

Changing how
we perceive value



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The reason for this book

ILUNION has produced this book as a show of thanks for the trust and unconditional support from not only its shareholders, ONCE and the ONCE Foundation, but from also everyone who has ever formed a part of the company at some point in its history.

Under the title of 'Changing how we perceive value', it presents real testimonials of people who, through their work and commitment, have made ILUNION a great business group and a benchmark in transformation, diversity and inclusion.

Their stories help us to convince the business fabric that another way of doing business is possible and that financial value cannot be the ultimate purpose of companies, but rather the lever for achieving other objectives with a social impact.

They are our workers, shareholders, customers, suppliers and partners; companions on the journey we began 10 years ago and with whom we'd like to continue in the future.

We are ILUNION, we are the ONCE Social Group, and together we will continue 'Changing how we perceive value'.

Prologue

Diversity that creates value

In an increasingly global economic environment marked by uncertainty, accelerated changes and demands derived from the digital and ‘green’ transition, the ability to manage and emphasise diversity has become a key element in the competitiveness of companies.

And I believe that this book is a reflection of that. Of how people—with their differences and unique qualities—are at the core of those companies that stand out with their workers, with their customers and shareholders, with society as a whole and with the environment in which they operate.

The stories that are recorded here show that the commitment to diversity and inclusion not only has a real impact on the people who form a part of the working world and who are capable of demonstrating their talent and potential, while overcoming barriers and limitations, it also is a strategic venture that has a clear, transformative impact on enterprises.

A commitment that boosts talent, drives innovation and competitiveness and allows building more committed and human organisations that are capable of adapting better to a constantly evolving environment and offering value proposals that are aligned with the new demands of customers and society. In short, a commitment that generates value.

The work of organisations such as ILUNION, which is clearly committed to improving the training of, employability of and opportunities for people with a disability and other vulnerable groups, has undoubtedly contributed to this new way of understanding value in business, the focus of which goes beyond merely financial results.

This book is not just a compilation of experiences, rather it is an invitation to rethink what creating value truly means. It is a reminder that another way of doing business is not only possible, it is also necessary. And a reminder that at companies we can drive this change with a transformative vision by exercising responsible leadership.

Antonio Garamendi, President of CEOE

Miguel

Carballada

Miguel Carballada, President of the ONCE Social Group and President of ILUNION, began his relationship with the entity as a ticket seller in 1978, and he is—without a doubt—the main driving force behind ILUNION and one of the most-suited voices for commemorating the 10th anniversary of the brand. He's proud of his contribution to society and to the Spanish business fabric.

"To ILUNION I'd like to say 'CONGRATULATIONS', a special word that [in Spanish] is composed of eleven letters" [and in Spanish, the acronym "ONCE" means "eleven"]. This is no coincidence.

In his opinion, the value contributed by ILUNION stems from its way of doing business. It relies on people with a disability but who are capable of doing everything, in an equilibrium that seeks financial profitability without setting aside the social perspective.

"Others will follow our path, and we'll be happy about it. We're going to show that we're on the right path. Let's work to build a better, everyone-inclusive world. With people with and without disabilities working as a team. Everyone has a place; we're all in it together", he insists.

Miguel also highlights the value of relying on all people, regardless of their condition, just like the company has done since its beginning.

"I remember the birth of ILUNION like when I used to watch the sunrise on Mallorca, when I could still see. Suddenly, between the darkness of the sea and the sky, the day would appear. Life appeared. An opportunity appeared for many people. Today it is a reality that we must preserve. Each one of us must take care of our sunrises at ILUNION", he encourages.



Alba *Acuña*



ILUNION's true strength comes from the people, one of the pillars on which the group is founded. That's why Alba Acuña's work at ILUNION TextilCare is so important. As the Executive Director of PEOPLE, her great professional value is getting 7,000 people to find the best place to work at ILUNION textile management plants.

"What makes ILUNION different from other companies is that it touches people's hearts: the hearts of its workers and their families", she explains.

With empathy and understanding towards employees as her values, Alba's capacity to listen to people and understand them has led her to experience great personal and professional growth at ILUNION, where she has worked since a young age. Alba has formed a part of and been witness to highly relevant milestones at the group, such as its international expansion with the opening of laundries in Colombia and the major impact that this project has had on Colombian people with a disability, who "had been forgotten" up to now.

"Unstoppable" is how Alba sees ILUNION within 10 years, as a company that will continue growing in people and results, that will continue contributing value to society and that will be an example and a benchmark for other companies that would like to change how value is perceived.



Improving the lives of people without residual vision is the objective sought by Montse at ILUNION Accessibility in Barcelona. She has been working at the ONCE Social Group since 2001, where she arrived due to a job offer for doing transcriptions into the Braille system.

“ILUNION has provided me with training in other accessibility fields such as audio description and subtitling. This area has been growing, and in my case, I’ve been able to advance to the point where I’m the coordinator”, she mentions.

A traffic accident forced Montse to change course. And what she’s most passionate about now is doing transcriptions into Braille, given that it opens up the doors of education and knowledge to people with a visual disability.

“Working at ILUNION has changed my personal life considerably. All of a sudden I found myself with a disability, and I had to completely reinvent myself. ILUNION has taught me that the only things that should be valued are the abilities of each person, whether or not someone has a disability”, she points out.

Professionally, ILUNION motivates Montse to work with affection and passion. That search for improvement is the value that she contributes, which is so helpful for the inclusion of people with a disability.

“Currently, I can see major growth at ILUNION, specifically at ILUNION Accessibility. Our work is appreciated more and more every day, which makes us try even harder in everything we do”, she highlights.



Montse
Aranda



Rafael *Arias*

Rafael began at the Campo Real waste management plant of ILUNION Circular Economy in 2020, when he was 58 years old. Today he values the opportunity given to him by the company with this job position, showing that talent has no age limit.

“When I was diagnosed with high-risk hypertension, I found a professional option at ILUNION, which I haven’t wasted. I can’t overexert myself because of the two heart attacks I’ve had, but coming here has made me see that there’s always an outlet”, he reasons.

For Rafael, one of the details that differentiates ILUNION from other companies is the flexibility it offers its workers. He also highlights the camaraderie of the people who work at the company and their ability to overcome challenges. He especially values those who have a disability and who try to improve themselves as much or more than those who do not have a disability, consequently advancing together towards a common objective. And that is something about which Rafael is very proud.

“Ending my professional career here would mean a triumphant exit. I don’t think that any colleague has anything bad to say about me. We all get along really well, and I try to brighten up everyone’s day”, he explains.

Rafael is nothing but an expert at getting a smile out of a colleague if they’re having a bad day, and his passion for helping people means that he won’t stop until he gets one.





Passion, proactivity and enthusiasm are the pillars that have formed the foundation for José Luis Barceló's career at ILUNION. He joined the ONCE Social Group in 1996, and he is now the Director of the Legal Services and Regulatory Compliance Area. He experienced the business merger that gave rise to ILUNION, which proved to be quite a challenge for him as a professional and as the leader of his team.

"These 10 years leave me with a feeling of tremendous gratitude. I participated in the founding of a unique business group—ILUNION—and was able to form a part of a wonderful team of people and extraordinary professionals. I hope to continue enjoying it like I have up to now", he says.

This last decade has most certainly been the best of José Luis's professional career. "My value at ILUNION is an unbreakable commitment: identifying with the strength of the company and with the values of the ONCE Social Group. Also the desire to grow professionally and improve myself every day, while conveying that excitement to the team", he explains.

For José Luis, the future is very promising: "I most certainly believe that ILUNION will stand out in the future due to being a global leader in our way of doing business, while being a more international and solvent company".

"What's unique about ILUNION is the profitability and sustainability it's reached without losing one bit of its soul. And there is something else that characterises: we do what we say", he adds.





Lucas *Barreta*

The image that sticks in Lucas's memory is how the ILUNION Hacienda Hotel in Mijas received the refugees of the war in Ukraine, a dramatic moment that put operations to the test and showed how much the staff wanted to help.

Lucas, born in Brazil, began his professional career at ILUNION in 2019 in the sales department of ILUNION Hotels. After several years in that position, he became the Director of the ILUNION Hacienda Hotel in Mijas, and he now holds the same position at the ILUNION Atrium Hotel in Madrid.

"Every day is an adventure because we know how it begins but never how it ends, given that we are at the guest's disposal 24 hours a day", he explains.

Lucas has always tried to keep the focus on the guests, without forgetting what ILUNION is made of: its employees.

"Without question, what I like the most is helping people of the company. They're the reason why I started working here, and they're a part of ILUNION's DNA. There's such a familiar and personal atmosphere at this company that it's palpable, and that's what motivates me to come here with a smile every day".

"What differentiates us is the coherence and truth of our purpose: 'Building a better, everyone-inclusive world'. All of our employees have it running through their veins", he states.

Lucas would like ILUNION to become increasingly stronger. He intends on continuing to form a part of the company for many years, but mostly he'd like to be remembered as a good person who inspires others.



Álvaro

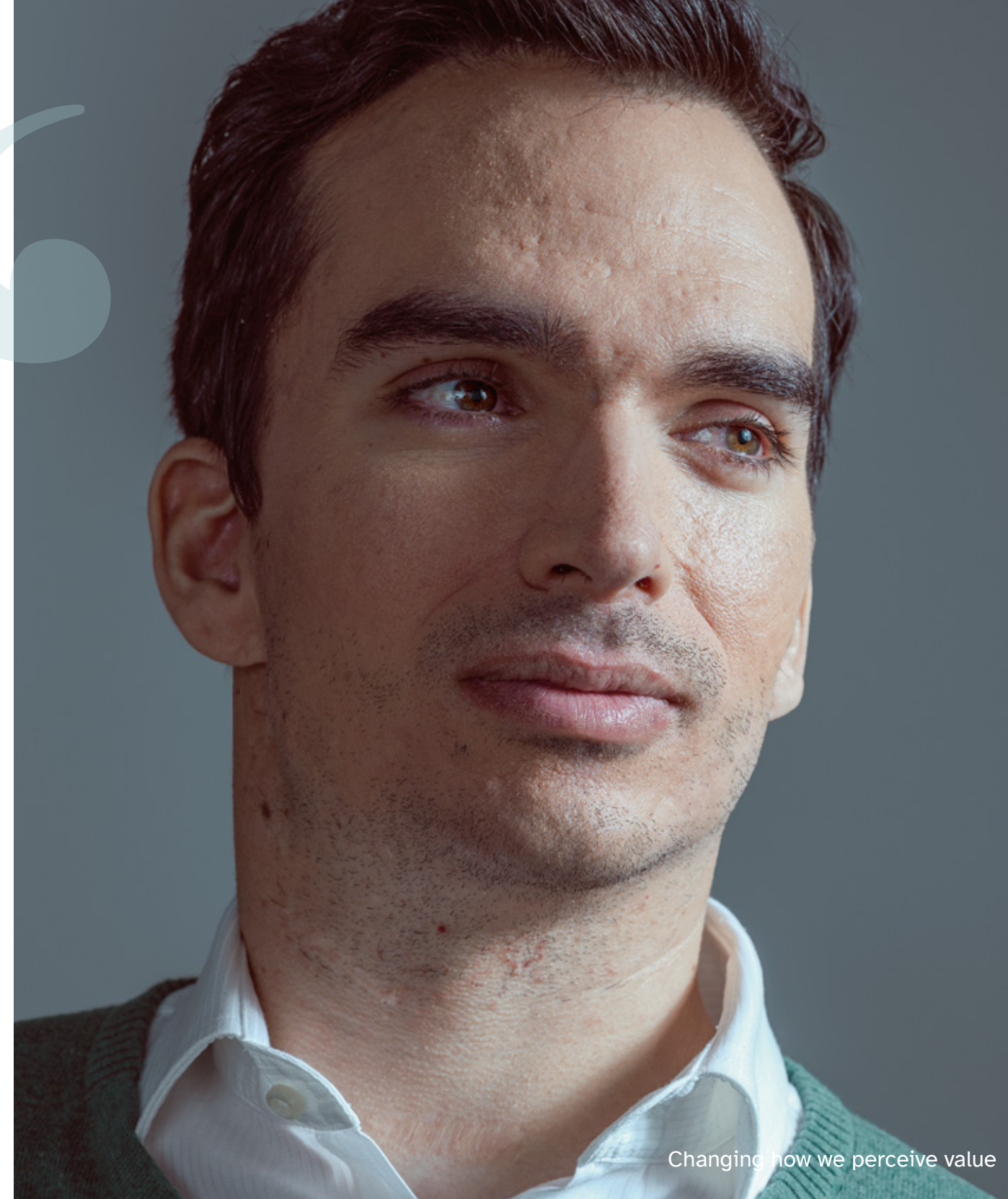
Blanco

Professionalism, camaraderie and happiness are Álvaro's values, who at 31 years of age juggles his job as an agent at ILUNION Insurance Brokerage with his pastime as a gamer, which has allowed him to reinvent himself and play video games with facial gestures.

