



SUSTAINABILITY REPORT 2025

**SUSTAINABILITY
WAY**

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SUSTAINABILITY WAY

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Miguel Carballada

President of the
ONCE Social Group

I have always firmly believed that progress is only real if it includes us all. And that technologies, now led by AI, must be accessible and inclusive. For us at the ONCE Social Group, the figures matter because behind each one there are a wide variety of people. We are a dedicated and committed team forged from the union of three executive divisions, each of which contributes and brings unique value to society.

For the ONCE Social Group, growth is meaningless if it disregards inclusion and equal opportunities. With a large family of professionals who have already made history by exceeding the 80,000-strong workforce mark, we demonstrate that business competitiveness can and must be a driving force for social transformation. For us, economic viability and the progress of citizens are two sides of the same coin.

At the heart of this vast, inclusive network, ILUNION stands proudly as a living testament to the fact that a different approach to business is not merely a desirable ideal, but a solid, competitive and necessary reality for the business sector. Its journey is the path towards a deeply humanistic leadership with a soul, understanding that true success lies in the ability and sensitivity to view the world, people and our environment from a much broader, dignified and committed perspective.



"Progress is only real if it includes us all"

In this model, ethics and transparency are not merely accessories to the ONCE Social Group's strategy; they are the foundation that supports our projects, particularly in times of uncertainty and change, including technological change, which must not leave us behind either as individuals or as a group. That is why I am extending an open invitation to society to discover the immense value that lies in diverse talent, a commitment that is nourished daily by the trust, mutual respect and affection of thousands of customers, suppliers and partners who choose to support a mission-driven approach. They demonstrate that consistency is the only foundation capable of withstanding the test of time and generating a lasting impact.

Faced with the dizzying pace of the great digital transformation of our time, spearheaded by artificial intelligence, we are not content to be mere spectators of tomorrow's developments. We strongly reject the idea of cold technology that dehumanises or isolates the most vulnerable groups. On the contrary, we embrace artificial intelligence and cutting-edge science as the greatest allies of dignified work and inclusion. Technological innovation presents a golden opportunity to design solutions that break down the invisible barriers to communication, facilitate safe mobility in cities and tear down the walls of social exclusion, among other initiatives.

This sustainability report is an honest and transparent account of how business success finds its true purpose when it is resolutely placed at the service of people. We look to the future with the firm conviction that tomorrow is built one step at a time, by uniting our efforts and paving the way for hope, making the world a place where there is room for everyone.

Alejandro Oñoro

Chief Executive Officer
of ILUNION

I have been fortunate enough to be part of ILUNION since its inception, witnessing how that idea combining enthusiasm and unity has grown into a unique business venture, proving that a different way of doing business is not only possible, but necessary.

That is why, for me, presenting this Sustainability Report is a natural progression in that journey. It is a way of sharing how this model, which was created with a transformative mission, continues to grow, mature and make a real difference to people and society.

Today, with a workforce of 45,000, 38% of whom have disabilities, and a turnover in excess of €1.44 billion, I can say with certainty that we have learnt that when you truly invest in people, regardless of their circumstances, the return is extraordinary, both financially and socially. Every achievement at ILUNION is the result of the collective effort of an exceptional team, guided by a mission that goes beyond mere results and seeks to build a better world where everyone is included.

I firmly believe that on this journey we have learnt something fundamental: value is not always immediately apparent, and recognising it requires a different way of looking at things and of leading. That is why, at ILUNION, we continue to "change the way we view value", recognising that true transformation begins when we are able to look at people, society and our surroundings from a broader, more human and committed perspective.

Sharing this report also prompts me to share a personal reflection which, I believe, lies at the heart of ILUNION's raison d'être: businesses can and must be an ethical and transformative force serving people and society.

At ILUNION, ethics do not merely complement our strategy; they are its backbone. In these uncertain times, when trust in institutions and businesses is being tested on a daily basis, we can say that it is only through consistency, transparency and a genuine commitment to our stakeholders that we can build projects that stand the test of time.

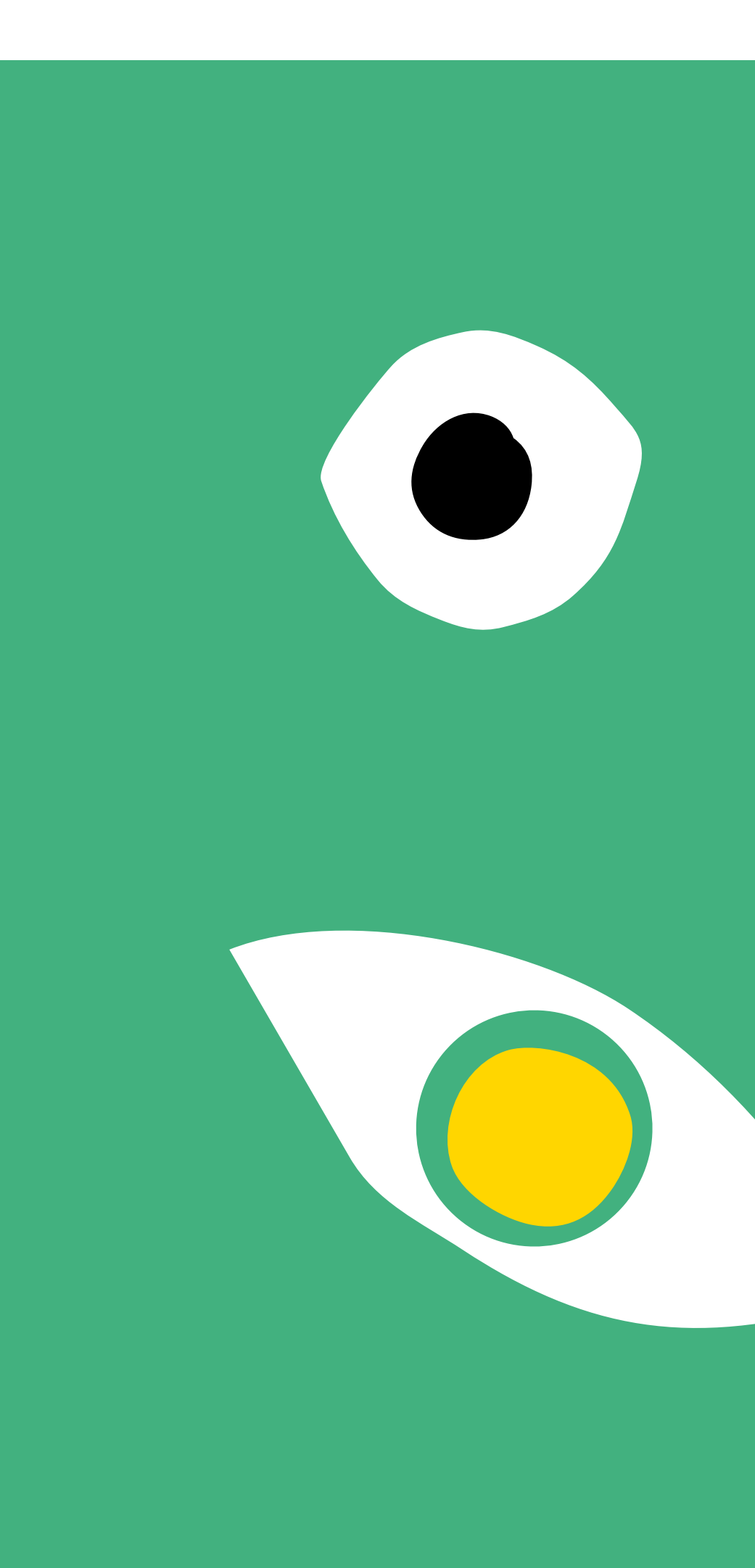


"Businesses can and must be an ethical and transformative force serving people and society"

I would also like to extend a very special thank you to everyone who is helping to keep this project moving forward. To the more than 30,000 customers who place their trust in ILUNION and who, by choosing us, support our ethical, responsible and mission-driven business model. And to our suppliers and partners, with whom we build relationships based on trust, mutual respect and the creation of shared value. Celebrating these ten years together with them has been a way of acknowledging their support and reaffirming that ILUNION is made up of a network of stakeholders committed to a different way of understanding and doing business.

This report does more than simply present the data; it reflects the ongoing nature of a project that remains true to its mission and continues to demonstrate, year after year, that sustainability is an integral part of how we understand and build our business. Looking ahead, I remain convinced that humanistic leadership and business ethics are the foundation for building the companies of today and tomorrow. We will continue to believe in people and to change the way we view value. ILUNION will continue to demonstrate that it is possible to run a business with a soul, with impact and with purpose.

Thank you to everyone who has been part of this journey. Thank you for the years we've shared and for those yet to come.



A decade proving that an alternative business model is possible

For over a decade, at ILUNION we have chosen to focus on what truly matters, putting **people at the heart of everything we do and making inclusion our true currency**.

Our mission is **"Building a better world where everyone is included"**, and we do this by demonstrating that business growth is compatible with the creation of quality employment opportunities for people with disabilities and other groups, because economic success only makes sense when it increases social impact.



The true meaning of value

At ILUNION, we understand value as a concept that goes beyond the strictly financial. We strive to ensure that every service we provide has a real impact on people and society, in the belief that a company's value grows when it promotes human values. That is why we are more than just a business group; we have established a model that takes social impact into account in every decision we make. **"Changing the way we view value"** is not just a slogan; it encapsulates the day-to-day work of the more than 45,000 people who make up ILUNION.

"Changing the way we view value"



Book interior
Changing the way we view value

The whole book is here



The creation of a shared symbol

To mark this anniversary, **we issued a collection of ten commemorative coins** featuring the faces of professionals who represent diversity in its broadest sense: people with disabilities, those aged over 55, women in difficult circumstances, professionals of different nationalities, and people who have had to cope with vulnerable situations.

We have distributed more than 47,000 physical coins to employees, customers, senior management, institutions and the media as an invitation to change the way we view people with disabilities and other vulnerable groups.

All the people featured in these pieces are ILUNION staff members and embody the value we recognised, over a decade ago, in people who had often been undervalued because of their disability, gender, background, age or circumstances.

A book that chronicles the legacy of a decade

To mark our tenth anniversary, we are publishing the book **"Changing the way we view value"**, a collection of testimonials from over sixty people – including employees, customers and suppliers – who have contributed to our business model and its social impact.

The book launch took place on 22 April 2025 at the CEOE headquarters, at an event hosted by Antonio Garamendi, President of the CEOE, and Alejandro Oñoro, Chief Executive Officer of ILUNION.

Alejandro Oñoro, CEO of ILUNION, and Antonio Garamendi, President of the CEOE, at the launch of the book *Changing the way we view value*



A close-up of the coins



A campaign to inspire a fresh perspective

To further promote our understanding of value, we launched a communications campaign, which began on 15 September 2025 and ran for three weeks, across media including television, radio, cinema and digital platforms.

The narrative put talent centre stage.

The main advert was filmed at ILUNION workplaces, such as Torre ILUNION and the ILUNION Atrium Hotel and the textile processing plant in Vallecas.

The narration was led by Belén González del Amo, an actress with a visual impairment, who reminded us, with a gesture as everyday as tossing a coin, **that value does not lie in appearances, but in what we are able to recognise in others.**



Some of the stars of the campaign at Torre ILUNION

Fancy watching our advert?
It's here!



"This piece of metal has value only because society, incredibly, has agreed on it"

*A line from the advert

This campaign reflects what we strive to achieve every day at ILUNION: **to ensure that human and economic considerations go hand in hand, thereby increasing shared value for our people, customers, suppliers and shareholders, as well as for society as a whole.** Because talent knows no bounds; it is not defined by disability, background or personal circumstances. Talent is talent, and at ILUNION we have spent a decade demonstrating that **when you bring the best people together, without barriers or prejudice, you achieve extraordinary results for society.**

Belén González del Amo, the actress who narrates the advert

Description of the business and areas of activity

Mission

Building a better world where everyone is included.

Values

Transparency, solidarity, confidentiality, fairness, commitment, integrity, humility, respect, innovation, responsibility and sustainability.

Vision

We aim to be a highly-competitive business venture, demonstrating that **economic profitability is perfectly compatible with social responsibility**, allowing us to drive the transformation of the business world.

38.1% of ILUNION's employees have some form of disability



Our divisions

At ILUNION, we have **more than 60 business lines organised into six divisions, which makes us the leading social economy service provider in Spain in terms of turnover.**

We are a leading player in the national labour market, with a workforce of 44,744 professionals in 2025, 38.1% of whom have some form of disability. Our strategic partnerships reinforce our commitment to ethical, responsible, efficient, transparent and inclusive management, reinforcing our humanistic ethos and our dedication to serving society.

