,091</b>	<b>5,247</b>	<b>5,054</b>	<b>5,278</b>	<b>6,351</b>	<b>6,602</b>	<b>5,853</b>	<b>5,529</b>	<b>6,776</b>	<b>7,393</b>	<b>7,688</b>	<b>8,582</b>	<b>9,595</b>	<b>113,124</b>

These are not just numbers. Behind each one of those 113,124 quality jobs generated in two decades there is an opportunity for people with disabilities to achieve their inclusion into the labour world, which is a significant step towards social inclusion.

Because our creative effort and employment driver serves as an example for other companies, who see our project as a socially and economically, profitable success model. And our commitment to global support in all areas helps them to be encouraged to give employment opportunities to these people.

Meanwhile, the Organisation's commitment with equality in the treatment and access to opportunities stands out, regardless of gender or condition, and this is the basis of the human resources policy, ensuring the effective protection of the rights of the people who are part of the Organisation.

### An Observatory that makes us more equal

The ONCE social group's Observatory for Equal Opportunities, attached to the second vice-presidency of Social Policy and Equality of the General Council of ONCE, is responsible for defining and promoting the actions carried out in this area. For example, in 2016, the objective of facilitating the labour insertion of women at risk of social exclusion was included in the Equality Plan; activities to raise awareness of the vulnerability of battered women; and job security for victims of violence.

Additionally, during 2017 the action of the two working groups dependent on the Observatory was maintained:

- Working group for the Analysis of Studies and Computer Tools in Gender Matters.
- Working Group for the Analysis of the Commemoration of International Women's Day, with an activity organised in 2017 to commemorate International Women's Day.

In addition, throughout 2017 ONCE has dedicated the image of several of its coupons to different causes related to equality, including: Pay Equality Day (22 February), International Women's Day (8 March) and International Day for the Suppression of Violence against Women (25 November).

Meanwhile, all areas carried out actions with an outstanding impact: ONCE developed a video for its workers to identify and be able to report situations of gender violence; the ONCE Foundation launched two documentaries raising awareness about the reality of women with disabilities who are victims of violence; and ILUNION kept in line with its training and employment programmes, which culminated in hiring several of these women. In addition, through Inserta Empleo, over 550 applicants with these characteristics were attended to.



## Training

Continuous training ensures competitiveness and is a key element in the development and professionalisation of workers, and it contributes to achieving the objectives and sustainability of the entities that make up the ONCE social group.

In 2017, 71 training actions were held through 195 calls with different contents, with 52,552 participants, which represented a total of 404,741 hours of training received by ONCE workers, with an investment of 1,463,767 €.

Meanwhile, ILUNION provided over 130,000 hours of training, 42.5% for people with disabilities. In fact, with 57.5% of the workforce being people with disabilities, we are constantly working to strengthen our safety management systems, certified according to the OHSAS 18001 standard, renewed in 2015 for three more years. Also, during the year, we have updated the Health and Safety at Work Policy.

In addition, ONCE is concerned with training its technicians, as evidenced, for example, by the updating of 129 teachers (85 of their own and 44 from educational administrations) in the new Braille literacy teaching program, Braitico.

And at the ONCE Foundation, almost 4,600 hours of training were taught in 2017, highlighting the teaching of languages, fund-raising, training in risk prevention and diversity management. Likewise, there is a commitment to train in the EFQM quality model.



### 3.3 EVOLUTION and INNOVATION

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#### **Celebration in Madrid of TifloInnova 2017, one of the largest technology fairs for blind people in the world, with 30 international companies present, chanting "TifloInnova 5.0. Global technology"**

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The most advanced societies focus most of their future on evolution and innovation, and in our case, with the effort not to leave out the full economic and social participation of people with disabilities, which sometimes represent a weak link, and is often forgotten. Hence, innovation guides us in all areas of action, as proposed by the European Disability Strategy 2010-2020.

ONCE keeps and promotes lines of work in the field of research, development and technical innovation; as well as in vision research, always aimed at improving the quality of social services and making progress in new technologies that enhance personal autonomy and social inclusion. In addition, support is provided to research initiatives that contribute to this work.

We work on implementing accessibility criteria in new technologies, in support products, in the architectural design of cities, mobility, transport, tourism, mobile telephony, knowledge transfer and collaborative development, with initiatives and actions such as:

- 72 projects of tiflo technology and technical aids from the **CIDAT ONCE**, highlighting the new EBRAI program for the edition / transcription of texts in Braille, the MIO program (ONCE interactive typing), the MAPTAC application to create 3D relief maps stand out and the vibrating wristwatch for deafblind people.
- Development of Braitico, new Braille literacy didactics.
- 11 research projects for the prevention of blindness with universities and ophthalmological research centres.
- 2 social research projects: one on the needs and demands of blind people, and the other on people with deafblindness.
- Eca Tic, a tool that introduces as a novelty the use of new technologies in the methodology of supported employment.
- AMUSE, a free mobile application for ease of museum guided visits for people with disabilities.
- Cognitive Services, a study to investigate the viability of the interaction of people with a robot that offers a series of cognitive services.
- Sponsorship of the Global Robot Expo, Europe's multi-sensory event on robotics.
- Accessible banking, a new application to facilitate ATM operations for blind people or for people with a mild physical or intellectual disability.