While studying Criminology, he was involved in a motorcycle accident that left him tetraplegic, but that hasn't kept him from developing his professional career. Now he works with the enthusiasm of pursuing his dreams and reaching his professional goals at ILUNION.

After completing his degree, he decided to study in the field of insurance, and in 2020 he joined ILUNION Insurance Brokerage. This not only changed his life, giving him more self-confidence and allowing him to feel fulfilled, it has also changed life around him, given that Álvaro has recovered the independence and autonomy that he'd lost because of his injury.

"Being with colleagues who understand my situation and in an adapted and accessible building makes me feel completely happy working at ILUNION", he acknowledges.



Laura

Laura's dedication to the elderly with whom she works at the ILUNION VidaSénior nursing home in Sonseca demonstrates her professional value as a sociocultural activities coordinator. Since she joined the company in 2017, she's shown a passion for and unmatched commitment to her profession.

"My job consists in accompanying elderly persons in their daily lives and doing activities with them. What I find most gratifying is that the learning is mutual, because they've taught me as much as I've taught them".

They've formed one great family at the nursing home. For Laura, celebrating Grandparents Day is a meaningful event that brings together all the residents. With a shine in her eyes, she recalls anecdotes that leave a broad smile across her face.

"We have a great time. I talk with 'my grandparents' about everything. They're even helping to give me ideas about my wedding dress. All these little details make my job more enjoyable and fun, and that is so fulfilling to me".

Laura also mentions that "before I was more shy, but working at ILUNION has meant a very positive change in me, both professionally and personally. Now I'm more affectionate, friendly and fun. I think that being with elderly persons every day has enriched my life".

The professionalism and affection shown by Laura make her a clear example of the human capacity to care for and help those who need it the most.

Cabañas



Eli

Cáceres

Empathy, solidarity and honesty are the values that define Eli. These values are her best allies for offering professional, personable and personalised service at ILUNION Hotels.

Eli studied Translation and Interpreting with the intention of becoming a teacher, but her

professional path led her to work as a receptionist at the ILUNION Fuengirola Hotel, where she feels happy and acknowledged. "What I like the most about my job is the customer service. I'm especially empathic towards the people with a disability who visit the hotel because of its accessibility", she mentions.

Since arriving at ILUNION in 2019, Eli has found the employment stability that she had so hoped for. At the time when she was diagnosed with mental health problems, she could hardly imagine having the self-confidence she has now. She attributes a large part of this personal and professional growth to the familiar atmosphere of the ILUNION Fuengirola Hotel.

Despite her achievements, Eli continues set goals for herself and thinks about her professional future at ILUNION: "I hope that the company opens up a hotel in Italy, France or England and that I can work for awhile in another European country", she muses. Meanwhile, Eli sees a promising future, for both her and ILUNION.

As a person with a disability, Eli understands the importance of customers feeling comfortable and safe in an environment that is adapted to their needs, such as at all ILUNION hotels. You just have to find the right place.



Natalia *Carpallo*

“Having a disability doesn’t make you a less valid person professionally”. That’s Natalia’s motto, who at 29 years of age works at ILUNION’s Shared Services Centre as an accountant and shows an ability to overcome challenges that infects everyone else.

She arrived at ILUNION through the ONCE Social Group, after setting aside her studies in Teaching and reinventing herself due to a spinal cord infarction. Her life changed drastically, and she went from working with children to not being able to get out of bed. But one day she got the courage and signed up for Business Administration and Finance.

“Upon completing my studies, I realised that many companies don’t want to hire people with a disability, but ILUNION gave me the chance to do an internship. I joined in November 2022, and after five months they hired me with an open-ended employment contract. I’m very happy: now I feel integrated in society and feel that I’m important”.

ILUNION is building a benchmark business model based on inclusion, thereby trusting in the worth of people beyond their disability, age, gender or circumstances.

“What I like most about my job is the people I’ve met. I feel supported at all times. They don’t judge me here. Working at ILUNION has meant a radical change in my life”, she explains.





Inés Carrasco

Helping people is what rewards Inés the most, an attitude that has accompanied her at ILUNION Physiotherapy since March 2023. In addition to treating patients, she offers them the possibility of being heard, an added value in her job as a physical therapist.

She studied at the ONCE College of Physiotherapy and began working at a private hospital until her friends and previous classmates recommended ILUNION, where she would be able to grow professionally.

“I didn’t hesitate to make the decision. At ILUNION there are more facilities for people with a disability. There’s quite a difference in the labour conditions with respect to other companies. In this sense, I feel much more comfortable”. The fact is that Inés just needed the right place to show her worth.

Having a positive attitude is the value that Inés brings to her patients. Not only does she help them therapeutically by giving personalised treatments for treating something such as a shoulder injury, she’s also there as someone who provides support. So with her happiness, optimism and professionalism, she also infects her work colleagues so that, together, they offer the best service to the patient.

“I was lacking a bit of motivation with the profession, but finding ILUNION has changed my life both professionally and personally. We’re a family”, she underscores.





Eli Casas

When Eli began in the world of work, she quickly realised that, in order to develop all her potential as a psychologist, she needed to be close to people. Not only is she close to people in her job at a support unit of ILUNION TextilCare, she also guides and supports them to help them with everything they might need. “In the Social and Diversity Assistance Area, we support the people with a disability who work at the plant”, she explains.

Colleagues at the ILUNION textile management plant in Cerdanyola del Vallés see Eli as a source of support, someone who they can rely on when they need it. Being able to convey that trust and guarantee confidentiality are some of the qualities valued the most by those who resort to Eli for solving a problem, who also don’t hesitate to let her know: “I’m thrilled when they leave my office smiling, with a ‘thank you’ or a hug”.

Her autism diagnosis prevented a lot of people from valuing her professionally in the past. Yet for Eli this disability gives her unexpected added value when performing her job at the support unit of ILUNION TextilCare: “I have a different view of the world: I focus on the details”.

She already had a special gaze, but ILUNION has enriched that vision further still by putting her in front of such diverse people. “You have every type of person represented in the laundry, and you’re lucky to be able to share your time with all of them”, she adds.



Sandra

Chingate

Following the teachings of her mother, who motivated Sandra from the time she was a little girl to be strong and do everything she set her mind to, Sandra gets up every morning with the attitude of contributing and doing her job the best way possible, thereby demonstrating the responsibility that characterises her, which is her great value. All with an intense feeling of belonging that leads her to see herself at ILUNION for many years to come. “I’m so thankful to ILUNION for giving us the opportunity to prove what we can do”, she states.

Sandra arrived at the ILUNION TextilCare plant in Bogotá in 2022. Even though it was not her first job, when she began working in the uniform management area, she felt like she was undergoing an entirely new experience, due to both her duties and because of the people she was with.

Due to a physical disability that affects her hands, she had never performed manual labour, until she was given the opportunity at ILUNION to show that she was capable of doing it. “When I arrived, they told me that people with a disability worked here and that they all had many skills for working”, she explains.

“Knowing that I belong to a company where I won’t be discriminated against due to my condition is a beautiful thing”, Sandra tells us. Because if there’s anything she’s felt since beginning to work at ILUNION, it’s support and acknowledgement: “Feeling that I’m a useful person in society is very important to me”, she underscores.





Cristóbal Cuevas

Cristóbal Cuevas recalls every step of his career at ILUNION. What he doesn't know is just how far he'll be capable of going in the future, considering his great value of professionalism. Convinced that "when things are done right, they come out right", Cristóbal has conveyed his dedication and commitment to excellence to two companies of ILUNION: TextilCare and VidaSénior. At the former, he left an indelible mark, while at the latter he projects an unstoppable future.

After over 20 years of holding various positions of responsibility at ILUNION TextilCare and becoming the Managing Director, he took over general management of ILUNION VidaSénior in 2022.

Since he arrived, he has faced the challenge while being well aware of the dual responsibility represented by giving employment opportunities to people with a disability and supporting vulnerable people in their life projects.

When he looks back and thinks about the group's growth, what he highlights and values is the desire to "want to do things right". And for him, genuineness and the commitment to "achieve that balance between the social and financial facets, always seeking normalcy" are what differentiate ILUNION from all other companies.

A witness to the evolution of ILUNION during this time, there is one moment that, for Cristóbal, represents a before and an after: unification of the businesses at Torre ILUNION. "There we became aware of how big we were and of what we were capable of achieving", he recalls.



For Óscar da Pena, Corporate Director of External Relations and Brand, the objective for the next decade is for ILUNION to solidify its position as a brand that inspires other people and companies. “We want what we are doing to be recognised, and we want that benchmark that we are becoming to be an absolute reality”, he states.

Evolution is a constant process at ILUNION, and Óscar acknowledges that the company’s growth over the last 10 years has been both surprising and exciting to the same degree.

“I think that, when we launched the brand, few people imagined that we’d be where we are at this point. Now we’re realising the magnitude and the impact that our brand has had with respect to hiring new workers and collaborating with other stakeholders”, he explains.

For Óscar, the company’s biggest milestone has been the inauguration of the headquarters, Torre ILUNION, a space that not only symbolises the union of the brand but also serves to believe in it even more.

Óscar conveys his pride in belonging to ILUNION to his family. He introduces his young children to the company’s values, always with a smile.

“What differentiates ILUNION from other companies is that we believe in everything we do, at both Torre ILUNION and all of our other headquarters. In general, I think that at the ONCE Social Group we have a unique way of doing things”.

Óscar da Pena



Alicia

da Silva

At ILUNION TextilCare they love Alicia, a young 25-year-old who arrived in 2023 in search of a new opportunity, which she now thanks the company for.

Working at ILUNION TextilCare has allowed Alicia to discover her professional value in an environment of inclusiveness and solidarity. Her job stability and the constant support have transformed her vision of work, and they have given her the security that allows her to face challenges with confidence and optimism.

Alicia feels that the working environment at ILUNION is excellent, and she has lost the shyness that prevented her from socialising. Moreover, at her position in the production section, she's learned duties that she previously believed she couldn't do.

