

LEGITIMACY

CERTAINTY

OPPORTUNITY

COOPERATION

SOLIDARITY

INSPIRATION

PERSPECTIVE

# Shared value <sup>Report</sup> 2022

Aggregate executive summary  
of the ONCE Social Group



Start





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# Letter from the Chairman

Dear friends,

I write these lines to show you the reality of what we are at the ONCE Social Group. To report on some of the things we have accomplished during 2022 that we think are important and, of course, to talk about what we aim at. To show, in short, what this unique social and economic model is and how it works, and how we try to incorporate many persons with disabilities (and many without disabilities), who find it more difficult, into the social reality. From vulnerability to **opportunity**, an extraordinary eleven-letter word. From fear to **certainty**. Trying to transform lives for a better life, as we have been doing for almost 85 years now, and all of this with the reliability, confidence and determination of all of us who make up this great family that is full of **so-li-da-ri-ty**.

The ONCE Social Group is more than the sum of the ONCE, the ONCE Foundation and Ilunion, as you will be able to see in

these pages: we are people who work as a team with an ongoing commitment to society, to each and every citizen in order to, from humility and the reality we live in, try to promote fairer and more inclusive societies. We owe it all to those citizens who trust us, and with whom we have a pact, a **cooperation** agreement (eleven letters), which has not been signed in any document, but is supported by a handshake, by a “thank you very much and good luck”, by the trust that is generated every day in all our fields of action.

I would like to begin by recalling something that for the men and women of our Organisation has been key in 2022: the strengthening of the **democratic legitimacy** of our representation and management model supported by convening an electoral process, every four years, in which blind persons of legal age who are members of the ONCE exercise their right to vote and choose their future. The ballot boxes spoke

on 1 December 2022 and, with a significant increase of almost ten percent in turnout (up to 66.17% of the electorate), these men and women decided to entrust their destiny to a management model based on the reliability and solvency that has seen us through a crisis, a pandemic, a war in Europe and even a volcano in recent years, always respecting the persons who are our **inspiration** (eleven letters) and looking with **perspective** (eleven letters) to the future that we want to earn day every day.

In addition to these eleven-letter words - excuse my boldness - which show our reality and our aspiration, the data in this ONCE Social Group 2022 Shared Value Report leave no room for doubt and are proof that it is possible to combine the commitment acquired with society and with every person, with a model of economic profitability, social profitability and institutional stability for the present and the future; that it is possible to have a model that is essentially based





# Letter from the Chairman

on **social return**, on giving back to the citizens every last euro of what we receive from them, multiplied by employment, training, education, accessibility, technology, innovation, autonomy, inclusion, and an opportunity for life.

In the 2022 financial year, the ONCE Social Group has given an unprecedented boost to two realities that form part of our DNA: equality through employment for persons with disabilities and also equality for women. We have increased the percentage of persons with disabilities in the ONCE Social Group's global workforce by 4.2 points, to 62.4%; and we have reached 44.3% of women, 1.5 points more than in 2021.

We are currently:

**68,705 employees,**

which makes us the fourth largest employer in Spain. Of this total, 42,844 have some form of disability, which makes us the world's

largest employer of persons with disability. And it is important to know that many of these colleagues face real difficulties in what regards inclusion, such as persons with intellectual disabilities (3,853 in the workforce) or psychosocial disabilities - formerly known as mental illness - with **4,770 colleagues contributing their talents.**

On the other hand, we also exceeded **30,000 women** (30,434 exactly), many of them also with disabilities and some of them (and we are immensely proud to have incorporated them into our team) affected by the scourge of gender violence.

Because everything we do in the ONCE Social Group is directed towards the social return I was talking about: it starts with employment and continues with the enormous work we do in the three corporate areas, all of us working together in the same direction.

In 2022 sales of the ONCE lottery products amounted to 2,426 million euros, 8.5% more than in the previous year. Of this amount,

the first big return comes in the shape of hope from our customers, with a rain of 1,372 million euros spread all over the place because, as you know, there are prizes every day. Meanwhile, 32.6% is spent on salaries (salespeople and other staff) and management costs; 9.5% is spent entirely on social services for persons who are blind and with disability (about 230 million euros); and the remaining 2.6% is a participation bonus for workers, special research programmes and investments for the future.

This allowed us to welcome more than 3,100 persons who lost their sight in 2022 and came to us to seek solutions for a dignified life, to move forward. The same applies to the **70,490 blind persons who are members of the ONCE**, who received comprehensive support from our more than 1,500 professionals, for example, with more than 92,500 hours of specific mediation for deafblind persons or the delivery of 130 new guide dogs.





# Letter from the Chairman

The return to citizens continued with the enormous work performed by the ONCE Foundation, which allowed it to allocate a total of 115.6 million in 2022 to another extraordinary outpouring of support for more than 1,000 social disability organisations all over Spain. And what can we say about our social enterprises Ilunion, which closed 2022 with a record turnover of 1,000.2 million euros, consolidating its position as the largest employer of persons with disabilities (almost 50% of its workforce), spread across its 480 work centres.

I conclude by reiterating - as you can see in more detail in this report - our commitment to a full social return on all our activities.

**Legitimacy, certainty, opportunity, cooperation, solidarity, inspiration, perspective.**

(some are eleven-letter words) are the concepts in which we wanted to frame what we are and what we want to be; the way in which we go out on the streets every day to earn our future and to share it with everyone. With the certainty that the only way to continue to do so is to ensure the economic sustainability of our social model.



**Miguel Carballeda Piñeiro**

Chairman of the ONCE Social Group.





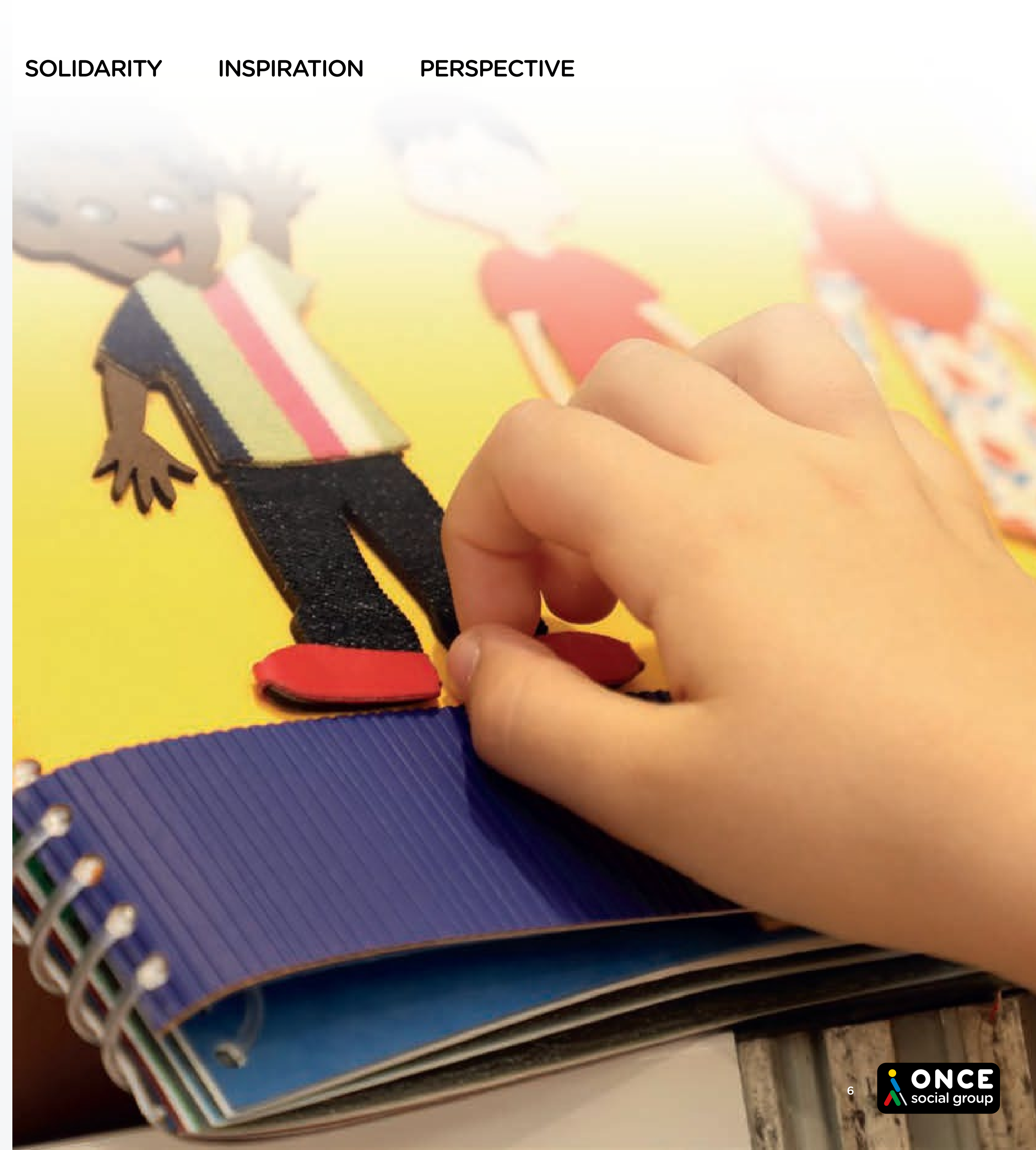
# 1

## LEGITIMACY of the model

- 1.1 Social, foundational, corporate
- 1.2 Management originating from the ballot box



Click on each chapter







The ONCE Social Group is more than the sum of the work of the ONCE, the ONCE Foundation and Ilunion. It is the brand that unifies the above with the same identity and a clearly established priority: full inclusion and access to independent living for blind persons and persons with another disability in Spain and abroad. A solidarity model that is unique in the world, starting with blind persons, persons with disability and working for persons with disabilities. A system that starts from democratic management, legitimately endorsed at the ballot box, to establish modern and sustainable development, a key to the future.

### 1.1 Social, foundational, corporate

The ONCE, as an organisation, was created in 1938, thanks to the efforts of a group of blind persons who had been trying to get together as an association for some years to become stronger and who earned small incomes from raffles held in various parts of Spain. They arose as a result of refusing to live on a subsidy and wanted to share the reality of citizenship (in the middle of the post-war period) by managing a lottery product, the coupon, which would gradually become a social lever for inclusion in the neighbourhood.

Eight decades later, the evolution of that initiative, always linked to the evolution of Spanish society, first, and European and worldwide in recent years, has resulted in the ONCE Social Group, the world's largest generator of social services for blind persons and employment for persons with disabilities; and the fourth largest non-public employer for persons with and without disability in Spain, with a workforce of over 68,700 workers, including men and women. A Group whose purpose, the actual inclusion of blind persons and persons with disability, has become a unique model in the world for generating social value for all citizens. A model of leadership in the social economy capable of bringing together the social, foundational and business sides and making them converge in a global brand, while preserving the work of each area:



Reference of inclusion and autonomy of persons who are blind or have a severe visual impairment. It bases its work on the management of responsible, safe and social lottery products, under strict public control, and with full reinvestment of all revenues in social return.



It was created in 1988 to spread the solidarity of the ONCE social model to other persons with disability and thus promote their inclusion, acting on the levers of training, employment and universal accessibility, indissolubly linked as a path to the future.



Brand of the business initiatives of the ONCE Social Group, united under an economic-social umbrella diversified into six major areas (services; hotel and hospitality; consulting; social and health care; marketing; and circular economy) with the ultimate goal of sustainability and employment of persons with disabilities.







### 1.2 Management originating from the ballot box



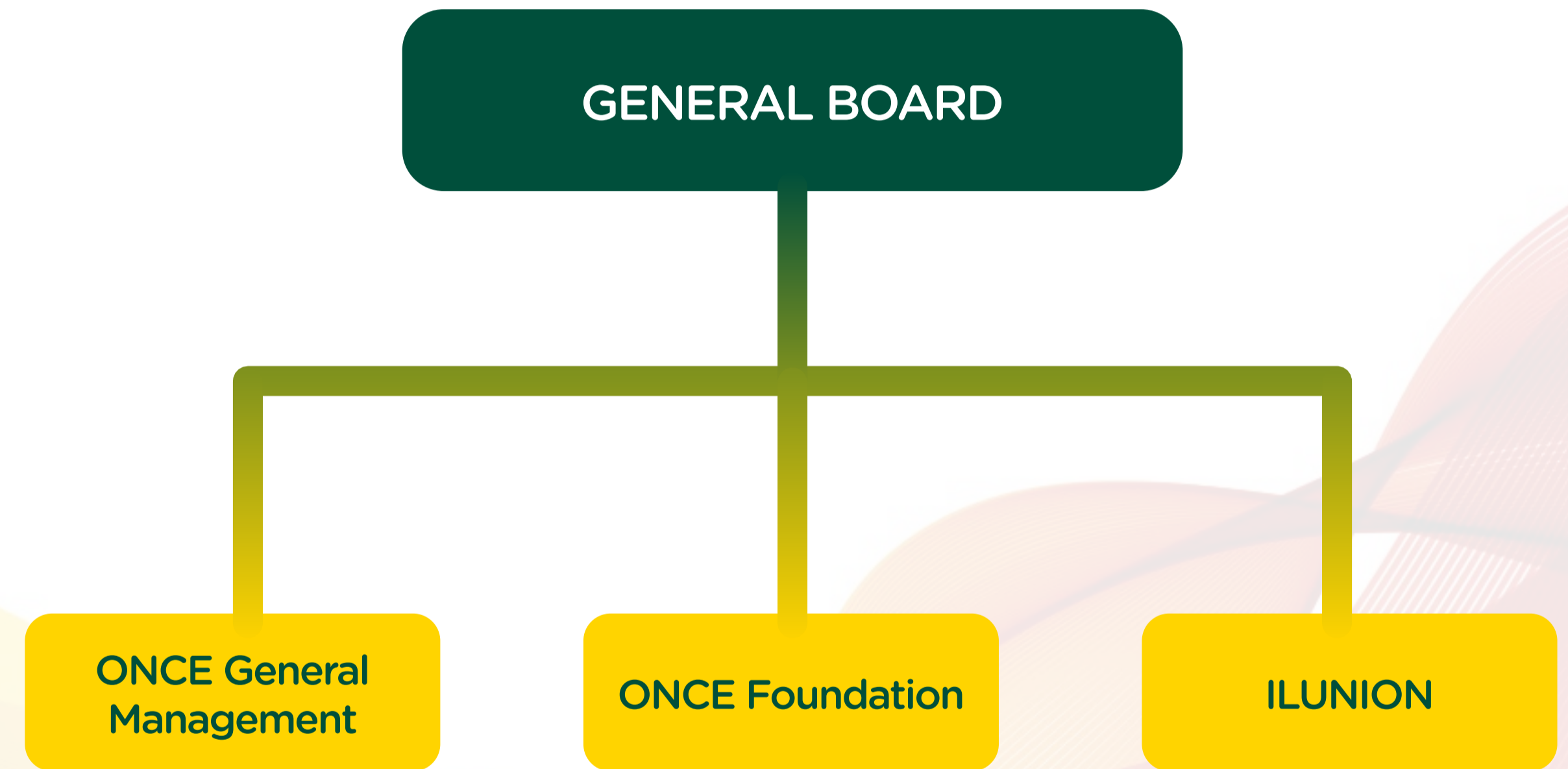
The **ONCE** is a Public Law Corporation of a social nature, a unique entity recognised in the laws of social economy, which bases its functioning on the principle of internal democracy, with full participation of blind persons who are members of the Organisation in the electoral processes that have been electing the governing bodies and representatives of the Entity every four years since 1982. The last one was held in 2022.

The **ONCE's** electoral model is supervised by the Administration through the Protectorate Council. After the elections, the central and territorial structure is constituted and established, with its operating regulations in order to continue to respond to the general interests and aims of the Organisation, as occurred after the twelfth **ONCE** elections on 1 December 2022.

The General Council is the highest governing and representative body, whose mission is to ensure the institutional and financial stability of the Organisation, respect for human rights and the full inclusion of persons who are blind or with a visual impairment. It coordinates institutional relations, contributes to strengthening the disability associative movement and helps to disseminate solidarity, playing a strategic role in decision-making to safeguard the good governance of the Organisation. It therefore assumes the major responsibilities of management, control, coordination and supervision, establishing cross-cutting criteria for action and for controlling and evaluating its operation.

The three executive areas grouping the Group's activities are accountable to the General Council: The **ONCE** General Management (management of lottery products and development of social services for blind persons); the **ONCE Foundation** (for the cooperation and social inclusion of persons with disabilities); and **Ilunion**, the social and business area that proves that social economy is profitable and sustainable.

General organisation chart







# 2

## CERTAINTY supported by data

- 2.1 More persons with disabilities; more women
- 2.2 Half a million hours of training



Click on each chapter







## 2.1. More persons with disabilities; more women

For the ONCE Social Group, data are important as elements that prove the realities that lie behind them. They are so because they clearly show the dimension of an economic and social project that puts persons first, especially those with disability or those who are at risk of exclusion. Hence our insistence on the idea that these are numbers that are persons because, behind every number, there is an opportunity for life.

This is one of the keys to our management aimed at financial and general sustainability but, above all, to make society as a whole (administrations, companies, institutions and citizens) aware of the need to make the inclusion of persons with disabilities and their talent a regular reality. Ultimately, many people - especially in difficult situations - seek certainties and this is what we prove with the data that is shown here.

We apply innovation to employment, looking for niches and job initiatives for persons with disabilities in sectors where labour is more intensive and necessary, and also adapted to personal realities and needs.

Over the last decade (2013-2022), the **ONCE Social Group** has promoted a total of 95,282 jobs for persons with disabilities - 44.8% of which were filled by women with disabilities - either directly or by relying on our regular collaborators (basically companies, organisations and other institutions) and the management of their talent.

Evolution of employment bolstered for persons with disabilities in third-party entities between 2013 and 2022 (*number of persons*).