- Accessible Medicine Plus, updated version of this application that incorporates services related to the information contained in leaflets and an alert system.
- Queen Letizia presided over the presentation of the 4th Discapnet Awards of the ONCE Foundation for innovation in accessibility.
- Malaga hosted more than 400 participants from around the world in the Second International Congress of Tourism and Technology.
- ONCE Foundation presented the Second Uninnova Awards that fell on an analogue Braille reader project; “slightly annoying” therapies for people with autism and an assisted transport APP.

## **We create tolerant, open and inclusive educational and cultural environments that minimise school failure**

Many initiatives are being conducted to create tolerant and inclusive environments, supported by more than 80 companies, academic centres and CSR organisations, town halls, universities, companies or others, to guarantee the accessibility and employability scales in all its activities.

Collaboration agreements are maintained with the competent councils of all autonomous communities, which promote the development of policies that favour the educational inclusion of students, universal accessibility and equality of opportunities. There are currently 99 collaboration agreements signed between Special Care Centres, ONCE and the ONCE Foundation for the care of 393 students and 268 adults with other disabilities concurrent with visual impairment.

ONCE provides educational coverage for 7,549 visually impaired students in collaboration with the educational services of the Autonomous Communities (99.6% in integrated education). Their levels of school failure barely reach 7.8%, compared to the state average of 18.2%, and even better than the European Union (EU) average, which gives an idea of their personal effort, always with the collaboration of the Organisation’s social services.

The ONCE Foundation develops projects so that youngsters with disabilities can go to university and develop their full potential, and to such end, they take action on different fronts, contributes to making the campus more accessible in every way, offers scholarships and promotes debate and reflection on the relation of the university with disabilities, with actions such as:

**There are currently 99 collaboration agreements signed between the Special Care Centres, the ONCE and the ONCE Foundation for the care of 393 students and 268 adults with other disabilities concurrent with a visual disability**

- 10,000 students with disabilities trained in 2017.
- 400 scholarships for labour practices and mobility in Europe for students with disabilities through the Erasmus+ programme.
- 47 agreements and collaboration agreements with organisations in the academic world. This has led the ONCE Foundation to reach 128 agreements with universities and educational entities. INneT Campus, Erasmus+, Campus Inclusivos and Campus sin límites, stand out.
- First edition of the ONCE-CRUE Foundation Scholarships-Practices Spanish Universities, for which 757 applications were received, of which 283 were awarded in 74 universities and associated UNED centres throughout Spain.

## Inclusive culture

Again, thinking of modern societies, we cannot leave anyone behind in the enjoyment of one of our most precious assets: culture. Access to art is another way to complete and improve the inclusion of all people, both with the sample of art created by people with disabilities and with the creation and dissemination of content that breaks down social barriers.

The most outstanding cultural initiatives in 2017 are:

**ONCE has 15 cultural associations that bring together 33 artistic groups, 26 theatre and 7 music groups with a total of 578 members, which during 2017 carried out 402 performances.**

**The "El Mundo Fluye" (The World Flows) project continues to promote the work of disabled artists throughout Spain.**

**Adaptation of the content of the travelling exhibition "Hoy Toca el Prado" (Today it is Prado's turn), which also covers the entire geography.**

**Advice to the Thyssen Bornemisza Museum about guides for blind people.**

**Attention to 5.121 people in the learning of Braille and adapted technologies.**

**8,585 computers adapted for blind people in their workplace and / or study.**

**The typological museum registered record figures: it was visited by over 16,588 people, 5 temporary exhibitions were held and promoted 14 travelling exhibitions with more than 32,000 visitors.**

**708 participants in the Literature Tiflos literary contest, of which 36 were visually impaired.**



**8,703 users have accessed the ONCE Digital Library, with 3,025,562 accesses and 560,087 downloads.**

**Regarding artistic promotion, 17 groups and artists in promotion were supported in a total of 30 concerts performed.**

**The literary contest Prometheus was attended by 56 visually impaired schoolchildren.**

**The ONCE Foundation Children's Library added two new titles in easy reading; "*Pablo García, Policía*", and "*Regina, As de la cocina*".**

ONCE has a fund intended for financing cultural and artistic projects of a different nature (recording of musical works, edition of musical scores or music books, etc.) proposed by members. In 2017, a total of 27 grants were given for this concept.

In addition, the contribution made by ONCE to the base sport is very prominent, with the holding of multiple awareness sessions so that children with disabilities are not excluded in sports classrooms or in base teams. From the Organisation, several sports meetings have been promoted among blind students, their families and the rest of their classmates.



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In sports activities conceived as sport 'for all', a total of 11,996 ONCE members participated. With regard to competitive sport, the Spanish Federation of Sports for the Blind (FEDC) processed in 2017 a total of 1,843 sports licenses and organised 148 competition activities, in which 3,360 athletes with blindness or severe visual impairment participated.

And, from the ONCE Foundation, grassroots sports are also supported through the collaboration with Caja Rural to distribute multi-purpose wheelchairs in about fifteen sports schools throughout Spain. We continue supporting the Spanish Paralympic Committee and an agreement has been signed with the Committee and the Cermi to carry out a study on sports facilities.

### 3.4 DEFENCE of the ENVIRONMENT and the ENVIRONMENT

With the aim of becoming a pioneer organisation and a reference in the field of CSR, the ONCE social group cannot remain aloof from environmental issues, especially in a social context that increasingly demands a greater involvement of organisations in the protection of the environment.

Our commitment to the environment translates into innovative policies that contribute to increasing efficiency and optimisation of resources that lead to saving costs without harming the natural environment.