"My disability is related to my emotional state. I thought that I wasn't going to be good enough because I didn't last long at other jobs, and interviews were hard for me. But ILUNION has given me stability and hope", she explains.

With camaraderie as her banner, Alicia hopes to continue at ILUNION for the next 10 years, helping people who have experienced a situation similar to her own so that they can regain hope and don't feel marginalised. They just need the best place to work where they can develop their worth. "I'm very happy about the relationship I have with the entire team, and they always help me whenever they see that I'm nervous", she adds.





Aboubacar *Damba*

Aboubacar works at the ILUNION Pío XII Hotel in Madrid. He is a native of Senegal and began his professional career at the company in 2023, but he intends on continuing for a long time.

When he succeeded in entering Spain through Morocco in search of a better future, he encountered many barriers because of his origin, but his resilience didn't let him give up, something that ILUNION has valued.

Bubba, as he is known to his colleagues, is valued as a professional at the hotel due to his involvement when solving problems. His proactiveness is his main value. His colleagues appreciate him for it, because he's always there to find a solution.

If he has the opportunity, Aboubacar would like to grow professionally through training that would allow him to get promoted, such as to the position of receptionist. His command of Spanish, English, French and some dialects of Africa make him a solid candidate due to the number of foreign guests who go to the hotel.

"I worked in construction and agriculture, but a hernia resulted in a disability. ILUNION gave me the opportunity to resume my professional life, and I am extremely grateful. The best thing about this company is the atmosphere with my colleagues, given that we all help each other", he explains.

"From the very first day, I realised that ILUNION was very different from what I had previously seen. They believe in people, regardless of any disability, age, gender or origin", he adds.





Helping people, mainly people with a disability, is Fernando's great calling. Also his great value. As a Hiring and Training specialist at ILUNION IT Services, he is engaged in capturing talent, while always keeping diversity in the forefront when searching for candidates. "I ensure that the professional profiles of people with a disability or vulnerable people have a chance at ILUNION", he points out.

His major objective as a professional is to get candidates to find a space in which they can develop, without disability becoming a limitation. A situation that he himself experiences as a worker of ILUNION. "It has changed my life professionally. It has allowed me to return to working within the People area", something that he couldn't even imagine when his kidney disability worsened, he recalls.

Ever since his arrival at the beginning of 2024, he's been able to advance as a hiring specialist, while also exploring other areas related to Human Resources, such as training and the employee experience. In turn, this employment opportunity has allowed him to reach the stability he sought after a "chaotic" arrival from Venezuela, where he is from. "I can now lift my head up and look ahead; that's something that has great value", he expresses.

"I feel that all of us who are here, one way or another, are here to give other people more space so that they have the same opportunities", he asserts.

Fernando

de la Rosa



Paola *del Río*

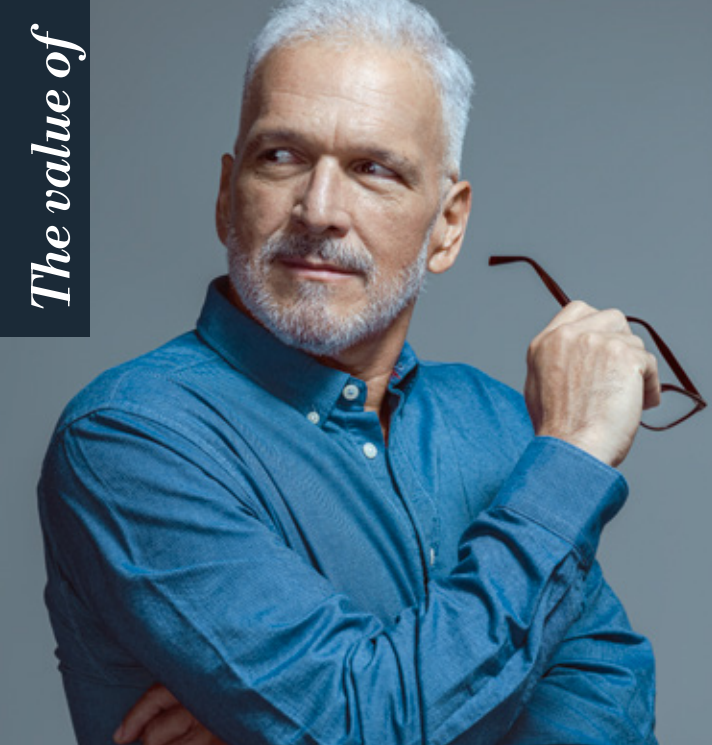
“I think that, in upcoming years, ILUNION will have great challenges to face and, in turn, many opportunities. We’re ready to be a great company and fulfil the objective of both influencing society and inspiring other companies. I hope that we become a benchmark for a management model based on diversity, equality and inclusion”, Paola del Río affirms.

Paola was lucky enough to experience the beginning of ILUNION and its evolution, which has been a gift for her. Here she has been enriched by the professional value of diversity through her duties as Corporate Director of the Employee Experience. She also states that she has a great team of professionals at her side.

The moment that made the biggest impression on Paola was the beginning, without a doubt, given that due to hiring professionals from very different cultures, the process was somewhat complicated. Nevertheless, the objective was achieved, thanks in part to the great commitment shared by ILUNION’s professionals.

“ILUNION has undergone a spectacular change throughout these years. Our companies aren’t anything like they were at the beginning of this process. I feel that this is my home, and I’m surrounded by great people, celebrating successes and learning from less-than-perfect experiences”, she explains.

In the future, Paola sees ILUNION as a great social company focused on caring for its employees and their families, for the customers and for the planet, while of course creating a lot of employment. For her, ILUNION is a great company due to its size, notoriety and reputation, thereby fostering major synergies between the teams of various businesses.



Igor found the opportunity to have a new life at ILUNION Your Store, where he's been working as a sales person at one of its shops since 2022. Not only does he feel happy in this environment, with his friendliness and good work, he succeeds in getting customers to buy with a smile and want to return.

A trip to visit his daughters who were living in Spain changed Igor's life. He came from Venezuela with a suitcase to spend a few weeks, but then never went back.

The situation that his country was going through forced him to leave his whole life behind and begin again from scratch, something that represented a major problem for work, until ILUNION gave him an opportunity. "I've had to reinvent myself. I had never worked at such a large company, but dealing with the customers, giving and receiving smiles, is something that is fulfilling to me", he comments.

Humanity when dealing with the customer is the value that Igor brings to ILUNION. He feels that he forms a part of a diverse team in which everyone contributes the best they have. At ILUNION, he has learned to listen to the customers, to manage emotions and to convey calm to the team so that the store works like a perfect machine.

"I encourage other people to work at ILUNION, where your nationality, disability or condition makes no difference. I'd like for everyone, just like me, to feel that they are a part of our purpose, of "Building a better, everyone-inclusive world", he adds.



Igor Delfino



Alberto *Durán*

Alberto Durán is one of the people who participated in the process of creating the ILUNION brand. First Vice President for Institutional Coordination, Solidarity and External Relations of ONCE's General Council and First Vice President of ILUNION, what he remembers about that time was how excited and confident the ONCE Social Group was about the project, in addition to the logical stress from the changes. Although all that stress, in his words, "also provided the very fuel that was needed to weld everything together".

With the brand already created, Alberto points to the move to Torre ILUNION as a key factor in bringing together the companies and teams that make up the group. He also thinks that making talent management a reality—one of the company's values—is right on the mark. "Managing people is complicated. It's an art. You have to lead, you have to direct", he points out.

For Alberto, the value that ILUNION brings to the social and business fabric is that "it holds employment as an end in itself". He identifies the creation of employment and accessibility as the company's objectives: goals which he acknowledges would be unattainable without the business activity that makes ILUNION a profitable and sustainable project.

Having been involved in the project from the moment it was conceived, he only sees the future of ILUNION one way: taking care of the people who make it possible. "Taking care of our people is an element that will ensure we have a successful future", he affirms.



Imelda *Fernández*

Imelda Fernández fondly and enthusiastically recalls her history at ILUNION from the very beginning, and, as the Fourth Vice President of Social Services, Participation and the ONCERCA Plan of the ONCE's General Council, she is in charge of sharing what ILUNION is with all ONCE affiliates.

"I think that ILUNION contributes a lot to society and to the business fabric due to its unique model of doing business, always with respect, prudence and humbleness. But the great value it contributes is demonstrating to society that financial profitability and social profitability are entirely compatible, and people are the driving force of this model", she affirms. With a promising future ahead, Imelda expects that ILUNION will continue to lead in its way of doing business and in conveying that way to society, always with the employees as the key for driving new projects and with the humbleness proper to a young group such as ILUNION.

The Fourth Vice President affirms that ILUNION is conceived of as a company of people for people, and she highlights the involvement of the teams in projects such as the ONCERCA Plan, "which consists in visiting all the people affiliated with ONCE in order to detect their needs and take care of them".

With the certainty of someone who believes in her work, Imelda points out the commitment and daily value of the employees.



Rosa María García, Non-executive Chairperson of Exolum, learned about ILUNION through the ONCE Foundation, with whom she has worked for many years. For her, ILUNION is an example of how the talent of people with a disability must be valued in the business world and in society.

“What I like about ILUNION is that its results are just as effective and solvent as those of any other company, but while prioritising the hiring of people with a disability and vulnerable people. Working with ILUNION makes us feel very good because we feel that we are providing opportunities to talented people who merit those opportunities, but to whom society sometimes fails to provide them”.

Rosa María praises the process of professionalisation at ILUNION, which has managed to compete on a par with all other companies thanks to a serious and necessary approach for executing processes such as digitalisation and the complete analysis of its finances.

“What I expect from ILUNION is that it will continue as it has up to now, working to solve its customers’ problems and offering the best quality and efficiency in its services, and that, above all, it will continue providing opportunities to diverse and talented people”, she adds.

Rosa María's advice for ILUNION is to continue taking advantage of the potential of its employees, who truly are the company's great value.



Raúl González, CEO of the Barceló Group, has been familiar with ILUNION since it was conceived. “They’ve succeeded in creating an especially responsible company, regarding both business and people”, he states. For Raúl, it is important for companies to conduct themselves in a socially responsible way. In this regard, he considers ILUNION to be a very relevant supplier for the Barceló Group.

Raúl affectionately recalls an anecdote with Alejandro Oñoro, whom he tried to convince that it would be better to hand over management and operation of the ILUNION hotels to the Barceló Group. But Alejandro believed in the potential of the project and dreamed of turning ILUNION's model of hotels into a benchmark in the sector, just like it has happened. After a time, Raúl was glad, because it's been very gratifying to see the growth of the business first hand.



“The advice that I would give to ILUNION is to continue taking care of us like it has up to now. It has the capacity to do business but also to make us feel comfortable and important on this path we’re travelling together”, he states.

“The change that I can see in ILUNION during these past 10 years is its professionalism, above all in the social aspect. That's why I hope the best for ILUNION and hope that it continues to be one of our partners, that it makes us more efficient, that it allows us to develop a more sustainable business over time and that it make us aware of what is happening in our world”, he indicates.



Raúl
González

Jordi Grau



Jordi had to reinvent himself due to a motorcycle accident he had at the age of 17. At ILUNION he learned what is his first and only job, up to now. He has been an administrator at ILUNION TextilCare since 2004, the only company he has worked at in his entire professional career.

“What I like the most about my job is being in contact with the people because it has made me understand that every person is different and has specific needs. Initially, people are really shocked by seeing people with a disability working, and ILUNION shows this reality, which gives it very significant human value”, he points out.