The data show a reality that lies behind: 26 persons with disabilities have gained access to employment every day in recent years thanks to our work and

their efforts, despite difficult times such as economic and/or health crises.

Having overcome these drawbacks, with a record in 2022, as can be seen in the evolution of the historical series, with the promotion of **13,230 jobs for persons with disabilities** through third parties (companies, administrations and organisations), again an endorsement of a job well done.

We would also like to highlight how we promote cross-sectional training and employment for persons with any type of disability, even in realities where there are great difficulties. Of the **jobs generated in 2022**, a total of **818** were filled by **blind persons** or with a visual impairment; **5,327** by persons with a **physical disability**; **980** by **deaf persons**; **2,391** by persons with an **intellectual disability**; **2,327** positions were performed by persons with a **psychosocial disability** (formerly called mental illness); and **1,387** more had **other different disabilities**.

We continue to lead by example and on 31 December 2022, 68,705 people worked in the **ONCE Social Group** (2,489 fewer than in December 2021, due to Ibermática's exit from the consolidated group), of whom 42,844 (1,415 more than in 2021) are persons with some type of disability, i.e., 62.4%, and we also exceeded 30,000 women in the workforce (exactly 30,434), that is, 44.3% of the total, a figure 1.5 points higher than at the end of the previous year.

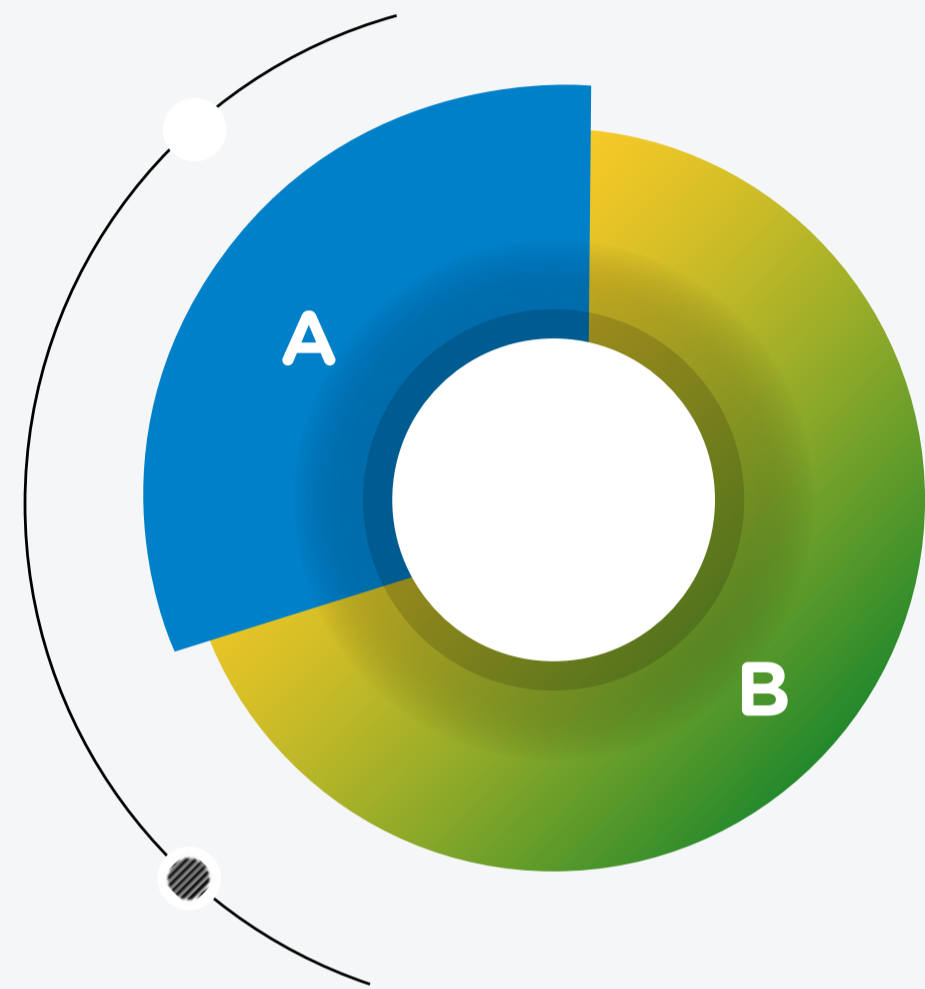
As a result, we are the fourth largest global employer in Spain of persons with and without disabilities, and the world's largest employer of persons with disabilities. We would also like to highlight our commitment to stable, quality employment: in 2022, 8,401 permanent contracts were signed in the **ONCE Social Group**, of which 1,155 were for lottery product sellers.

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Last 10 years
<b>ONCE</b>	316	357	351	329	345	380	373	355	467	501	3,774
<b>ONCE Foundation</b>	6,312	6,966	7,079	7,494	8,901	10,234	9,159	8,171	11,257	12,235	87,808
<b>Ilunion</b>	132	66	253	728	328	474	445	361	419	494	3,700
<b>Total ONCE Social Group</b>	<b>6,760</b>	<b>7,389</b>	<b>7,683</b>	<b>8,551</b>	<b>9,574</b>	<b>11,088</b>	<b>9,977</b>	<b>8,887</b>	<b>12,143</b>	<b>13,230</b>	<b>95,282</b>



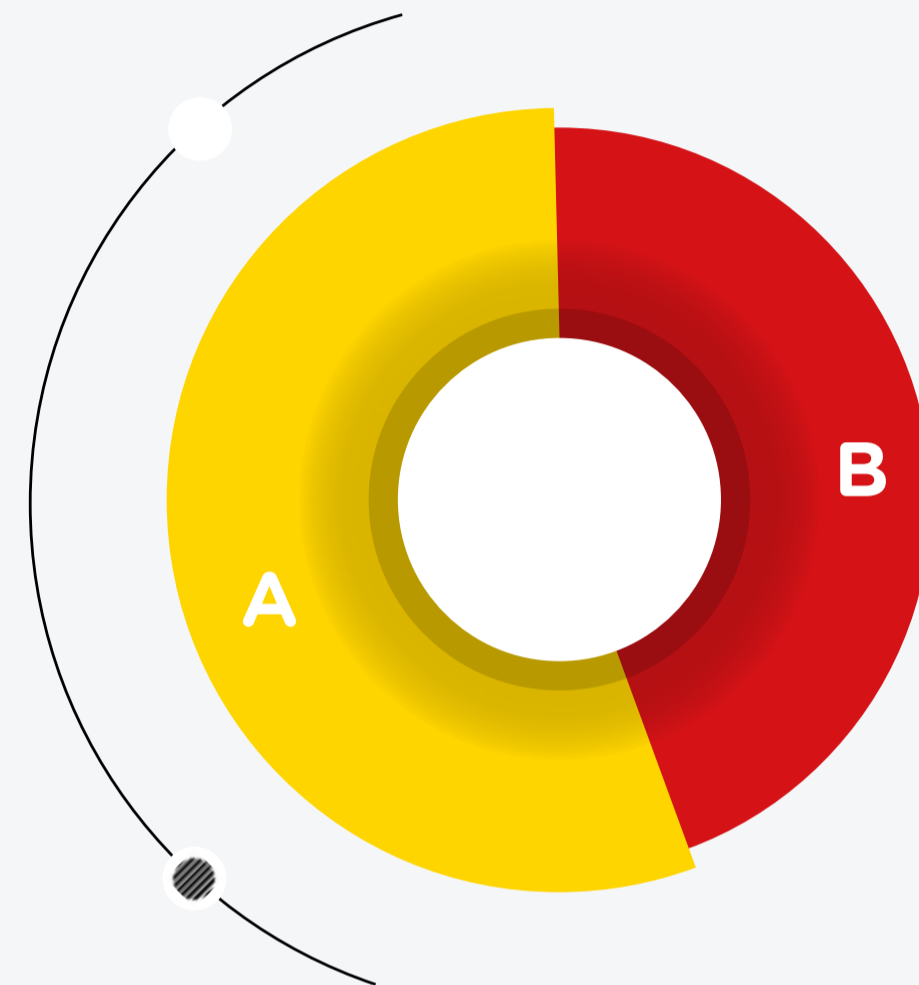


Employment by disability



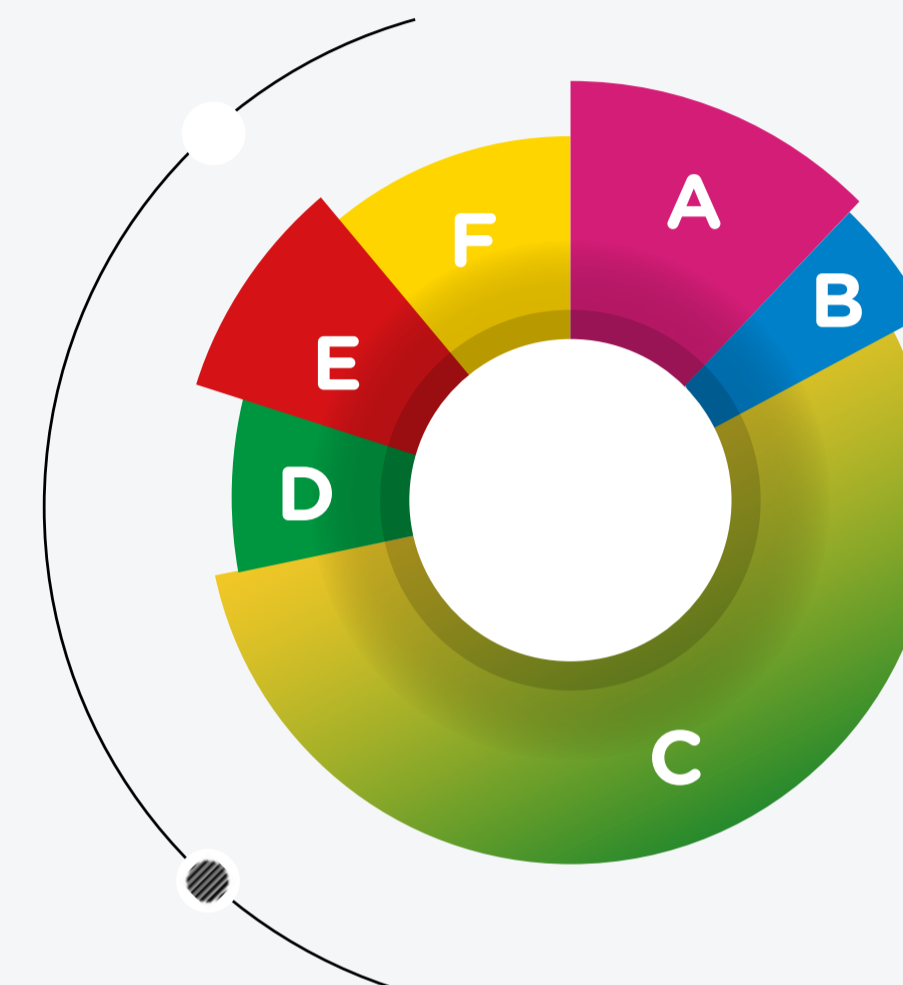
<b>A</b>	Persons without disability	25,861	37.6%
<b>B</b>	Persons with disability	42,844	62.4%
<b>TOTAL</b>		<b>68,705</b>	

Employment by gender



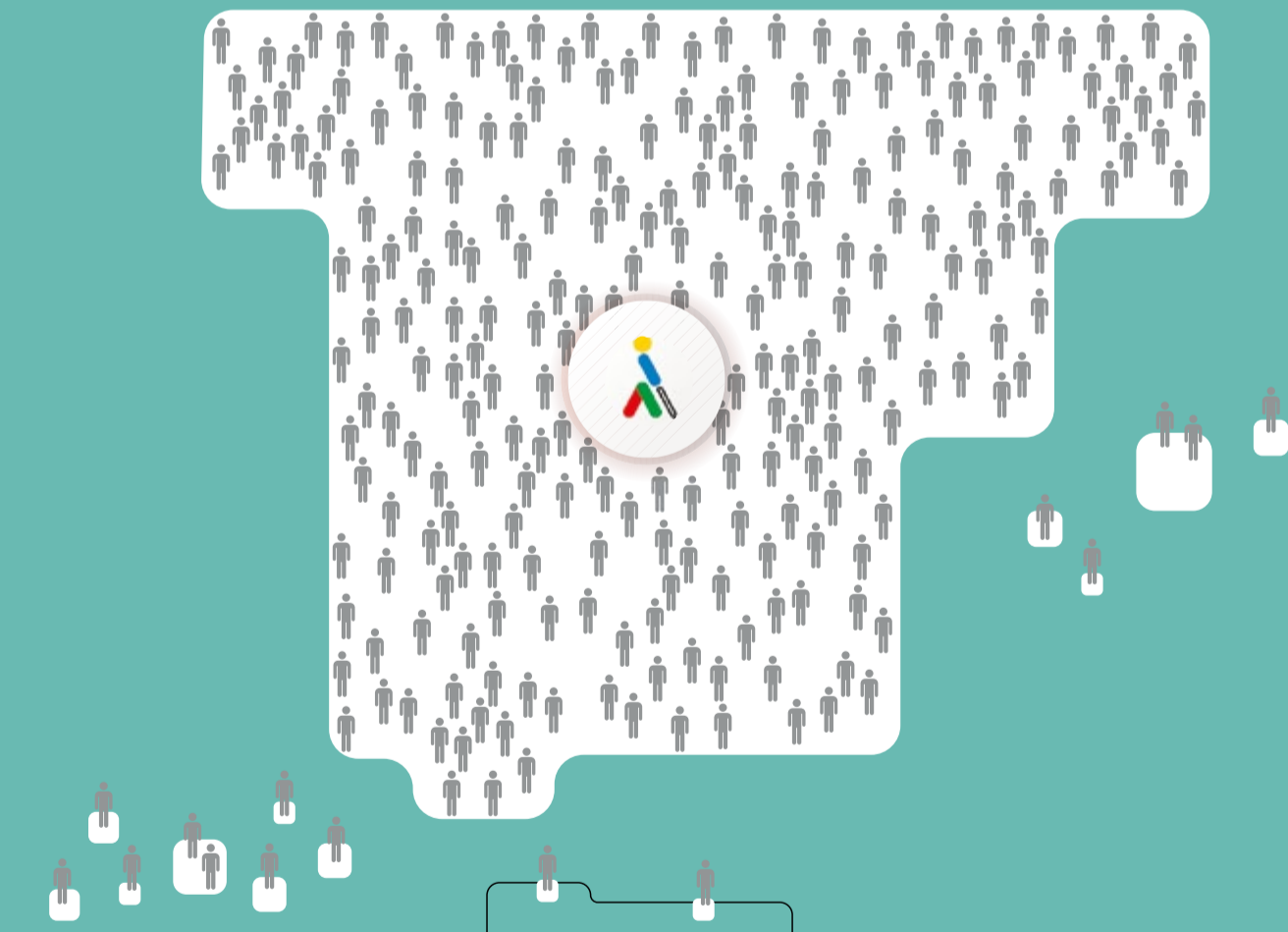
<b>A</b>	Men	38,271	55.7%
<b>B</b>	Women	30,434	44.3%
<b>TOTAL</b>		<b>68,705</b>	

Employment by different disabilities



<b>A</b>	Blind persons who are members of the ONCE	5,206	12.2%
<b>B</b>	Other visual impairment	2,141	5.0%
<b>C</b>	Physical disability	23,392	54.6%
<b>D</b>	Hearing sensory impairment	3,482	8.1%
<b>E</b>	Intellectual disability	3,853	9.0%
<b>F</b>	Psychosocial disability	4,770	11.1%
<b>Total persons with disabilities</b>		<b>42,844</b>	

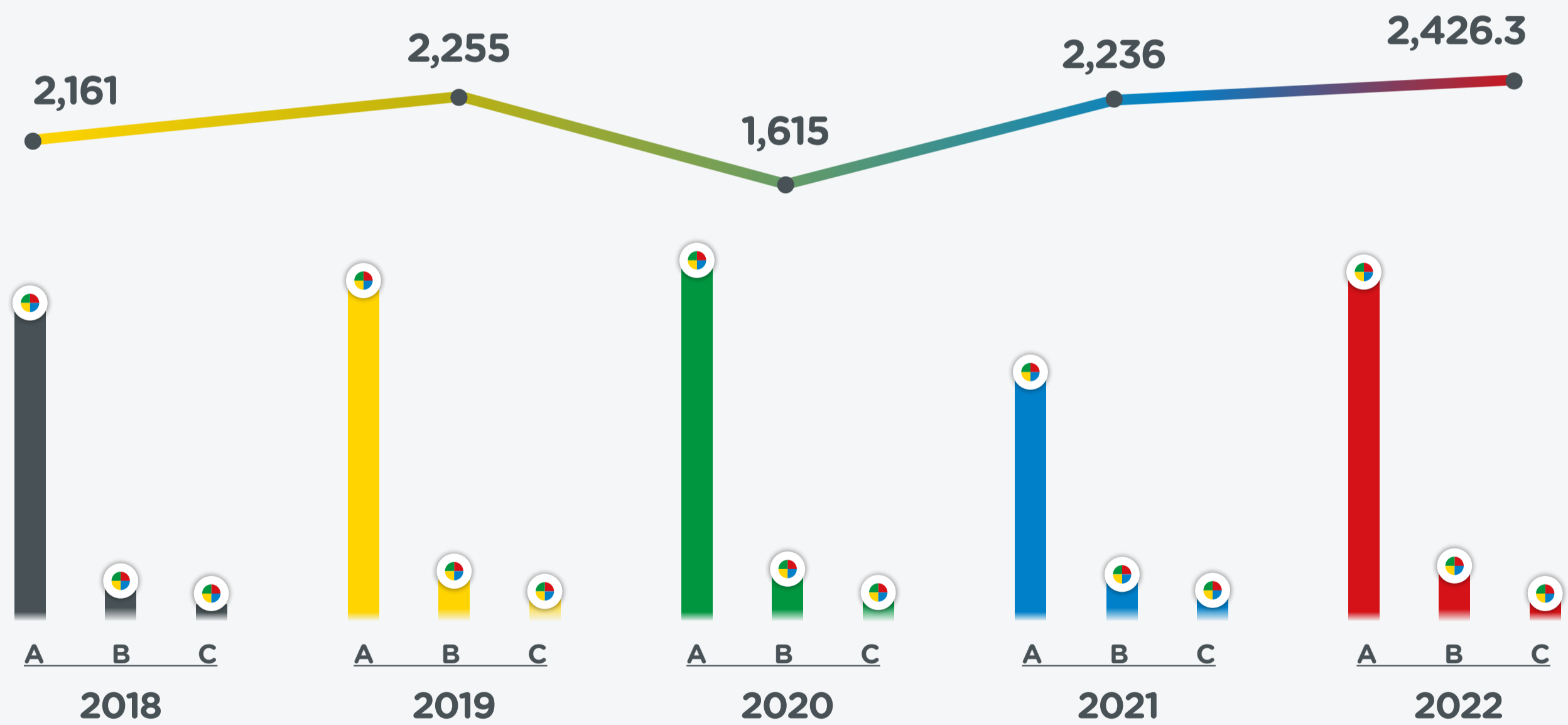
With these data, on 31 December 2022, **one out of every 299 people** working in Spain worked in the ONCE Social Group.