1

SERVICES

Facility Services
Contact Center BPO
Automotive
Industrial Services

2

HOTELS AND HOSPITALITY

TextilCare
Hotels

3

SOCIAL AND HEALTHCARE

Senior Living
Physiotherapy and Health

4

MARKETING

Retail
Insurance Brokerage
Ibéricos de Azuaga

5

CONSULTANCY

Training
Accessibility
IT Services

6

CIRCULAR ECONOMY

Recycling
Ecologicist
Waste recovery



Geographical presence

ILUNION is expanding its operations **across Spain and extending its reach to Colombia and Portugal**, driven by a strong commitment to international expansion, which enables us to continue consolidating a business model capable of balancing financial profitability with social impact. In Spain, we currently have **549 workplaces, 43.5% of which are Special Employment Centres.**

Our commitment to international expansion came to fruition in 2018 with the opening of two ILUNION TextilCare centres in Medellín and Bogotá, marking the start of our presence in Latin America. Our expansion also includes operations in Portugal.

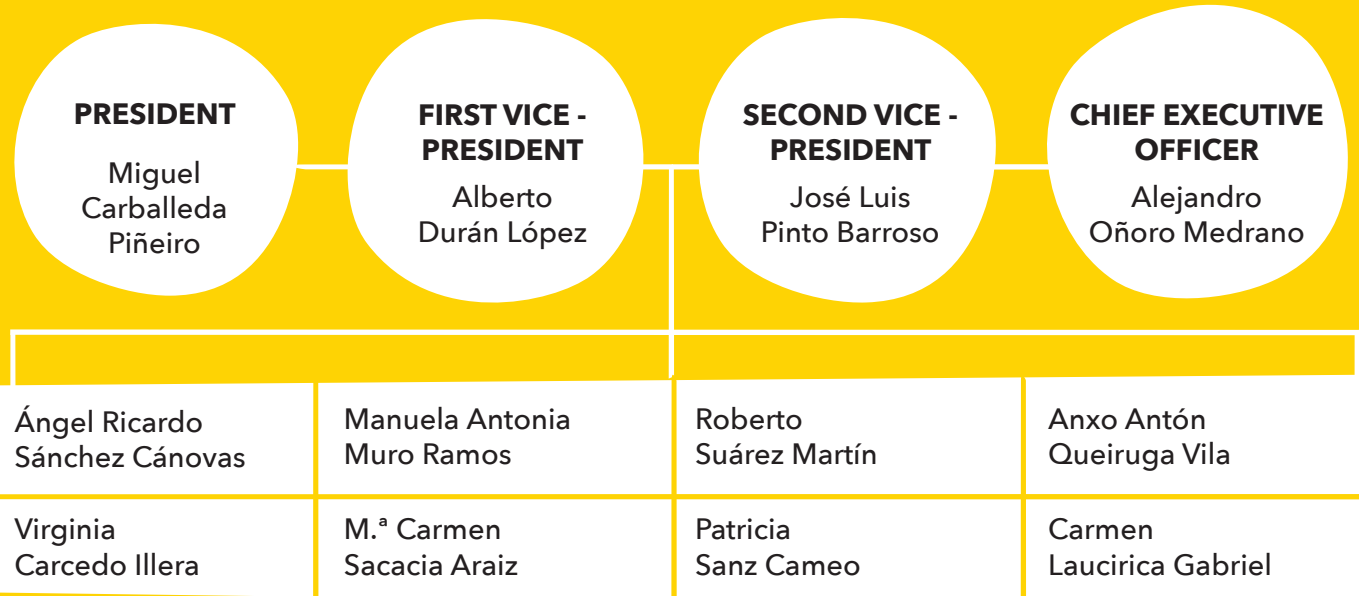


Our organisation

ILUNION is structured around a **Board of Directors**, an **Executive Committee** and the committees reporting to it, forming a governance model that reinforces independence and sound decision-making.

The Board of Directors is the organisation's highest governing body and comprises 12 members: six appointed by ONCE and six by the ONCE Foundation. Of the latter, five represent the disability sector in Spain. The Board also has a diverse membership, with **83.3% of its members being people with disabilities and 41.7% being women**.

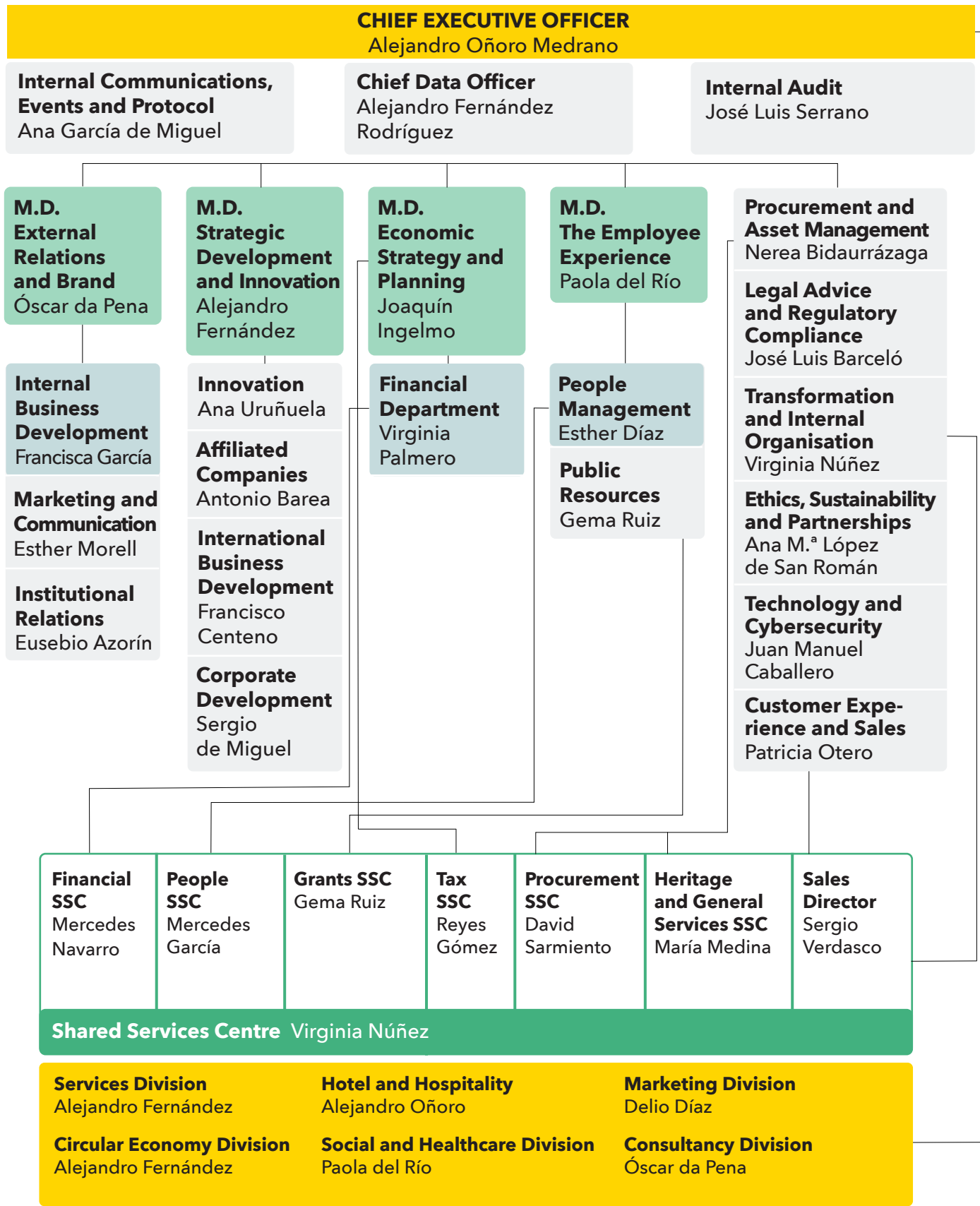
ILUNION Board of Directors

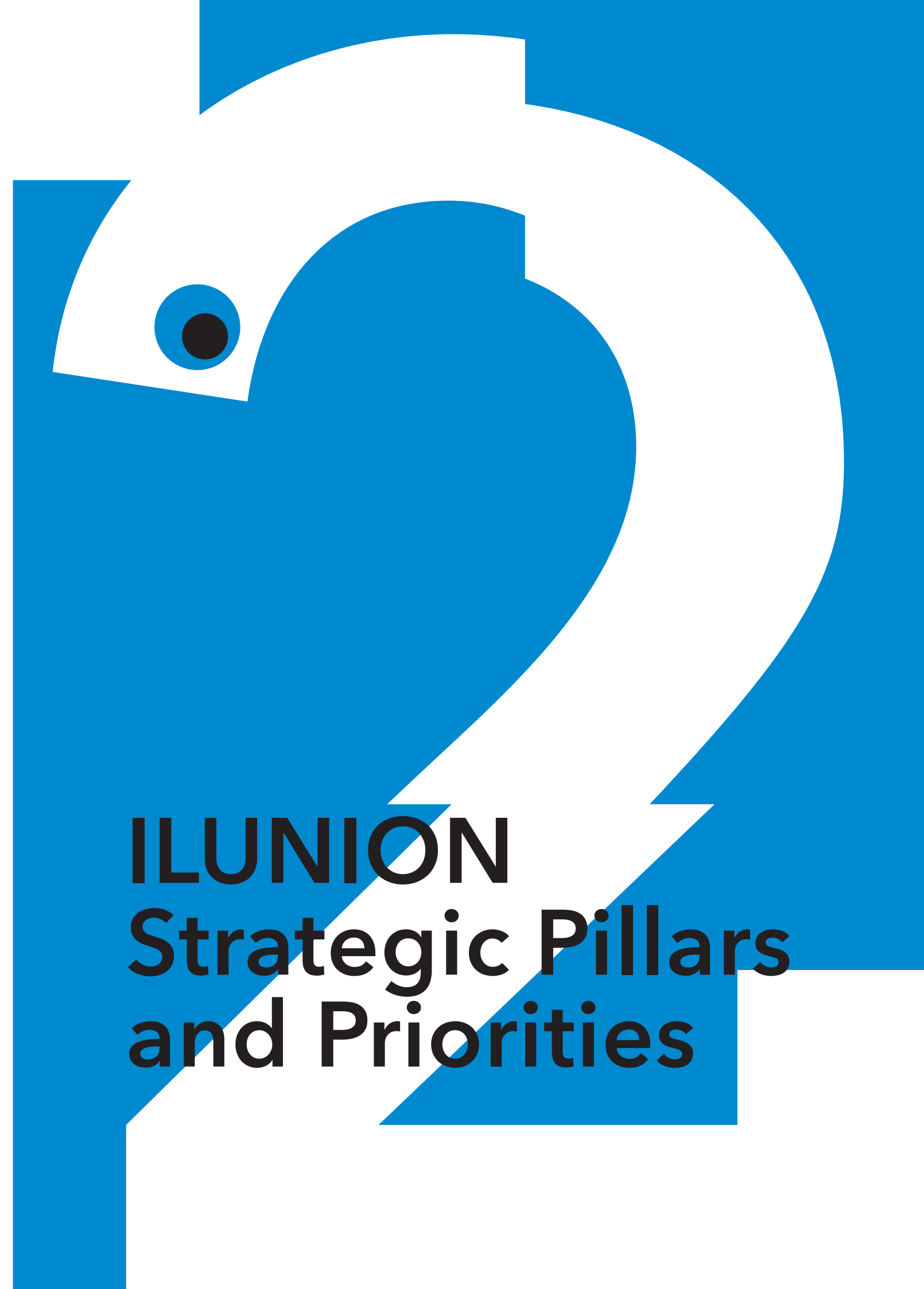


83.3 % of the members are people with disability and 41.7 % are women

ILUNION Organisational Chart

In January 2023 a **restructuring of the Steering Committee**, was approved; this body is responsible for internal management, leadership and analysis to support decision-making at ILUNION. This update enabled the committee's operations to be adapted to current needs and allowed the organisation's strategy to be directly reflected in the organisational chart.





ILUNION
Strategic Pillars
and Priorities

1

People

Our approach is built around four key pillars: People, Transformation, Excellence and Sustainability

At ILUNION, **personal development** is a key strategic priority, underpinned by a range of initiatives that **foster talent, inclusion and a sense of belonging**. Among the main projects carried out during 2025, the following are particularly noteworthy:

Performance with a purpose

Haciendo Crecer

The **"Haciendo Crecer"** project is back with a revamped programme that promotes mentoring as a driving force for learning. With clearer selection criteria, enhanced initial training and closer support, the programme aims to enable high-potential professionals to develop within the organisation, in line with the pillars of People, Transformation, Excellence and Sustainability.