The following information stands out for 2017:

**Reduction of electrical consumption and cost by 0.20% and 1.92% respectively compared to 2016.**

**Reduction in the average price by 1.73%, from 12.40-euro cent / kW to 12.17-euro cent / kW.**

**Optimisation of the contracted power, minimising the impact on invoicing. A cost of less than 3.26% has been achieved compared to the previous year.**

**Reduction of the impact of surcharges due to reactive excesses on invoicing, with a saving of 5.53% compared to 2016.**

**In 2017, the Organisation has indirectly emitted 13,707 tonnes of CO<sub>2</sub> due to its electricity consumption, which represents a reduction of 1.3% compared to the previous year and a saving of 0.2%.**

**80% use of recycled toner.**

**Paper consumption savings of 40%.**

**679 telephone terminals and 400 computer equipment have been removed and sent to companies specialising in recycling. In addition, 1,300 computers were sold for reuse.**

The ONCE Logistics and Production Centre (CLP), where the manufacture and distribution of the Organisation's gaming products is carried out, has protocols for actions to improve process efficiency and to reduce environmental impact through the purchase of paper certified by Forest Stewardship Council® and the correct management of waste, among others.



**80.8% of the Group's companies are certified according to the ISO 14001 environmental management standard. 100% of ILUNION Hotels establishments have the Q Sustainable Evolution certification and 86.2% of them were in possession of the Travelife**

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Meanwhile, the diversification of ILUNION's activities, with more than fifty lines of business, incorporates an environmental policy that obliges to protect the environment in which they develop their activity. 80.8% of the Group's companies are certified according to the ISO 14001 environmental management standard. 100% of ILUNION Hotels establishments have the Q Sustainable Evolution certification and 86.2% of them were in possession of the Travelife.

93.3% of the ILUNION Group's energy consumption is attributed to the Hotel and Hospital line of activity. Within it, the energy consumption of ILUNION Hotels represents 9% of the total Group consumption while the percentage of ILUNION Lavanderías (laundries) rises to 84.3%.

In 2017, the energy consumption of the Hotel and Hospital division increased by 16.3% in relation to 2016. This increase is directly related to the increase in the production of industrial laundries by more than 5%, the acquisition of new laundries in 2017, and also the incorporation of a new hotel to the ILUNION Hotels chain of establishments. The energy efficiency measures addressed by both companies in 2017 have allowed savings in energy.

In 2017, ILUNION Facility Services implemented and certified an Energy Management System based on the ISO 50001: 2011 standard at its headquarters in Madrid.

The promotion of sustainable mobility is another key, as shown by the Madrid telecare service of ILUNION Sociosanitario (social and healthcare), which has a fleet of hybrid and electric vehicles, in addition to a shared company vehicle. 95.2% of the ILUNION Group's water consumption is attributed to the Hotel and Hospital division. Within it, 80.3% of the water consumed in 2017 corresponds to ILUNION Lavanderías (laundries). However, the company ILUNION Lavanderías obtained a saving of 3.82% litres per kilo of processed clothes compared to 2016.

ILUNION Hotels and ILUNION Lavanderías, the two most important companies of the Group in terms of environmental impact, recalculated their greenhouse gas emissions (GHG). In both cases, 2017 has been established as the base year that will be used as a reference for the formulation of emissions targets, and for the monitoring of GHG emissions.

In 2017, ILUNION Hotels issued a total of 15,910.24 tons of CO<sub>2</sub> equivalent to the atmosphere, which represents an increase of 15.5% compared to 2016. On the other hand, each overnight generated the emission into the atmosphere of 16.5 kg of CO<sub>2</sub> equivalent, 21.3% more than in 2016. In the case of Ilunion Lavanderías, total GHG emissions amounted to 97,498.72 tonnes of CO<sub>2</sub> equivalent in 2017, 10.6% more than in 2016. However, the indicator regarding production experienced a decrease of 0.2% due to the improvements in production and in terms of energy efficiency adopted by the organisation.

Along the same lines, responsibility in policies for purchasing and managing raw materials is based on transparency, competitiveness and objectivity.

The selection of suppliers takes into account not only the efficiency and maximum benefit for the entity, but also compliance with the current regulations on hiring for people with disabilities or with the alternative measures established thereon. Similarly, quality certifications are highly valued, and preference is given to companies undertaking greater commitment to disability, universal accessibility and design for all. 90% of the suppliers are local, which also minimises the environmental impact and strengthens the roots of populations. Also, the selection of suppliers gives preference to those who assume a greater global social commitment: hiring people with disabilities; accessibility; design for all; respect for the environment...

The ONCE Foundation has an Integrated Management System configured and certified, among others, by the UNE ISO 14.001 Environmental Management standard. In addition, for the second consecutive year its carbon footprint was calculated, as was that of In-serta. The headquarters of the Foundation had total emissions of 224.05 tonnes of CO<sub>2</sub> equivalent, 27.3% less than in 2016.



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## 4 GLOBAL COMMITMENT for EFFECTIVE EQUALITY

At the ONCE social group, we govern our activity under strict principles of integrity and transparency. We believe that, in order to achieve our social goal, the behaviour of all our workers must be guided by the highest standards of personal ethics, professional excellence and organisational responsibility, especially managers, middle managers and supervisors. Only then will we keep the Organisation's goal, committed to and open to citizens.

### 4.1 EVERYTHING REVOLVES AROUND CSR

Since its inception 80 years ago, ONCE was created as a socially responsible organisation with citizens in general, promoting personal autonomy and the full inclusion of blind people and / or people with another disabilities. From the beginning, the keys that later became known as Corporate Social Responsibility (CSR) marked the DNA of the Organisation, and now, in the entire ONCE social group "breathes" this maxim because, in fact, in addition to the fact that all actions are social, the specific CSR policies go one step further to include all areas of management, from the provisioning of resources to the way in which we relate to our environment, always from a perspective that seeks to maximise the efficiency of the services we provide.