### Evolution of ONCE lottery product revenue (euro millions)



### Breakdown of total sales and evolution by channel (euro millions)

	2018	2019	2020	2021	2022
<b>A</b> Main channel (sales agent)	1,959.9	2,030.4	1,414.9	1,976.2	2,148.5
<b>B</b> Supplementary physical channel	166.4	182.5	141.5	195.5	205.7
<b>C</b> Internet channel	34.6	42.4	58.7	64.3	72.1
<b>Total sales of lottery products</b>	<b>2,160.9</b>	<b>2,255.3</b>	<b>1,615.2</b>	<b>2,236.0</b>	<b>2,426.3</b>





## Economic figures of the ONCE Foundation

Income of the ONCE Foundation, depending on its origin and destination.

### Total income and breakdown by source

(euro millions)

	2022
ONCE	72.8
European Social Fund	30.9
Private donations	1.7
Other income	12.7
<b>TOTAL</b>	<b>118.1</b>

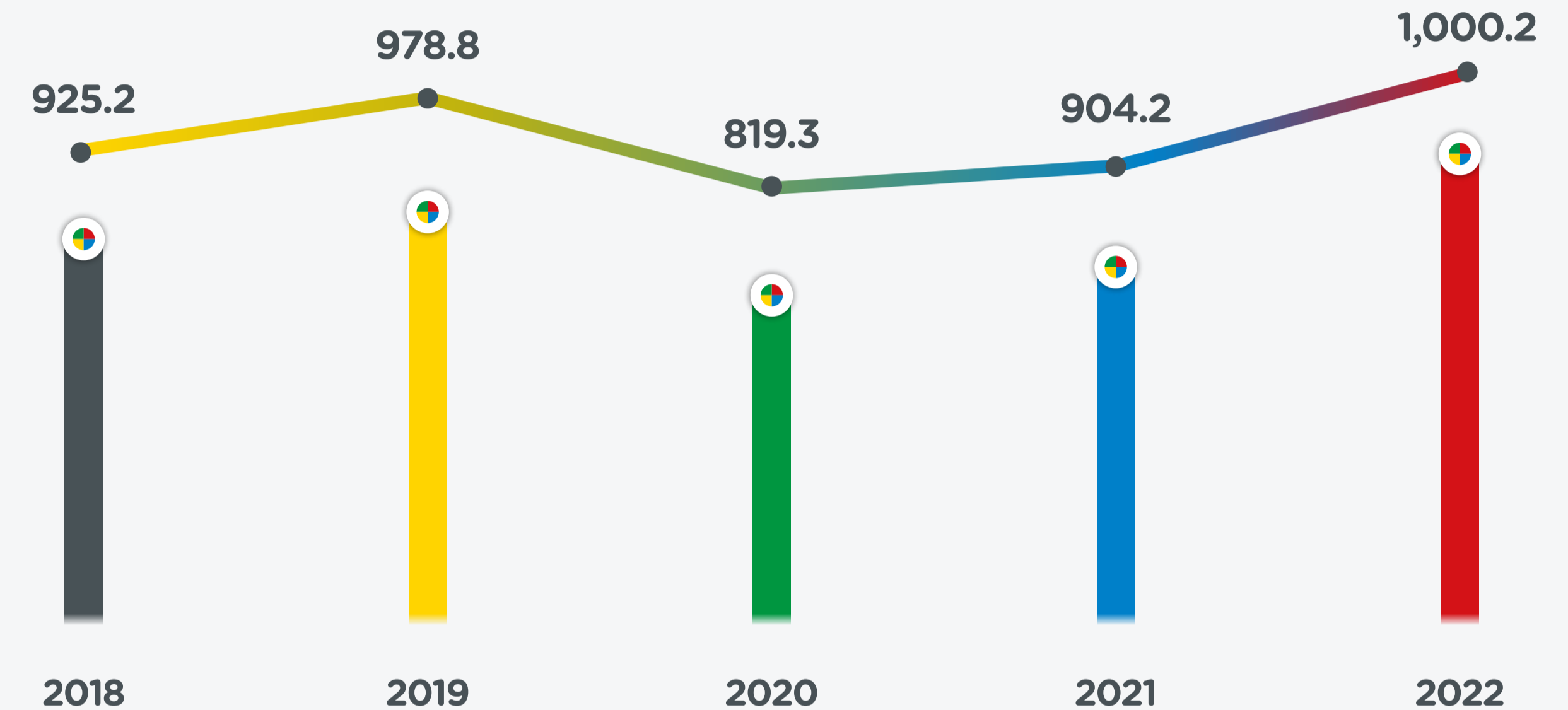
### Total resources implemented and breakdown

(euro millions)

Employment and training plan	88.6
Accessibility plan	27.0
Administrative expenses	1.3
<b>TOTAL</b>	<b>116.9</b>
Surplus	1.2
<b>TOTAL</b>	<b>118.1</b>

## Ilunion Economic figures

Ilunion sales evolution and distribution by main companies.



### The main sales correspond to the following divisions:

- 535.4 million euros correspond to the Services Division:
- 331.6 million euros correspond to the Hotels and Hospitality Division.
- 48.1 million to the Consulting Division
- 43.7 million euros correspond to the Commercialisation Division:
- 26.7 million euros to the Social and Health Care Division
- 14.5 million euros correspond to the Circular Economy Division.





## 2.2 Half a million hours of training

For citizens in general, for all workers and employees, and especially for persons with disabilities, lifelong learning is an unparalleled lever for inclusion and improvement, in times when competitiveness is an essential element in companies.

The **ONCE** started training blind persons in 1950 with the same conviction of gaining a future through knowledge and even in those dark times, the training included blind women who came to work in factories.

Thus, direct training of workers, from the **ONCE** and **Ilunion**, and of persons with disabilities, from the **ONCE Foundation**, are the keys to commitment and, the ONCE again, to giving people back a goal for the future: to consolidate their employment or, with better training, to opt for a better one.

In 2022, when the online format was already well established and the stabilisation of the healthcare situation allowed for resuming on-site activities, 529,469 hours were reached, practically at the same rate as the previous year.

The **ONCE** conducted 140 training actions with 51,185 attendances, which meant a total of 319,345 hours of training received by workers, with an investment of nearly 1,6 million euros.

**Ilunion** pursued the “Formando Ilunion” project, to integrate training from the People Management and

Talent Development Department and performed 204,300 hours focused on subjects such as improving in the workplace; social and personal skills; diversity; family-responsible company; disability; digital transformation and innovation; and corporate culture values.

The **Foundation** added up to 5,824 hours distributed in 1,352 training actions, structured around institutional, strategic and business goals, continuing to a large extent with the virtual and online formats of previous years and, above all, focused on employment with a great future and labour-intensive realities.

In fact, training continued in institutional culture, cybersecurity and languages, and training in digital transformation was intensified to support the digitisation required in the activities. In this line, new webinars were developed as part of the Digital Workplace project and the Keep Transforming initiative was launched; the management team was able to attend the “Leading to Transform” cycle of conferences; and the LinkedIn Learning training platform continued to be made available to the workforce, with the implementation of the ViLearning initiative, which consisted in providing a selection of LinkedIn training actions on aspects of general interest every 15 days.







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# 3

## OPPORTUNITY to keep on adding

- 3.1 ONCE
- 3.2 ONCE Foundation
- 3.3 Ilunion



Click on each chapter







Unity is an opportunity to keep on adding. The combined action of the ONCE, the ONCE Foundation and Ilunion thus constitutes another option for adding, adding and adding, in the sense of being able to prove that the idea of the ONCE Social Group goes further and achieves, through teamwork, what could not be achieved individually.

In this way, a social and economic model is formed which in itself constitutes an opportunity for growth and which also provides an opportunity for those who approach it to build the future together, based on the concept of being equals. The work of the three executive areas intertwines to become a sum that makes them social leaders and leaders of social economy: responsible lottery management for the coverage of blind and severely visually impaired persons; extending solidarity to the training, employment and accessibility of persons with disabilities; and economic efficiency, employment and innovation. An unbeatable triangle that is becoming increasingly closer together.

### 3.1 ONCE

The **ONCE** was created with the hope of a group of blind persons who, at the beginning of the 20th century, imagined an organisation capable of generating sufficient income to guarantee economic and social coverage for blind persons. After many vicissitudes, this was made possible in December 1938 and led to the State's transfer of the concession to operate a lottery, the coupon.

The income generated from sales evolved in line with the evolution of the Spanish economy and

society and took off with the arrival of democracy in Spain and the **ONCE**, with the committed management of responsible, safe and social gambling, the basis of the largest provider of social services for blind persons and persons with disability in the world.

Over the years, the Organisation has been able to reinvent itself in order to maintain the public's trust in its lottery products and in a model that provided coverage for many persons with disabilities that is known and valued by society, aware of the social return that the ONCE generates with all its income. **In 2022, revenues from lottery sales amounted to 2,426 million euros, 8.5% higher than in 2021** (still marked by the last impacts of the pandemic), which represents maintaining customer confidence and is a demonstration of the efforts of the more than 19,000 **ONCE** sales agents, all of whom are persons with disabilities.

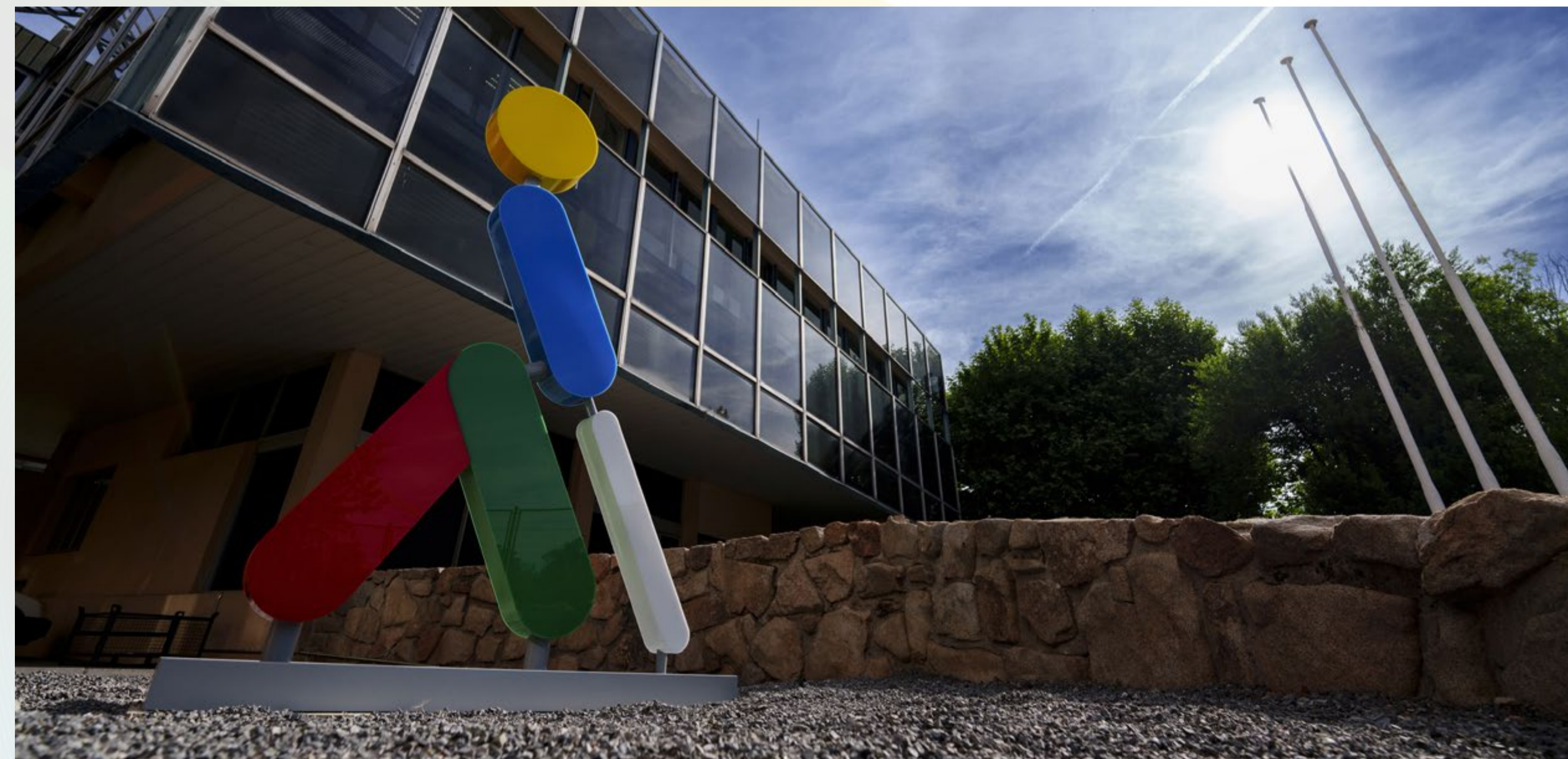
### Social destination

The resources generated by the sale of lottery products are entirely earmarked for the **ONCE's** social purposes and, in the 2022 financial year, these exceeded 154 million euros.

Since **providing social services for blind persons is our priority**, a special effort has been made not only to maintain them, but also to reinforce them in some areas, especially focusing on aspects such as coverage for the elderly, minors or deafblind persons, and the more than 3,000 people who, after losing their sight and, surely at a difficult time in their lives, came to us to receive professional and personalised attention.

We would also like to highlight, in view of the global situation we are facing as a society - partly as a result of the pandemic - our special attention to psychosocial support, with almost 7,000 sessions in a new protocol set up for this purpose.

- Global coverage for 70,490 blind persons who are members of the Organisation.
- Tailor-made and specialised care for 3,131 new members.
- 41.787 personal attention services to members.
- Specific services for adults: rehabilitation (8,812); training in Braille and/or the use of tyflotechnology (8,061); psychosocial support (3,751)...
- 6.927 individual telepsychology sessions, as part of the new Psychosocial Support Protocol.
- 3.182 different beneficiaries borrowed 6,145 pieces of specialised equipment for adapting their workstations or study stations.
- Comprehensive care for 7,271 students who are blind or have a severe visual impairment (769 of them university students).
- A total of 92,499 hours of mediation for deafblind persons through FOAPS.
- The ONCE Guide Dog Foundation has provided 130 new guide dogs.
- Development of 152 technological and social research projects.
- 3,015 volunteers provided 162,537 hours of services to our members.
- 3,560 economic benefits were granted to blind persons, with an investment of 3.6 million euros.
- In the area of genetic counselling for ocular pathology, 28 requests were received.







In 2022, a team of **1,549 social service professionals** made up of teachers, psychologists, social workers, rehabilitation technicians, tyflorechnology and Braille instructors, sociocultural and sports animation coordinators, employment support specialists, managers, administrative staff, etc., **made it possible for the members to lead a full and autonomous life.**

All this deployment is possible thanks to the income from gambling, the distribution of which is clearly shown in the following graph on a coupon: out of every 100 euros collected, 55.3 go back to citizens in the form of prizes; 22.3 euros go to the salaries of our salespeople; 10.3 to pay the rest of the staff and management costs (advertising, computer systems, kiosk cleaning, supplies, etc.); and 9.5 euros directly to social actions. The remainder, 2.6 euros, is divided into a participation bonus for employees, development of special programs for blind persons and investments for the future.

In addition to these absolutely decisive figures, in 2022 we continued to expand our services, for example, with services for 119 foreign adults with severe vision problems (some of them refugees); 115 rehabilitation services, or 21 communication and access to information services, among others.

### Responsible gambling

The **ONCE** is adhered to the Responsible Gambling principles of the World Lottery Association (WLA) and the European Lotteries Association (EL). The culture of stability of responsible gambling strategies is materialised in the certification according to the EL framework and standard, which is renewed through an independent external audit. This certification leads to WLA certification at the highest level (level 4). In 2022, the triennial renewal of the WLA and EL responsible gambling certificates was mandatory, considering the new and more demanding version of the EL standard, approved in June 2021.

Furthermore, in relation to EL, as this is the fifth time that the responsible gambling certificate has been obtained, a special seal was awarded, which is only granted to lotteries that have been certified on five occasions.

In the audit conducted in the global area of responsible gambling, a 99.18% level of alignment was verified, once again proving the ONCE's maturity and commitment in this area.

This commitment is brought together through the Responsible Gambling Policy and the evaluation and monitoring systems of the aforementioned certifications. In March 2021, the ONCE General Council approved an update of the **'the ONCE Responsible Gambling Framework Programme'**, which constitutes the reference of our commitment to safe and responsible gambling. To implement the Framework Programme, the ONCE's Annual Action Plan for Responsible Gambling is approved each year.