EsFuerza

Added to this is **"EsFuerza"**, the performance appraisal model that fosters a culture based on feedback and continuous development. With clearer processes, calibration phases that standardise criteria, and individual development plans, 'EsFuerza' has become a key tool for identifying talent and guiding the professional development of the workforce.

Valoración 360°

On this basis, the **"Valoración 360°"** leadership project updates ILUNION's leadership model by streamlining behaviours, incorporating a humanistic approach and reinforcing alignment with corporate strategy. Thanks to a comprehensive assessment, which takes into account the views of managers, colleagues and partners, key information is gathered to design training programmes and select participants for strategic leadership initiatives.

Cantera

At the same time, the **"Cantera"** project acts as an accelerator for internal talent. With specialist training, English lessons, personalised technical development and rotations through key roles, this programme identifies and supports professionals with high potential.



Opening the doors of ILUNION

ILUNION & FAMILY

This commitment to people also extends to the family through **"ILUNION & family"**, a project that opens the organisation's doors to staff members' loved ones, thereby strengthening their sense of belonging. Open days, family events and the extension of employee benefits bring the company closer to families and strengthen the emotional bond with the ILUNION project.



Jornada de Puertas Abiertas



Poster for the open day at Torre ILUNION

Torre ILUNION

Plan Amig@

In the same spirit of internal connection, the programme **"Plan Amig@"** turns employees themselves into brand ambassadors for the employer, encouraging them to recommend talent and strengthening their sense of belonging by contributing to the Group's growth.

Accreditations and certifications



Transformation

ILUNION is driving a transformation centred on innovation and digitalisation as key tools for improving the efficiency and quality of its services. Below are some of the main projects undertaken:

Organisational transformation

IMPULSA, the engine of transformation

"IMPULSA" is ILUNION's corporate transformation programme, launched in 2023 to **build a strong network of professionals capable of leading new ways of working, accelerating innovation and rolling out the Group's strategy across all its businesses**. In 2025, it celebrated its third edition, "**IMPULSA 3.0**", which reinforced its experiential approach through seven fortnightly training sessions and a partnership with the ISDI business school, consolidating content on digital transformation, new leadership skills and strategic vision.

The teams worked alongside sponsors and mentors, with ongoing monitoring and assessment of the projects' business applicability. **The cumulative impact of the programme between 2023 and 2025 has been 108 people trained as change agents**. This initiative has consolidated a cross-functional network that promotes collaborative innovation, broadens the ILUNION Group's global outlook and brings together a diverse range of profiles from all areas and business units.

Participants in IMPULSA 3.0, "Towards the future"

Roadshow "Towards the Future"

A key milestone in this year's internal transformation was the "IMPULSA 3.0" Roadshow, held as part of the "**Towards the Future**" conference. The aim was to evaluate the projects developed by the participants and highlight their direct contribution to ILUNION's strategic pillars: People, Transformation, Excellence and Sustainability.

The format, designed as an escape room-inspired experience on the first floor of the Torre ILUNION building, encouraged our staff to get involved. Each project was presented as an interactive activity, and attendees filled in a "passport" which, once completed, entitled them to enter a prize draw. **Six projects were presented, aimed at improving the customer experience, optimising processes, promoting collaboration and accelerating the adoption of new digital capabilities.**

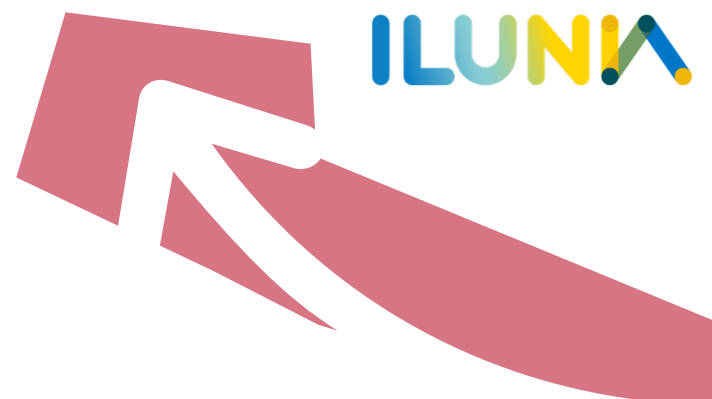


Digital transformation

The "ILUNIA" Project

In 2025, ILUNIA established itself as a programme designed to promote **awareness, training and the integration of artificial intelligence within ILUNION**. Over the course of the year, the programme was expanded to enhance people's understanding of AI, **with seven training sessions attended by 1,429 people**. These initiatives were supported by the consolidation of a multi-channel ecosystem that facilitates access to resources and content, integrating the portal on SharePoint, the ILUNIA community on Viva Engage, the channel on Teams and a regular newsletter.

Similarly, the **ILUNIA Champions Network** has established itself as an internal benchmark for driving the adoption of AI with bimonthly sessions, webinars and practical activities such as the **ILUNIA Hackathon**, the roll-out of Copilot Chat and training challenges. Efforts have also been made to encourage participation and the development of new use cases, with a focus on creating value and making an impact on processes and people.



| ILUNION University Game Event



Innovation

In 2025, ILUNION strengthened its innovation model by creating a new corporate tool that standardises and simplifies the measurement and visualisation of KPIs across all business lines. This progress has been complemented by the expansion of the intrapreneurship programme, which, **in its second year, has launched 18 initiatives**, including projects such as dIAana Quality, an AI-based voice analytics solution, and Tierra, an innovative fire prevention model that integrates environmental management and rural development.

Progress has also been made on initiatives such as "Accessible Beaches", the result of a collaboration between ILUNION Accessibility and ILUNION Facility Services, aimed at promoting inclusive coastal environments.

Innovation was further bolstered through participation in the ALL4Zero hub, which has launched strategic challenges linked to the circular economy and water efficiency.

Additionally, **ILUNION strengthened ties with university students with the first ILUNION University Game**, a competition that invited students to propose practical solutions to two business challenges faced by ILUNION Security and ILUNION Circular Economy, bringing together creativity, technology and business needs.

3

Excellence

ILUNION is firmly committed to excellence. To this end, it uses the **EFQM model** (European Foundation for Quality Management) as a framework, guiding the definition and development of its roadmap towards continuous improvement and high organisational performance.

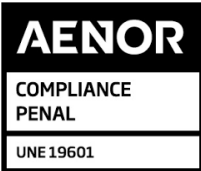
Certified management and mutual trust

In 2025, excellence was once again established as an essential part of ILUNION's culture, with the company **being recognised by the Excellence in Management Club as a leading company in Spain**. Over the course of the year, we received various EFQM accreditations: UNEI was awarded the EFQM 400 seal, whilst ILUNION VidaSénior progressed from 400 to 600. Another major milestone was achieved by ILUNION Hotels, the first hotel company in the world to win the EFQM Global Award and be awarded the EFQM 700 seal.

EFQM Global Award 2025 |



Accreditations and certifications



4 Sustainability

Key milestones of the 2023-2025 Sustainability Master Plan

ILUNION's 2023-2025 Sustainability Master Plan, the **ILUNION Sustainability Way**, stems from the conviction that it is possible to promote an ethical and transformative sustainability model that inspires other organisations. Conceived from the outset as a collective project, it **brings people and all business lines together around a shared vision linking purpose and action**, underpinned by clear targets and developed collaboratively by the sustainability teams in each department.



Panel of experts during the ILUNION Sustainability Way event

Sustainability with a capital "S"

The launch of the ILUNION Sustainability Way in 2024 marked a milestone in how sustainability is understood and communicated within ILUNION. **Conceived as a forum for listening and dialogue**, the launch brought together professionals and experts from the sector to initiate an honest conversation about the transformative role of organisations, going beyond the mere presentation of projects or results.

The participation of leading figures such as Emmanuel Faber, Chairman of the ISSB, alongside representatives from organisations such as Forética, DIRSE, Fundación SERES, CODESPA and IEICO, reinforced the inclusive and shared nature of this vision, emphasising that **sustainability only makes sense when it is built on diverse perspectives**.

This same spirit was expressed through the campaign "Sustainability in our own words", developed in collaboration with ILUNION Comunicación Social and the creative agency La Casa de Carlota.

The creation of a unique typeface, in which each letter represents the uniqueness of individuals, became a symbol of identity, diversity and purpose.

The coherence and authenticity of this initiative were recognised with the 2023 Award for Best Comprehensive CSR Communication Campaign at the Medialuna OCARE Awards.



Exhibition "Sustainability Way: The 'S's' journey of transformation"

In 2025, this visual narrative took a further step forward with the exhibition **"Sustainability Way: The 'S's' journey of transformation"**, held at the Círculo de Bellas Artes in Madrid. Through ten original works, the exhibition invited visitors to reflect on and experience sustainability from a shared social, environmental and ethical perspective, highlighting its cultural and transformative dimension.

Environmental commitment

At ILUNION, we take a holistic approach to environmental care, through the responsible management of natural resources and the impact of our operations. During the previous Master Plan, this vision took shape in projects aligned with four strategic priorities: **climate action, responsible water use, the circular economy and biodiversity**.

All of this has enabled us to identify and manage the primary environmental impacts of our operations.

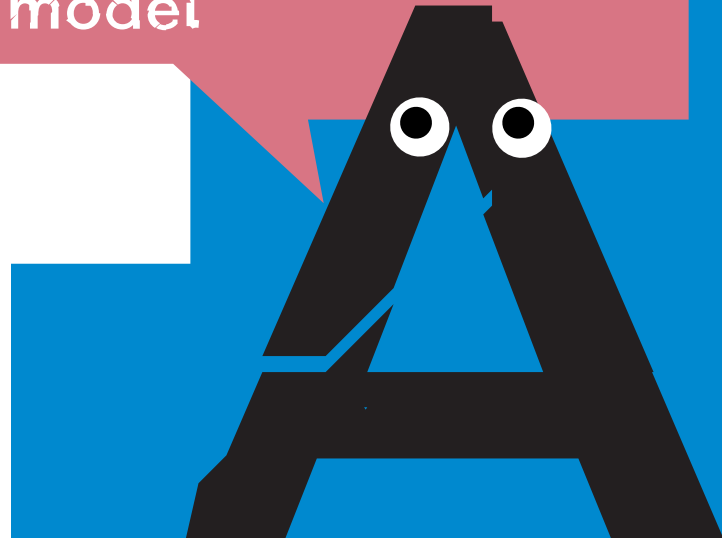
Through **energy efficiency, water and waste management programmes, alongside a roadmap for decarbonisation and circularity**, ILUNION has reaffirmed its commitment to protecting the environment and respecting nature, whilst also incorporating criteria for regeneration and the protection of biodiversity.

Carbon footprint measurement and management has been one of the cornerstones of this strategy. Since 2022, ILUNION has been measuring and verifying its carbon footprint, and in 2023 it made further progress by drawing up a Scope 3 emissions map to extend its climate action across the entire value chain.

This work has enabled the Decarbonisation Plan for the companies with the greatest impact to be updated, with specific measures for each business, and was further strengthened in 2025 with the implementation of specialised digital software that automates and digitises the calculation of emissions across all Group companies. At the same time, the **Sustainable Mobility Plan 2024-2027** was approved, aimed at reducing emissions and promoting accessible and inclusive mobility, with initiatives such as encouraging car-sharing and driving forward the electrification of the vehicle fleet.

The protection of biodiversity and the management of natural capital are now a priority, thanks to the company's participation in national and international initiatives and the development of the project **"Natural Capital: The Value of Nature"**, which analyses the impacts of ILUNION's activities on ecosystem

The circular economy:
a key driver of our
environmental
model



services and the company's dependence on them, with the aim of integrating these considerations into strategic decision-making. This approach is complemented by climate risk analysis in line with the **TCFD** recommendations and by progress in measuring our water footprint, particularly in activities with the highest water consumption.

Finally, **the circular economy is establishing itself as a key driver of ILUNION's environmental model**, laying the foundations for a future Circularity Plan and already taking shape in projects transforming waste into new products, demonstrating that sustainability and innovation can go hand in hand.



Charging points
for electric
vehicles at
ILUNION Hotels

Social commitment

At ILUNION, **social commitment is part of our identity** and lies at the heart of our Sustainability Master Plan as a common thread running through all the Group's companies. This approach has enabled us to share a common methodology that grounds sustainability in the reality of each business, **always with people at the forefront**. In recent years, measuring social impact has become increasingly important; for this reason, in 2024 we assessed our impact using the **Prosper4All** (CODESPA) tool, which measures, compares and enhances companies' social impact and inclusive growth.