Again, Corporate Responsibility has as cornerstone the people who are part of the Organisation, and this is the reason why we want to be a benchmark in human resource policy and management, with the challenge, in addition, to incorporate more and more persons with great labour insertion difficulties due to their disability.

The transparency of information and decision-making, the search for excellence in management based on the creativity of the team and the innovation of projects and solutions, as well as in the observation of standards that contribute to this, and finally, the minimisation of environmental impact with a firm commitment to research and development for the search and implementation of alternatives and solutions wherever they are necessary, are some of the characteristics that accompany us.

The Entity's own institutional mission represents in itself a clear example of responsibility, but as we are aware of the impacts of our activity on the main stakeholders, we continue to move towards a corporate social responsibility system that is fully integrated into the organisation's overall management. In this respect, the following actions were carried out in 2017:

- After the approval of the CSR Master Plan 2017-2019, an action plan was prepared to respond to the strategic lines included in the Plan.
- Incorporation of CSR in the Training Plan.
- Approval by the General Council of the accession of ONCE as a signatory entity to the United Nations Global Compact.

### Impulse to Social Responsibility envisaging disability

And as much of our daily work revolves around a resounding responsibility with people with disabilities, we have an obligation - which we do with pleasure - to share knowledge and progress in matters that can help other companies and organisations to be more responsible and inclusive, which in the end, also represents an improvement of their competitive capacities.

For this we actively participate in important initiatives for the promotion of Corporate Social Responsibility, such as the Global Reporting Initiative and Spainsif (Spanish Forum for Socially Responsible Investment), as well as in projects and initiatives that help to generalise the hiring of people with disability. Worthy of mention, among them, the project "*Creación de valor mediante la reputación generada por la inclusión social y laboral de las personas con discapacidad*" (Creating value through the reputation generated by the social and labour inclusion of people with disabilities).

Among the achievements highlighted in 2017:

- Inclusion as an example of the case of ILUNION in the "Guide for companies on the rights of people with disabilities", prepared by the International Labour Organisation (ILO) and the United Nations Global Compact.
- Express reference to disability in the transposition into Spanish law of Directive 2014/95/EU on the disclosure of non-financial information and diversity in collaboration with CERMI.
- Inclusion of disability, with multiple references, in the Guidelines of the European Commission for the application of the aforementioned Directive.
- Inclusion of express mention of disability, in the first Spainsif positioning for Transparent ISR, published in June 2017.
- Presentation of the "Guide for the incorporation of gender and disability perspective in the programming of the European Social Fund" promoted by the ONCE Foundation with the collaboration of the CERMI Women Foundation.
- The Inserta Responsible Forum (a platform for networking and social innovation that enables sharing practices, tools and experiences that favour the development of RSE-D policies) grows up to 97 associated companies, with significant incorporations such as Mapfre, Sanitas, Telefonica... and companies such as CEOS and INAP.
- The Socially Responsible Recruitment Forum (CON R Forum) to promote social clauses in public and private contracting to increase employment opportunities for people with disabilities and universal accessibility included in its Board of Directors, the Regional Government of Castilla y León, the Spanish Federation of Municipalities and Provinces, The Regional Government of Andalusia and the University of Oviedo.
- Among the activities of the Forum in 2017, the presentation of amendments to the new Public-Sector Contracts Law 9/2017 that were accepted as a whole should be highlighted.

- The Bequal Foundation, a non-profit organisation incorporated in November 2012 and promoted by the CERMI and ONCE Foundation, whose objective is to promote a certification that distinguishes socially responsible companies with people with disabilities, the Bequal seal, certified 9 new companies.

And in addition to all this, the Organisation as a whole participates in numerous initiatives and has been recognised for its responsible work:

- CSR reports of each of the following areas have continued to be developed: ONCE, Foundation and ILUNION and with this, the third Executive Summary -Shared Value Report- is published.
- The ONCE social group ranked 10 in Merco Empresas. Best social entity; Best ranking according to consumers and administrations.
- Leaders in the CSR Merco report and Corporate Governance.
- ONCE once again heads the Citizens dimension, understood as Social Commitment, in the Ranking of companies with the best reputation in Spain, according to the Reputation Institute.
- ONCE Foundation among the most transparent in Spain according to the Commitment and Transparency Foundation.
- ONCE Foundation and ILUNION appear in the 'Global Diversity List' published by The Daily Telegraph and Global Diversity Company, among the ten best organisations in the world in what regards TSC and Diversity.
- ONCE, ONCE Foundation and ILUNION are committed to the principles of the United Nations Global Compact.
- ILUNION is present in the CSR commissions of CEOE, Cepes and Cermi.
- ILUNION is a member of the United Nations Global Compact, a founding partner of Seres and holds the chairmanship of Forética, where it participates in the Transparency and Good Governance Cluster.
- The Young Entrepreneurs Foundation awarded ONCE the AJE Asturias 2017 award in the category of Corporate Social Responsibility.



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## 4.2 TRANSPARENT

In order to comply with the obligations under Law 19/2013, on Transparency, access to public information and good governance, the ONCE and its Foundation Transparency Observatory was created in 2014. Its primary objective is the full implementation of the obligations set forth in said Law. These include updating of the web pages that contain information collected within the framework of corporate transparency policy (independent audit report, annual accounts and management report, lists of agreements with public administrations, among others).