The above-mentioned 'Framework Programme' includes different documents to implement it:

- The ONCE's Responsible Gambling Policy. Coordinated by the Responsible Gambling Committee, a multidisciplinary body that defines the commitments and lines of action to fulfil the goals related to responsible gambling, ensuring consumer protection, which is periodically reviewed considering both the results of the audits conducted and those obtained from the interactions with the identified stakeholders.
- Guidelines on best practices in Responsible Gambling related to marketing and commercial communications: their aim is to identify, highlight and collect responsible gambling practices the knowledge and compliance of which are essential for implementing the ONCE's marketing and commercial communication strategies and content.
- Protocol for detecting disordered gambling behaviours: a set of measures aimed at players identified as being at risk in the JuegosONCE Channel, with the aim of redirecting their behaviour towards healthier consumption parameters.
- Lottery product risk assessment tool: detects a potential high level of risk in the design of a product by applying a set of scientific parameters that objectify and prevent excessive risk. The analysis focuses on reviewing new and modified products to check whether their risk is acceptable, as defined by the ONCE's Responsible Gambling Committee.







In addition, the ONCE provides consumers with communication channels where they can express their suggestions, complaints and/or claims: the Customer Service Department (CSD), by telephone on 91 125 34 12 or by email to [sacliente@juegosonce.es](mailto:sacliente@juegosonce.es); the ONCE Information Office [soi@once.es](mailto:soi@once.es); the ONCE Territorial Centres and Agencies; social media; or the relationship with Self-control to deal with requests or demands in relation to a Campaign based on the request by a third party; of the whistle blowing channel set up on the website [theonce.es](http://theonce.es).

Since 2020 the Quality, Security and Responsible Gambling Unit, among other issues, has been

responsible for ensuring the execution of the ONCE's Corporate Social Responsibility strategies with regard to responsible gambling, defining the strategy and drawing up the **Annual Responsible Gambling Action Plan**.

The ONCE promotes research into the social understanding of the concept of responsible gambling and, on the other hand, of the problems and consequences linked to pathological behaviour related to excessive gambling, in addition to measures to prevent it.

In this regard, the ONCE signed a collaboration agreement with the Complutense University of

Madrid in 2020 or the creation of the "Extraordinary Chair of Research on Responsible Gambling and its Communication", renewing this agreement in December 2022. . All this is included in a new website that has become a reference in the sector <https://catedraonceucm.com/>

Among the most important milestones developed by the Chair is a scientific study to improve communications with customers, especially those who might engage in excessive consumption on the Internet, promoting positive interactions and stimuli based on a friendlier relationship that is not based on legal imperatives.

The ONCE's Responsible Gambling model and the first results of the Chair's work were presented at the 1st International Congress on Communication and Health to relevant stakeholders from different countries.

The Chair also conducted a "Responsible Gambling Focus Group Report" to check that the messages on Responsible Gambling presented in different communication pieces are sufficiently clear and eloquent for players, especially young players, in order to assess whether these communications promote healthy and responsible consumption of the products marketed by the ONCE, preventing the risk of excessive or disorderly behaviour.







In addition, in 2022:

- Continuous improvement of the risk analysis tool - in its design and content - where new or modified products were studied, resulting in a portfolio of products with an acceptable level of risk. Fifty-three (53) products were ratified.
- The “JuegosONCE.es” website establishes limiting elements that are internationally recognised as more effective in minimising risk behavioural patterns. In this regard, the following actions stand out:
  1. Constant updating of a specific section on responsible gambling to bring it into line with current regulations. This includes responsible gambling policy, quick self-diagnosis test and link to the tool, responsible gambling leaflet, reference to Fejar, etc.
  2. Monitoring and evaluation of parameters that allow detecting and minimising behavioural patterns that imply risk, such as: measurement of average time spent on the website, visits to the self-diagnosis questionnaire and number of users who reach spending and recharge limits.
  3. Protocol for the detection of disordered gambling behaviour.
- The highest score was obtained in the level of alignment (100%) in the audit of the JuegosONCE.es website following the parameters of the EL Responsible Gambling Standard.
- Responsible gambling training for CFC employees and distributors, with special emphasis on sales agents, reinforcing key elements such as clues to identify excessive gambling behaviour, information on referrals to treatment centres, etc.
- Training in responsible gambling for future management positions and new incorporations.
- Reinforcement communications to sales agents, through the Point of Sale Terminal (POS) and publication of articles in internal magazines.
- The ONCE has adopted advertising and marketing Guidelines, based on Royal Decree 958/2020 on commercial communications for gambling activities,

and on the best practices of the WLA, which ensure that commercial strategies and advertising campaigns provide players a safe and responsible context, paying special attention to the most vulnerable groups, such as minors.

- All commercial television campaigns have undergone a pre-broadcast evaluation (Copy Advice) by Autocontrol.
- Commercial communications and pre-printed products carry messages related to responsible gambling under the captions “+18” and “Play responsibly”
- According to the privacy policy of the web “JuegosONCE.es”, sending commercial communications by electronic means requires the prior and express consent of the person, which can be revoked at any time.
- In collaboration with FEJAR (Spanish Federation of Rehabilitated Gamblers) we highlight the following actions:
  1. Participation in the Congress organised annually by FEJAR, and in the meetings held during the year: one for young people and another for volunteers.
  2. Communication to society on the effects of excessive gambling and its prevention: radio broadcasting, social media, TVE spaces and point of sale.
  3. Reviewing training content on responsible gambling for the ONCE staff.
  4. Responsible gambling measures and information on the “JuegosONCE.es” website, including a link to the FEJAR website and its helpline.
- Selling agents are instructed to give a responsible gambling brochure to customers in whom they have observed some kind of indication of gambling-related pathological behaviour.
- The 17th February Daily Coupon motif was dedicated to the International Responsible Gambling Day, with promotion activities on social media and at points of sale.

- A new production of brochures on Responsible Gambling was redesigned and distributed to end customers.
- Updated training for the managers and coordinators of the SAC (Customer Care Service), a communications reception channel that has incorporated information on responsible gambling, complain resolution and suggestions in this respect.
- The strategy of dialogue with stakeholders (employees and sales agents, public administrations and regulators, consumers, citizens, researchers, those affected by disorderly gambling behaviour, etc.) has been maintained, with whom two-way communication channels have been implemented.
- Collaboration with the Directorate General for the Regulation of Gambling (DGOJ) as a member of the Responsible Gambling Advisory Board.
- Maintaining dialogue with society: advertising campaigns, products, brochures, official website and specific and permanent actions on social media
- Participation in national and international congresses, seminars and conferences related to responsible gambling, such as:
  1. The annual EL and WLA Responsible Gambling Seminar in Amsterdam.
  2. The EL Responsible Gambling Working Group, to improve the Responsible Gambling standard and CSR practices.
  3. The European Congress on Responsible Gambling Studies and Policy in Oslo.
- Keeping a file of relevant news related to responsible gambling, at national and international level, which is shared with the Responsible Gambling Committee, and the ONCE’s Responsible Gambling Working Group, and is available for consultation by all employees.







### 3.2 ONCE Foundation

The solidarity of the blind persons of Spain has led them to create in 1988 a foundational area to cover many other persons with disabilities other than blindness, something that had already been done historically, especially with employment. In 1988, the **ONCE Foundation** for the cooperation and social inclusion of persons with disabilities was

created. From the outset, it was endowed with 3% of the full amount of lottery sales, making it the best financially endowed foundation in the world for this task, based on a management model with a Board of Trustees in which the main organisations that bring together these people, in addition to other institutions, are represented.

Together with the **ONCE's** direct contribution, the **ONCE Foundation** has been working since 2000 on the co-management of funding from Brussels through the European Social Fund (ESF), showing year after year how to multiply the social impact of this endowment. Currently, it has a dual status as Beneficiary Entity and Intermediate Body of the Operational Programmes for Social Inclusion and Social Economy - POISES - and Youth Employment - POEJ-.

All this social investment has its final objective in training, access to employment and universal accessibility and is channelled through projects that reach the disability associations, which are completely efficient implementing them. **In 2022, 2,584 projects were approved**, a way for civil society linked to disability to be the driving force behind the sector and function as a lever for inclusion.

70.3% of the sum assigned to approved projects are destined to employment and training for employment, and the remaining 29.7% to actions linked to universal accessibility. 27.4% of the applications that have been favourably resolved correspond to applications from individuals, 63.9% of the aid has been allocated to disability entities and the remaining 8.7% to own initiative programmes in favour of the group of persons with disabilities.

In 2022, the entities of the ONCE Foundation's Executive Area signed a total of 200 agreements. The ONCE Foundation managed 171 agreements of various types, and the Inserta Empleo and Innovación Associations managed a total of 29, all of them related to training and employment.

**The ONCE Foundation** thus fulfils its main function, with a **global endowment in 2022 of 115.6 million euros intended for the full inclusion of persons with disabilities**. The main source of financing each year comes from 3% of the gross income obtained from the marketing of the ONCE lotteries, which amounted to 72.8 million euros this year. To this we must add the co-management of income from the European Social Fund (ESF) -30.9 million-, a key partnership and an example of how to multiply community efforts in our country with tangible results.

In addition, and less prominently, it has other minor income from, among others, donations through the microsite 'Colabora' (<http://colabora.fundaciononce.es>)

All of this without forgetting the task of promoting associations for persons with disabilities in Spain, in addition to society's global awareness. For this, we collaborate with the Spanish Committee of Representatives of persons with disabilities (CERMI) and open dialogues and relationships with any organisations, individuals, institutions or other bodies are relevant to achieve the aims pursued.







These are some of the most important achievements and data from 2022:

- 88.6 million used in employment and training.
- 57 agreements have been signed in the field of inclusive education, of which 34 are framework agreements and 23 are specific agreements with universities and other entities.
- Ongoing training programme “For Digital Talent”. 887 training actions, with 5,558 places in classroom and online training.
- 77 on-site and/or online events related to higher education and inclusion
- 1,044 scholarships to students with disabilities, mainly university students, highlighting:
  1. 110 scholarships as part of the 9th edition of the ‘Opportunity for Talent’ scholarship programme (master’s and postgraduate, international mobility, doctorate, research, study, and sport and for the first time, professional training).
  2. 255 scholarships to university students with disabilities for internships in companies within the framework of the 6th edition of the internship scholarship programme “ONCE-CRUE Foundation”
  3. 35 scholarships awarded to young persons with disabilities aged between 18 and 30 to study languages abroad.
  4. 409 scholarships awarded to young persons with an intellectual disability under the “Universidad” (University) programme.
  5. 44 scholarships awarded under the RADIA Programme to women with disabilities with university degrees, for training in digital technologies.

- In addition, the Foundation managed, as a collaborating entity of the Royal Board on Disability, 944 scholarships under the Queen Letizia Programme for Inclusion.
- 27 million euros earmarked for universal accessibility and innovation, which have been implemented as follows:
  1. Signing of 84 universal accessibility agreements
  2. Support for the purchase of 48 public transport vehicles and 130 vehicles for private use
  3. A total of 1,031 projects were approved to enhance personal autonomy.
  4. Boosting innovation with the development of 37 projects
  5. Preparation of 165 reports on accessibility, with 78 consultancy actions conducted for public and private entities
  6. Participation in the production of 24 publications
  7. Procurement of the contract to manage the European Accessibility Centre - AccessibleEU
- The employment and training plan of the Women in ON-VG Mode programme assisted 642 women with disabilities who were victims of gender-based violence, of whom 259 obtained employment in 2022.
- 1.8 million was earmarked through the approval of 12 projects to support sport competitions for Paralympic sports.







### 3.3 Ilunion

**Ilunion** is the business and social project of the **ONCE Social Group**, which was created in 2015 as a result of the union of the business activities of the **ONCE** and the **ONCE Foundation**. Since its launch, it has managed to consolidate a unique, different and benchmark business model in the social economy, based on people and excellence and with a great social impact.

The companies that make up Ilunion have as their **main goal to develop innovative business actions that favour the creation of quality employment for persons with disabilities**, keeping a balance between economic and social values. An innovative, sustainable and responsible group of companies.

Ilunion develops a wide and diversified activity in more than 50 business lines, grouped into six divisions (Services, Hotel and Hospital, Social and Healthcare, Marketing, Consulting and the new Circular Economy), which give rise to a comprehensive, flexible and personalised offering, labour-intensive and remarkably close and visible to the public.

Diversification allows Ilunion to be able to provide comprehensive, tailor-made solutions for companies in vastly different sectors such as hotels, retail, services, energy, consultancy, transport, logistics, hospitals, industry, health and social care, pharmaceuticals, education, banking, insurance and telecommunications.

Ilunion has 480 work centres throughout Spain, with a presence in all provinces and in some places where it has become a real driving force for the local economy and a source of employment and activity. 50.7% of these locations (238) are Special Employment Centres with a social initiative (SEC), legally recognised as a type of Social Economy entity because their staff includes more than 70% persons with disabilities.

This brings an added differential and competitive value to Ilunion's offering, by offering customers and partners the possibility of sharing their values and their social and business project, while helping them to comply with current regulations regarding the employment of persons with disabilities.

It is important to highlight Ilunion's commitment to quality employment, as shown by the fact that only 18 of these 238 Ilunion Special Employment Centres (7.6%) are governed by Collective Bargaining Agreements for Special Employment Centres (state or regional), while the rest are under Sector Collective Bargaining Agreements or Company Agreements, which are always more beneficial for workers.

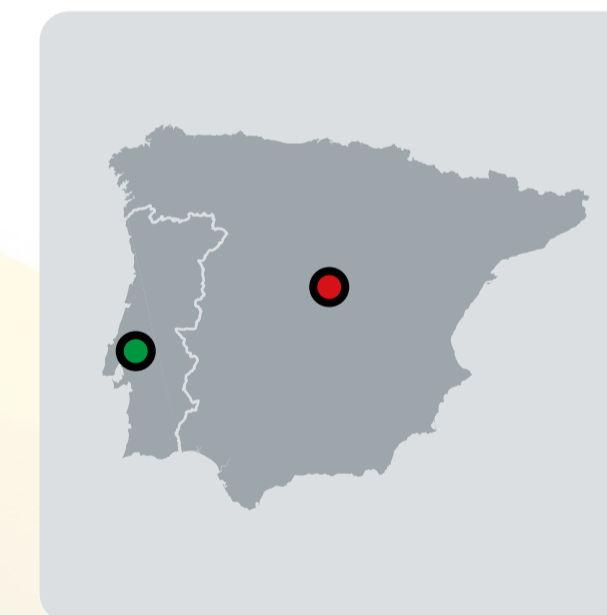
In addition, Ilunion has an increasingly strong international calling to export its economic and social action model outside Spain, with consolidated initiatives in Colombia and Portugal, where 349 people are already working, 193 of whom have some kind of disability.

**In 2022, Ilunion achieved an all-time record turnover of €1,000.2 million**, 10.6% more than in 2021 (this year still under post-pandemic effect) and managed to ensure that its workforce included 42.8% of persons with disabilities, the differentiating element of the brand and the values it represents, which are recognised by Spanish society and internationally.

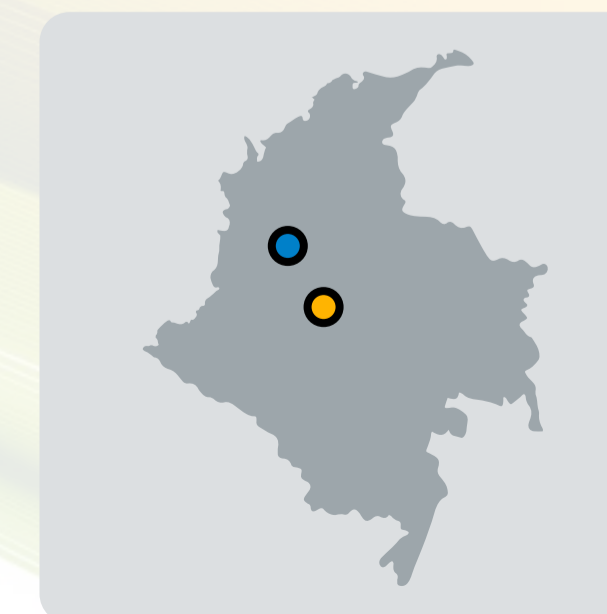
In recent years, Ilunion has broadened its purpose and works to build a better world with everyone included, which has made it possible, without abandoning the focus on the inclusion of persons with disabilities in the workplace, to incorporate a

total of 119 women victims of gender violence, 28 Ukrainian refugees and 293 persons in a vulnerable situation into its workforce in 2022. In 2022, the workforce closed with a total of 36,770 employees, after creating more than 1,000 new positions during the year.

Net investments in the year exceeded 91 million euros, including the purchase of a hotel from the Ilunion Hotels chain in Lanzarote (Canary Islands) and the acquisition of the contact centre company Servitelco, which consolidates its position as one of the leaders in the sector.



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# 4

## COOPERATION to become more equal

- 4.1 Equal in opportunities
- 4.2 Equal access to education
- 4.3 To University and beyond



Click on each chapter







### 4.1 Equal in opportunities

The ONCE Social Group, as can be seen in the data, promotes equal opportunities between women and men and, to this end, has many initiatives that are led by the Observatory for Equal Opportunities, which reports to the Vice-Presidency for Equality, Human Resources and Institutional Culture and Digital Inclusion of the General Council.

This observatory is in charge of energising all actions of the ONCE Social Group related to these issues, such as, for example, the commemoration of “International Women’s Day”, for which a central event was organised consisting in a panel discussion with several speakers and a telematic connection of 300 people from all over the country. It took place on 3 March under the slogan “Women, part of the business fabric”. This event was complemented by 30 activities that were developed in the whole country.