Likewise, with the aim of monitoring our actual contribution to the 2030 Agenda and managing sustainability from a data-driven perspective, we have created a **Scorecard** comprising 66 indicators based on the targets of the 17 SDGs.

At the same time, the organisation's social commitment was opened up to the public through cultural initiatives such as **"#ILUNIONXLaCultura"**, developed in partnership with the National Library, with the aim of organising guided, private and accessible tours. **A total of 135 people took part in this initiative in 2025.**

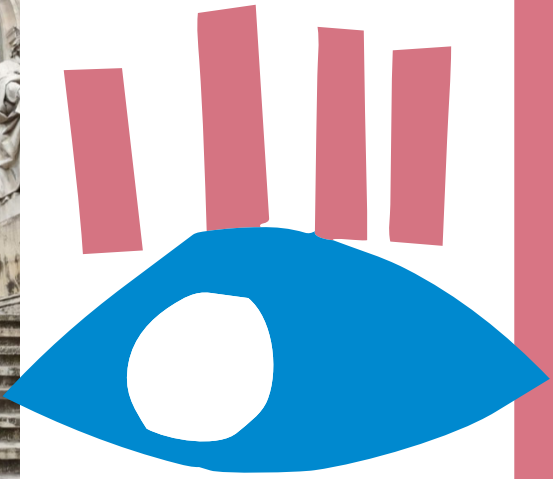


A group of people from ILUNION during a guided tour of the National Library

Social action has continued to be a living expression of ILUNION's mission. In 2025, 236 activities were organised, with a total value of €225,000, involving 7,118 participants and reaching over 28,500 beneficiaries. Furthermore, the adoption of the Volunteering Policy and the consolidation of the Corporate Volunteering Programme have inspired a spirit of solidarity among our staff, with **more than 500 volunteers having signed up to the ILUNION volunteering platform** since its launch.

Additionally, our commitment to universal accessibility has been recognised with the award of **AENOR's "Commitment to 360° Accessibility" certificate to the ILUNION Group, making it the first company in Spain to receive this accreditation.**

Another of our major achievements has been the launch of the **"Community" project**. An initiative born out of a firm commitment to strengthening our presence in the region, promoting inclusion and building bridges between our companies and local communities. With this proposal, we aim to build strong relationships with social organisations, public authorities and local residents, based on a collaborative and sustainable approach.



Good Governance

Good corporate governance at ILUNION is based on the principles of **legality, voluntary compliance and transparency**, and is understood as a framework that involves all the Group’s companies and their stakeholders, taking a long-term view. Its aim is to anticipate and manage the key challenges relating to ethics, transparency and business excellence.

One of the most significant developments in this area has been the **implementation of double materiality analysis in accordance with the EFRAG guidelines**. This exercise enables the integration of the internal business perspective with the external perspective of stakeholders, identifying the most relevant issues and guiding a renewed sustainability strategy that analyses and defines the main impacts, risks and opportunities, thereby reinforcing responsible, long-term decision-making.

As a result of this analysis, the Management Committee pushed for the adoption of new key policies to ensure a consistent approach to dialogue and collaboration. These include, in particular, the **Stakeholder Engagement and Partnership** policies, which set out a common model for interaction for all Group companies.

Within the supply chain, the **Responsible Procurement** policy was strengthened by incorporating ESG criteria into supplier approval and monitoring processes. This framework was completed with the adoption of cross-cutting policies in areas such as **Social Action, Corporate Volunteering, Human Rights, Sustainable Mobility, and Awards and Recognition**.

Our stakeholder engagement model was strengthened by the development of the **Stakeholders App**, an internal tool that enables us to record and track dialogues, partnerships and social initiatives. Its evolution towards a more robust version with greater scope was **recognised as best practice by the Club de Excelencia and highlighted in one of DIRSE’s toolkits**, thereby consolidating a model based on measurement, learning and continuous improvement.



| Partnership between Grupo Albia and ILUNION

3,500 people trained in Human Rights



A commitment to **Human Rights** has been another key pillar of good governance, beginning with the adoption of ILUNION’s Human Rights Policy and taking shape through the “**#ILUNION4HumanRights**” initiative, which includes a dedicated training programme that has already **trained 3,500 people since its launch**.

Furthermore, we have fostered **strategic partnerships** as a key driver of our inclusive business model, signing 195 new agreements with leading social and cultural organisations and institutions.

Finally, in 2025, **ethics and humanistic leadership** were consolidated as a tangible initiative through a specific training programme, attended by 432 people, aimed at **developing leaders capable of combining performance, values and responsibility**, thereby reinforcing a culture of leadership consistent with the principles and identity of ILUNION.

Accreditations and certifications

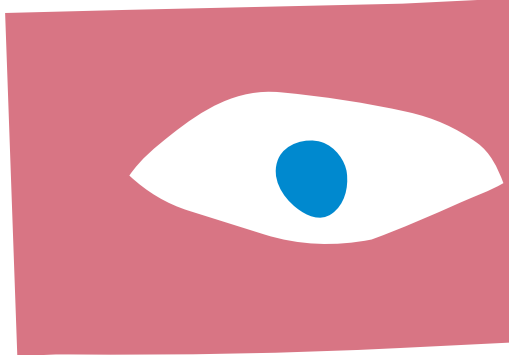


The employee experience

ILUNION's Employee Experience (EX) division **puts people at the heart of the organisation and shapes the experience from within, with the aim of enhancing well-being, commitment and a sense of belonging.** Its work is based on active listening to understand what people need at each stage of their career journey and to translate that understanding into concrete actions that are consistent with ILUNION's culture and values.

In 2025, the department launched projects taking a holistic approach to the employee experience. The **"ALMA de líder"** (SOUL of a leader) programme has strengthened a model of authentic, values-based leadership, helping senior and middle managers to become aware of the impact their leadership style has on their teams' experience and equipping them with practical tools for use in their day-to-day work. Alongside this, the **new onboarding model** has helped to standardise the induction process for new recruits, ensuring a consistent, personalised welcome that is in line with the "con ALMA" experience across all the Group's businesses.

Third session of the "ALMA de líder" programme



Structured feedback remains a key driver of continuous improvement. Through the **Employee Engagement Survey**, which is conducted annually among ILUNION's more than 45,000 employees, key indicators and feedback are collected confidentially, enabling the organisation to identify strengths and areas for improvement and to implement specific action plans.

The biennial **Engagement Survey** complements this approach by measuring the level of engagement and happiness, and guides strategic decisions aimed at boosting motivation, staff retention and a people-centred culture.

The department also promotes initiatives that foster a sense of community and promote health and well-being, such as charity runs—including the Women's Run and the Inclusion Run—which encourage participation and healthy lifestyles. Similarly, programmes such as **"Generación Plata"** (Silver Generation) and **"Toda una vida"** (A Whole Life) reflect ILUNION's commitment to maintaining ties with and recognising the contribution of those who are leaving the company at the end of their careers, supporting them as they embark on a new chapter and helping them to feel a sense of belonging even beyond their active working lives.

Finally, initiatives designed to foster a sense of connection, such as **"Cumpliendo años contigo"** (Celebrating Birthdays with You) and **"Momentos especiales"** (Special Moments), reinforce day-to-day recognition and the direct relationship between staff and management, whilst marking the personal and professional milestones that shape the experience.

Meeting with the "Silver Generation", held at the Santiago Bernabéu Stadium

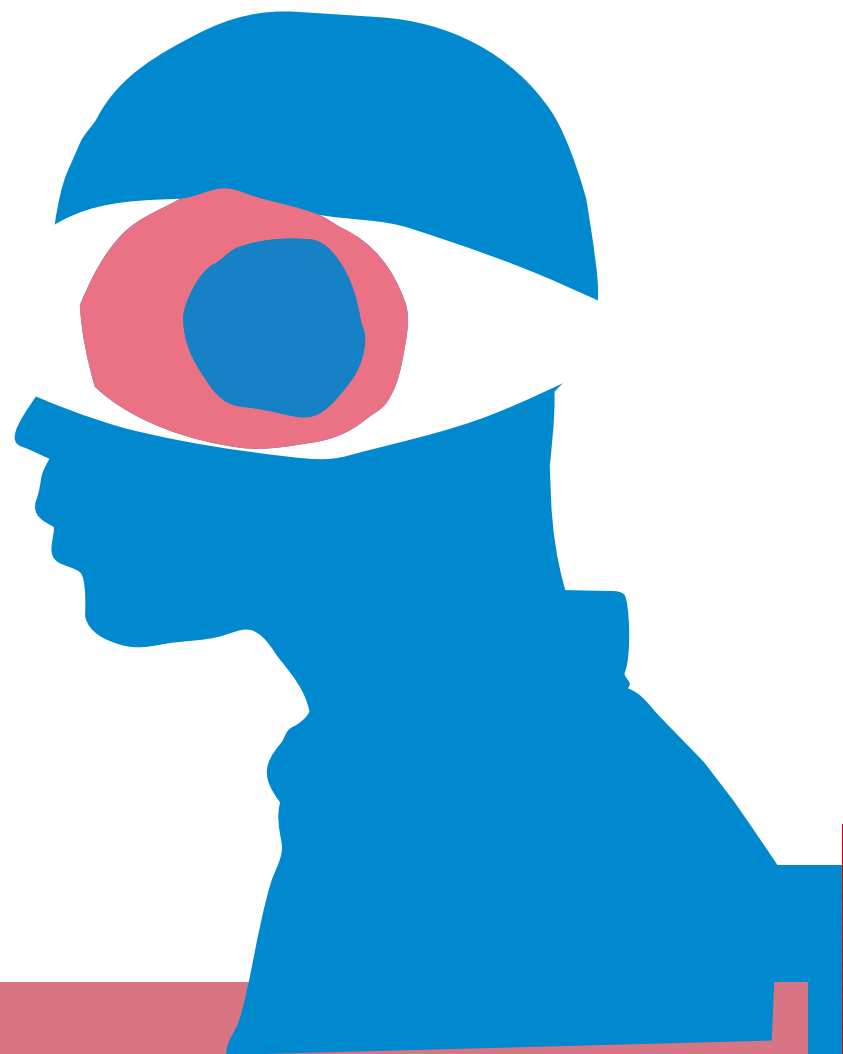


The customer experience

ILUNION's Customer Experience and Sales department has, over the past financial year, established a **shared vision aimed at creating sustainable value for customers and for the organisation**. This vision is reflected in projects that strengthen cross-functional management, deepen customer relationships and position the customer experience as a strategic pillar of the business.

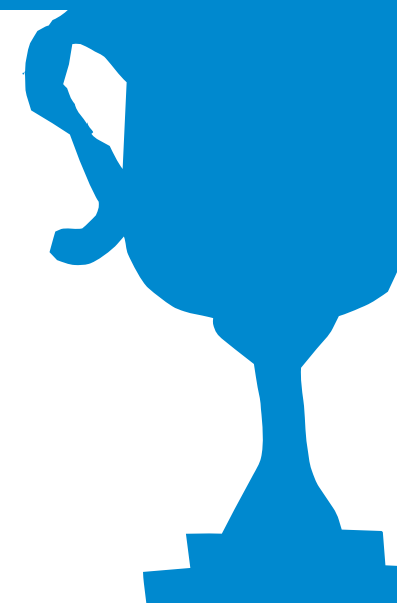
A particularly significant milestone has been the development of ILUNION's Customer Experience and Sales Scorecard, a joint project that has enabled both areas to be aligned within a shared management framework. Designed and validated in collaboration with business management, the scorecard incorporates key indicators for decision-making and provides an integrated view of commercial activity and the customer experience, enriched with data from Procurement and, in the near future, with sales data from **"CRM Aloha!"**, facilitating a comprehensive and coherent overview of the Group's performance.

Also worth noting is the launch of the **"ILUNION 360° Accessible Customer Experience"** project, which aims to comprehensively transform the experience of all customers by ensuring universal accessibility at every point of contact, channel and process.



The cultural dimension has also played a significant role with the holding of **ILUNION's first CXDay**, an experiential event aimed at employees across the organisation to raise awareness, share insights and reinforce a cross-functional approach to the Customer Experience, demonstrating how each department contributes to the overall experience.

Everything the department has achieved was recognised externally in 2025 with the Silver Award for **Best Customer Experience Strategy** at the National Marketing Awards and the award for **Best Customer Centricity Strategy** at the Lukkap Customer Centric Awards, cementing ILUNION's position as a leader in this field.