In 2017, and under the coordination of the General Auditing Committee of the General Council, the ONCE social group has submitted to ONCE's Protective Council, 14 audits of a mandatory nature and one of a voluntary nature in relation to 2016: 6 are related to the annual accounts of the main entities of the ONCE social group and 9 to fulfilling the General Agreement between the Government of the Nation and ONCE in November 2011.

In the economic-financial control area of the entities of the ONCE social group, the General Council of ONCE has delegated these functions to the Committee on Economic Strategy, Gaming and Business Development, a body in charge of authorising in advance different operations related to products, channels and gaming supports; bank financing operations; patrimonial operations on the subsidiary and investee companies; corporate incorporation, dissolution, purchase and sale operations; changes in boards of directors, boards of trustees of foundations or boards of associations; singular operations of some companies; changes in articles of associations and internal operating regulations, etc. Likewise, it supervises the economic and social progress, the strategic plans and the budgets of the entities of the ONCE social group. Four specialised bodies report to the Strategy Committee: Subcommittee on Gaming; Subcommittee on Business Development; Subcommittee on Social Investment; and Subcommittee for the collection of public and private resources.

### The ONCE social group has submitted 14 mandatory audits and one voluntary audit

In the context of corporate transparency policy, the following actions were carried out in 2017:

- Realisation and publication of the CSR Report, in accordance with the sustainability report standards of the Global Reporting Initiative (GRI).
- Preparation and publication of the Shared Value Report of the ONCE social group.
- Publication of the 2016 audited annual accounts of the three executive areas in their respective web pages.
- The ONCE Foundation also prepares: Report on Social Results of Universal Accessibility Activities; Employment figures report, occupational placements and training; and Report on Social Actions.



## 4.3 INSTITUTIONAL CULTURE

The success of the Organisation lies in the unity and cohesiveness of those who are part of the ONCE social group. All of them are the best ambassadors of the brand that can be found, and therefore, the Institutional Culture is constituted for us as the basic tool for the empowerment of the feeling of belonging and the best way to know and appreciate the values and principles of the Institution.

We work towards this with an Institutional Culture Plan that is updated and that incorporates new actions and information each year to help maintain, strengthen and modernise the Group's image. Likewise, it serves as a basis for new employees and for other "stakeholders" of the Organisation and society as a whole.

**Design and implementation of the institutional culture course intended for the structure employees, with a module aimed at managers and middle managers of the three areas.**

**ONCE Brand manual, published in March 2016, sets out the basic standards and instructions on the use of the brand and its application on the various supports, in addition to disseminating the Institution's values.**

**In 2017 it was updated including the models to be used to mark our organisation's 80th Anniversary.**

**Over 22,300 training attendees related to Institutional Culture.**

**The Institutional Culture Plan is developed on the following lines of action:**

### **Pro-activity**

By ONCE, to make its culture known.

### **Proximity**

Close to all those to whom the plan is addressed.

### **Participatory culture**

Multi-channel participation (face-to-face, virtual, etc.).

### **Innovation**

Making use of applied technology to achieve the desired purpose.

### **Good governance**

Internal cohesion on integrity, austerity, transparency and accountability.

### **Commitment**

All persons involved are committed to the Plan.

### **Interiorisation**

The Plan shows the values that those who form part of the Organisation believe in.

### **Continuous assessment**

Follow-up on indicators reflecting the success of the Organisation.

### **Mainstreaming**

It encompasses the whole of ONCE, its Foundation and ILUNION.

## 4.4 ETHICS

These maxims are set out in the ethical behavioural roadmap developed since 2004, which have extended ethical commitment throughout the Organisation until achieving it completely in 2015, with the approval of the ethical code and behavioural roadmap for workers of ILUNION.

In order to ensure the development, promotion, implementation and follow-up of these initiatives, the Ethics Committee, Human Resources and Institutional Culture, which, supported by the Ethics Subcommittee, and directly reporting to the General Council, is the body responsible for implementing and compliance with the behavioural standards prevailing at the ONCE social group.

### **Main actions on ethics in 2017:**

- **Development of the contest 'Ideas at the Service of an Ethical Code for All', where all workers presented initiatives arising from it.**
- **Regular meetings of the General Coordination Committee and Training Conferences related to the 11 values of the Code of Ethics with Territorial Councillors.**
- **Updating the Fiscal Procedures Manual, available to the Organisation in the corporate Intranet.**
- **Update of the Conciliation Guide according to the news of the Sixteenth Collective Agreement.**
- **Over 20,300 attendees to ethics training courses.**

Regarding the General Data Protection Regulations (RGPD), a working group was created in April 2017 with the purpose of coordinating the implementation of the ONCE files, the measures resulting from compliance with standards; in June 2017 the figure of the 'Data Protection Officer' was created; and since the middle of the year we are working on all the forms that collect data adapting and updating them according to the regulation's requirements. Similarly, all contracts with new suppliers that involve data processing include a clause regulating this. For previous contracts, addenda will be sent in order for them all to be regulated in 2018.

In addition, the privacy policy of the Group's different web pages has been revised to adapt it to the new GDPR requirements.

In 2015, a commission was created to monitor internal compliance with the measures implemented in the area of prevention of money laundering and terrorist financing (PB-CyFT). In 2017, this Committee met bimonthly in order to analyse all operations reported by the Technical Unit and to agree on measures to improve the policy in this area.