We have already pointed out at the beginning of this report that the social essence is what defines the family that makes up the ONCE Social Group and that, furthermore, all our actions are conducted alongside the citizens, which gives us an extra degree of confidence, given that everything originates from cooperation, from the concept of equals, which is necessarily compatible with difference and respect for diversity. Our actions set an example of cooperation in the sense of continuing to join forces, of each one doing our bit, and it is along these lines that we promote skills to move towards equality based on rights; equality to show talent; equal participation in education, culture or leisure, equality in all areas of life.



It also organised several seminars: the first one was held on 27 June under the title “Digital skills, a bridge to employment”, which emphasised the desirability of enhancing digital skills in women in general, and more strongly in women with disabilities; and the second seminar was held on 3 November under the title “+Opportunities - Gaps”.

In addition, the ONCE has continued its social advocacy work through dedicated images on more than 20 million coupons: Equal Pay Day: 22 February; International Women’s Day: 8 March; European Day against Human Trafficking: 30 July; and International Day for the Elimination of Violence against Women: 25 November.

And work continues in the groups previously formed under the slogan “Disability with Women’s Talent” and its three projects: “Sales with women’s talent”, aimed at increasing the number of women sales agents; ‘Ilunion is for you’, which aims to increase the number of women in operational and production positions in their companies; and ‘Woman in Tech’, which seeks to incorporate women in technological areas.

In addition, a significant number of meetings, collaborations and contacts were held with representatives of the Administration and the Third Sector, aimed at addressing several equality issues:

- Collaboration and participation in the CloSinGap Cluster
- Publishing of two Guides enabling access to the judicial field, together with the Professional Association of Psychology of Madrid, presented with the Minister of Justice, Pilar Llop.
- Agreement with the General Council of the Professional Association of Psychologists (Consejo General de los Colegios Oficiales de Psicólogos)



- Execution of the agreement signed in 2017 with the European Parliament Office in Spain (within the framework of the “Where are the women” project)
- Incorporation into the Gender Working Groups of the Third Sector Platform (PTS), the European Network for the Fight against Poverty and Social Exclusion in Spain (EAPN-ES) and the NGO Platform for Social Action (POAS).
- Collaboration agreement with the Secretary of State for Equality and against Gender Violence. The Equality Action Plan continued its positive implementation until July 2022, the measures being as follows:
  - Implementation of the Equality Agent figure,
  - External selection and internal promotion of the person of the under-represented sex in the area concerned,
  - Leadership and empowerment for the ONCE women workers





- Adherence to agreements and commitments with the Ministry or other bodies,
- Participation in conferences, meetings and seminars in favour of equal opportunities,
- Assessment of the implementation of internal measures in cases of gender-based violence,
- Conducting a diagnosis of the situation in terms of equality,
- Actions resulting from being granted the “Equality in the Company” recognition
- Update of syllabuses in Equality training courses
- Signing, in July 2022, the 4th ONCE Equality Plan for 2022-2025, with 11 goals and 37 measures.



All areas of the **ONCE Social Group have continued to work to promote equal opportunities in a collaborative and coordinated manner**, developing joint initiatives and others specific to each area. This includes training, awareness-raising and sensitisation activities for the workforce, in addition to participation in several forums and conferences for external audiences. This grants high relevance to equality issues, which is incredibly positive and in line with the goals pursued by the Observatory. Attention should be drawn to the adaptation to the new regulations of the Equality Plans of the ONCE Foundation and Inserta Employment, internal training and awareness-raising actions, internal conferences and workshops, receipt of awards and acknowledgements, initiatives and meetings aimed at deepening political advocacy, the signing of several collaboration agreements with various entities, Inserta’s actions to favour the search for employment for women with disabilities who are victims of gender violence and the several certifications obtained in equality matters, which accredit its actions in this respect. In line with this, the projects “Women in ON-VG Mode” and “Inserta Forum” should be highlighted. Ilunion has signed collaboration agreements with external entities to **promote hiring women who are victims of gender violence and other groups at special risk of exclusion**, in addition to several training and awareness-raising activities for its staff and external actions that result in the receipt of awards, publications, participation and visibility of the ONCE Social Group in prestigious conferences, obtaining certifications and a wide range of good practices.

It is worth highlighting its participation in the 7th Edition of the Congress Factor W Diversity Summit 2022, which is the national event of reference in the field of Diversity and Inclusion, and it has done so with its presence at two tables.

Ilunion launched the “Ilunion is for you” project aimed at promoting the incorporation and professional development of women in operational and production positions. With this initiative, the company has created 416 new jobs for women (408 with disabilities) in male-dominated sectors and 3 women have moved into new positions. With this same objective, it has launched the “Ilunion Women in Tech” project, which has enabled the incorporation of 23 women in technical qualification positions and ICT areas and 21 have gone on to perform new functions.

With regard to the ONCE Foundation for Latin America FOAL, it has improved the system of impact indicators for its programmes and projects, always considering gender from a cross-cutting perspective. In 2022 it has been relevant in terms of gender, due to the consolidation of the “FOAL Violet” Programme for the **Empowerment of Women with a Visual Impairment in Latin America**.

In the field of education, the programmes and projects supported by this Foundation provide equal attention to all students who need it, regardless of gender, although the indicators system has allowed for data disaggregated by gender to be available. Employment projects also include the gender perspective in the different stages: detection, training, insertion in companies, support for self-employment, etc.







### 4.2 Equal access to education

Since the **ONCE's** inception, and even before, blind persons have had education as their objective, as a lever for unparalleled equality. This is why the ONCE Social Group has set the future goal of enabling people to reach wherever their abilities allow, and above all, to prevent physical or mental barriers - the hardest to overcome - from dampening their dreams.

**The regular presence in classrooms of students with any kind of disability is the best equality lever we can envisage**, in addition to reflecting equality in terms of the right of access to a basic service. The work performed in this aspect from all areas, especially from the ONCE and the ONCE Foundation, is unceasing: from early inclusion to university, from blind persons to those with an intellectual disability, everyone has the right to try and get where their talent takes them.

**The ONCE's social services provide educational coverage to 7,271 schoolchildren who are visually impaired** in collaboration with the educational services of the autonomous communities, achieving that 99.5% of these students are integrated in a classroom. The Organisation's professionals work to ensure the preparation and accessibility of physical and digital educational resources, and to provide the technological tools that blind or visually impaired students use in the classroom. From the ONCE Digital Educational Content Accessibility Group (ACCEDO), the following initiatives have been conducted in 2022:

- Participation in a work group on technology in education with the ONCE Foundation and Microsoft.
- Advice on digital accessibility to different educational and/or technological entities.

Participation in training actions aimed at ONCE and ACCEDO Group professionals

- Attendance to different events and congresses on the subject.
- Conducting the research "Analysis of the accessibility of communication tools in education for students with visual impairment" and starting the study "Analysis of the accessibility of educational platforms commonly used in the classroom for students with visual impairment".
- Participation in Tifloinnova 2022.
- Support for one hundred young persons in the preparation and direct attention in the EVAU exams.

In addition to these students, in the 2021/2022 academic year, 585 foreign students with visual impairment were addressed at different educational levels (8% of the school population reached), in line with the ONCE's commitment to this inclusive work, which knows no borders.

In addition, we sustain and promote the ONCE University School of Physiotherapy, attached to the Autonomous University of Madrid, from which the best "physiotherapists" in the world graduate every year, with a level of transfer to employment of practically one hundred per cent of the graduates, to the cry "from handicap to excellence".

### To University and beyond

As pointed out in these lines, as for the rest of the students, the objective cannot be other than to reach where the talent, effort and work of each one of them will take them, without being held back due to discrimination on grounds of disability. The aim is for everyone to reach what they want and up to where they can, and undergraduate, university and other higher education should not be discarded. Hence the effort to **promote the presence of students with disability at university or higher education centres** at the same level as the rest with all kinds of help and support.

In 2022, 977 scholarships were awarded, of which:

- 409 were for young persons with an intellectual disability.
- 255 business internships the ONCE-CRUE Foundation- Spanish Universities.
- 159 excellence scholarships, 27 of which are language scholarships, together with inclusive campuses, science camps, Navarra alumni, IESE, United World Colleges, etc.
- 6th edition of the "Opportunity for Talent" programme, with 110 scholarships for postgraduate studies, international mobility, sport, doctorate and research.

Additionally, throughout the year 181 scholarships were awarded under the Por Talento Digital Programme since its launch in 2020, with 67 of the total number of scholarship recipients (21 women and 46 men) completing their training in digital skills and technological professions during the year. Continuing with the RADIA Program focused on training in digital technologies, aimed at favouring the inclusion of women with disability in digital work environments and thus increasing the number of

women professionals in the technological field. 44 scholarships were awarded and, under the Queen Letizia Aid Programme for Inclusion, a total of 944 scholarships were granted.

In 2022, a new **Aid Programme to Promote Access to Public Employment for persons with disability** was launched, which grants aid to cover part of the financial cost of preparing for competitive examinations. This edition will end in 2023, with 27 scholarships granted in total in 2022 to the same number of candidates ready to pass the exams.







### 4.3 Equal in leisure, culture and sport

Equality must reach all areas of life and, in the societies in which we live, culture, leisure and sport are essential areas of action and coexistence, from which persons with disability cannot be exempted. To exclude these people from this part of life is unforgivable in our times, and both from as creators or participants in culture, leisure and sport, there is a huge amount of work to be done to achieve inclusion.

In 2022, the increase in socio-cultural entertainment and promotion activities already recorded in the previous year continued. A total of 6,496 activities took place, leaving the pandemic behind with the overall participation of 104,476 blind persons, 31% higher than in the previous year.

The most outstanding cultural initiatives in 2022 are:

- Deciding on the 36th edition of the Tiflos literary contest, which received 57 entries from persons with a visual impairment.
- Renewal of the Prometeo contest to stimulate creativity among students, with the participation of 91 schoolchildren with a visual disability.

- New launch of the ZonaCreativ@ONCE youth contest with categories including short stories, poetry, graphics, music, audio-visual and popularisation, with a total of 29 entries received.
- Performances/presentations of the 15 Cultural Associations, which bring together theatre and music artistic groups, highlighting those in theatre Festivals of Alcántara, Almagro and Mérida, and the 17th Music Biennial held in Aragón.
- Promotion of different musical performances broadcast in online events of the ONCE Global Culture programme and the Music@once competition.
- Representation in the European music competition Euro Low-Vision obtaining the first place in this first edition of the contest.
- 4,346 different members accessed the Audesc video library (with audio description), with 64,206 downloads and 125,659 streaming views.
- 7 series, 2 documentaries and 54 new audio-documentary films were added to the catalogue.
- Consolidation of the ONCINE podcast and a book and film talk show.
- Audesc video library at the ONCE club, with 894 titles.
- In 2022, the ONCE Typhlological Museum was visited by 10,966 people, organised seven temporary exhibitions, several complementary activities and the Museum's 30th Anniversary Plastic Arts Contest.

**The ONCE also maintains a fund to finance cultural and artistic projects of various kinds** (musical works, musical scores or books, books of all kinds, etc.)

proposed by members, several of whom received support for their initiatives.

Actions aimed at blind persons and persons with a severe visual disability of all ages were held in all parts of Spain:

- Active and healthy ageing' programme
- Consolidation of the "the ONCE Global Culture" project
- Online workshops to boost creativity among young people
- Social holiday programme for seniors and pensioners, with 864 places and the "Family Christmas Holidays 2022", with 231 participants
- The Senior Clubs continued to combine online and on-site formats, with 60% more participants than in 2021, reaching 5,884 people.
- The 'At your side, always' programme for unwanted loneliness assisted 509 different beneficiaries.



### Not a single schoolchild without a physical education class

For the ONCE Social Group, the concept of sports is overly broad and ranges from the first steps to the Paralympic champions. Hence the effort in the same line for sport from the grassroots level, trying to ensure that no child is excluded from physical education classes because of their disability; and fighting for our Paralympians to have the same conditions as Olympic athletes.

The FEDC (Spanish Federation of Sports for Blind Persons) continued to manage competitive sports activities. **Specifically, 147 activities were held in all kinds of sports, in which 3,241 blind athletes or with a visual impairment took part.**

In addition, meetings are held for young persons to get them involved in sport, and Sports Schools in which many students with a visual impairment from all parts of the territory join in a meeting of health and coexistence around physical activity.

As for the ONCE Foundation, to promote grassroots sports, it has the Escuela de Baloncesto en Silla de Ruedas (Wheelchair Basketball School), in addition to sponsoring the Fundación the ONCE de Baloncesto en Silla de Ruedas (the ONCE Foundation Wheelchair Basketball) and the CD Ilunion wheelchair basketball team (CD Ilunion de balonesto en silla de ruedas), one of the best teams in the world, which participates in national and international competitions. It is also one of the sponsors of the Paralympic Goal Sport Aid Plan (ADOP Plan).





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# 5

## SOLIDARITY for a better world

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- 5.1 International drive
- 5.2 Planet for the future
- 5.3 ESG Supervisors
- 5.4 Research + Innovation



Click on each chapter







Awareness, efficiency, optimisation and development are key to this economic and social model in line with the 2030 Agenda for Sustainable Development and guided by the UN Convention on the Rights of Persons with Disabilities. And we do so from the entire world and from all our executive areas with one magic word, solidarity: sharing what we are and what we have to try to make others better, which will mean that we will all evolve together.

For more than 30 years, the ONCE Social Group has been concerned about the reality of blind persons or persons with another disability in the rest of the world and aims to collaborate, help and cooperate with other communities to build a more disability-inclusive society, based on the knowledge gained in the Spanish model. Europe and Latin America are the places where we focus our work, although these are not the only places where Spain is considered the ONCE country.

### 5.1 International drive

In 2022, the three executive areas of the ONCE Social Group have worked to participate in meetings or events of international organisations, with the common goal of considering persons with disabilities throughout the world.

- Technical assistance in the Latin American region through the EUROsociAL+ Programme to Argentina, Brazil and Uruguay in education and employment;
- Holding, together with “Unión por el Mediterráneo” (Union for the Mediterranean), the First Regional Conference on Inclusion

of Youth and Women with Disabilities in the Mediterranean region

- Showcasing our equality policies at the High-Level Mediterranean Women’s Conference, together with authorities from its 42 member countries.
- Promoting equality policies in collaboration with the Organisation of American States (OAS) for the adoption of a Recommendation to the countries of this region on gender violence against girls and women with disabilities.

In 2022, the network of strategic partnerships was also expanded:

- The Collaboration Agreement with the Economic Commission for Latin America and the Caribbean (ECLAC) was launched.
- We joined the Social Impact Community in Europe through PHILEA and in Latin America through Latimpacto, and renewed the collaboration framework with the Development Bank for Latin America (CAF)

The ONCE Social Group took part (together with AECID and FIAAPP) in Spain’s joint commitments

during the World Disability Summit in Norway, an example as a country of collaboration between the social sector and the public sector.

In the context of the collaboration with the IDB Lab for the internationalisation of Inserta, we organised the first regional meeting of projects promoted by this multilateral entity in Washington, with the presence of the Bank’s highest authorities. And in Colombia we presented the project (called Portamento LATAM in this region) to the main partners in the private sector, government and social organisations, with the support of the Global Advisory Committee made up of the International Labour Organisation, the Ibero-American Social Security Organisation, ECLAC, RIADIS and the vice-president of the United Nations Committee on the Rights of Persons with Disabilities.

During this year we also managed to **increase the membership of the Ibero-American Disability Programme**, of which the ONCE Social Group is the Technical Unit, reaching twelve member countries (10 Latin American plus Spain and

Andorra). We promoted the creation of its Consultative Commission with the participation of regional organisations of persons with disabilities (RIADIS, ULAC and RELAVIN), together with United Nations agencies and other Ibero-American networks, and we have launched regional projects with the Ibero-American Social Security Organisation, the Organisation of Ibero-American States for Education, Science and Culture, and the Conference of Ministries of Justice of Ibero-America.

As part of our collaboration with the Academy of Diplomacy, we held three “Diplomacy for Inclusion” meetings with the diplomatic corps accredited in Spain on the strategic priorities of the agenda for persons with disabilities, two of them coinciding with the European Presidencies of France and the Czech Republic; and another aimed at the Missions of the Ibero-American countries, in which the social economy, employment, accessibility and digital transformation were the key issues, on the impact of the inclusion model of the ONCE Social Group.







### Next to 70,000 people in Latin America

The ONCE Foundation for Latin America (FOAL) symbolises the position of the ONCE Social Group in the field of International Cooperation for sustainable social and economic development for blind persons and persons with a severe visual impairment in this part of the world. In 2022 we participated in several actions:

- Holding two Board of Trustees meetings, at which the follow-up meetings of both ULAC and ICEVI Latin America took place.
- Meeting with the Ministries of Education and Employment of Costa Rica, Ecuador, Honduras, Chile, Bolivia, Nicaragua, Uruguay and Peru for the implementation of inclusive education and employment policies.
- Organising, during the Global Disability Summit, a Side Event to promote the role of Organisations of Persons with Disability in the design and implementation of truly inclusive public policies.
- Participating in a panel discussion during the regional summit for Latin America.
- Online meetings with Agora programme professionals in 12 countries.
- The professional internship project continues its implementation in collaboration with the Mapfre Foundation, reaching a total of 76 scholarships.

As for new initiatives:

- Launching an online training platform on disability for our local partners and allies.
- Signing an agreement with INTERRED in which it has been possible to design and implement a diploma course on educational care for children with a visual impairment in the Dominican Republic.

- Launching the IBERFOAL Programme and, specifically, the “Education without Borders” initiative, in which blind or low vision students could spend up to one academic year in our country.

In addition to these, the completion of the WIKITIFLOS project in Colombia, which has been extended to other areas of the country in addition to those initially planned, and the completion of 3 other co-financed projects in Paraguay, Bolivia and the Dominican Republic.