“Often”, he adds, “I explain to other people how we do our job, and they are surprised at how we manage. It’s clearly very hard for people who do not have a disability to understand what it means and what we do”. Within 10 years, Jordi would like to continue being just as happy at ILUNION. “My life is ILUNION because it has given me everything, and I hope that in the future it will be even much better”, especially if other companies copy the model and see the value of people beyond their disabilities, gender or circumstances.

Jordi guarantees that ILUNION has very high human value, and he contributes to it thanks his great value and camaraderie, both professional and personal.



Ricardo Hoyos



Ricardo can say that he was one of ILUNION's first employees in Colombia. And that's something that fills him with pride: "The fact that ILUNION is here and conveys values such as inclusion, diversity and equality is a very good thing. This helps us a lot in Colombia, and it serves as an example of how an inclusive company must be", he says.

"At this company, we are people who have a disability, but nothing holds us back", Ricardo explains. For him, his first days at the ILUNION TextilCare plant in Medellín had a major impact, where he started working as an operator at the age of 19. With his hearing disability, he'd never felt so understood. "I felt happy because my managers and colleagues accepted me and made the effort to learn sign language", he emotionally recalls.

Even though he considers solidarity to be a value that he brings to ILUNION, what has led him to improve and become a manager is his value as a professional. And his urge to learn and grow within the company have pushed him to continue with his training and reach new goals at ILUNION TextilCare. "I see myself at ILUNION in 10 years, contributing to it becoming even more well known in Colombia so that many more people with a disability can work and overcome the barriers that exist today", he predicts.

Working at ILUNION has transformed his life. "If I look back seven years, I wouldn't believe it", he tells us. That's why he'd like to repay the trust placed in him with his professionalism, as well as by conveying the company's values to every person who arrives at the ILUNION TextilCare plant in Medellín.



Joaquín Ingelmo considers himself lucky to belong to a team whose hallmark is continuous improvement. As the Corporate Director of Financial Strategy and Planning, he has accompanied ILUNION in its growth as a company during these past 10 years. “Not even in our most optimistic forecasts did we imagine this growth. We’ve been able to double our income, thereby fulfilling our social purpose”, he affirms.

The milestone that Joaquín highlights from these years is the inauguration of Torre ILUNION, which has succeeded in strengthening the corporate identity and culture, a turning point for developing the social inclusion model championed by ILUNION.

“What differentiates ILUNION from other companies is its purpose, ‘Building a better, everyone-inclusive world’, in addition to belonging to a great institution like the ONCE Social Group”, he explains.

The capacity to adapt to new regulations and processes is the value that Joaquín tries to convey to his team. However, he calls upon the commitment and competency of his colleagues as the differential value for achieving the established goals.

“Financially, we can compare ourselves to any great company in Spain, without giving up the social profitability sought by this model. We are profitable and solvent. You don’t have to go any further than the European Investment Bank, which granted the first loan to a social economy company. We are benchmarks in social impact investing”, he explains. Joaquín foretells the success of the company, both financial and social, always with the good sense and the loyalty to the purpose that characterise ILUNION.



Joaquín Ingelmo

Federico Linares



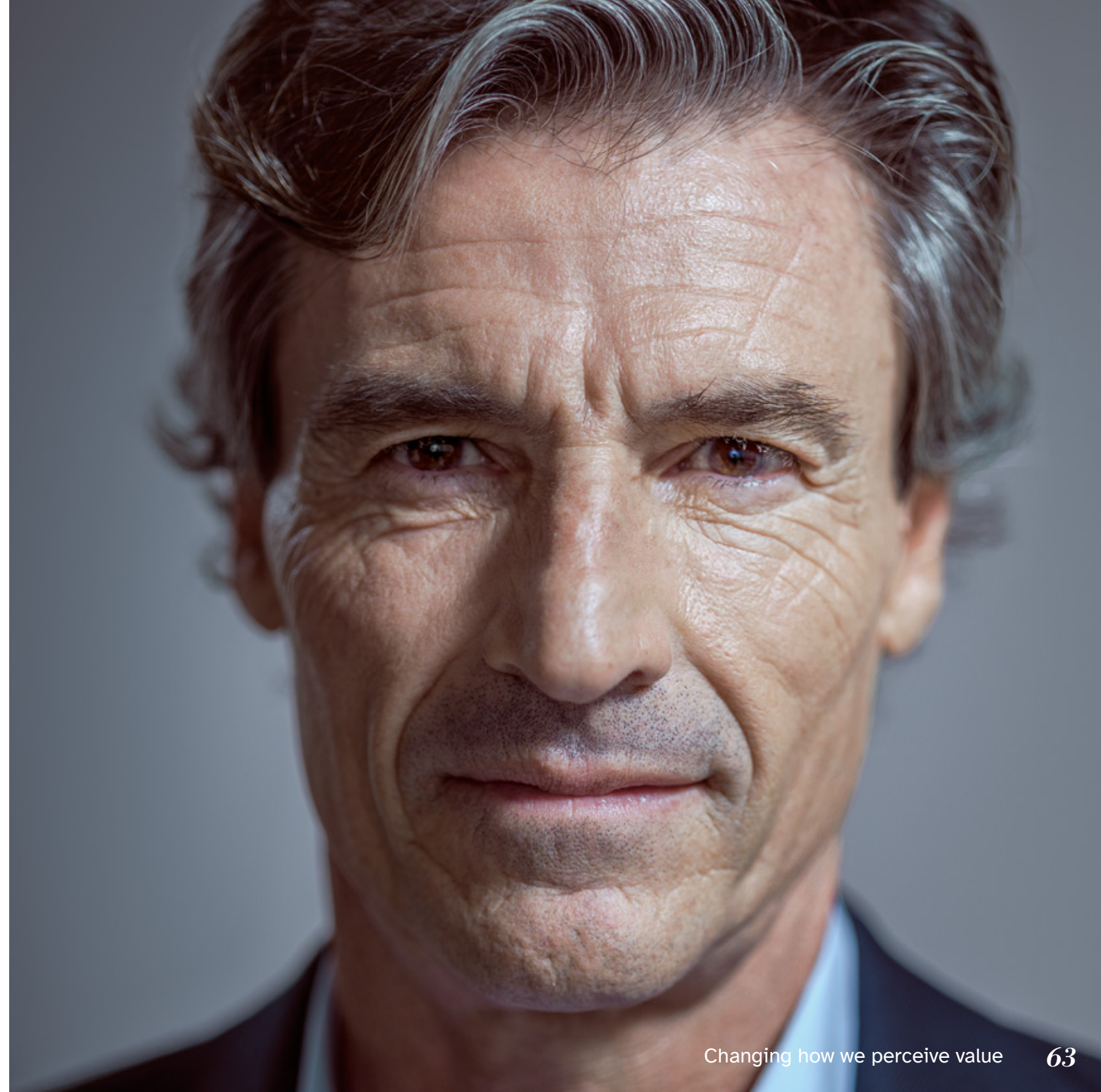
Federico Linares, President of EY, has been able to witness the birth and growth of ILUNION and thereby appreciate the unstoppable increase in the hiring of people with a disability at the company, who currently represent over 40% of the staff.

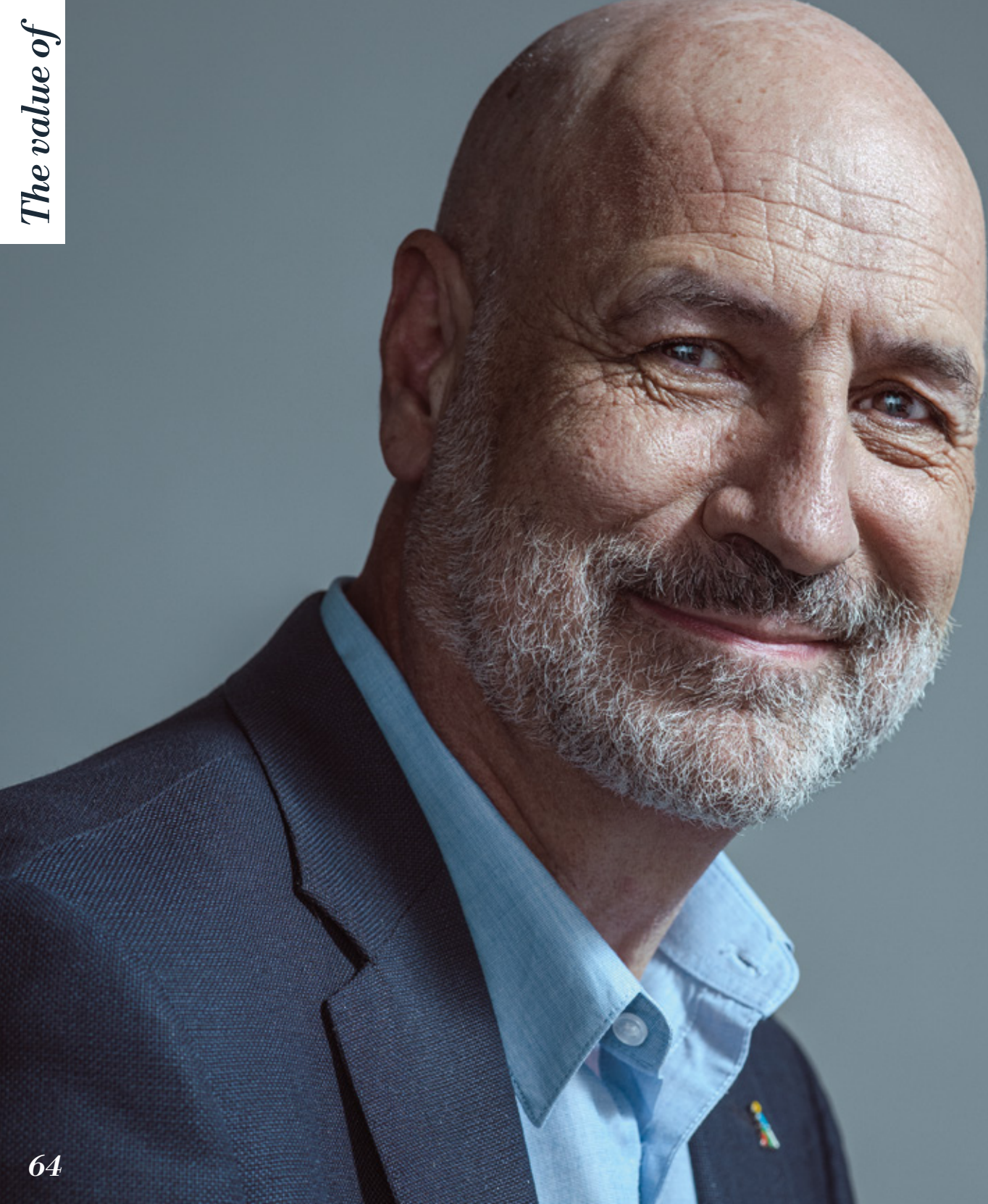
This percentage is far greater than the one referenced by Alejandro Oñoro a decade ago in one of the meetings they had, which Federico now fondly recalls.

“The greatest change that I've perceived in ILUNION over these 10 years is the combination of professionalised management at the business level and very high ambition in terms of social inclusion. The company has transformed itself in all areas, such as in its strategy, in attracting talent and in improving sustainability, and that is something truly extraordinary”, he explains.

“My advice is that ILUNION should never give up that ambition that it has maintained over the last decade and that it should communicate its humanist business model to society even more”, he adds.

The most demanding challenge that Federico foresees for ILUNION is escalating the business model, thereby elevating the status of everything that ILUNION has demonstrated during this time so that other companies use it as a reference of economic and social progress.