Silver for Best Customer Experience Strategy at the National Marketing Awards





**Our journey
in 2025**



Key data for 2025

ILUNION has established itself as the leading social economy service provider in Spain in terms of turnover, **exceeding €1.44 billion in 2025. It serves over 32,500 customers, operates more than 60 business lines and is active in over seven sectors.** Furthermore, it occupies a prominent position in the country's labour market, employing around 45,000 people, 38.1% of whom are people with disabilities.

KEY FIGURES AND FINANCIAL RESULTS (Million €)

1,443.5 Sales
142.6 EBITDA
114.9 Investments

SUPPLY CHAIN

Turnover (M€)
505.8
2.6 Colombia
503.2 Spain

Suppliers
9,928
97.07 % Local

2.93
% Foreign

RESPONSIBLE TAX POLICY

Contribution to the Government
(€K = thousands of €)

Social Security Contributions €257,282K
Direct Taxes €81,791K
Indirect Taxes €163,761K
Others €5,981K

Tax paid on
profit by country

Spain €7,284,257
Portugal €95,856
Colombia €483,962

72 % supplier
satisfaction
rate

(scale of 0-100)

PEOPLE

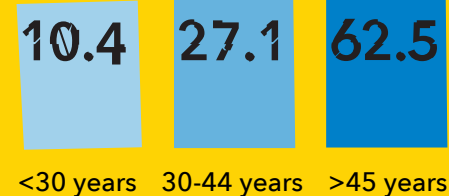
44,744
Employees



50.04 %
Men

49.96 %
Women

AGE (%)



DIVERSITY

38.1 %
People with
disabilities

56.8 % Men
43.2 % Women

5.8 % VISUAL
11.7 % INTELLECTUAL
10 % AUDITORY
54.1 % PHYSICAL
18.4 % PSYCHOSOCIAL

PROFESSIONAL CATEGORY

Senior
management
0.2 %

Men 49 %
Women 51 %

Middle
management
1.1 %

Men 49 %
Women 51 %

Other
categories
98.7 %

Men 50 %
Women 50 %

TYPE OF CONTRACT (%)

78.4 %
Permanent

21.6 %
Temporary

TRAINING (HOURS)

2,294
Senior
management

7,208
Middle
management

198,649
Other
categories

208,151

Total training hours

99.1 %
Workforce located
in Spain

HEALTH AND WELLBEING

87,812
Number of hours of
training in OHS and
health promotion

Men 54,020
Women 33,792

Total number of
accidents
2,222

Men 1,190
Women 1,032

Severity inde
1.18

Men 1.09
Women 1.28

Frequency
index
27.5

Men 28.3
Women 26.5

Number of cases of
occupational diseases
20

Men 10
Women 10

Number of hours
of absenteeism
9,754,130

Awards and accolades

In 2025, we entered **181 competitions** and achieved a success rate of 49%, **winning 75 awards and securing 15 finalist places**. These awards cover areas such as sustainability, management, innovation, customer experience and business track record, among others.

Award in the ‘Invisible Diversity’ category

at INTRAMA’s 2025 Diversity and Inclusion Awards, presented to ILUNION Facility Services for the project “Contamos lo que somos” (We Tell Our Story), which values diversity as a catalyst for social cohesion, a sense of belonging and cultural transformation.



Carolina Lanchas and Carolina González collect the prize for the project “Contamos lo que somos”

75
Awards won

Ana María López de San Román and Ignacio Velo receive the Dircom Ramón del Corral Award for ILUNION’s 2024 Sustainability Report



The Capital Talent Award, presented to ILUNION TextilCare, for its people management model focused on talent development, inclusion and engagement.

The DACSA Awards, presented in conjunction with the University of Valencia, were awarded to ILUNION VidaSénior in recognition of its contribution to a person-centred care model and its capacity for social innovation.

The **Business With Social Value Award for Social Sustainability**, presented to ILUNION Accesibilidad for its contribution to the creation of accessible environments, products and services that generate a positive social impact.

The **Visit Valencia Foundation’s Sustainability Award**, presented to ILUNION Hotels in recognition of the integration of social and environmental criteria into its hotel model.

The **ANESE Environmental Management Award**, presented to ILUNION Circular Economy for its contribution to environmental sustainability through circular and innovative business models.

EFQM Global Award 2025 - 7 Diamonds, awarded to ILUNION Hotels, making it the first hotel chain in the world to achieve the highest level of international recognition under the EFQM model.

Lifetime Achievement Award at The Objective’s POSITIVE AWARDS, presented to the ILUNION Group, in recognition of its business journey and its sustained social impact over time.

The Ramón del Corral DIRCOM Award for ILUNION’s Sustainability Report, in recognition of the quality, rigour and transparency of its non-financial reporting.

Golden New York Digital Awards 2025 Prize to ILUNION for its inclusive web ecosystem.



ILUNION
Sustainability Way:
The "S's"
journey of
transformation

Our journey into art

From 3 to 5 September 2025, **The Círculo de Bellas Artes in Madrid** hosted our exhibition, open to the public, **"ILUNION Sustainability Way: The 'S's' journey of transformation"**, featuring 10 original works, from the creative team at La Casa de Carlota, promoting sustainability through art and inclusion. Each piece included explanatory panels and QR codes that allowed visitors to listen to the story behind each painting and explore the concepts they represented in greater depth. An experience that invited every visitor to explore the messages, reflect on them and engage with them at their own pace, with the aim of inspiring them to contribute to a more sustainable future.



Official photograph of the exhibition opening

The "S's" journey of transformation

In the city of typography, where letters populate avenues of straight lines and buildings with perfect margins, **the "S" had long felt empty** and wondered what purpose its existence served in that rigid and predictable world. Until one day it received **an invitation from ILUNION to embark on a journey to a different world**, the aim of which was to "Build a better world where everyone is included". When the "S" arrived, it found **a different world, one that was human and diverse, where every letter had its place based on what made it unique**. The "S" then realised that change begins when we are able to see things from a different perspective. At ILUNION, this approach is based on a clear principle: inclusion is not just a mere gesture; it is the foundation of all transformation.

Soon, the **green, glowing "A" for "Ambiente"** (Environment) appeared, encouraging us to respect the planet through actions such as reusing, recycling, choosing clean energy, and reducing our consumption. Later on, the **"S" for Social appeared, and it wasn't alone; walking alongside it were the "P" for People, the "I" for Inclusion and the "C" for Community**. Together, they showed the "S" that strength comes from diversity and unity, from creating real opportunities for all the letters.



Work The Green Awakening: 'S' meets 'A'

Work from the exhibition "ILUNION Sustainability Way: The 'S's' journey of transformation"



Along the way, there was an unexpected encounter with an ancient letter whose accent was like a crown of wisdom: the **"É" of Ética** (Ethics). In a calm voice, it reminded them that no transformation can last unless it is based on sound principles. Doing the right thing even when no one is watching. **The "S" understood that ethics is the invisible thread that gives substance to any sustainability model that aspires to be exemplary**.

Then came the **"G" for Governance**, which spoke of structures that protect, of processes that organise, of transparency, and of metrics that make results visible. Because **commitments can only be upheld if they are turned into verifiable facts**.

Meeting after meeting, the "S" began to transform. It was no longer just a graphic symbol; it had become a symbol with a purpose. Thanks to everything it had learned, **the letter "S" returned to the city of typography as an ambassador for change** and invited other letters to ask themselves how they could create a more inclusive and sustainable world.



Along this path of transformation, one question remains unanswered: **What mark do we want to leave on the world?** This new, transformed "S" represents an approach to sustainability grounded in ethics, putting people at the heart of everything we do, respecting the environment, and ensuring that every commitment is translated into tangible results.



If you'd like to find out all about my journey, visit the virtual exhibition!



New Sustainability Master Plan 2026-2029

In 2023, ILUNION took a decisive step towards a more ethical, inclusive and sustainable business model by adopting its **2023-2025 Sustainability Master Plan, known as the ILUNION Sustainability Way**. This model set a clear course for the years ahead, embedding environmental, social, ethical and governance criteria across all our businesses.

Building on the experience gained during this first cycle, we have drawn up our **Sustainability Master Plan 2026-2029, which establishes sustainability as a strategic priority across the entire organisation**. Its aim is clear: to make sustainability a key differentiator and a competitive advantage capable of generating long-term value for people, the environment and the business.

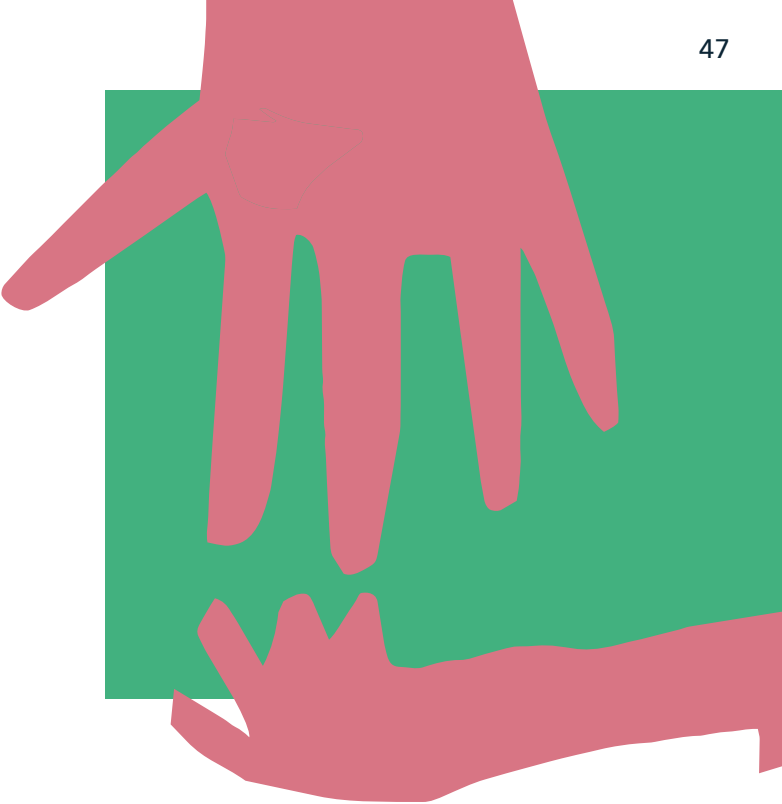
The development of the new Plan was based on a **thorough analysis of the context in which we operate**. From an external perspective, we examined ESG trends, changes in European and national regulations, the expectations of our stakeholders and developments in the sectors in which ILUNION operates. Internally, the company reviewed its corporate strategy, business models, organisational culture, existing commitments and its sustainability performance over recent years.

A Sustainability Master Plan created collaboratively

To develop a shared vision and ensure that the Plan reflected ILUNION's reality and ambitions, a **collaborative workshop was held with the participation of companies and sustainability departments from across the Group**. This forum enabled us to work together to identify our current capabilities, internal challenges, external risks and opportunities for growth. The contributions received reflect a broad consensus that will guide the new 2026-2029 cycle and clearly define the priority areas for action.

The working process was organised into several phases. Firstly, a **SWOT analysis** identified the strengths, weaknesses, opportunities and threats relating to sustainability.

Based on its findings, a **CAME matrix** was developed collaboratively, which served to identify actions aimed at countering threats, addressing weaknesses, maintaining strengths and exploiting opportunities.



This participatory exercise forms the conceptual basis of the 2026-2029 Master Plan, which is firmly rooted in the ideas, perceptions and proposals that emerged during the event. Thus, **the new Plan has been established as a common framework for all ILUNION companies**. A tool that drives the genuine integration of environmental, social and governance criteria into our business strategy and strengthens our ability to make a positive impact on people and the environment. Put simply, it represents **the natural evolution of the Sustainability Way: a path that moves forward, grows richer and is built by all of us together**.



Sustainability team at ILUNION and its companies



**Our progress
in sustainability**

Environmental Commitment

At ILUNION, respect for the environment is a shared responsibility and a cornerstone of our corporate identity. We work every day to **minimise our environmental impact**, developing initiatives that prioritise **the protection and conservation of the environment**. Our projects are structured around **four strategic pillars**, defined on the basis of the main impacts generated by our activities and aimed at promoting responsible and sustainable environmental management.

Our projects are structured around four strategic pillars

- 1 Climate action
- 2 Responsible water use
- 3 Circular economy and waste management
- 4 Biodiversity

Climate action

Decarbonisation Plan and carbon footprint calculation

ILUNION has a **Decarbonisation Plan**, updated at the end of 2025, which sets out two key targets that define our long-term vision: **to reduce our carbon footprint by 31% by 2030 and to achieve climate neutrality by 2040**. With a view to strengthening our commitment to continuous improvement and sustainability, in 2025 we introduced **specialised software that digitises and automates the calculation of our carbon footprint**. This enables us to integrate the measurement and management of

our environmental impact more effectively into the organisation's key processes and facilitates more informed decision-making.