### Social Marca España (Spain’s brand) in Europe

Through the Technical Office for European Affairs (OTAE), we have kept close contact with the Commission, the European Parliament and the Council of the EU to ensure that legislative initiatives and government strategies consider the disability perspective, in addition to intensifying the work for the European Strategy on the Rights of Persons with Disabilities 2021-2030, approached from various areas, such as gender, social economy or employment.

A delegation from the ONCE Social Group met with Helena Dalli, European Commissioner for Equality, **to push for the Spanish Presidency of the European Union to highlight persons with disabilities and create a more social Europe that generates equal opportunities.**

Another highlight was the meeting with Roberta Metsola, President of the European Parliament, to renew the agreement between the Parliament and the ONCE Social Group to defend the needs of 85 million Europeans with disabilities.





The project **“Europe comes closer to you”** ended with the achievement of a network of contacts and meetings between members of European institutions and organisations, together with the heads of European affairs of the ONCE Social Group, both at national and regional level.

Another important milestone this year was being part of the jury for the 2022 European Citizen’s Prize.

Spain took part in the PARVIS project together with eight European countries, where activities focused on 10 rights arising from the Convention on the Rights of Persons with Disabilities (CRPD). This project aimed, through audio-visual materials, at **giving visibility to everyday situations faced by blind persons and persons with a visual impairment and how we can all contribute to creating a more inclusive and integrating society.**

Similarly, it is worth highlighting the successful

participation of a group of young people with disabilities in the European Youth Event held in Santander, where they had the opportunity to organise their own activity in which they discussed the importance of the ERASMUS+ programme and the barriers that limit the possibility of having a full study experience in the European Union.

#### The ONCE Social Group in the world

- WORLD BLIND UNION (WBU)
- EUROPEAN BLIND UNION (EBU)
- LATIN AMERICAN UNION OF BLIND PERSONS (ULAC)
- INTERNATIONAL DEAF-BLIND 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 PERSONS WITH A VISUAL IMPAIRMENT (ICEVI)
- ICEVI EUROPE

- ICEVI LATIN AMERICA
- WORLD LOTTERY ASSOCIATION (WLA)
- EUROPEAN LOTTERY ASSOCIATION (EL)
- IBERO-AMERICAN CORPORATION OF STATE LOTTERIES AND GAMBLING (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 presence also in:

- LATIN AMERICA THROUGH FOAL, OPERATING IN 19 COUNTRIES: ARGENTINA, BRAZIL, BOLIVIA, CHILE, COLOMBIA, COSTA RICA, CUBA, ECUADOR, EL SALVADOR, GUATEMALA, HONDURAS, MEXICO, NICARAGUA, PANAMA, PARAGUAY, PERU, DOMINICAN REPUBLIC, URUGUAY, AND 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 SAHARAUIS REFUGEE CAMPS OF ALGERIA
- COLLABORATION WITH THE NATIONAL BLIND ORGANISATION OF EQUATORIAL GUINEA (ONCIGE)
- EUROPEAN FORUM OF PERSONS WITH DISABILITIES (EDF)
- EUROPEAN PLATFORM FOR THE REHABILITATION AND PROFESSIONAL TRAINING OF PERSONS WITH DISABILITIES (EPR)

- EUROPEAN ASSOCIATION OF SERVICE PROVIDERS FOR PERSONS WITH DISABILITIES
- SPAIN NAB
- 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 CENTRE FOR PUBLIC ENTERPRISES AND PUBLIC SERVICES (CEEP)
- EUROPEAN FOUNDATION CENTRE (EFC)
- EUROPEAN SOCIAL ECONOMY PLATFORM (SEE)
- COUNCIL OF FOUNDATIONS
- AFFILIATED MEMBERS PROGRAMME WORLD TOURISM ORGANISATION (UNWTO)
- INTERNATIONAL BUSINESS PRESENCE IN PORTUGAL AND COLOMBIA





## 5.2 Planet for the future

Such a large social group cannot remain oblivious to minimising impacts on the planet and tries to set an example that, bulb by bulb, litre of water by litre of water, sheet by sheet, any initiative does its bit for a better future.

**In 2022, the ONCE defined an Environmental Sustainability Plan** to guide the development of future activities to meet the objectives of decarbonisation, circular economy and implementation of environmental management. The ONCE is in the process of implementing the environmental management system pursuant to the ISO 14.001 standard in its centres, with certification expected to be obtained in 2023 in the Gambling Products Production and Logistics Centre (CLP) and the Educational Resources Centre (CRE) in Madrid.

In 2022, we have continued to conduct dissemination and awareness-raising activities in environmental matters, such as:

- Raising awareness and encouraging staff to use the intranet to minimise paper-based procedures and avoid the physical issuance of information documents.
- Conducting training through the ONCE Online Campus (Campus Virtual the ONCE) on environmental sustainability for all non-vendor staff.
- On-site and online event on 3 June to mark International Environment Day: debate, good practices, actions, ideas, etc.

The activities conducted by the ONCE that may generate a greater environmental impact are, on the one hand, those arising from the Gambling Products Production and Logistics Centre (CLP)

where, among others, the printing and distribution of the lottery ticket and other lottery products takes place, and on the other hand, the buildings' air conditioning. The CLP has significantly reduced water, paper and plastic consumption in order to favour a circular economy; and in the case of energy consumption, we have replaced conditioning equipment, LED lights and improved carpentry. A Civil Liability Insurance for damages caused by pollution is also included.

In addition, the Organisation has channels that can be used for environmental complaints or claims from staff, members or customers. In 2022, no environmental complaints have been reported and no significant fines or penalties have been received for non-compliance with environmental laws or regulations.

With regard to improving energy efficiency, different actions have been promoted in certain ONCE centres in 2022:

- Renewing air-conditioning equipment, considering aerothermal energy, if possible, in order to save 40-50% of energy.
- Installing photovoltaic panels.
- Replacing luminaires to improve lighting efficiency.
- Implementing Royal Decree-Law 14/2022 on sustainability, highlighting actions related to limiting the temperature and switching off lighting: installation of presence detectors, adjustment of air-conditioning times, etc.
- Replacing at CLP conventional UV ink drying systems with UV LED systems, which have lower electricity consumption compared to conventional drying.
- Continuing with the optimisation of indicators that measure the resources and consumption

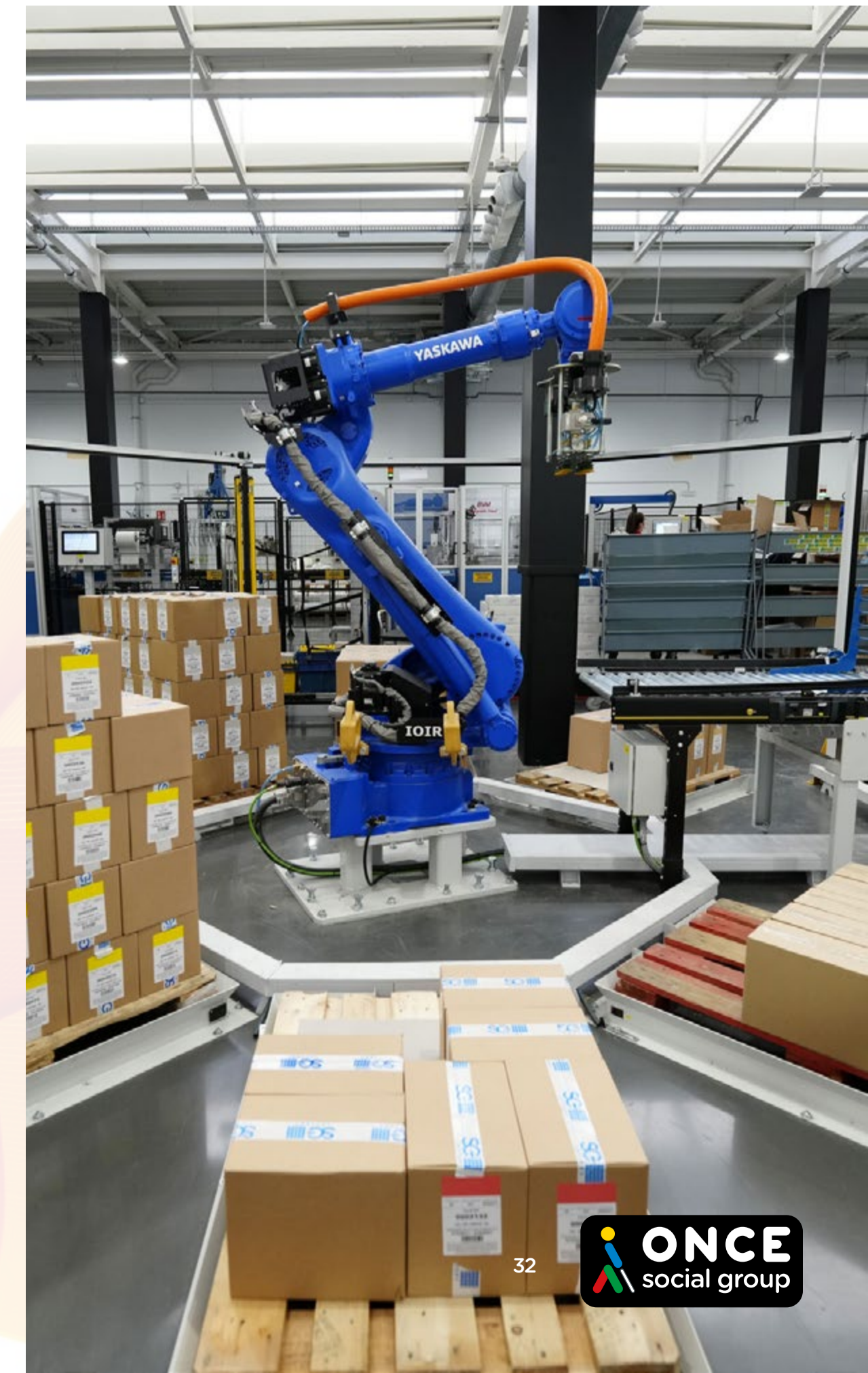
of electrical energy: energy price, contracted/demanded power control, analysis of penalties for reactive power, consumption patterns, etc. In relation to energy efficiency, and pursuant to the legal requirements, the ONCE undergoes an energy audit every four years.

In terms of emissions reduction, the Environmental Sustainability Plan has promoted initiatives to reduce greenhouse gas emissions, and all forms of air pollution, including noise and light pollution:

- Measures to reduce pollution caused by fluorocarbon gases from air conditioning with high ozone depletion potential (ODP):
  - Gradually replacing R22 refrigerant (ODP=0.5) with R410A, R134, R410 and R407 (all with ODP=0) in older machines. 100% of the replaced machinery is ozone friendly and preventive checks prevent leakage.
- Mobility plan
  - Launching the Mobility Panel discussion with different areas to improve workforce mobility, favouring inclusion and reducing emissions, and allowing us to be sustainable, connected and safe.
- Measures to reduce noise pollution
  - Soundproofing systems on all air-conditioning machines, insulation panels on the building roofs and 100% of the machinery replaced in 2022 has low-noise systems.
- Measures to reduce light pollution
  - Gradually replacing fluorescent lighting with LED solid state technology.
  - Providing all office luminaires with a glare rating or UGR (Unified Glare Rating) of less than 19, certified by the manufacturers.
  - Limiting the lighting level at workstations to 550 lux with a tolerance of  $\pm 10\%$ , which

ensures sufficient light and reduces over-lighting and design of shielded streetlights, in centres with exterior and decorative lighting systems, to emit the necessary light and not above the horizon.

- Selection of lamp wavelengths with colour temperatures equal to or less than 4000°K, for short wavelength emitted light radiation.







Also, the ONCE is committed to a circular economy as a key element for sustainable development. The goal for the next few years is to continue implementing the comprehensive waste management system in its centres, ensuring its correct segregation.

Following the assessment of direct environmental aspects at some centres, significant impacts related to the generation of paper and cardboard and polyethylene have been detected at CLP. To remedy them, actions have been established to substitute virgin polyethylene in the production chain in order to, in line with the Law on Waste and Contaminated Soil and Royal Decree 1055/2022 on packaging, reduce its use and, therefore, the generation of waste associated with it.

In this regard, all the waste managers with which the ONCE works are authorised in each of the Autonomous Communities in which they operate. "Clean points" have been set up in transit and rest areas to separate commercial waste assimilable to urban waste in several centres. In addition, hazardous waste warehouses are set up to collect hazardous waste from maintenance and cleaning activities.

On the occasion of the European Week for Waste Reduction, "Circular Economy Markets for clothes and accessories" were held in some schools. With more than 650 garments, 25% have been reused, saving almost 4 million litres of water.

Hazardous waste is classified by type to make the removal and recycling processes easier. This is conducted by authorised waste managers, and the process is periodically inspected by the competent authorities.

Data on the destination of the waste is collected from the certificates issued by the waste managers. In the case of waste deposited in municipal containers for paper, cardboard, and

packaging, it is taken to recycling.

As regards the sustainable use of water, the ONCE draws water from the supply network, both in its centres considered as offices and in industrial complexes such as the CLP. All office centres discharge their waste into the municipal sewage system, since they can be assimilated to those generated in a community of property owners, and in the case of the CLP, no discharge is made. Both the wet system and cleaning water are deposited in drums and processed by an authorised waste manager.

Initiatives to improve efficiency and reduce water consumption include:

- Reducing the volume of water in water wagons and installing flushometers when replacing old taps.
- Implementing at CLP a daily water consumption control process that allows early detection of faults in the supply network of the complex.

On the other hand, the ONCE, as a Public Interest Entity for purposes of European and Spanish auditing regulations, also subject to the Directive on the disclosure of non-financial information, discloses information on the manner and extent to which its activities are associated with economic activities that are considered environmentally sustainable, and indicators related to turnover, capital expenditure (investment in fixed assets) and operating expenses that show this to be the case.

With regard to the requirement of being aligned with minimum social safeguards, it should be noted that the ONCE complies with the provisions of articles 3 and 18 of the Taxonomy Regulations (OECD Guidelines for Multinational Enterprises and United Nations Guiding Principles on Business and Human Rights, including the principles and rights set out in the eight

fundamental conventions referred to in the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work and the International Bill of Human Rights), and is a signatory to the United Nations Global Compact. In addition, the Organisation has policies and

procedures in place on anti-corruption, fiscal responsibility, ethics, and supplier due diligence procedures. In this regard, it should also be noted that the ONCE has not received any sentences or sanctions on grounds of human rights violations.







### Social and sustainable enterprises

Meanwhile, Ilunion's Sustainability Master Plan includes a project called "Environmental Commitment" which brings together a series of measures aimed at defining the scope of Ilunion's environmental goals as a business group

The main lines of action taken to reduce greenhouse gas emissions are as follows:

- Ilunion Hotels, Ilunion Reciclados, and Ilunion Servicios Industriales have replaced their luminaires with LED technology.
- Ilunion Hotels has conducted a broad scope energy audit in ten hotels. It has improved or replaced boilers, cold rooms and other energy-consuming equipment with more efficient ones. The air conditioning system has also been improved and an aerothermal heating system has been installed at Ilunion Atrium.
- Ilunion Ibéricos de Azuaga has modified the blanching system to reduce heat losses.
- Ilunion Lavanderías has drawn up an energy efficiency plan which will begin its deployment in 2023, with actions focused on three areas: machinery, facilities and process. In addition, some plants have installed calenders, clothes tunnels and dryers, which use an autonomous energy source, to substantially reduce thermal consumption.
- Ilunion Hotels and Ilunion Lavanderías (laundries) have a control system for operational and maintenance processes.
- Establishment of energy efficiency requirements

in the purchase of products or equipment that may have a significant impact on energy consumption.

- Ilunion Retail and Commercialisation purchases refrigeration appliances and vending machines only with R-290 refrigerant gas, characterised for its low environmental impact. Staff in both areas have established control over the closing of refrigeration equipment doors after use.

### Promotion of sustainable mobility

- Ilunion Hotels makes electric vehicle charging points available to guests free of charge in 8 of its hotels.
- Ilunion Facility Services and Ilunion Lavanderías (laundries) have guidelines for efficient vehicle driving.
- Ilunion Lavanderías has provided training on efficient driving and good practices to more than 750 drivers during the 2022 financial year.
- Ilunion Lavanderías, Ecologicistic Operations and Logiraees all have a fleet management system. It should also be noted that in these last two companies, engaged in transporting waste from electrical and electronic equipment (WEEE), more than 40% of the kilometres travelled were made with sustainable vehicles, avoiding the emission of 46.21 tonnes of CO<sub>2</sub>.

In relation to the daily transport of staff to work, flexible working and teleworking measures, and the promotion of online training and videoconferencing also have a positive impact on emissions.





**Promotion of renewable energies**

- Purchase of certified electricity from renewable sources. All the energy at Ilunion Hotels and the Torre Ilunion and Mizar buildings comes from wind, solar or hydraulic energy. In total, 6.9% of the energy consumed in Ilunion in 2022.
- Solar photovoltaic production  
Ilunion Lavanderías has the Green Roofs 2020-2023 project to generate 15% photovoltaic solar energy with a production of 1 GWh/year. By the end of 2022, 16 plants had solar roofs, 11 more than in 2021. The 3,568 KW of installed capacity generated 2,435.56 MWh for self-consumption, 2.4 times what was generated in 2021, which has prevented the emission of 643.54 Tn CO2 eq. Likewise, energy savings in these plants have been incredibly significant compared to the previous year, reaching savings of 15% of energy per kg of linen treated. In addition, in 2022, several Group companies (Ilunion Retail, Ilunion Ibéricos de Azuaga, Ilunion Recicladados, Ilunion Contact Centre, and Ilunion Hotels) have installed solar photovoltaic panels.
- The companies Ilunion Recycling, Ilunion Automoción, Ilunion Hotels (Hotels: Atrium, Auditori, Barcelona, Calas de Conil, Islantilla and Malaga) and Ilunion Sociosanitario (Prado de San Gregorio Residence) use solar thermal panels to produce domestic hot water (DHW).
- Biomass boiler at the Ilunion Alcora hotel and at Ilunion Ibéricos de Azuaga.
- Aerothermal system for the production of DHW in Ilunion hotels San Mamés and Ilunion Costa Sal.