Rafael

Linares

During these past 10 years, Rafael has seen how ILUNION has strengthened its model of inclusion and business excellence. He arrived at the company in 2005 and is currently the Director of Centres and Infrastructures at ILUNION VidaSénior.

“During this time I’ve taken on different responsibilities and challenges in the Purchasing Department or as the Director of Operations. I’ve experienced major changes in technology and in the digital transformation, and even in how we work. That has meant being under constant positive pressure, which has led us to transform”, he states.

Rafael remembers the brand change, something that was a privilege for him, given that he was one of the few people who knew what ILUNION would be called, which in his opinion represented a structural change.

“My value at ILUNION is responsibility, my commitment to this company and my sense of belonging. This feeling shines at tough times, such as those we experienced at the nursing homes during the pandemic, with the elderly. It was a difficult stage, but ILUNION worked intensely to make all possible means available, including materials and human resources”, he adds.

For Rafael, ILUNION is different because it is based on a model of inclusion, diversity and equality, consequently offering opportunities to people that other companies would never offer.

“In the upcoming 10 years I see ILUNION growing, even internationally. I’ll be retired but will be very closely watching the growth of ILUNION VidaSénior, for which I foresee major expansion”, he confidently predicts.



José Luis

José Luis Martínez Donoso, Managing Director of the ONCE Foundation, emotionally recalls the birth of ILUNION, especially because of the involvement of all employees in the new project.

The ILUNION brand comes from the words *ilusión* (“enthusiasm” or “hope” in Spanish) and *unión*

(“union” or “joining” in Spanish), both necessary for its fantastic implementation. José Luis fondly remembers the brand’s presentation in Islantilla and how everything had to be transformed in two hours in order to celebrate the event.

For José Luis, ILUNION has become a great employer in general and for professionals with

Martínez Donoso

disabilities in particular, something that favours it being recognised by society as a generator of wealth.

“ILUNION is very solid, given that its business lines are increasingly more firmly rooted, yet they continue to diversify”, he points out.

José Luis foresees a future with much more employment and new business opportunities for ILUNION. “It will be one of the great business groups of the world, without ever forgetting our contribution as a main player in the labour inclusion of people with a disability in Spain”, he predicts.

For him, ILUNION contributes “well-executed financial and social profitability, with the conviction that diversity enriches talent”, he highlights.





Sonia arrived at ILUNION Contact Center BPO Barcelona in 2022, an opportunity that has without a doubt become the biggest in her professional career. Since then and up to now, her experience at the company has been wonderful.

“Right from the very start, I felt completely embraced at ILUNION, and you can tell that we're a great family. That's the reason why I'm really happy every day when I get to my job. I can say that ILUNION has given me life”, she assures us.

One of the values that Sonia contributes to ILUNION is empathy. “I'm someone who tries to solve people's problems. I like to put myself in other people's shoes, and I'm grateful about being able to answer our customers' questions”, she mentions.

Sonia's dedication to resolving problems and her gratitude for the opportunity to help reflect a deep commitment to continuous improvement and service quality, fundamental values in any professional environment.

Sonia thought she wouldn't ever resume working due to a herniated disc, which resulted in a major depression. Yet, after making it through the pandemic and a broken relationship, arriving at ILUNION made her feel useful again.

“Working at ILUNION has completely changed my life because I thought that, at 50 years of age and with a disability, nobody would hire me”, she concludes.

Sonia just needed to find the right place to show her worth.





“ILUNION differentiates itself in the sector by its familiarity in caring for the elderly, because it prioritises making them feel all the time like they form a part of a great family. They are the force that, every day, drives those of us who take care of the service”, Zoraida points out.

Her bond with ILUNION is very tight, in both her personal and professional life. She is the coordinator of ILUNION VidaSénior Centres, and she’s proud of the achievements made over these past 10 years.

“By unifying the brand, ILUNION strengthened its position in the market as a benchmark company. Specifically, ILUNION VidaSénior has grown significantly regarding nursing homes and apartments, telecare, day centres and the home help service”, she notes.

Zoraida recalls enjoyable moments, such as the ILUNION balloon that went along the beach in Islantilla when the brand was being presented, and more bitter ones, such as adapting to the pandemic situation. “In the nursing homes, we were deeply affected during the lockdown, but I never felt alone, and I’ve always had a wonderful team behind me, both employees and managers. I think that the human part is essential, and ILUNION has it”, she points out.

Zoraida’s feeling of belonging to ILUNION is exemplary. Her commitment to the company is above everything else.

In the future, Zoraida sees ILUNION growing in new business lines and strengthening those that already exist. And at ILUNION VidaSénior, with more nursing homes and Senior Living apartments.

Zoraida *Martínez*



Antonio

Mayor

Those who work in communication, like Antonio, are constantly searching for stories that get the audience's attention. During a taxi ride, the driver who was taking him to an ILUNION hotel mentioned that the brand was showing up everywhere: at hotels, on trucks, at laundries, etc. Antonio recalls the smile that stretched across his face upon discovering that ILUNION had become a benchmark.

Antonio Mayor, Director of Communication, Image and Brand of the ONCE Social Group, is familiar with ILUNION's history first hand, so much so that he recalls being expectant, nervous and full of passion before the birth of the new business group.

"There was a universe of brands that had to be brought together, and the vertigo was staggering. It was a matter of convincing many people to rely on a brand that would touch the very hearts of employees and society. It was complicated, but with will, attitude and excitement, we were able to create a spectacular brand. ILUNION has therefore become charged with strength, consistency and personality in the business sector of this country", he explains.

Antonio places no limits on the future of ILUNION because its people show that they are capable of the impossible for growing in upcoming years.

"What ILUNION contributes to the business fabric is its human capital—our people—the intangible that should become an asset at all companies. It also contributes professionalism, because those people consistently strive every day with a sense of self-improvement and quality training to build a truly inclusive society", he highlights.





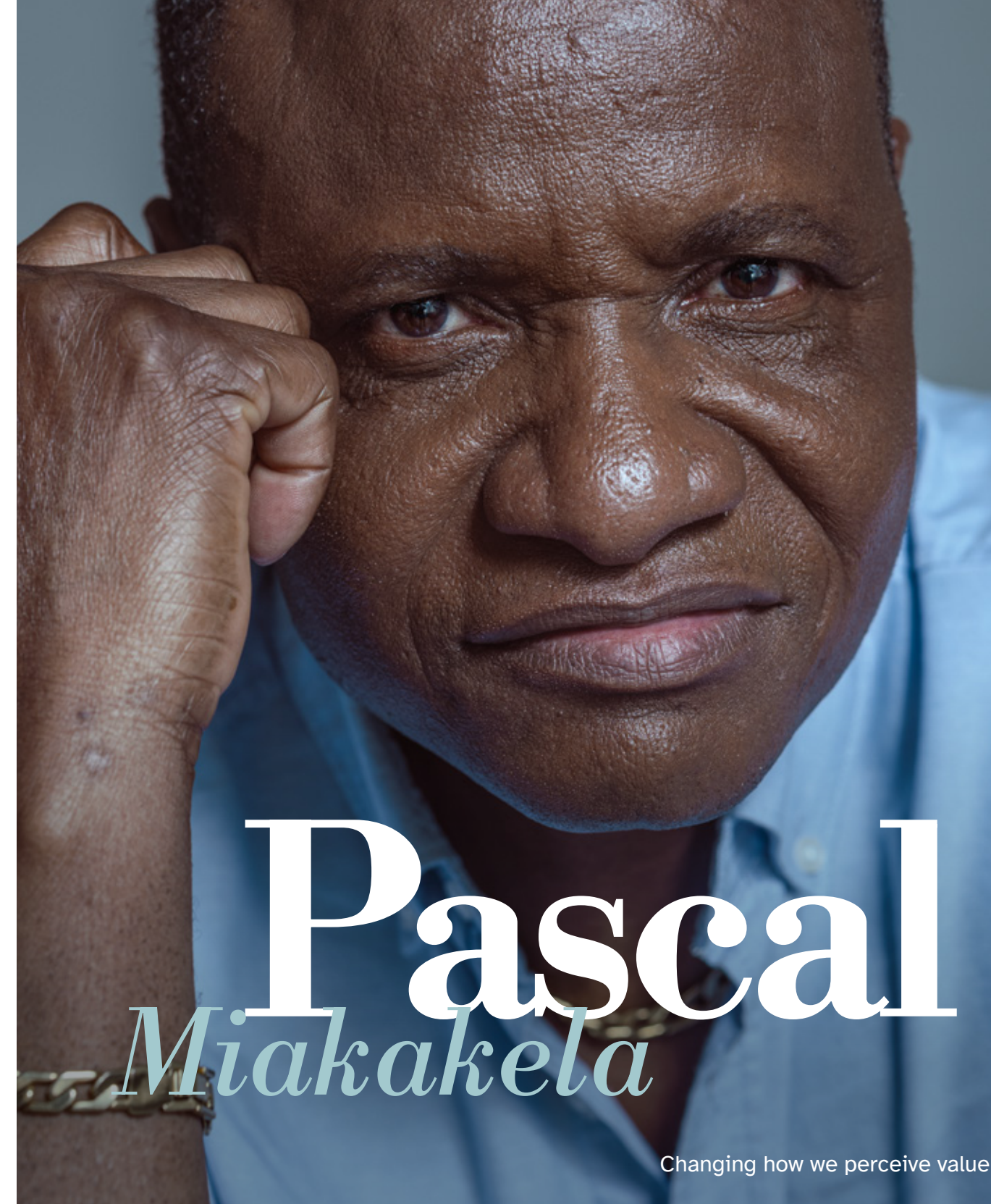
Pascal found his professional place at ILUNION in 2018. Originally from the Congo, he was forced to begin a new life far from his loved ones, reaching Spain 2013. After temporarily living in various cities of our country, he arrived in Bilbao, where he works at a textile management plant. Thanks to ILUNION, Pascal has managed to develop himself personally and professionally, as well as sign a mortgage, purchase a new car and earn the respect of the people around him, who now value him for his work.

“At other companies where I applied for a position, I was denied because of my disability. Now that social inclusion is booming, they’ve offered me jobs. But I’ve told them no because ILUNION took a chance on me when I lived on the street, and I’d like to repay this company, which has filled me with professional and personal value, changing my life completely”, he recalls.

Pascal’s value at ILUNION TextilCare is his ability to advise and follow up on the young talent, given that he had to learn the job from zero, and he did it thanks to his colleagues.

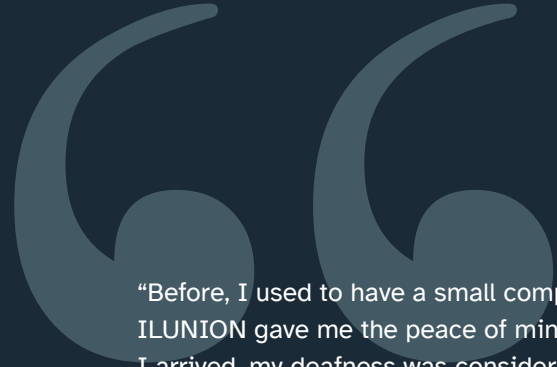
Pascal is clear about wanting to continue at ILUNION TextilCare, if possible, until the end of his working life. His professionalism and his calling to help make him an example of ILUNION’s own way of doing business and an example to be followed.

“I owe ILUNION, and I feel that it is my responsibility to teach everything I can to others”, he underscores.