In addition, training courses on Prevention of money laundering and terrorist financing (PBVyFT) were given through the internal portal to employees with functions more directly related to the payment of prizes, and a subject was included in the course for salespersons.

Once the action plan for the prevention and detection of crimes was completed, as a result of the entry into force of Organic Law 5/2010, which modified the Criminal Code, an external firm was entrusted with the comprehensive design of a Management System of Preventive Criminal Compliance for the three executive ONCE areas that will be completed in 2018.

## PRINCIPLES and ETHICAL VALUES

### Principles

- 1 • An organisation "by and for the blind", founded on solidarity.
- 2 • Based on self-governance and self-management.
- 3 • With a democratic functioning.
- 4 • A unique institution.
- 5 • Solidarity commitment and self-help being its essential values.
- 6 • A transparent organisation.
- 7 • With an organisational model based on unity of action.
- 8 • Where teamwork and individual spirit are encouraged.
- 9 • Defender of human rights and social targets.
- 10 • Promoting equality in opportunities and gender.
- 11 • An innovative and creative organisation that prioritises training and employment.

### Ethical VALUES

- Communication
- Solidarity
- Confidentiality
- Equity
- Confidence
- Honesty
- Humility
- Respect
- Commitment
- Professionalism
- Responsibility



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## 4.5 ALLIANCES that GENERATE more EQUALITY

One of the most intensive tasks undertaken by the ONCE social group involves alliances with individuals and institutions that share their commitment to equal rights and opportunities for people with disabilities. A policy of unions that allows us to move forward faster with the best fellow travellers, who are convinced of a fairer society.

In 2017, we have continued working intensively on the promotion of institutional relations at all levels and areas. Within this approach, knowledge of our Group has been fostered among the different political forces. In this context, there have been appearances at the Congress and Senate Commissions on Comprehensive Policies Commissions on Disability.

We have collaborated in some of the demands of the disability movement, such as the Public-Sector Contracts Law, which significantly reinforces the social and inclusive dimension of public procurement and recognises the social impact of the Special Employment Centres in the labour insertion of people with disabilities.

At the national level, significant progress has been made by starting or strengthening stable relationships with institutions such as the Federation of Associations of Journalists of Spain (FAPE); the Spanish Union of Teaching

Cooperatives (UECOE); the Royal Board of Trustees on Disability and the Ministry of Health, Social Services and Equality; the Spanish Federation of Female Managers, Executives, Professionals and Businesswomen (FEDEPE); the Ministry of Education, Culture and Sports and the Repsol Foundation, as well as with different specific Universities, among others.

We must also highlight the collaborations with the General Council of the Judiciary; the General Council of Spanish Lawyers, CEOMA and UDP (elderly); Council of Consumers and Users; the Ministry of Defence, the Guardia Civil and the Spanish Police Foundation.

In addition, in the area of labour relations, we have worked in conjunction with the two main trade union organisations, UGT and CCOO, in addition to the CEOE and CEPYME on the promotion of employment for people with disabilities.

The renewal of the collaboration agreement between ONCE and Microsoft is also noteworthy, taking advantage of a meeting with its world president Brad Smith, highlighting the need to provide systems and solutions that are accessible and usable by everyone.

Additionally, it is necessary to highlight the establishment of a fluid dialogue and collaboration with the Ministry of Health, Social Services and Equality and its dependent bodies (especially the State Secretariat of Social Services and Equality and the Government Delegation for Gender Violence).

Regarding the strengthening of the foundational sector, the ONCE Foundation is the promoter of the Sectoral Group of Foundations of Social Inclusion of the Spanish Association of Foundations (AEF) and has collaborated with the Institute of Strategic Analysis of Foundations (INAEF) in the preparation of various reports on the sector.

**Our policy on unions allows us to move forward faster with the best travel companions, who are convinced of a fairer society**



## Reflection in the rest of the world

The institutional activity and search for alliances increasingly extends to the rest of the world. The ONCE social group has a presence and participates in different areas of important international organisations, all of them related to the disability sectors: the blind; disability in general; organisations promoting training and employment; access to information and culture; Paralympic sport; promotion of personal autonomy; education; defence of the interests of public operators of the gaming market; representative organisations of the Third Sector and Social Economy, etc.

At the European level, the ONCE Foundation is still present at the European Foundations Centre (EFC) as a member of the Governing Council; it participates in the European Economic and Social Committee (EESC), which allows us access to the Inter-Agency Working Group of the United Nations on Social and Solidarity Economy (TFSSE); and alliances were strengthened with Social Economy Europe (SEE) and with the European Centre for Public Enterprises and Public Services (CEEP), which gives us access to the social dialogue table at European level. Among the actions carried out with these institutions, we can highlight:

- **Jointly with the EFC, the presentation of the study 'Institutional Philanthropy-A focus on disability'; inclusion of disability variables in the Social Justice Index; or Conference on the International Convention on the Rights of Disabled Persons with the European Academy of Law (ERA).**
- **Boosting the European Plan for the Promotion of the Social Economy and working groups on disability at the European Conference on Social Economy held in Madrid.**
- **Presentation of an opinion on the External Dimension of Social Economy in the plenary session of the European Economic and Social Committee (EESC).**
- **Action in a working group on employment and education of the European Centre for Public Enterprises and Public Services (CEEP) to include the perspective of disability in their work plans and also in relation to the future of the Structural Funds.**
- **Participation in the working meetings of the group of experts on Social Entrepreneurship of the European Commission (GECES).**
- **Enhancement of the work of the European Social Fund with actions with the European Commissioner for Employment, Skills and Labour Mobility, and participation in the Annual General Assembly of the European Disability Forum.**
- **Final impulse to the European Accessibility Report, reduced VAT to support people with disabilities, Pillar of Fundamental Rights, Treaty of Marrakesh, etc.**
- **Signing a collaboration agreement with the European Parliament.**
- **From the First Vice Presidency, we continue working on the World Blind Union (WBU) to promote and support the movement of blind people in the world.**

In addition, as a reinforcement of these institutional relations held in 2017, the following visits were received by representatives of the Employment and Social Affairs and Internal Market Commissions and Consumer Protection of the European Parliament, and meetings were held with senior representatives of European institutions.