On the other hand, Ilunion has launched ‘Bosque Ilunion’, an initiative to offset CO2 emissions. Ilunion Hotels has promoted the creation of two forests with 500 trees. In addition, Ilunion IT Services has offset 72.5 tonnes of CO2, through a partnership. With regard to the ONCE Foundation, although due to the nature of its activity the impact is not particularly significant, it addresses certain lines of action in the area of environmental sustainability in line with the 2030 Agenda and the SDGs, and also with the Sustainability Policy of the executive area and the Sustainability Master Plan 2019-2022. In accordance with the ONCE Foundation’s purpose, the following lines of action stand out in the field of environmental sustainability:



- Commitments to create jobs for persons with disabilities linked to sectors and activities related to sustainability.
- Strengthening partnerships such as the Foundations for Climate initiative, Jobs 2030, Forética’s Future of Work or the Alliance for Inclusive Energy Transition.
- The external audits (AENOR) conducted in 2022 in the framework of the certification of the Environmental Management System according to UNE-EN ISO 14001:2015 have been resolved favourably in both the ONCE Foundation and Servimedia, and for the first time in Inserta Empleo.
- The ONCE Foundation and Servimedia adopt the precautionary principle in their

environmental management within the framework of their certified systems.

- The Civil Liability insurance policies of the ONCE Foundation, Inserta Empleo and Servimedia cover civil liability for accidental pollution, and specifically that of Inserta Empleo also covers environmental liability.
- In 2022, work continued on raising internal awareness, highlighting the *Green Makers* project of the ONCE Foundation’s Executive Area, and on incorporating the environmental sustainability component into the organisation’s culture.

With regard to pollution, the measures implemented to prevent and reduce pollution include the correct management of waste, continuous improvement in the efficiency of equipment and installations, and raising awareness among the different staff on energy efficiency and waste prevention and segregation. Measures to promote more sustainable mobility also have an impact on reducing pollution, optimising energy consumption and combating climate change.

- At the beginning of 2022, the decarbonisation plan of the ONCE Foundation’s Executive Area was approved, establishing the goal of reducing most of the carbon footprint by 2029.
- Progressive replacement of the vehicle fleet with more sustainable options.
- Offsetting emissions and carbon negativity, with a decarbonisation plan with offsets such as acquiring carbon credits originating from reforestation projects and recovering degraded soils and/or burnt land in Pontevedra (Galicia).





### 5.3 ESG Supervisors

Throughout its history, the ONCE began as a socially responsible entity towards the general public, promoting personal autonomy and full inclusion of persons who are blind and/or with another disability. Now, **the ONCE Social Group is keeping that flame alive and is evolving towards new commitments marked in the new ESG** (Environmental, Social and Governance) dimension, that is, always putting environmental, social and corporate governance factors first when assessing the actions to undertake. The ONCE has a CSR Master Plan 2020-2022, which sets out the transversal strategy for socially

responsible initiatives and issues identified as relevant in ethical, economic, environmental and social matters, which can substantially influence stakeholder decisions. This Plan is part of the collective effort to contribute to achieving the sustainable development of the SDGs of the 2030 Agenda.

The 6 strategic lines on which this approach is based are the following:

- Quality and innovation of our social services
- Social and responsible lottery
- Our team of people
- Good governance, sustainability and ethics
- Communication and reputation measurement
- Commitment to the environment

The ONCE Foundation, the Inserta Empleo and Inserta Innovación Associations, and Servimedia are actively committed to sustainable development from the fulfilment of their social mission, as shown by the clear alignment of the activity with the 2030 Agenda and its Sustainable Development Goals (SDGs). With multiple programmes and actions, SDGs 4 (“Quality education”), 8 (“Decent work and economic growth”), 10 (“Reducing inequalities”), 11 (“Sustainable cities and communities”) and 17 (“Partnerships for achieving the goals”) are being contributed to as a priority. In all these goals, the 2030 Agenda itself expressly and specifically recognises persons with disabilities. In addition, the contribution to SDG 5 (“Gender Equality”) can also be highlighted.

Thus, based on its nature as a social entity, and being committed to making a significant contribution to fulfil the SDGs, the ONCE Foundation integrates sustainability as an element to underpin its mission, its excellent management, and maximise its capacity to generate value for its different stakeholders.

In 2022, the ONCE Foundation concluded its first Sustainability Master Plan 2019-2022, with an ESG perspective, having executed 100% of the planned actions. Likewise, the ONCE Foundation conducts important work to underpin the disability dimension in the ESG agendas of third parties, with a special focus on Europe, considering the importance of regulations coming from Brussels. Thus, we can celebrate that in 2022 disability was expressly included in the new European Corporate Sustainability Reporting Directive, which affects all 27 EU countries. The Foundation also maintains alliances with important ESG platforms, including the Spanish Forum for Sustainable Investment (Spainsif) and the Global Reporting Initiative

(GRI), and develops specific initiatives to promote the Disability and Sustainability binomial, with projects such as Disability Hub Europe, co-financed by the European Social Fund.

Ilunion culminates its Master Plan in 2022, highlighting the creation of a CSR Committee in March 2018, and the creation of a CSR Technical Office. This Master Plan has contributed to the Sustainable Development Goals (SDGs): SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Growth), SDG 10 (Reducing Inequalities), SDG 11 (Sustainable Cities and Communities), SDG 12 (Responsible Consumption and Production), SDG 13 (Climate Action), SDG 16 (Peace, Justice and Strong Institutions) and SDG 17 (Partnerships to Achieve the Goals).

The company has designed its new Sustainability Master Plan that will cover the period from 2023 to 2027, based on the pillars of Environmental Commitment, Social Commitment, Good Governance and Alliances, where Ethics takes centre stage in all dimensions.

In 2023, the ONCE Social Group was among the three companies/entities with the best corporate reputation in Spain, according to the Merco Empresas 2022 Spain ranking. It also leads the Merco Responsabilidad ESG Spain 2022 -which measures the social and environmental sustainability, ethics and good governance of companies-.





**Cross-sectional disability**

We do all this hand in hand with many travelling companions, who help us to promote any future action, keeping disability as our main focus of action, both inside and outside Spain. The ONCE Social Group model is shown to the world to continue adding from:

State level.

- Spanish Committee of Representatives of Persons with Disabilities (CERMI).
- Forum for Justice and Disability.
- Royal Board of Disability.
- Spanish Association of Foundations (AEF) and Institute of Strategic Analysis of Foundations (INAEF).
- National Advisory Board for Impact Investment (Spain NAB).
- Spanish Social Economy Business Confederation (CEPES).
- Spainsif (Platform for sustainable and responsible investment in Spain)
- Forética.

European level.

- European Foundation Centre (EFC)
- European Disability Forum (EDF).
- European Centre for Public Enterprise and Public Services (CEEP).
- European Platform for Rehabilitation and Professional Training for Persons with Disabilities (EPR).
- European Association of Service Providers for Persons with Disabilities (EASPD).
- European Institute of Design for All (EIDD - Design for All Europe).
- European Network for Accessible Tourism (ENAT)

- The European Venture Philanthropy Association (EVPA).
- European Economic and Social Committee (EESC) (representing the Spanish Entrepreneurs Confederation for Social Economy (CEPES)).
- European Social Economy Platform - Social Economy Europe (SEE) (Formerly CEP-CMAF) (Representing the EFC).
- Global Action Network on Disability (GLAD) (as the ONCE social group).

Supra-European level.

- Council On Foundations (COF).
- World Consortium for the Standardisation of Web Accessibility - World Wide Web Consortium (W3C)
- Active members of the World Tourism Organisation (UNWTO) programme.
- International Standard Organisation (ISO).
- Global Reporting Initiative (GRI).
- United Nations Economic and Social Council (ECOSOC).







### 5.4 Research + Innovation

The need to research and innovate is a maxim that Organisations who want to earn their future must promote and practice. Technological innovation, which we believe always has a social component, leads us to be alert to what is happening around the world, to search for initiatives that best suit our reality. But not only there, also by strongly promoting research that leads us to innovation in all our areas and always, absolutely always, with a necessarily inclusive aspect.

The ONCE keeps lines of work in **research, development and technical innovation and research in vision, with the aim of continually improving the quality of the services it provides to blind people** and continuing to respond effectively to their needs, while advancing in the knowledge of their social reality and the development of new intervention techniques and specific technologies.

In addition, it supports research initiatives that improve the quality of care and the provision of services to adapt to social and technological changes and developments.

The Tyflotechnology and Innovations Centre (CTI) is the ONCE's benchmark centre in Spain and the world in accessibility and support products for blind persons and persons with a severe visual impairment.

Throughout 2022, a total of 152 projects have been undertaken:

- 143 projects related to tyflotechnology and supporting products, some of which have

become final products: such as the Braitico software application (literacy and literacy competence method), a new version of GOLD Digital Book Manager for PC and the adaptation of the popular 'apalabrados' game.

- 6 vision research projects funded by the ONCE, most of them involving researchers of recognised national and international prestige.
- 3 social research projects: one on the impact of different ways of learning spatial representation for the orientation and mobility of persons with a visual impairment, in collaboration with the Autonomous University of Madrid; a study on unwanted loneliness in the blind persons population; and field work to find out whether the rights of persons with disabilities are respected.

In addition, the following research and social innovation actions have been conducted:

- Deciding on the 6th Contest on innovation and good practice experiences in social services.
- 2022 the ONCE Innova Entrepreneurs Challenge: an initiative to promote innovative ideas to improve the quality of life and digital inclusion of persons with disabilities.

Through the genetic counselling service conducted with expert geneticists and scientists, the ONCE provides members with information on the clinical and genetic characteristics of their reality, and guidance on the family prognosis of a hereditary disease.





TifloInnova 2022

The ONCE promotes TifloInnova, the biannual fair of accessible technology for blind persons, which in the 2022 edition returned with more strength and, above all, more innovation after having been delayed due to the pandemic.

The weekend of 22-24 April 'TifloInnova 2022' turned Madrid into the international centre of the latest accessible technologies for blind persons or with low vision. Entitled 'The friendly face of technology', it showed all the future trends and the many **progresses designed to improve the quality of life of persons with a visual impairment.**

The fair brought together 30 international exhibitors and streamed more than 30 workshops, presentations and conferences. TifloInnova closed a successful edition with more than 3,500 on-site visits and more than 28,500 online visits. There was also the premiere of a 'FUN Space', an area dedicated exclusively to accessible technological leisure, specifically video games for persons with a visual impairment, with the presence of Xbox and PlayStation.

The ONCE Foundation's headquarters in Madrid devoted EspacIA Room to innovation, an open and collaborative reference space dedicated to innovation, accessibility and the promotion of design for all people.

And the digital hub of "Por Talento Digital" (Digital talent) continued, a place for training and inspiring young and old persons with disabilities and a reference point for accessible technologies and training, which hosted many interesting events in 2022

As one of the relevant lines of action in the field of Universal Accessibility, it is worth highlighting **the R&D&I activity and support for innovation**

**conducted by the ONCE Foundation, all aimed at favouring design for every person and guaranteeing that technology represents an opportunity to achieve the full inclusion of persons with disabilities.**

In 2022, 37 innovation projects have been developed, highlighting different initiatives around Accessible Video Games, in addition to the AccessJobs and AccessRobots projects, platforms for holding meetings and online training accessible to all persons, and also mobile and autonomous robotic solutions that assist persons with different disability profiles in complex spaces, both public and private.

The ONCE Foundation has also **supported entrepreneurship in the field of universal accessibility.** It has its own project accelerator, with four projects having completed the full acceleration cycle during the year, and it also supported various high-impact social innovation projects with recognised entities such as Ship2B. It is also worth highlighting Ilunion's participation in the MentallyPro project, an initiative of the PRL Innovación association for the design of a psychosocial risk assessment tool in different sectors of activity and applicable to persons with disabilities. Again, social innovation for further improvement. In 2022, the 6conecta project continued its implementation, an application for the integrated management of occupational risk prevention aimed at digitalising health and safety activities, optimising document management processes, standardising processes in this area and reducing administrative management times. The training lines, also for managers, have focused on digital transformation and innovation.

All this perceived from a cross-sectional

collaboration work of the ONCE Social Group with all the players in the world of technology, research and development that come to us, from the broadest areas, to always think that **design should be for everyone and accessibility and usability of goods and services a mandatory maxim.**







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# 6

## INSPIRATION in values

6.1 Ethics primarily

6.2 Transparency to build trust



Click on each chapter







When the ONCE Social Group was created, it was committed to standing alongside citizens, to living together, to improving, advancing and overcoming adverse realities together, in order to promote a common bond of trust. It is in this sense that ethics and transparency become key values, along with others that are traditionally part of the organisation's DNA. All of this, with the maximum controls and measuring devices capable of avoiding risks and guaranteeing that everything is conducted with the correct implementation of the values that constitute our inspiration.

## 6.1 Ethics primarily

To ensure the development, promotion, implementation and monitoring of these initiatives, the Ethics, Human Resources and Institutional Culture Committee was set up (currently the Transparency and Ethics Observatory) which, reporting directly to the General Council, oversees the implementation of the Law on Transparency, Access to Public Information and Good Governance; and in matters of ethics: it promotes the dissemination, knowledge and monitors compliance with the ethical codes of conduct of the ONCE Social Group, which includes preventing and managing possible conflicts of interest; proposes initiatives for the achievement of ethical behaviours and channels and manages complaints, denunciations and suggestions in what regards ethics issues.

This includes standards, policies and procedures that are in place as a due diligence mechanism to **protect the legitimacy, good practice and trust of members, staff, public authorities and other stakeholders.**

Ethics and behaviour standards of the ONCE:

- Code of Ethics and Conduct for directors, executives, middle management and non-executive managers of the ONCE Social Group: approved by resolution of the General Council in 2019. This code takes the form of 11 ethical values that should guide conduct: Communication, Solidarity, Confidentiality, Equity, Trust, Honesty, Humility, Respect; Commitment, Professionalism and Responsibility.
- Code of ethics and Conduct Guidelines for the ONCE employees: updated by resolution of the General Board in 2015, these are guidelines for employees, and underwriting them is not mandatory.
- Codes of conduct in matters of security in the gambling area: these are basic principles of action and behavioural practices of the staff involved in commercial activity. They are inspired by the values of loyalty, transparency, professionalism and confidentiality and are mandatory.
- Regulatory framework for the selection of suppliers and contracting of goods and services: this includes, among other rules, the external Due Diligence Procedure to be applied to suppliers and the Code of Conduct for suppliers, which includes the ethical and conduct principles, aligned with the ten universal principles of the United Nations Global Compact and with the principles and values of the ONCE Social Group.
- Responsible information management and data protection policy, implementing a series of policies and regulations: Circular on personal data protection and Security Document, highlighting the approval in 2022 of the new Information Classification Protocol (ICP), aimed at identifying the different information assets and managing them appropriately in terms of security and respect for data privacy. These rules are drawn

to comply with the General Data Protection Regulations (GDPR) and Organic Law 3/2018 on the Personal Data Protection. In addition, the ONCE has a Data Security and Protection Committee and a Documentary Assessment Committee to supervise compliance with internal and external regulations in this area, establish criteria and measures to be adopted and resolve internal queries.

- Data protection audit (biennial): to verify the level of compliance and effectiveness of security measures in the processing of personal data, in accordance with current legislation and internal regulations.
- In 2022, the ONCE received a request for information from the Spanish Data Protection Agency (AEPD) regarding a complaint for an alleged breach of the GDPR which, after the ONCE presented its allegations, the AEPD decided not to admit it for processing and closed the process.
- WLA (World Lottery Association) Best Practice Guidelines for Marketing and Communication: these set out the guidelines for responsible advertising of lottery products. They are adopted by the ONCE, and by advertising and media agencies, and suppliers of marketing actions and campaigns.
- Criminal Prevention Model: extreme prevention measures to avoid criminal offences from being committed in the ONCE and its environment. The Criminal Compliance Policy, updated in December 2022, is mandatory and applies globally to the Organisation. It ratifies its desire to maintain a conduct that respects both the rules and its ethical values and, under this Policy, the backbone document of the criminal compliance management system, which includes the rules and organisational documents in this area and includes the measures designed to assess, prevent, detect

and manage criminal risks at an early stage. The ONCE Criminal Prevention Body is responsible for supervising the operation of this Criminal Compliance Management System.

- Tax compliance model: there is a Tax Compliance Policy, the backbone document of the tax compliance management system and a regulation with the ONCE Tax Procedures. The Tax Compliance Body is also responsible for overseeing the Tax Compliance Management System.
- Prevention of money laundering and terrorist financing: there is a Manual comprising procedures and control measures that must be applied and generally guide the behaviour of the Organisation and its employees, with specific rules on matters such as the correct identification of customers, the payment of prizes to natural persons and legal entities, the detection and analysis of suspicious transactions and the reporting of such transactions to the competent supervisory authority, the Executive Service of the Commission for the Prevention of Money Laundering and Monetary Offences (SEPBLAC). Furthermore, in order to supervise and guarantee correct compliance with the Manual, an internal control body has been set up, the ONCE Commission for the Prevention of Money Laundering and Terrorist Financing, and a representative of the ONCE has been appointed to act before the SEPBLAC.





Furthermore, Ilunion believes that the trust of its stakeholders is based on integrity, understood as ethical, honest and responsible behaviour. This is why on 20 December 2018, Ilunion's **Board of Directors approved Ilunion's Compliance Management System**, which is aligned with the UNE 19601 standard, aimed at preventing crimes, reducing criminal risk in organisations, and favouring a culture of ethics and compliance. In addition, Ilunion has a crime prevention body that was established on 14 June 2017, whose goal is crime prevention in all stakeholders and implementation of the different measures of the Criminal Compliance Management System.