Pascal

Miakakela



“Before, I used to have a small company, but my hearing problems hindered my daily tasks. ILUNION gave me the peace of mind I needed to adapt to my new way of working. When I arrived, my deafness was considerable, and years later it became total. However, it has not represented an impediment to my work, given that the company has provided me with accessibility during meetings and interviews and for other tasks. At 50 years of age and having to take care of small children, beginning anew was not easy, and I owe it to ILUNION”, he affirms.

At ILUNION Valencia 4 Hotel they love Pedro, who arrived at the company in 2014, and he continues to think about growing professionally here more and more.

Directors, department heads and technicians alike have all been pillars of support for Pedro. They approach him personally to talk, or they provide him with subtitling so that his hearing loss doesn't represent a barrier.

“What I like the most about ILUNION is satisfying customers’ needs”, he tells us.

The value that Pedro conveys every day to his colleagues is his capacity to cooperate and create a good working environment: a way to thank how valued he feels at ILUNION.

Pedro *Muñoz*





Yeray has two big dreams: directing major projects at ILUNION Accessibility and becoming the head coach of the national wheelchair basketball team. They are ambitious dreams, but thanks to the opportunity he was given by ILUNION in 2022, they could become a reality.

Yeray works at ILUNION Accessibility offering services to Inclusive Marketing Companies. Here he can develop professionally as a specialist in digital marketing and contribute his great value: succeeding in getting digital content to be accessible for everyone.

“I feel that I’m part of ILUNION’s purpose, and I’m very proud about working in Accessibility”, he affirms.

With his work, Yeray contributes to ‘Building a better, everyone-inclusive world’. He’s well aware of the importance of this purpose, given that he himself has seen how he used to lose job opportunities due to living his life in a wheelchair. That is the origin of his commitment and his pride in belonging to ILUNION.

“Here they’ve valued me for my professionalism, not for my disability”. ILUNION has given him the opportunity to work in a position that matches his education, just like it has allowed him to acquire the essential leadership for directing the wheelchair basketball team he coaches. And now his dreams are closer to being fulfilled.



Alejandro

Oñoro



Alejandro experienced the birth of ILUNION personally. “We created a single brand for all our companies. Many were leaders in their sector, but we wanted to begin from zero and with a common denominator for all of them: the excitement of succeeding in doing business differently”, he explains.

That excitement was Alejandro's motivation right from the very day they confirmed that he'd lead the project, a moment he recalls as one of the most important ones in his professional career.

Alejandro Oñoro is the Managing Director of ONCE and the Chief Executive Officer of ILUNION, the leader of a project whose evolution over these last 10 years, in his words, “has been incredible”.

His optimism, his confidence in the project, his business management capability and knowing to always surround himself with good professionals are some of the values that characterise him as the company's leader. Alejandro believes in the social economy model, and thanks to his enthusiasm, he manages to convey his business vision to the teams. “ILUNION combines financial profitability with social profitability. It's a winning project”, he affirms.

The success of this company is a reality thanks to the unconditional support of both ONCE and the ONCE Foundation and thanks to the professionalism and commitment of the people who form a part of the group. This is something that fills Alejandro with pride, especially when that commitment is shown at difficult times, such as during the pandemic.

He also can't help getting emotional remembering when the decision was made to take the ILUNION business model to Colombia. “There, we've given a real life opportunity to people with a disability, many of whom are literally excluded from society”, he points out.

Regarding the future, he's certain: he sees ILUNION making ‘Spanish Brand’, with more financial value and more social value and serving as an example and an inspiration for other companies and other countries.

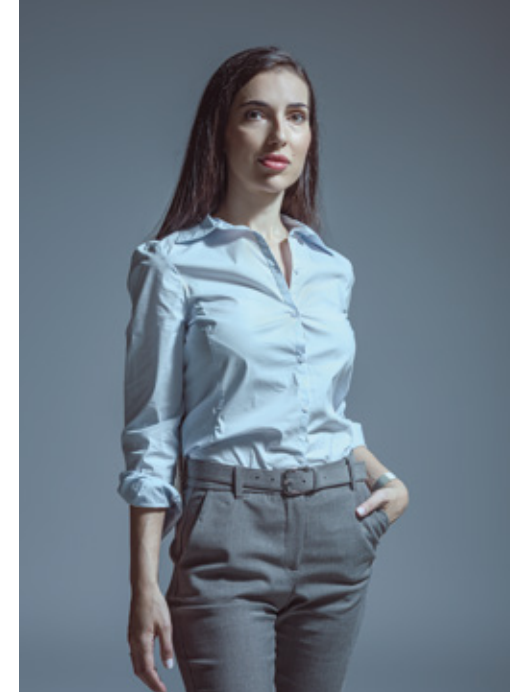


Estefanía Orden

No matter how early the alarm clock goes off, Estefanía always gets up excited about going to work. In large part, this is due to her colleagues, who make her feel at home: “I know that, if I have a bad moment, they’re going to help me”. Estefanía’s day has to get really messed up for her optimism to disappear, because if there’s any value that identifies her, it’s her positive attitude.

Because life can surprise you when you least expect it, and Estefanía ran into one of those script changes when, after not having worked for awhile to recover from a brain tumour operation, she was selected as an administrative assistant at ILUNION Training to manage courses for employees.

The opportunity to work at ILUNION not only meant her return to the labour market,



it was also a professional revelation. Previously, her disability led her to feel out of place on many occasions and left her with the sensation of not being valued.

That sensation disappeared when she entered Torre ILUNION for the first time: “When I arrived here, aside from feeling welcomed, I felt understood”. This understanding and acknowledgement allowed her to fully integrate and enhance her professional development. Estefanía has proved to be committed and resilient, capable of overcoming adversity with a positive attitude and exemplary dedication.

“That’s why my great value is a positive attitude (sometimes extreme), but I always look for the good side of things”. Her optimism in the face of challenges defines her as a valuable professional.



Juan Otero



Juan thought that, at his 63 years of age, he'd never get hired again. He arrived at ILUNION TextilCare in 2018 at an age when it is very difficult to find employment, but really wanting to work and feel fulfilled. Since then, he's performed his job with the same happiness he showed on the first day, and he thanks the company for the trust it placed in him. With tears in his eyes, he still gets emotional when talking about the opportunity that ILUNION gave him.

"I was a fishmonger, but the economic crisis forced me to sell the business, and I went into a depression that led to a disability. ILUNION has relieved me of that pressure, and the team helps me a lot. Plus I learn something new every day", he points out.

Juan likes his duties at ILUNION, which is why he'd like to continue at least until retirement.

As an example of the camaraderie that describes Juan's personality, he hopes that ILUNION continues to grow. "I'm going to retire soon, and I've told my colleagues that they have to fight and not let their guard down so that the business continues and grows", he notes.

"Now I'm happy, and when I arrived at ILUNION I realised that the conditions of my previous company weren't the best. At ILUNION, the machinery and facilities are in perfect condition, and the schedules are very flexible", he highlights.





Patricia Otero, Director of Sales and the Customer Experience at ILUNION, has experienced the brand's exponential growth, and she's been a participant of the integration into a single culture that has brought many successes and much joy to the group. "We've managed to build a reputation according to which we are recognised as a great, differential business group due to our purpose and our human team", she assures us.

According to Patricia, the next decade will bring many successes to ILUNION. She's convinced that not only will it be a financially stable company and will it continue to provide life opportunities to people with a disability and to other vulnerable groups, it will also become a benchmark in sustainability, equality and accessibility.

The confidence that Patricia places in the teams she leads is her great value and demonstrates her decision-making ability, with the experience she's acquired throughout these years as an ILUNION executive. In addition to this attitude is her service-oriented mindset and her desire to be close to the customers as one of the levers for driving the ILUNION business project.

"One of ILUNION's key differentiating factors is belonged to the ONCE Social Group, which is the foundation of our very special DNA. But what also differentiates us is the value we contribute to the people who make up the organisation and the major impact we generate in society", she adds.

"The milestone I remember most intensely was moving to Torre ILUNION, the first step in generating a culture that was common to the entire organisation; as well as the brand change, which gave us considerable visibility in the various sectors in which we operate", she mentions.



Patricia Otero



“I go to work happy. I love it”. When Amelia began at ILUNION Facility Services, saying those words was unimaginable to her. She suffers from fibromyalgia and degenerative osteoporosis, two diseases that prevented her from performing her job normally. However, thanks to the understanding she receives in her job now, she has no doubt that this is where she wants to continue until she retires.

Amelia, at 56 years of age, has found in ILUNION a place in which she feels heard, a sensation she hadn't experienced in her previous professional experiences. While highlighting the adaptation of her job position and the support received from the support units, she's grateful that the company has looked out for her well-being right from the start.

Due to her disability, there are certain cleaning tasks she can't perform. This circumstance caused problems for her with colleagues and superiors in previous jobs. Now she does her job with the certainty that her work environment—far from judging her—understands her.

“If you have any problem, you can let them know because your colleagues and superiors understand you”, she assures.

Thanks to that support and to the adaptations of her job position, she can say that she likes her profession, which she performs to perfection, thereby allowing her to demonstrate her professional worth. Her work capacity is her great value at ILUNION.





Mabel regained her passion for her work when ILUNION gave her the opportunity to help women who are victims of gender violence. She arrived at ILUNION Contact Center BPO in 2013, where she works as a psychologist at the telephone assistance service for women who are in that situation. Without question, she's an example of all the value that people with a disability can contribute in society.

Mabel's professional career was completely undermined by being diagnosed with Crohn's disease. She describes it as "one visible story and another invisible one" to understand how ILUNION has become a mirror for showing her that she's capable of performing her job like any professional, despite her disability.

"ILUNION has helped me adapt my limitations in the best possible way. I've regained my internal drive, which is the passion for helping vulnerable people in such delicate circumstances", she reasons.

Her job at the telephone service is to show victims and their relatives that there is a way out, through psychological care and advising.

"It's changed my life, both professionally and personally. I have to say thank you to ILUNION with all my heart", she concludes.

Mabel Pérez





José Luis Pinto

José Luis Pinto, Second Vice President of Economic Strategy, Gaming and Business Development of the General Council of ONCE and Second Vice President of ILUNION, imagines ILUNION with over 50,000 employees, competing with large companies while adding the talent of people with a disability. “ILUNION will always be linked to the ONCE Social Group and will be full of people with considerable pride in belonging”, he predicts.

“I remember visiting one of our companies, when a colleague with an intellectual disability challenged me to package bottles of perfume. When I finished, he told me that ‘everything has its order’. I had put them in from right to left, when I should have done the opposite. Since then, I’ve understood that you not only have to do things right, you also have to do things so that others feel well”, he adds.

He mentions that 10 years ago Miguel Carballada, President of the ONCE Social Group, gave him a Parcheesi game. The yellow box represented the ONCE Social Group, red was the ONCE Foundation and green was the traditional ONCE. Blue was reserved for the merger of companies that would give rise to ILUNION.

“We suffered during implementation, but we were courageous. I most fondly recall when the brand was presented. It was a before and an after, and I feel so proud now when I see that ILUNION is so loved”, he mentions.

With great satisfaction, José Luis highlights how much ILUNION values people with a disability. “ILUNION is able to demonstrate that talent also sits in a wheelchair or walks with a cane. It’s an example of financial sustainability and a social venture. It’s the clear demonstration that, if there’s commitment, the world is more livable”, he underscores.





Eva is pure vitality. It is her great value. The happiness with which she works and interacts with her colleagues is in contrast to the responsibility that rests on the shoulders of this vocational dancer. In the Corporate Marketing and Communications Department, she is responsible for supporting the application of the brand. She's its guardian.