As a result, **we are strengthening our ability to make more informed decisions that are aligned with the Group's climate strategy**. Once again this year, we have assessed ILUNION's carbon footprint together with the Group's companies, reaffirming the **company's commitment to climate neutrality** and making progress towards the gradual reduction of our emissions year on year.

Energy consumption (GWh)	501,29
% of renewable energy consumed as a proportion of total energy	91 %
Carbon footprint (t CO ₂ eq)	85.153
Scope 1 (t CO ₂ eq)	83,386
Scope 2 (t CO ₂ eq)	1,767
Reduction of the carbon footprint*	-22 %

* Compared with 2019, our base year

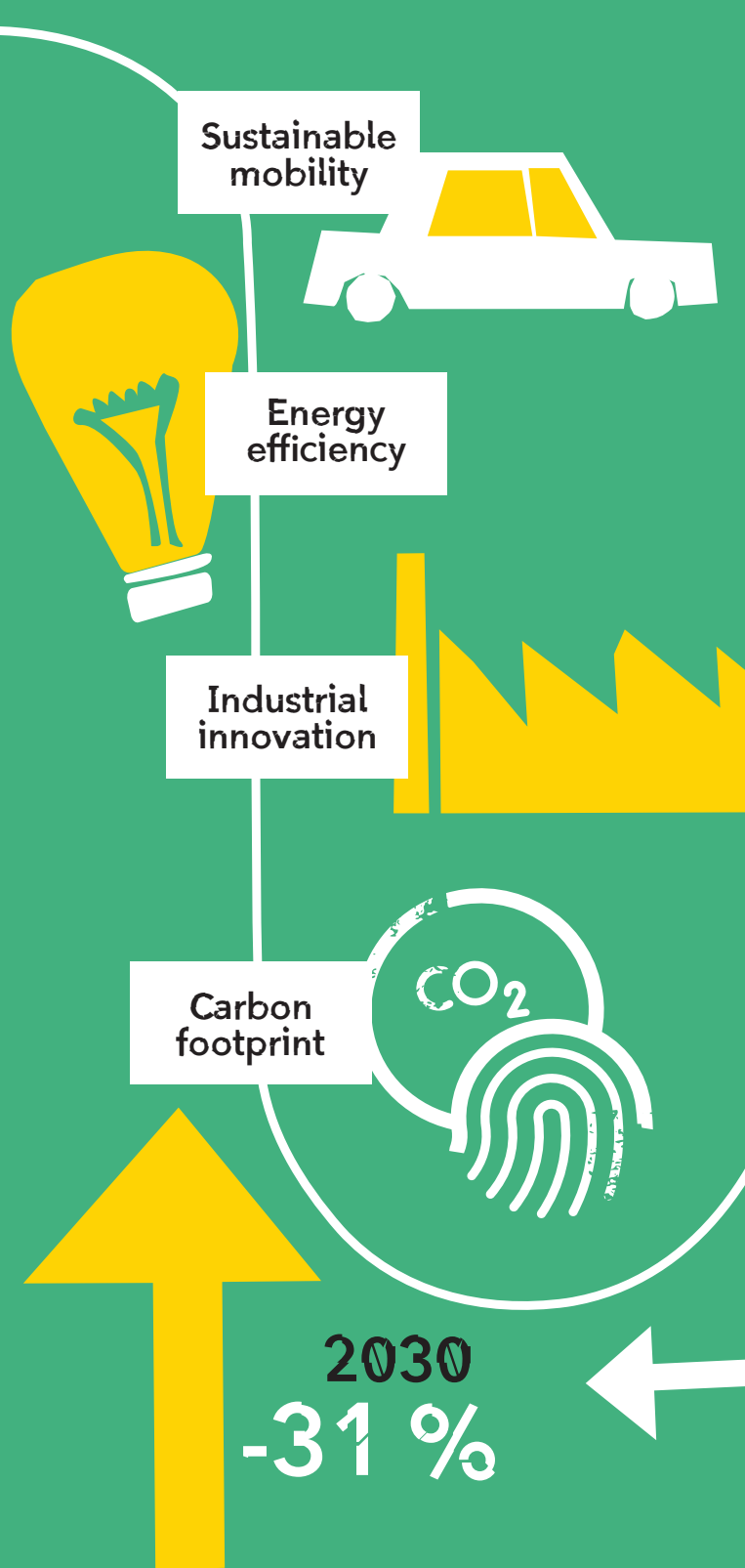
Our Decarbonisation Plan has been designed using a **bottom-up approach**, enabling the **companies within the organisation with the largest carbon footprints** to be directly involved, thereby identifying realistic, actionable measures that are fully integrated into day-to-day operations.

Among the initiatives included in the plan, those aimed at promoting **more sustainable mobility, improving energy efficiency and driving innovation projects in the industrial sector** stand out; all have been assessed in terms of cost, return on investment and associated emission reductions. Each action has a dedicated budget allocation, which ensures its feasibility, facilitates the prioritisation of measures with the greatest climate impact, and strengthens the coherence of the plan as a whole.

Additionally, the plan will undergo an external review to ensure it is fully aligned with the company's strategic sustainability objectives.

In parallel, **ILUNION Hotels has signed up to the Science Based Targets Initiative (SBTi)** to reduce its emissions by **42% by 2030**, thereby contributing to the global commitment to limit global warming to no more than 1.5°C. As part of the Decarbonisation Plan, **ILUNION TextilCare** has carried out the preparatory work for the **installation of a heat pump at its Valencia plant**, which will reduce emissions from the garment washing process by **more than 30%**.

This is an innovative prototype designed to promote a **zero-emission laundry facility model**. Furthermore, meeting the annual emissions reduction targets forms part of the variable remuneration of the members of the Management Committee of ILUNION TextilCare, the company responsible for over 80% of the Group's emissions.



Energy efficiency measures

A number of energy efficiency measures and initiatives have been implemented across various areas of activity. **ILUNION Facility Services has made improvements to its offices**, such as replacing equipment with more energy-efficient models and installing LED lighting, amongst other measures.

For its part, **ILUNION Servicios Industriales Cataluña** has continued to make progress in **upgrading its lighting to LED technology**.

Also, **ILUNION Hotels** has launched several **projects aimed at improving energy efficiency and reducing emissions**, including the installation of **air-source heat pump and heat recovery systems** at the Atrium, Mérida Palace and Fuengirola Hotels, as well as the **installation of BMS systems**, to monitor, automate and control the mechanical and electrical systems in the buildings at the Atrium, Mérida Palace, Islantilla, Bilbao, Romareda, Costa Sal and Valencia 3 and 4 hotels. Furthermore, the first phase of the **“Olivo” project** has been completed; this initiative enables real-time monitoring of the main energy consumption figures for each hotel throughout the chain’s establishments.

With regard to renewable energy, **91 % of the electricity** consumed by ILUNION's various businesses **comes from renewable energy sources**.

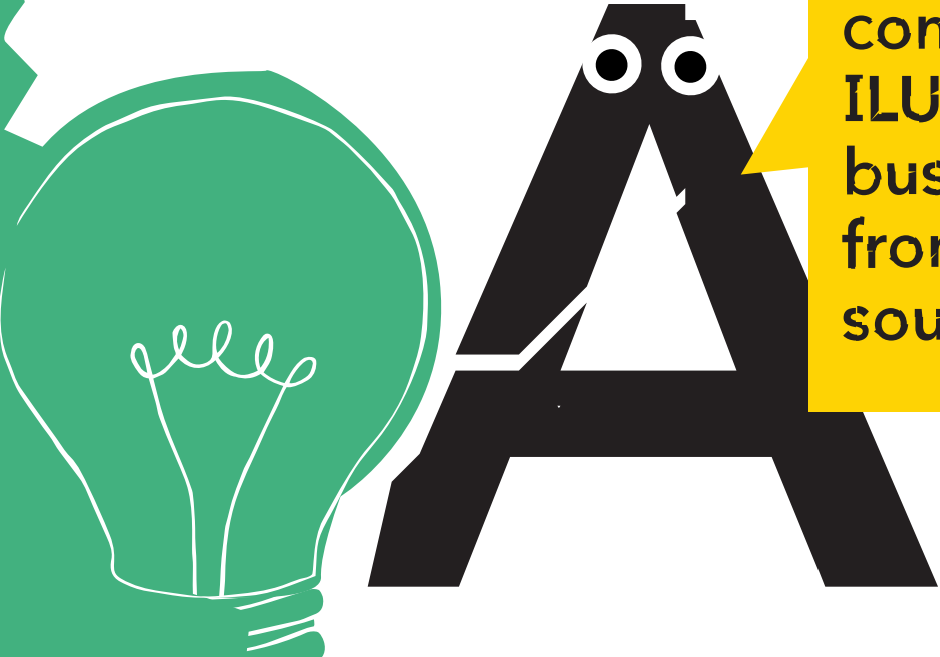
This has led to an 81% reduction in Scope 2 emissions compared with the previous year. ILUNION has a plan to roll out a photovoltaic system for energy self-sufficiency. In fact, **46% of workplaces in the Hotel and Hospitality sector have photovoltaic systems for generating their own electricity**.

Over the course of 2025, ILUNION Reciclados (at its Campo Real facility), ILUNION VidaSénior (at its care homes in Solana and Villarrobledo), ILUNION Hotels (at its hotels in Calas de Conil and Sancti Petri) and ILUNION Servicios Industriales (at its central office) have installed or expanded their solar photovoltaic panels.



Solar panels at the ILUNION Industrial Services centre in Cabanillas

91% of the energy consumed by ILUNION’s various businesses comes from renewable sources



The drive for sustainable mobility

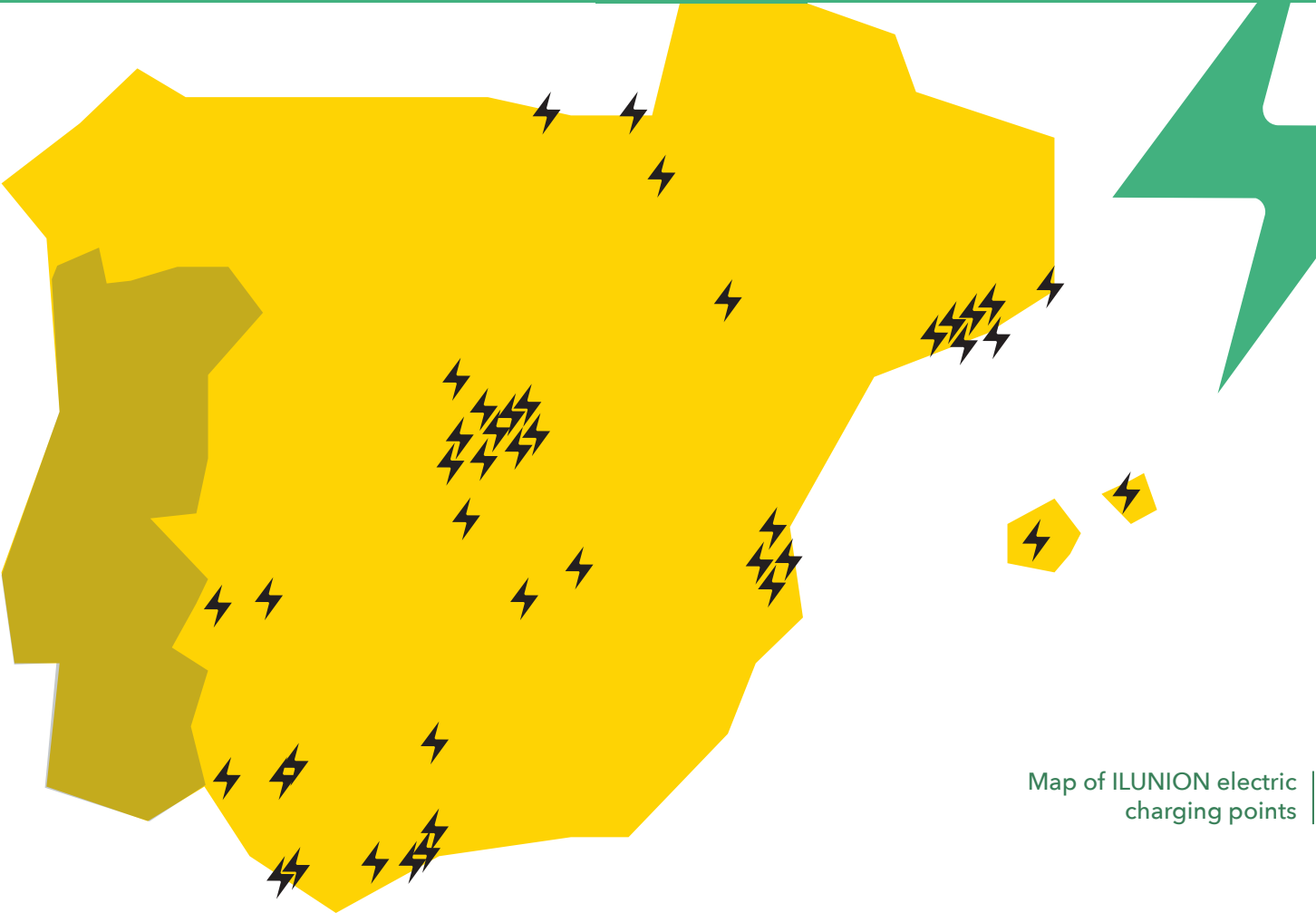
ILUNION aims to establish itself as a **leading company in sustainable and accessible mobility**, helping to drive positive social and environmental change. In this regard, further progress has been made in 2025 on the implementation of the organisation’s sustainable mobility plan. Internally, in addition to the established measures regarding flexible working arrangements and remote working, work is underway to procure a **fully accessible car-sharing scheme**, with a pilot project set to be launched at Torre ILUNION in 2026.