In the Ibero-American sphere, in 2017, the "Solidarity with Latin America" campaign was launched, which dedicated one coupon per month to one country of the region, which contributed to the rapprochement of ambassadors and heads of state. In addition, collaboration agreements were signed with the Ibero-American General Secretariat (SEGIB), with the Latin American Development Bank, with the World Bank, Council on Foundations.

## The ONCE social group in the world



- CERMI
- THIRD SECTOR PLATFORM
- WORLD BLIND UNION (WBU)
- EUROPEAN BLIND UNION (EBU)
- LATIN AMERICAN UNION OF THE BLIND (ULAC)
- INTERNATIONAL DEAFBLIND ORGANISATION (DBI)
- INTERNATIONAL DISABILITY ALLIANCE (IDA)
- GLOBAL NETWORK OF ACTION FOR DISABILITY (GLAD)
- WORLD BRAILLE COUNCIL (CMB)
- IBEROAMERICAN BRAILLE COUNCIL (CIB)
- INTERNATIONAL FEDERATION OF LIBRARY ASSOCIATIONS (IFLA)
- DAISY CONSORTIUM
- EUROPEAN STANDARDISATION COMMITTEE (CEN)
- INTERNATIONAL COUNCIL OF MUSEUMS (ICOM)
- INTERNATIONAL BIND SPORTS ASSOCIATION (IBSA)
- INTERNATIONAL GUIDE DOGS FEDERATION (IGDF)
- EUROPEAN BREEDING NETWORK (EBN)
- EUROPEAN GUIDE DOG FEDERATION (EGDF)
- INTERNATIONAL COUNCIL FOR THE EDUCATION OF THE VISUALLY IMPAIRED (ICEVI)
- ICEVI EUROPE
- ICEVI LATIN AMERICA
- WORLD LOTTERY ASSOCIATION (WLA)
- EUROPEAN LOTTERY ASSOCIATION (EL)
- IBERO-AMERICAN CORPORATION OF STATE LOTTERIES AND GAMING (CIBELAE)
- EUROJACKPOT COLLABORATION
- IBERO-AMERICAN SOCIAL SECURITY ORGANISATION (OISS)
- OJOS DEL MUNDO FOUNDATION
- HELPAGEN INTERNATIONAL SPAIN
- EUROPEAN NETWORK OF PHYSIOTHERAPY IN HIGHER EDUCATION (ENPHE)

### And also present in:

- LATIN AMERICA THROUGH FOAL, OPERATIONS IN 19 COUNTRIES: ARGENTINA, BRAZIL, BOLIVIA, CHILE, COLOMBIA, COSTA RICA, CUBA, ECUADOR, EL SALVADOR, GUATEMALA, HONDURAS, MEXICO, NICARAGUA, PANAMA, PARAGUAY, PERU, DOMINICAN REPUBLIC, URUGUAY, VENEZUELA
- ASSOCIATION OF BLINDS AND AMBLYOPES OF PORTUGAL (WITH ACTIVITY IN PORTUGAL, ANGOLA, MOZAMBIQUE, CAPE VERDE, SANTO TOMÉ AND PRÍNCIPE AND GUINEA BISÁU)
- EDUCATIONAL PROJECTS IN THE BALKANS (BULGARIA, ROMANIA, ALBANIA AND BOSNIA), MOROCCO, EGYPT AND IN THE SAHARAUS REFUGEE CAMPS OF ALGERIA
- COLLABORATION WITH THE NATIONAL BLIND ORGANISATION OF EQUATORIAL GUINEA (ONCIGE)



- EUROPEAN FORUM OF PEOPLE WITH DISABILITIES (EDF)
- EUROPEAN PLATFORM FOR THE REHABILITATION AND VOCATIONAL TRAINING OF PERSONS WITH DISABILITIES (EPR)
- WORLD CONSORTIUM FOR THE STANDARDISATION OF WEB ACCESSIBILITY (W3C)
- EUROPEAN DESIGN INSTITUTE FOR ALL (EIDD)
- EUROPEAN NETWORK FOR ACCESSIBLE TOURISM (ENAT)
- INTERNATIONAL PARALYMPIC COMMITTEE
- EUROPEAN ECONOMIC AND SOCIAL COMMITTEE (EESC)
- EUROPEAN CENTER FOR PUBLIC ENTERPRISES AND PUBLIC SERVICES (CEEP)
- EUROPEAN FOUNDATION CENTER (EFC)
- EUROPEAN SOCIAL ECONOMY PLATFORM (SEE)
- COUNCIL OF FOUNDATIONS
- AFFILIATED MEMBERS PROGRAMME WORLD TOURISM ORGANISATION (UNWTO)



- INTERNATIONAL PRESENCE IN ANDORRA, PORTUGAL, VENEZUELA, COLOMBIA



## 5 EIGHT DECADES of EVOLUTION and LOOKING to the FUTURE

We have spoken in this report about the celebration of the 80th anniversary of the creation of ONCE, which is exactly the 13th of December 2018. It was the origin of everything that we now call the ONCE social group and which has accumulated eight decades of social evolution, always looking to the future and, nevertheless, under the same premise: to promote the real inclusion of people who are visually impaired and who have other impairments and to promote civil society that is capable of placing all citizens on an equal level as subjects of rights.