"My main task is taking care of our brand because of how powerful it is and what it means. Being a part of ILUNION makes me truly happy and gives me a lot of personal satisfaction", she comments.

She discovered the ONCE Social Group in 1995, and since then her job has been a very important part of Eva's life. She's proud to share her experience, her expertise and her adventures with the people who form a part of ILUNION.

"My dream was to be a professional dancer, but I developed a visual disability and my career was cut short. A week later, I was working at ILUNION, where every day since then has been different", she says.

For her, ILUNION is her home. "It allowed me to reinvent myself professionally due to the training I received and due to the necessary adaptations for performing my duties at my job position. That's why I say ILUNION goes where others don't".

The value that Eva contributes to ILUNION is a mixture of four ingredients: the experience of so many years, her knowledge of all the processes, her commitment and her never-ending vitality.





José Ángel *Preciados*

“Over these last 10 years, ILUNION has gone from being the jumbled pieces of a puzzle to being a beautiful and colourful mosaic”.

José Ángel Preciados, Chief Executive Officer of ILUNION Hotels, sees the business group as an example of transformation, which has changed his life professionally and personally. “ILUNION Hotels is a committed, innovative and competitive company that has made a place for itself in the hearts of all of us who form a part of the company”, he adds.

For José Ángel, society is diverse, and ILUNION is obligated to reflect and integrate that diversity, which he also considers a gift that he has enjoyed like nobody else over these last 10 years. “I’ve been able to share the values, strategy and virtues of ILUNION, a group that seeks to touch the core of any human being, aligned with the purpose of an institution that is so well recognised: the ONCE Social Group”, he tells us.

José Ángel believes that putting people before any objective or goal, like ILUNION does, cuts across all its professionals.

“ILUNION will be the most important social business group in the world in the next decade, and despite the challenges that society could pose for us, the will of every one of us who forms a part of ILUNION will not only make it possible to face those challenges and successfully overcome them, it will also make it possible to go beyond what we can imagine”, he underscores.





Juan Carlos Ramos

Juan Carlos found a transformative employment opportunity at ILUNION Circular Economy. Previously, he used to work in a family business, but at ILUNION he's found a work environment that allows him to reach his full potential. "What I like the most about working at ILUNION is feeling useful and productive. Working at such an important company has changed every facet of my life: personal, purchasing power and independence". This change has improved his financial situation and has strengthened his independence and confidence.

Juan Carlos feels proud about contributing to sustainability with his work at the Electrical and Electronic Waste processing plant. That job of making a more sustainable world possible is the great value he contributes to ILUNION. At the same time, he's happy about being able to help promote the inclusion of all people. "It's strange for some people to see how someone with a disability performs, but when I tell them about the human touch and the collaboration between colleagues, they understand that ILUNION is a good place", he states.

Acknowledging his "big problem of shyness" as a barrier in his social and professional life, Juan Carlos points out how his experience at ILUNION has been key in his professional development.

Looking ahead to the future, Juan Carlos is optimistic: "Within 10 years I wouldn't mind continuing like I have up to now, but all progress will be welcome. When we all work together, I feel like I'm contributing something beautiful, truly", he explains.



Graciela wanted to be the first major blind and deaf lawyer and wanted to do it at the company about which she'd heard wonders from one of her role models, Javier García Pajares, who is a specialist in Institutional Relations at ILUNION and who is, like her, blind and deaf. She was very clear about the fact that she wanted to form a part of a “diverse and inspiring company”, she states.

With effort and dedication, she completed her Law degree in four years, but when she began looking for work, she encountered a very disheartening reality. When she stated that she was blind and deaf from birth and that she would occasionally need the support of a sign language interpreter, companies decided not to hire her. But instead of losing hope, she told herself: “The opportunity will come; a place where they appreciate my value will appear”. And it did.

Graciela found in ILUNION a place where her value as a lawyer is acknowledged. In her role in Legal Advising at the group, she performs her job and contributes significantly to ILUNION's purpose of ‘Building a better, everyone-inclusive world’. She also has her own personal goal: showing that people with a disability can also practise law.

At her 26 years of age, she has already faced the barriers of the labour market and the barriers of the courts, having to work in environments that are not accessible for lawyers with a visual and hearing disability.

“People with a disability are capable of practising law, but the courts have to be accessible”, she affirms. That's going to be her goal, transforming them.

Graciela

Ranz



Ivonne Roa



Ivonne Roa found in ILUNION TextilCare an opportunity to learn, grow and get ahead. With her life story, she has proved to be a resilient and committed person who is capable of putting her heart into everything she does, an attitude that she has transferred to her job at the textile management plant in Bogotá.

After suffering an accident that left her with after-effects, the company where she used to work cancelled her contract. Then began a long and tough journey of interviews and hiring processes, which always ended with a negative. "It's frustrating that, because you have a disability, they don't give you the chance to get a job. It was one of the most difficult times of my life", she explains.

ILUNION has become the best place for her to develop professionally and show her worth, but the company has also been her support when she's needed it the most. She gets emotional when remembering the agonising situation she experienced when her daughter was operated on, a time when her superior gave her help so that the operation could be performed and so that she had everything she needed at the time. "I am so grateful because they were very attentive and gave me unconditional support", she recalls.

Now she can only imagine her future while forming a part of ILUNION. "I'm going to study in order to grow at the company and continue giving my best as a professional", she concludes.



Javier



Rodríguez Zapatero

Javier Rodríguez Zapatero, President of the Digitalent Group and of the ISDI Business School, defines ILUNION as an aspirational business that works to show that people with a disability are capable of reaching an economically viable level of performance.

He learned about ILUNION through Alejandro Oñoro, its Chief Executive Officer, and since then he has been amazed by its purpose. “At ISDI, we like for people to progress and for nobody to be left behind. ILUNION fascinated me for its philosophy of inclusion, and it was very easy to begin collaborating”, he recalls.

The value that Javier gives to the company stems from the fact that, in addition to being a part of the ONCE Social Group, it is an institution that brings together businesses with a purpose that you don’t find in the business world. “It’s something that inspires and that serves as a beacon for many business leaders in our country”, he points out.

“ILUNION”, he adds, “provides us with a broad number of perspectives and extra motivation. It makes us excel, and it’s not very easy to find people who constantly motivate you to improve. I’ve always thought that ILUNION was doing much more than the world knows. If society knew, it would learn to be better in every aspect”.

Javier proposes to ILUNION that it maintain its essence, that which has led it to where it is now. “I hope it continues to be an example of excellence and innovation, welcoming technology and people, to show the world the meaning of its work”, he adds.



Víctor

Rodríguez

Your first job always leaves a mark. But if that first job also helps to break the barriers caused by a disability, the mark is even deeper. That's what Víctor experienced when taking his first steps in the world of work.

"ILUNION has allowed me, right from the beginning, to not have to be concerned about the barriers that exist for people with a disability", he explains.

Víctor found the opportunity to begin his professional career at ILUNION in 2018, when he learned that there was an opening for a Labour Relations specialist. It was an opportunity he couldn't let get away. "ILUNION has been like a training ground for me", he states.

His meticulous research work on conflict analysis is his value as a professional at ILUNION, but also what he enjoys the most and where he has the most experience.

Víctor is very aware of all the personal and professional learning he has received through his work at the Galicia office of ILUNION Facility Services. But he also highlights his work in resolving conflicts and in managing inspections and reconciliation procedures. "I give ILUNION every effort and provide it with my specialisation. I get up every day trying to improve as a professional", he assures us.





Aurora *Rollán*

“What I bring to ILUNION is that I know how to value the work of my team, something that makes me feel better as a person. Specifically, the work of our cleaners—women who have a disability or who are at risk of exclusion or have difficult pasts, but who are excellent workers. They are very necessary, and sometimes we forget”, Aurora affirms.

She began at ILUNION Facility Services at the office in the Canary Islands, and she's now a part of the company's headquarters in Castilla y León. And as she explains, she's still just as enthusiastic about making every effort and contributing her leadership as in the past. It is her great value.

“My partner travels a lot for work, and I've been lucky to be at ILUNION in every city to where we've moved. It's really very gratifying to be able to change location and for the company to give you the opportunity to keep your job position and continue performing your duties. It's a clear example of work-life balance”, she explains.

Aurora's daily work consists in managing the needs of the teams and in handling incidents or requests from customers.

Aurora points out that the job positions of her colleagues with disabilities are adapted so that they can work with computers, documentation, printers and even their vehicles.

“Sometimes I think that ILUNION found me, not the other way around, because here I've been able to do something that satisfies me and makes me proud. ILUNION has changed my life and my perception of the world because I had never been a participant at a company with such diversity as this one”, she thinks.



Paco Román

Paco Román became acquainted with ILUNION at its official presentation, and as President of Lyntia and a teacher at IESE, he admires ILUNION immensely for what it has achieved over the last decade.

“I teach at IESE, and I usually invite Alejandro Oñoro to my classes because I really like to highlight ILUNION’s example, and he’s the best person for explaining the purpose, strategy and execution of the brand. The end of the class is emotional because everyone gets up, and there’s never-ending applause”.

Paco highlights ILUNION as a model to follow, based on inclusion and on the conviction that accepting all people makes us stronger.

“ILUNION is attractive for many reasons. You have to remember that it creates social and business value, which makes it competent in delivering services. But it’s also a source of admiration because of its purpose and its way of doing things”, he highlights.

For Paco, the biggest change was made by ILUNION Hotels, which, with its own, very strong hallmark, chose to adopt the ILUNION model. “It’s a pleasure to go to an ILUNION hotel and see the high percentage of people with a disability who are providing customers with excellent service. That’s fulfilling the purpose of the brand”, he notes.

“I’d like for the ILUNION model to take shape in society and for it to be imitated by many companies. It is therefore important for the company to continue growing and adapting to new technologies and challenges: always maintaining the balance it has shown up to now between social value and financial value”.



Esperanza *Sanabria*



If there's anything that ILUNION has given Esperanza over the years it's the opportunity to work and coexist with people who have disabilities, like her. This has changed her way of perceiving the disability. "I'm fortunate that on my team we all have different normalities", she explains.

In 2012 she joined the Graphic Design Department of one of the group's companies as the only member of the department, later joining the ILUNION Business Communication agency. Now she coordinates a team, and all together they highlight the professionalism of ILUNION's employees in the design area.

"What I like the most is creating an idea or image of what people want to express. It's a job that requires constant reflection, and I love it", she mentions.

"My value at ILUNION is constancy and creativity. I'm a strong-willed person, but I'm decisive and swift to empathise with people and discover what others want to express, which is difficult at times", she explains.

Within 10 years, Esperanza sees herself with a lot more experience and facing even more ambitious challenges. She predicts that ILUNION will have a future marked by its purpose, with the objective of spreading that purpose to other companies and making its value intrinsic in them.





Rather than as a company, Ángel Sánchez sees ILUNION like a model of life, a different way of creating financial and social wealth with an exciting future: “I imagine that ILUNION's future will be showing that social and financial objectives can go together”.

Affection, enthusiasm and hope are the words that come to Ángel's mind when he recalls the birth of ILUNION. As the Chief Executive Officer and Managing Director of ONCE, Ángel was present at the beginning of the brand. He participated in decisions as important as choosing the name. “*Unión* (union, joining) has brought us to this point and *ilusión* (enthusiasm, hope) is the strength that allows overcoming obstacles and pursuing dreams. Those two words united are ILUNION”, he explains.