For the company's fleet, the **gradual replacement of vehicles with models bearing a 0 or ECO label** continues, as well as with hybrid options, thereby reinforcing the transition towards travel with a lower environmental impact. At the end of 2025, ILUNION already had **41 charging points installed in various locations across the country**, enabling it to expand the infrastructure required for increasingly widespread and efficient electric mobility.

Responsible water use

Water is an essential natural resource both for ILUNION’s operations and for the communities in which it operates, and is particularly critical for some of its businesses. Recognising its importance, a target was set in 2024 to **calculate the water footprint of the companies with the highest water consumption**. At the close of 2025, the figure was 2,756,820 m³.

During this period, **ILUNION TextilCare has implemented a number of improvements**, such as replacing machinery such as washing machines and drying tunnels with more efficient alternatives, and optimising the water treatment and reuse plant at Sevilla Sur. Remarkably, water consumption at the Sevilla Sur plant has fallen by 43% compared with the previous year.



Map of ILUNION electric charging points

The circular economy and waste management

ILUNION remains firmly committed to the circular economy as the foundation of a sustainable economic model that seeks to extend the useful life of products, reduce resource consumption and minimise waste generation. The Group's wide range of activities is reflected in the variety of raw materials used by its various companies, which has led to the introduction of specific initiatives to optimise their use and move towards more responsible consumption.

In this context, **ILUNION TextilCare has achieved an 82% reduction in plastic consumption** over the last three years and **recycled 887 tonnes of textile material** in 2025, transforming it into absorbent materials for industrial use, thereby demonstrating its commitment to reuse and circular innovation. For its part, **ILUNION Retail** has continued to encourage its customers to use digital receipts as a sustainable alternative to paper receipts, thereby helping to reduce waste right at the point of sale.

At the same time, ILUNION has made significant progress in the circular management of the waste generated by its operations. The drive towards digitalisation is one of the cornerstones of this progress: **ILUNION TextilCare** has continued to use its **waste management software**; **ILUNION Hotels now has 32 centres operating using a digitalised system**; and **ILUNION IT Services has developed its own in-house platform for this purpose**. These tools complement those already in place in the **Circular Economy** sphere, creating a more efficient and traceable digital ecosystem.



Storage facility for waste sorting at ILUNION Circular Economy

Water treatment and recirculation plant at Sevilla Sur

For its part, **ILUNION Hotels** has undertaken the renovation, replacement and insulation of pipework networks to minimise leaks and wastage, as well as installing systems to control and monitor consumption. It has also worked to reduce the surface area of its swimming pools and pool decks, thereby reaffirming its commitment to responsible and efficient water management.

Water consumption at the Sevilla Sur laundry has reduced by 43%

For its part, ILUNION TextilCare has launched its **first two eco-zones at its Seville Sur and Almería centres**, spaces specifically designed for the proper sorting and storage of waste.

At **ILUNION Hotels**, innovation has also played a key role. **The Atrium Hotel has installed a biogas digester that has enabled it to convert 18,664 kg of organic waste into greywater**, thereby avoiding the need to treat it as conventional waste and closing the loop within the hotel itself.

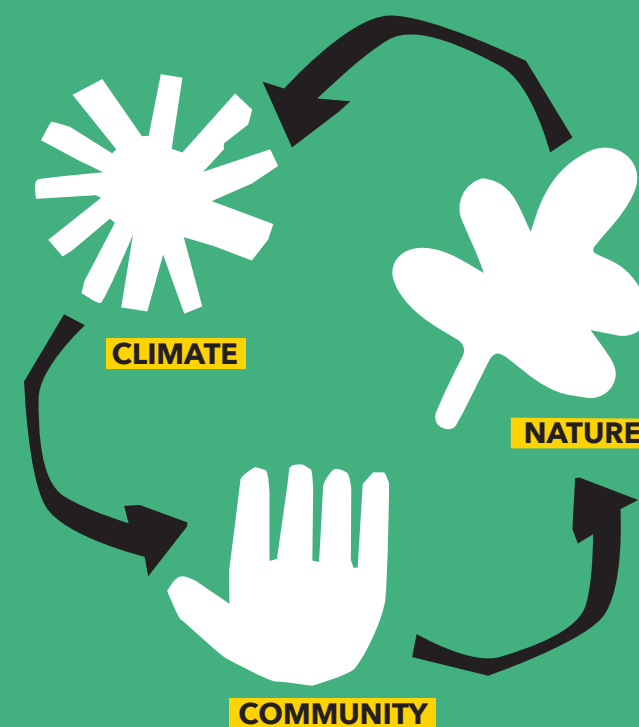


Biogas digester installed at ILUNION Hotels

Likewise, thanks to the partnership between **ILUNION Hotels and ILUNION Retail with Too Good To Go**, **9,401 food packs were recovered during 2025**, making a direct contribution to the fight against food waste. In the social and healthcare sector, **ILUNION VidaSénior** has cemented its commitment to sustainability through a partnership that has seen the catering service at the ILUNION Parla Care Home and Day Centre awarded the **Sustainable Restaurant Certificate of Compliance**, thereby incorporating environmental criteria into the provision of care as well.

Biodiversity

ILUNION proactively promotes an **environmentally responsible management model**, incorporating **commitment to climate action, biodiversity, the value of natural resources and ecosystem services** into its corporate strategy. This approach is put into practice in the regions where the organisation operates, taking action where it can make a difference and making a positive contribution to both the people and the ecosystems that for part of its activities.



In the same vein, the **"Natural Capital: the value of nature"** project is making progress in identifying, measuring and managing the impacts and dependencies that our operations have on the natural environment, with the aim of strengthening conservation and the responsible use of resources. Over the course of 2026, ILUNION will continue to promote initiatives focused on **ecological restoration, species protection and the promotion of ecosystem services**, thereby consolidating an integrated, long-term environmental vision.

Our proven commitment

As part of our commitment to environmental sustainability, we hold a number of environmental certifications:



ISO 14001:2015

74% of ILUNION's companies have an environmental management system certified under this standard.



EMAS (Eco-Management and Audit Scheme)

WEEE recycling plants, as well as an industrial laundry facility, hold this certificate.



Q-Sostenible

All our hotels that have been open for more than a year hold this certification.



BREEAM

All hotels have a system for assessing and certifying the sustainability of their buildings.

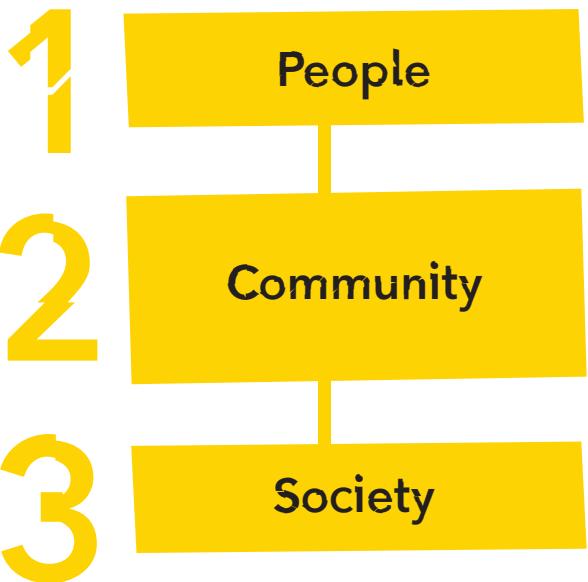


B Corp

In 2024, ILUNION Hotels passed the assessment with a score of 141,2, thereby joining the BCorp Community and reinforcing its commitment to environmental, social and economic well-being, demonstrating that it is a profitable business model with a positive impact

Social Commitment

Key areas of the Social Commitment strategy:



People

At ILUNION, people are at the heart of everything we do and form the foundation of our business model. That is why, over the course of 2025, we launched various initiatives to continue strengthening an organisational culture that views diversity, equality and inclusion as core values and the driving forces behind our progress.

Promoting female talent with disabilities

ILUNION implements initiatives aimed at **strengthening the presence and professional development of women with disabilities in traditionally male-dominated sectors**, in technically skilled roles and in leadership positions. One of the key initiatives is **"ILUNION Es para ti"** (ILUNION Is for you), a project aimed at increasing the participation of women with disabilities in operational and production roles. Thanks to this initiative, during 2025 a total of 55 female employees (28 of whom have disabilities) took on new roles in male-dominated positions, whilst 863 women were recruited into these sectors, including 172 with disabilities.

In the technology sector, the **"ILUNION Women in Tech"** project aims to **recruit, train and promote women with disabilities into technical roles and ICT fields**, helping them gain access to opportunities in digitalisation, technical support and data analysis. In 2025, six female employees (five of whom have disabilities) took on roles involving greater technical expertise, and 21 women (14 of whom have disabilities) were recruited into technically skilled roles. In addition, 381 women received technological training, 78 of whom have a disability.



Poster for the "ILUNION Women in Tech" project



People: at the heart of our business model

This commitment to women's professional development also extends to leadership through the **"Mujer EnRed" project, which was set up to raise the profile of and strengthen the skills of women who manage teams**, often large ones, but who do not yet hold managerial positions. The programme aims to establish a common leadership style within ILUNION and to align the Equality Plans. In 2025, 12 women took part, improving their skills in preparation for future responsibilities. In addition to these initiatives is the **"+Mujeres"** programme, which **promotes new projects aimed at attracting women with disabilities**. These include the **"Con vosotras sumamos más"** ("With you, we're stronger") initiative, which aims to **integrate women with intellectual disabilities** through tailored processes and personalised support; as part of this initiative, 62 women have been recruited. Meanwhile, the **"Hilo a hilo construimos futuro"** (Stitch by stitch, we are building the future) initiative aims to **integrate women with disabilities into the textile sector** as seamstresses, and has successfully secured employment for four women. In addition, the **"Mujer rural"** (Rural Women) project promotes **employability in rural areas, where gender gaps remain wider**, and has led to the recruitment of 48 women with disabilities. Finally, **"Conectando valor"** (Connecting Value) is based on a series of **speed interviews that facilitate streamlined recruitment processes and expand job opportunities for women with disabilities** across the Group's various businesses.

ILUNION staff during one of the workshops held during Health Week

Comprehensive physical and mental healthcare

ILUNION takes a holistic approach to physical and mental healthcare that focuses on people's well-being. This commitment is put into practice through various initiatives that promote healthy lifestyles, encourage prevention and provide specialist support where necessary. Within this framework, the **"Vida Saludable"** (Healthy Living) project promotes the development of a well-being-oriented organisational culture, with the aim of **improving people's physical and emotional health**, boosting their motivation and reducing accidents, illness and absenteeism. This project combines measures such as **medical, physiotherapy and nutritional services, sports facilities and participation in charity runs, with initiatives to raise awareness and educate people about healthy habits**. Among these, Health Week deserves special mention: an annual event that promotes the adoption of exercise routines, a balanced diet and emotional well-being, reinforcing personal and collective commitment to well-being.



At the same time, ILUNION is making progress in the field of mental health through the **"CONmente" project**, an initiative designed to develop a management model integrating prevention, support and guidance in this area. In 2025, an **ambitious training programme was launched for team leaders, with the aim of equipping them to identify, prevent and address mental health issues at an early stage**. Key elements of this programme include courses on mental health first aid, the process of returning to work following long-term sick leave, assertive communication and managing diverse teams.