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**We set ourselves 2018 as another year of opportunities for, on the bandwagon to a general improvement of the economy, continuing with growth and establishing a position as social gaming operator**

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Thus, in the gaming area, we will try to preserve the coupon's share and grow in active play and instant lottery. And we will make this compatible with the consolidation of the Complementary Physical Channel, always looking for synergies and compatibility with the Main Channel of traditional sellers, and the impulse of the Online Channel presence.

The main objectives of the area of Social Services for Members includes detecting the needs of new people with blindness problems, and promoting and disseminating access to personal care services for all of them through:

- Social awareness and dissemination of the services provided by the Institution, in order to be able to detect, guide and correctly inform those who are susceptible of becoming ONCE members.
- Priority attention to the social needs of ONCE members with greater difficulties such as people without functional visual remains, with deafblindness or at risk of social exclusion and the approach of services to members who reside in remote locations away from the Institution's centres.
- The revision of ONCE's educational inclusion model to implement the improvement measures required.

- The progressive interrelation of the different areas to develop a comprehensive attention to members.
- The dissemination of technologies to access information and communication to prevent the digital gap, especially among people with total blindness or elderly people.
- Promoting Braille recognition and its use among members, as well as its widespread use in products and services.
- The expansion of the volunteer service to meet the specific needs of different groups.
- The continued progress in the swiftness and quality of bibliographic services.
- The organisation by the Spanish Federation of Sports for the Blind of the World Football Championship for the Blind in Madrid, with the participation for the first time of 16 selections.

Likewise, the positive results included in this 2017 report will allow us to improve employee participation in 2018 and to develop investment lines that favour all our action: improvement of the fleet of kiosks and new portable displays for sellers; better tiflo-technical adaptations at work and study; modernisation of the infrastructure for the preparation and distribution of lottery products; and the construction and rehabilitation of some facilities -especially educational and service provision- that must be prepared for the future.

Continuing in our line of social and economic responsibility, we will maintain the highest standards in an increasingly aggressive gaming market and will follow our responsible gaming policies by integrating these programmes into the areas of the Organisation involved and the call and decision of a new International Responsible Gaming Competition.

With regard to ILUNION, the goal for 2018 is to continue growing in the creation of employment for people with disabilities. Likewise, as a socially responsible group, we will promote employment opportunities for people with special integration difficulties, and we will continue to develop innovative projects that are also environmentally friendly.

In 2018, ILUNION will open a strategic planning period with for 2018-2021, highlighting actions such as the CSR Master Plan. In addition, we will continue to take advantage of opportunities to grow, such as the acquisition of new laundries, the expansion of the hotel chain and convenience shops, and even through the expansion of the goods or services portfolio through investments with other companies.

Finally, in 2018 the ONCE Foundation will allocate part of its budget to the development of R&D&i to Universal Accessibility and to making the necessary investments to undertake its digitalisation and that of Inserta Empleo.

It will also launch the collaboration program with Inserta companies in the international arena and will start working on a large accessibility portal, which will aim at being a benchmark for town halls, universities, companies and the third sector.

A network of students will be created for the beneficiaries of the scholarship programmes that serve as a return of talent, visibility and enhancement of our leaders, and that can serve as a quarry for the disability movement.

**After eight decades of economic, cultural and social development, we will keep our foot down on the accelerator in our task to promote better societies for all, especially for people with disabilities and others at risk of exclusion**

Undoubtedly, one of the main challenges is the implementation of the operational programmes of the European Social Fund; POISES (Operational Programme for Social Inclusion and Social Economy) and POEJ (Operational Youth Employment Programme), both in the management of the activity deployed by Inserta in the territories, and in the use of the funds allocated as an intermediate body, and the capacity to make entities participate in disability, through the design and management of calls for aid.

We will work to achieve a positioning in CSR based on visibility and innovation, through an active management of reputation and the development of differential projects.

A whole group of daily actions that, in short, still prove that after eight decades of economic, cultural and social development, we will keep our foot down on the accelerator in our task of promoting better societies for all, especially for people with disabilities and others at risk of exclusion, which should not need to prove every day that they are citizens with all their rights.



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# A SUBSTANTIATED REPORT

To prepare this Integrated Executive Summary, the CSR reports prepared separately by ONCE, the ONCE Foundation and ILUNION have been taken into account, with all the more detailed information of their areas and actions, which are combined and simplified in this summary. All these reports have been prepared in accordance with the [guidelines for drafting Global Reporting initiative sustainability report](#), version G4.

This non-financial reporting guide requires the previous preparation of a materiality analysis that highlights the economic, social and environmental aspects that are relevant to the Organisation and that can influence the decision-making of its stakeholders.

The ONCE, its Foundation and ILUNION have received the seal of conformity of the organisation that certifies that the information contained in each of the reports includes the aspects defined as relevant to the organisation in the study of materiality.

For more information about the social responsibility commitment of the ONCE social group, you can also view this report at [www.once.es](http://www.once.es) and also those corresponding to each of the three executive areas, on their respective websites.





## social group **ONCE**