He fondly recalls the moment when the new business group was presented, as well as witnessing how the company has kept growing every year. For him, the value that ILUNION contributes to society and to the business fabric is its way of understanding business management.

As the company's differential value, Ángel highlights its capacity to grow and sustainably create employment. From his position in the ONCE Social Group, he has experienced first hand how the good results have allowed continuing with the investments in people and the creation of employment: “There would be no labour inclusion of people with a disability if behind it there weren't a positive financial result”.



Ángel Sánchez

Susana Sánchez, CEO of ILUNION Contact Center BPO, wagered on ILUNION right from the start. The company has grown considerably in turnover and in people.

“My value at ILUNION is passion: I enjoy the project immensely. I have the great fortune to lead a company in which we constantly offer opportunities and transform many lives”, she explains.

From her point of view as an executive, it's very gratifying to her to see the brand's growth over these last 10 years. “We've won new projects and expanded our market share, and we've ventured on opening up our first site outside of Spain”, she tells us. Yet what really fulfils her as a person are the thanks of the employees, many of whom thought they would never work again.



For Susana, what makes ILUNION unique is its business model focused on people. One example of this is the RAÍCES project, which brings business closer to those who need it the most by creating employment for people with a disability or for vulnerable groups in towns with fewer than 10,000 inhabitants. “This project allows taking labour inclusion to the rural world and avoiding professional isolation”, she notes.

Susana guarantees that ILUNION has a promising future because of doing business differently and because of its responsibility as a business model, which is an example for society and for other companies in the world. “I've been fortunate to grow both professionally and personally in this group”, she concludes.

Susana Sánchez



Patricia

*Sanz
Cameo*



With the enthusiasm of someone who closes their eyes and lets their imagination fly, Patricia Sanz clearly sees what ILUNION's future will be like. She doesn't hesitate to affirm that the brand will be present "in every corner of cities and in many more businesses".

This prediction is worth a lot if we consider that Patricia witnessed the birth of ILUNION and participated in that collective enthusiasm that arose 10 years ago, thanks to a unique commitment.

After various positions of responsibility at ONCE, she is now the Third Vice President of Equality, Human Resources, Institutional Culture and Digital Inclusion of ONCE's General Council. Few people know like Patricia what ILUNION means at the ONCE Social Group, where it is a part that "adds to and feeds back to the growth" of the entire group.

"ONCE has been acquiring ILUNION's values, not just those most related to business but also the most innovative ones", she explains.

She considers the brand to be a benchmark in generating opportunities: "ILUNION is a group that is as business-oriented as it is socially-oriented". And this solid presence is, in her opinion, the key for that imagined future of hers to become a reality.

Juan Ramón Serrano

Juan Ramón is a clear example of how ILUNION is able to change the way value is viewed. Juan arrived at the company in 2018, and he's currently in charge of the ILUNION TextilCare plant in Valencia. He also heads a football team of ILUNION's laundries, which competes in Valencia's Inclusive Football League and in which it was the champion in 2024.

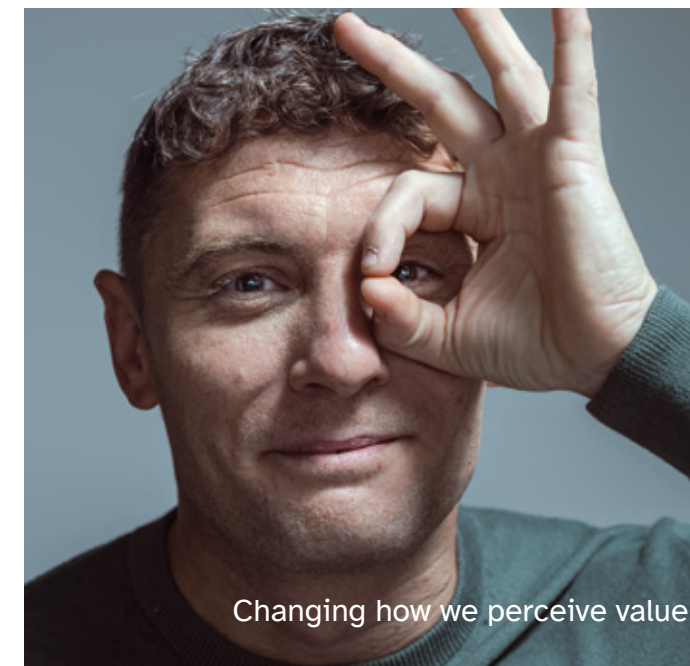
"I began as an operator, and I've grown at ILUNION to the point where now I'm in middle management. My job consists in managing the personnel regarding production. I'm also a monitor of the Support Unit, and I'm in charge of managing disputes and helping people regarding both employment issues and personal issues", he explains.

A sports accident changed Juan Ramón's life. After the incident, ILUNION led him to regain his optimism and once again feel fulfilled with his job.

"Professionally, my life has changed because, thanks to ILUNION, I've learned about a sector that was previously unknown to me, and I've become a better person by having strengthened values such as empathy and respect, while also learning to manage problems better", he notes.

Juan Ramón's experience makes him an ideal candidate when collaborating with various teams. He would like to be identified as an example of the fact that we are all capable of achieving our objectives with commitment and a good attitude.

"Within 10 years I'd like for ILUNION to be even more inclusive, if possible", he concludes.





Alicia's smile lights up all her colleagues at ILUNION IT Services. She has been working at the company since 2024 as a Coordinator of Services and Customer Experience, and she's convinced that she'd like to continue at this company her whole life.

At her 37 years of age, mother of a 10-year-old boy and after six years without working, she's found a place where she'd like to grow and continue developing both personally and professionally.

"I'd like to repay ILUNION for the life opportunity it is giving me, which is why my value for myself, for the company and for my colleagues is commitment", she assures us.

Alicia's illness (trigeminal cephalalgia, which has involved having a neuronal electrical stimulator implanted in her back, with wires to her brain) caused her to be afraid and lose self-confidence. She thought that she'd never work again, but now she believes in herself, in her worth and in the fact that she can do anything she sets her mind to. She has changed her sadness for a permanent smile.

"At ILUNION IT Services we're a great family where we all embrace each other as we are, regardless of the circumstances or the past of each one. This life is hard enough, but I've found the place where I'm happy. I needed ILUNION for this change of life", she states.

Alicia

Simón





Royal

Siñoco

The desire to learn something new every day is the value that drives Royal at ILUNION Contact Centre BPO in Barcelona. With his mother from Guinea and his father from Nigeria, his childhood was marked by his arrival in Spain, a trip that he had to make with his parents in search of a more prosperous future. He has formed a part of the company since 2020, and thanks to his education in Business, Finance and Economics, Royal plans on continuing at ILUNION over the next decade and continuing his professional growth.

“What satisfies me the most about ILUNION is how close-knit we all are, how we help each other and how we learn from each other. I’ve found stability here, and the coordinators are giving me greater responsibility, while I grow professionally”, he assures.

Due to his physical disability and much to his regret, Royal had to contend with a few difficulties in his childhood and adolescence, but he finally decided to take advantage of one of his virtues—communication—and make it his profession.

“The value I bring to ILUNION is the peace of mind I convey. People place their trust in me. It’s something very important, and it makes me feel useful”, he points out.

“I didn’t previously have opportunities and didn’t use to feel valid, but now I’m very thankful to ILUNION because it has allowed me to organise my future and make the most of my potential”, he adds.





With a long professional career to her credit, Natalia was surprised at her 42 years to learn about ILUNION's work of labour and social inclusion. "As a person with a disability, it was a surprise to find a company that would hire workers who were applying for their first job or who had not had the chance to study due to their disability", she explains. She had seen nothing like it in Colombia, and she was unaware of any similar business model in the country. "This is even more significant here than in Spain", she adds.

In the sales area of the ILUNION TextilCare plant in Medellín, Natalia began providing after-sales support, but now she's taken on a new role focused on attracting new customers. With the dual responsibility involved with not only telling people about ILUNION's purpose but also about all the services it can offer as a company. "Whenever new customers arrive and they meet the people who form a part of the company, the bias they have regarding disabilities disappears, and they see that we can offer them the same service as any other company", she tells us.

Natalia experienced the amputation of her right leg as a challenge to do more things, not as a restriction. "I don't see myself as a person who's hindered. I experience my disability as a strength, to serve as an example of the fact that you shouldn't make excuses", she notes.

The tenacity she shows and the self-confidence she gives off are her great values, which she puts into her job every day. It therefore wouldn't be a surprise to learn that she might reach the goals she dreams of: "My idea would be to become head of pre-production or even a manager some day", she says.

Natalia

Uribe





Vivian Vásquez

“The digital transformation of the company has been huge. ILUNION also allowed me to spend time studying when I was getting my law degree certified, and I’m very thankful for that”, Vivian assures us.

Vivian's professional life changed completely when she found the chance to develop her Law studies in ILUNION's legal advising. Originally from Venezuela, she arrived at the company in 2009.

Vivian has passed through every area of the advising office, although now she's in the corporate operations area and has an in-depth understanding of how the business group operates and its overall scale. She also gives dance classes to many of her colleagues at Torre ILUNION thanks to her extensive experience and vocation in this discipline.

“I think that ILUNION fulfils its purpose. I see it working every day to create employment for people with a disability and to promote their hiring. It is fulfilling a very valuable mission for society, and I feel that I’m a part of it”, she tells us.

Vivian has experienced her entire professional career at ILUNION, thanks in part to a diverse professional team in which there's very good chemistry. “Young talent has joined us in recent years, thereby creating an excellent group in which everyone tries to give it their very best”, she mentions. The important thing is finding the right place for each person to develop their talent and work as a team.





Bárbara *Zapatero*

Bárbara knows first hand the importance of feeling useful and professionally acknowledged, which is why she feels proud about being able to contribute to other people feeling valued. That is the great value that she contributes to ILUNION.

Bárbara's life changed on 14 February 2022. On that very special day, which she recalls with a smile, she began working at ILUNION's Shared Services Centre.

She lost her previous job due to an illness, a harsh blow that led her to depression. But ever since ILUNION opened up the doors to her on that 14 February, she has once again felt like a professional with much to offer: "I am no longer my illness, I am a person", she affirms emphatically.

ILUNION has changed her life and has brought back happiness to her. Even her closest friends and relatives state that "she's a different person". Bárbara believes that that regained happiness and knowing how to share her well-being with her colleagues are the values that she brings to ILUNION, but she contributes much more through her work, without a doubt.

Rosa Zarza



Rosa Zarza, Senior Partner of Garrigues, had the privilege of collaborating in the birth of ILUNION in what was, according to her, the promising beginning of an ambitious and innovative project with an incredible future vision.

“I decided to work with ILUNION because it was a project that mixed the social aim of inclusion with placing the spotlight on people, without giving up on a business project with a future. It was very exciting right from the start”, she affirms.

For Rosa, ILUNION is a benchmark project, not just because of its objectives and values, but also because of what it manages to create around it. Its model of inspiration for all people makes it a leader in showing all other companies that inclusion and diversity are not only a matter of complying with the law or social responsibility, they are a true value proposition.

She highlights ILUNION’s ability to adapt to the major changes of the last 10 years, including digitisation and technological processes, while helping customers and suppliers. In upcoming years, she expects to travel together with the brand and expects it to expand internationally, with its characteristic enthusiasm driving it to continue being a pioneer.

“ILUNION is a model of inspiration for Garrigues, because we are trying even more to put people at the centre, with diverse teams and venturing on a more just, sustainable and inclusive society”, she adds.



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The videos recorded for this project can be viewed using the following QR code:



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