The Criminal Compliance Policy, together with the backbone document of the Criminal Compliance management system, implements a crime prevention model that establishes the prevention, detection and control to ensure due diligence in the fight against corruption, bribery and money laundering. In 2020, the Ilunion Group's Criminal Prevention Body approved the Internal and External Due Diligence procedures, and the Complaints Channel Management Procedure. **No complaints of corruption and bribery have been made in 2022.**

Ilunion has a series of tools in the area of ethics, such as the Code of Ethical Conduct, the Ethics Channel and the Ethics Working Group.

The Ethics Channel is managed through an e-mail box where all employees can send queries, proposals for improvement and report behaviour that is contrary to the Code of Ethics and Conduct by people who must mandatorily comply with it. The management of the ethics channel is the responsibility of the Ethics Working Group, which

reports to the ONCE Social Group's Transparency and Ethics Observatory. In 2022, two complaints were received from Ilunion employees .

Likewise, all the ONCE Social Group employees participate in the collaborative solidarity project Gracias a Ti (Thanks to You), an initiative that channels the voluntary payroll rounding of employees towards social projects that do not work strictly in the field of disability. The ONCE Social Group doubles the amount contributed by its employees.

#### Ethical values ONCE Social Group

- Communications
- Solidarity
- Confidentiality
- Equity
- Trust
- Honesty
- Humility
- Respect
- Commitment
- Professionalism
- Responsibility





## 6.2 Transparency to build trust

As we began saying, transparency is key to the present and the future, it guarantees good work and shows honesty, the best path to building trust.

The ONCE Social Group's Transparency and Ethics Observatory is the highest body responsible for implementing the Law on Transparency, Access to Public Information and Good Governance, and ethics.

In addition to the aforementioned policies and regulatory documents, in the context of the commitment to transparency that the ONCE wishes to promote, financial and non-financial information is published periodically, both on the intranet and on the corporate website, which highlights the organisation's actions and responds to stakeholders, among others:

- Annual accounts, management report and independent auditors' report, both individual and consolidated, for the financial year in question.
- Shared Value Report of the ONCE Social Group.
- Consolidated and individual Non-Financial Information and Diversity Statement
- List of agreements and contracts in force with Public Administrations.
- Organisational structures of the ONCE.

A total of 18 mandatory audits and three voluntary audits were submitted to the ONCE Protectorate Council throughout the year, under the coordination of the ONCE Social Group's General Audit Committee: Six relate to the annual accounts of the main entities of the ONCE Social

Group; Three to the Non-Financial Information and Diversity Statements; and twelve to compliance with the General Agreement between the National Government and the ONCE.

Also, every six months, an external auditing company conducts an appraisal of the balls used in the Coupon draws, and this appraisal is sent to the Protectorate Council. Furthermore, the two random numbering generators used in the online drawing of active gambling products and in the purchase of instant lottery tickets on the Internet; and the functionality of the purchase of active gambling tickets and bets and instant lottery tickets on the Internet, are certified every three years by a company approved by the Ministry of Consumer Affairs.

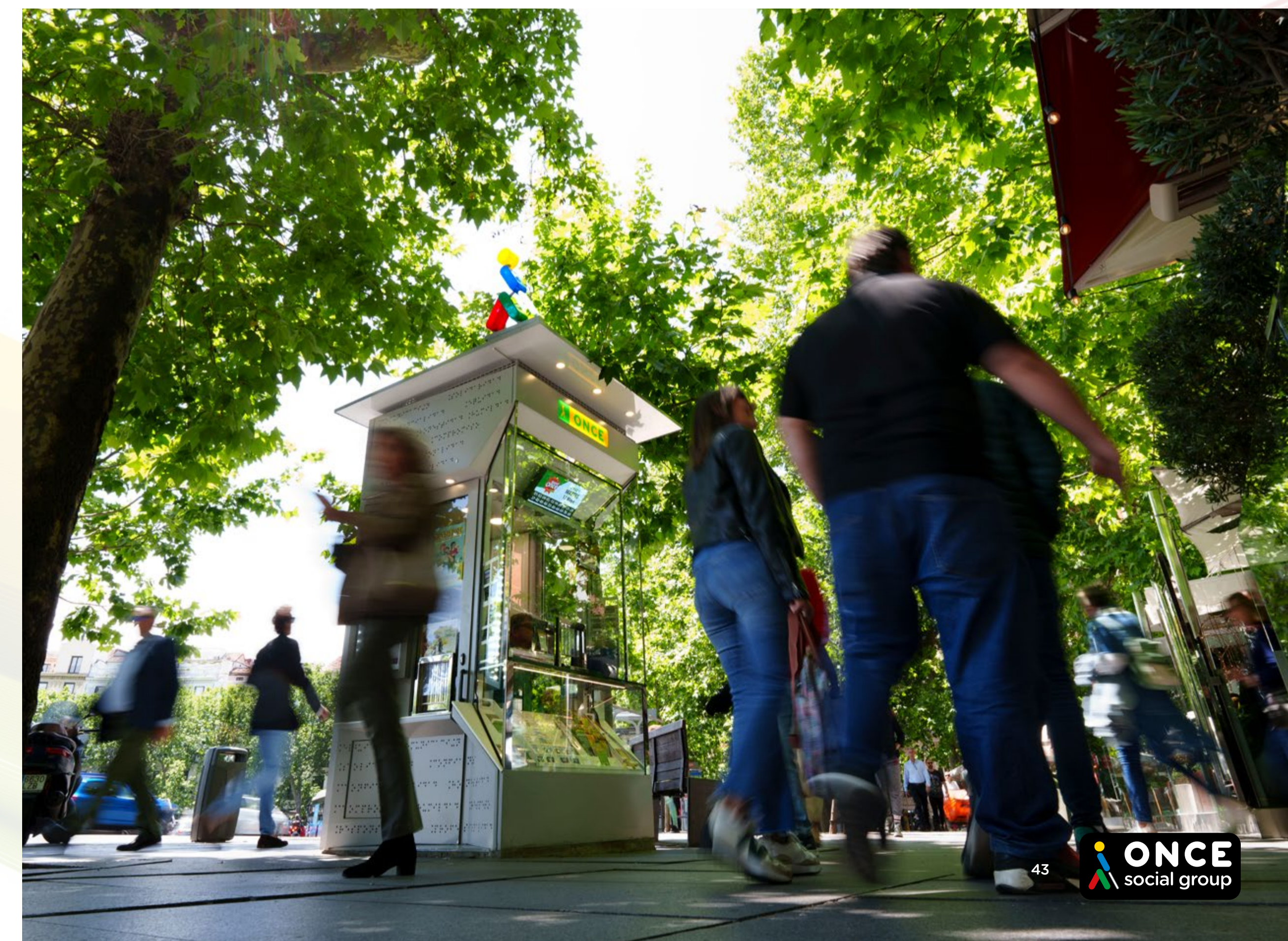
Meanwhile, **triennial audits are also conducted** on behalf of the World Lottery Association (WLA) and the European Lotteries (EL) for two reasons:

- Compliance by the ONCE with WLA safety standards.
- Compliance by the ONCE with WLA and EL standards for responsible gambling.

As a result of these audits, which were also submitted to the Protectorate Council, four certificates have been obtained, and are published on our website.

In addition, the ONCE **organises training courses to promote ethical conduct in line with its values.** In addition, staff can access, through PortalONCE, the online tutorial on "Prevention of money laundering and terrorist financing" and the agenda of courses previously given on the code of ethics and responsible management of information.

The ONCE has a **whistle-blower Channel on the website**, as a tool for any member, worker or third party to submit complaints or suggestions regarding potentially irregular conduct or non-compliance, which may involve a violation of the Code of Ethical Conduct, the possible commission of a crime or a tax offence. The channel guarantees the confidentiality of complaints, with special attention to data relating to the identity of the complainant.







Reporting is received by the Secretary of the Transparency and Ethics Observatory and by the Secretary of the Criminal Prevention Observatory of the ONCE Social Group, and depending on the subject matter, and with the approval of the Chairman of both Observatories, those relating to ethics are referred to the Ethics Working Group, those relating to criminal matters to the Criminal Prevention Observatory, and those relating to tax matters to the Tax Compliance Body, for their management and resolution, and for their appropriate proceeding and subsequently transferring the final decision to the person filing the complaint.

In 2022, eleven complaints related to the application and compliance with the ONCE Social Group Code of Ethics and the Criminal and Tax Compliance Policies were reported through this channel (in nine of them no non-compliance was observed, another did not correspond to this area and the last one was not processed).

Due diligence in human rights is an ongoing management process in all operations at the ONCE. However, in order to avoid possible infringements of these human rights in relations with suppliers and business partners, an external due diligence procedure has been implemented whereby suppliers who, due to the characteristics of the opportunity to contract with the ONCE, present a high potential risk, in addition to evaluating them on environmental or social practices, among other aspects, are asked to adhere to the Code of Conduct for suppliers and business partners of the ONCE Social Group, section 2 “Human rights and working conditions” which establishes that they must respect internationally recognised human rights. In addition, they are recommended to join the UN Global Compact.

### Fiscal responsibility

To comply with its tax obligations, the ONCE has a Tax Compliance Policy, aimed at supervising, monitoring and controlling the activity, to guarantee and prove due diligence in the fulfilment of its tax obligations and the backbone document of the tax compliance management system for the prevention, detection and management of tax risks. The current regulatory framework includes the Circular on Tax Procedures, which sets out the main tax aspects affecting the Organisation and the policies to be followed for the different applicable taxes.

The Economic-Financial Technical Department is in charge of the operational aspects of the timely reconciliation of tax settlements with accounting and the reporting of mandatory information to the State Tax Administration Agency (AEAT).

The establishment of this Tax Compliance Management System seeks to respond in a timely manner to tax risk situations that the Organisation may face in the course of its business. To this end, the Tax Compliance Body has the ONCE Tax Risk and Control Matrix in place, which includes the controls associated with tax processes. This body promoted awareness of this issue by disseminating the guiding document and delivering training courses at different organisation levels.

The Tax Compliance Policy considers several reporting lines from the Tax Compliance Body to other bodies of the Board of Directors and the General Council:

- The ONCE Social Group’s General Audit Committee, the body responsible for periodically reviewing the effectiveness of the tax compliance system and for formulating

the appropriate observations or proposals for improvement to the General Council.

- By delegation from the General Audit Committee to the ONCE General Management Audit Committee, the body that oversees the effectiveness of the tax compliance system and internal control, internal audit and tax risk management systems within the Organisation.
- In compliance with this provision, the Tax Compliance Body sends the ONCE Social Group’s General Audit Committee, through the General Management Audit Committee, the half-yearly operational tax compliance reports and the annual tax compliance report. In addition, it informs the General Council and the Directorate General of any relevant irregularities or non-compliance that may put the Organisation at risk.
- In addition, the ONCE Internal Audit Department is responsible for auditing the correct compliance and effectiveness of this Tax Compliance Management System in accordance with the requirements set forth in the aforementioned Policy, reporting, with the periodicity established, any deficiencies and areas for improvement.
- The individual and consolidated annual accounts and the non-financial information and diversity statements are audited by Ernst & Young, S.L.
- The same applies to Ilunion, which in 2020 approved the implementation of the Tax Compliance Management System. On 26 March 2021, Ilunion’s Management Committee approved three documents:
- The Tax Compliance Policy, which establishes

a framework of tax compliance principles and develops the provisions of the Group’s Tax Policy and Codes of Ethics.

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





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

**The ONCE Foundation also bases its tax management on the principles of transparency, prudence, ethics and maximum collaboration with the tax authorities.** It should also be noted that in November 2022 a first training session on Tax Compliance was held jointly for the ONCE Foundation and Ilunion.

On the other hand, the ONCE Foundation has developed an Anti-Fraud Policy in the management of the European Social Fund (ESF), in line with the recommendations of the European Commission to the bodies that manage European funds. To this end, it has drawn up the Anti-Fraud Manual for the actions it conducts with ESF financial assistance, and an e-mail address ([misdenunciasfraudefse@gen.fundaciononce.es](mailto:misdenunciasfraudefse@gen.fundaciononce.es)) has been set up exclusively for direct communication in the area of detected risks and fraud.

The Manual is accompanied by the Code of Ethics and Good Conduct of the ONCE Foundation and Inserta Empleo as managers of ESF programmes, underlining the organisation's commitment in this area and its adherence to the strictest principles of integrity, objectivity and honesty.

#### Zero risk

The ONCE's Integrated Risk Management System (IRMS) establishes the Organisation's risk management and control framework. The main impacts and risks identified are analysed through the Risk Map, which currently includes 18 risks

of an economic and social nature and related to the integrity of the Organisation and fraud. These include decline in the quality of social service provision to members; inability to meet the demand for lottery products; non-compliance with gambling regulations; risks associated with information systems and their security; fraud and corruption in gambling activities; or legislative changes, among others. In 2022, work has been conducted to **identify environmental risks**, as a preliminary step for their management and incorporation in this Risk Map.

The identification and management of the risks to which the ONCE is exposed are managed at the different levels of the organisation. Each risk has an assigned risk manager who fills in a quarterly form with the associated controls and alarm indicators. The probability of the undesired event being significantly reduced and corrective measures proposed depends on their proper management. These files are reported quarterly to the Risk Coordinator, who prepares a report with the most relevant aspects for analysis by the Risk Committee

The Risk Committee is the executive and consulting body, reporting to the Board of Directors, which supervises the correct execution of the risk control and management policy, identifying, managing, monitoring and analysing the risks and impacts of the ONCE's activities.

The results obtained by the set of risks that make up the Risk Map are reported annually to the General Audit Committee of the ONCE Social

Group, which, in turn, supervises the effectiveness of the risk management systems.

Ilunion has a comprehensive risk management system (IRMS or ERM) designed to identify potential events that could affect it, manage its risks within the accepted risk level and provide reasonable assurance that objectives will be achieved. This system has a policy that is aligned with the main risk management standards, in particular those set out in the international standard ISO 31000, as a specific reference standard on risk management, and the COSO model, one of the most widely used risk management frameworks worldwide.

**The ONCE Foundation also has a comprehensive risk system**, with a policy and a monitoring system, following the same international standard and model as Ilunion, whose risk map was reviewed and updated in 2022. Although the system affects and involves all staff, the Risk Sub-Committee is a key element.

In addition, and with regard to the management of programmes co-financed by the European Social Fund, the ONCE Foundation, in its capacity as Intermediate Body, applies a risk management approach based on specific matrices for their control and mitigation, all within the framework of the aforementioned anti-fraud policy.





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# PERSPECTIVE from the present to the future

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We cannot close this Report, this model of accountability and openness to the public, without resorting to another 11-letter word that we have incorporated into our daily work: perspective, in the sense of looking carefully at the past and the present in order to earn the future.

We maintain the concept of unity of the ONCE Social Group as a maxim of teamwork and joint management that will undoubtedly lead us further every day, thanks to the dedication of our teams, of the almost 69,000 workers and employees that add up including the ONCE, the ONCE Foundation and Ilunion.

We are all the best ambassadors of an Institutional Culture Plan which, updated according to the new realities and times, serves as a basis for new employees, and also for the rest of the Organisation's stakeholders and society as a whole.

This allows us to conduct an intensive public relations, institutional and communication plan that focuses on communicating everything we do to society, to show that we are fully committed to a more inclusive citizenship. We want you to get to know us as a Group and what we can offer. And

it is in this line that we will launch a new website in 2023 [www.gruposocialonce.com](http://www.gruposocialonce.com) with all the information.

None of what we are talking about here would be a reality for citizens without the interweaving that exists between the corporate areas, capable of showing that our entire strategy has a sense of coherence linked to the values promoted by the Organisation, in order to continue showing that we are capable of innovating in the economic and social spheres that can improve the lives of persons with disabilities and, by extension, the rest of citizens.

We have closed a good financial year 2022 (we already pointed out that the year 2022 is made up of 2000 11+11) with outstanding milestones -already reported- that will lead us to a 2023 in which we will continue to focus on social return. In this regard we would like to advance three exciting aspects:

- We will work intensively during the Spanish presidency of the European Union (EU) in the second half of the year to ensure that social issues, especially those related to persons with disabilities, play a cross-cutting role and that Spain flaunts its most social brand.

- Throughout the year we will celebrate an important milestone: the 25th anniversary of our ONCE Foundation for Latin America, which each year directly reaches more than 70,000 blind persons in 19 sister countries and which has accumulated a quarter of a century of promoting their reality through education, employment and the improvement of association networks.

- Also, a breakthrough on which we are already working with all our strength under the slogan "If you have low vision, come to the ONCE". We will create a new Foundation to care for persons with low vision - persons with severe visual impairment - who do not, however, meet the parameters for ONCE membership, and we will also promote research into vision issues.

This is an announcement that gives a good vision of what we are, what we do and what we aim at; a sign of our ongoing commitment to citizenship, to each and every one of you so that, from humility and the reality that we have to live every day, we can try to promote fairer and more inclusive societies. Because, with you, all together, we transform lives.





### A WELL-FOUNDED REPORT

To prepare this Integrated Executive Report, consideration has been given to the Non-Financial Information and Diversity Statements prepared separately by the three executive areas of the ONCE Social Group (the ONCE, the ONCE Foundation and Ilunion), with all the detailed information on their and actions, which are unified in this summary.

All these statements are audited by Ernst & Young with an unqualified report and have been prepared pursuant to the provisions of Law 11/2018, of 28 December, on non-financial information and diversity; and pursuant to the GRI Standards for the preparation of sustainability reports.

To prepare the statements required, a prior materiality analysis was necessary to highlight the aspects of an economic, social and environmental nature that are relevant to the Organisation and that may influence the decision making of its stakeholders.

For more information on the ONCE Social Group's commitment, these statements and their verification reports can also be consulted on the following websites [www.once.es](http://www.once.es), [www.fundaciononce.es](http://www.fundaciononce.es) and [www.llunion.com](http://www.llunion.com).