To complement this strategy, the **Employee Assistance Programme (EAP) offers a personalised psychological counselling service, available 24 hours a day, 7 days a week via the ForHealthHub multi-channel platform**. This service, provided by clinical psychologists, also offers psychoeducational campaigns and workshops designed to raise awareness and provide ongoing support. In 2025, the EAP registered more than 1,500 instances of support requests and training activities. Additionally, **through the "DiscWork" project, we provide support to people with disabilities who are dependent on others** and require assistance with basic tasks in the workplace (taking their coat on and off, assistance with personal hygiene, help with meals, etc.). In 2025, 14 people used this service.

38.1 % People with disabilities on staff

49.9 % Female staff

60.4 % People aged between 45 & 64 years

230 Number of women who are victims of gender-based violence

6,633 People from groups who face difficulties entering the labour market

Promoting young talent

With a view to promoting employment, **ILUNION enters into agreements with universities and educational institutions** at all academic levels. For ILUNION, promoting young talent is key to building a fairer and more inclusive society.

Through these agreements, we enable students, **particularly those with disabilities, to get to know us and undertake work placements within our companies**, thereby supporting their personal growth, professional development and future employability.

Community

At ILUNION, we understand community as a group of people and organisations who share common values and interests that go beyond a mere geographical connection. This involves **an active, two-way relationship with the surrounding environment, based on an understanding of local conditions, a sense of belonging, and the joint creation of solutions that generate a positive social impact**. Being part of the community means inspiring and transforming it, acting as a role model that promotes inclusion, sustainability and the collective well-being.

"Community" project

The "Community" project aims to strengthen our presence in the region, promote inclusion and build bridges between our companies and local communities. With this initiative, we aim to go a step further than our established contribution to employment and diversity, **building strong relationships with social organisations, public authorities and citizens** with a collaborative approach.

In 2025, the project was launched in four communities: **The Community of Madrid, Castilla and León (Valladolid, Segovia and León), the Valencian Community (Valencia) and Extremadura (Badajoz)**, implementing a broad-based approach across the key areas of talent, mobility, inter-company collaboration, visibility and positioning, and social and environmental impact.

Community Days

With the aim of presenting the **"Community" project** and making progress in building local partnerships, **ILUNION organised four Community Days**, one in each of the regions where the project was first rolled out. These sessions were designed as **opportunities for dialogue and active listening, aimed at strengthening ties with the local community and promoting collaboration** as a means of driving social impact. This approach has made it possible to identify opportunities for collaboration, thereby contributing collectively to the positive transformation of these regions. The sessions were held during November at various ILUNION centres that are representative of its activities and regional presence: **the ILUNION Aqua 4 hotel, in Valencia, and ILUNION Las Lomas, in Badajoz; the ILUNION Reciclados plant in La Bañeza (León), and ILUNION TextilCare in Vallecas (Madrid).** These initiatives helped to bring the company's activities closer to the local community and highlight its commitment to the sustainable development of the communities in which it operates.

Various local stakeholders took part in each Community Day, including local residents, community groups and social organisations, schools, universities, local councils, local suppliers and third sector organisations. The initiative involved **both partners with whom ILUNION has an established relationship and others who made initial contact during these meetings**, thereby expanding the network of collaboration and social impact in each region.

Volunteering

Volunteer management at ILUNION is organised through our **corporate volunteering platform**, a space that enables anyone within the organisation to sign up as a volunteer and enjoy a fully engaging experience. Through this portal, **everyone can discover initiatives, sign up and keep track of their contribution**, making solidarity an accessible, simple and deeply meaningful commitment.

ILUNION's Corporate Volunteering Programme took a decisive step forward in 2025, consolidating its growth with a community of **526 volunteers, nearly half of whom are people with disabilities**. This diversity reinforces the essence of the project: to build an inclusive volunteering initiative that drives social change by setting an example.



Ana Maria López de San Román explains the Community project to attendees at Community Day in Valencia



Beneficiaries collecting donated clothes at the Vallecas site



Over the course of the year, we took part in **279 different initiatives**, contributing more than **880 hours** of direct involvement and helping to improve the lives of **over 2,850 people**. Among the most notable initiatives are the **"Breakfast Delivery"** scheme with **Mensajeros de la Paz**, in which several management committees from our companies have been involved, and **"Plogging in the Casa de Campo"** in partnership with the **Capacis Foundation**, an activity that combines sustainability, health and social commitment.

There are also significant volunteering initiatives, such as **"Connecting Generations: Technology for Everyone"**, which was developed thanks to a partnership between **ILUNION VidaSénior and ILUNION IT Services**. An initiative designed to support older people and bridge the digital divide, helping them to become more independent and stay connected with the world around them. And, in particular, the **"WeCare" project by ILUNION TextilCare**, launched in partnership with **El Corte Inglés and Mensajeros de la Paz**, transforming the Vallecas site into a centre offering comprehensive support. There, people in vulnerable situations have access to basic hygiene services and clothing, as well as support and career guidance that open up real pathways to their social and professional integration.



Breakfast delivery at the Church of San Antón in Madrid with Mensajeros de la Paz



Volunteers from ILUNION IT Services with residents at the ILUNION VidaSénior care home in Parla

On 5 December 2025, International Volunteer Day, we celebrated the **first anniversary of our Corporate Volunteering Programme**. It was a day full of emotion and purpose, during which we heard speeches of gratitude, inspiring testimonials and the strategic priorities that will guide the programme's growth over the coming year. During the event, particular emphasis was placed on the **vital role played by the volunteer ambassadors within our companies** and by each and every volunteer who, through their commitment, help to build a more inclusive society.

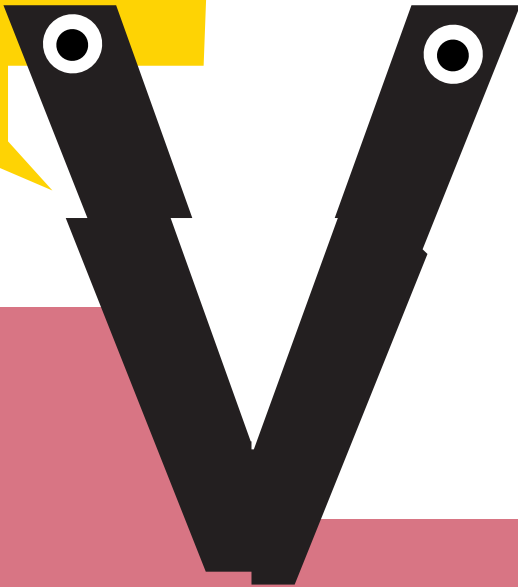
Society

For ILUNION, society is a space shared with people with whom we have a commitment based on inclusion, respect and equal opportunities. Through our business activities, we champion diversity and promote social inclusion to help build a more equitable, humane and sustainable society.

ILUNION's theory of change

The theory of change is a **methodology for planning, engagement and evaluation used to promote social change**; it sets out the path from the starting point to the final goal, and describes the intermediate outcomes needed to achieve that goal, as well as the activities that will drive those outcomes. In this way, **the corporate purpose and sustainability strategy can be aligned with the management of social impact**. Based on the prioritised challenges, areas of action are defined, tailored to each business and the expected outcomes. This approach is reflected, for example, in the creation of inclusive employment and skills development, and is implemented across Group companies such as **ILUNION Hotels, ILUNION TextilCare, ILUNION Contact Center BPO and ILUNION Facility Services**, by integrating inclusion and accessibility criteria into their value proposition and operations.

Find out what our volunteers get up to

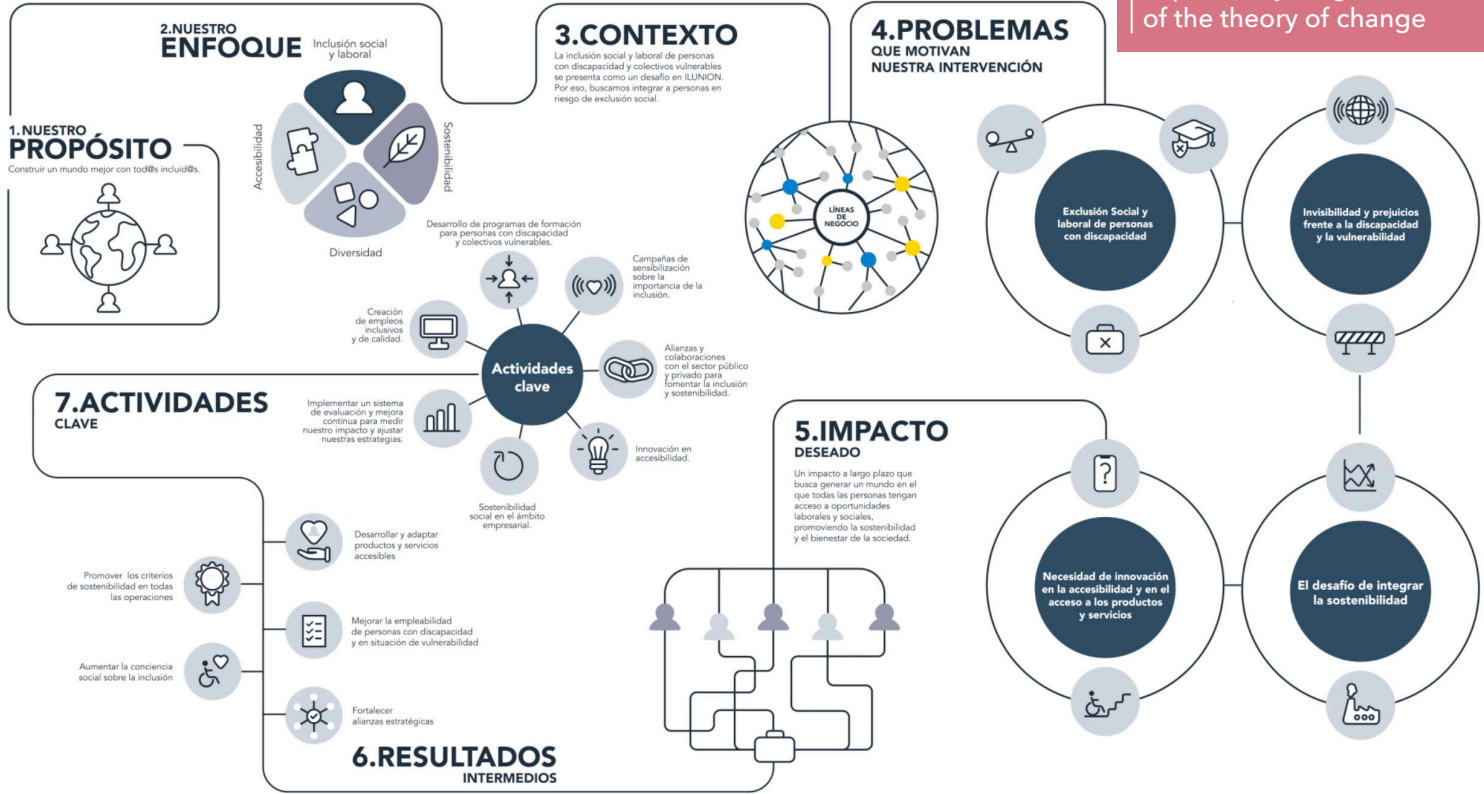
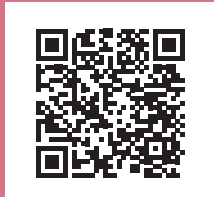


The implementation is underpinned by **monitoring and evaluation indicators that enable progress to be tracked and accountability to be strengthened**, with metrics relating to inclusive employment, the alleviation of vulnerable situations, training, and satisfaction regarding inclusion, accessibility and service quality. Furthermore, **social impact measurement methodologies are used to inform decision-making and drive continuous improvement**. In addition, specialised initiatives such as **"ILUNION Accessibility"** are being promoted to break down barriers, and partnerships and social action are being fostered in the regions where we operate, reinforcing the coherence between activities, results and impact.

Measuring social impact

In recent years, ILUNION has been refining its approach to impact measurement as part of its growth and its commitment to social transformation, gradually moving from a primarily qualitative narrative towards a management approach that is increasingly data-driven. As part of this process, an **SDG Scorecard** has been launched; this is an internal tool that brings together KPIs, targets and benchmarks. Building on this, in 2024, ILUNION took a further step by joining CODESPA and beginning to measure and verify its social impact through Prosper4All, an innovative tool for **measuring and managing corporate impact, assessing its social performance across the value chain and strengthening its ESG strategy**.

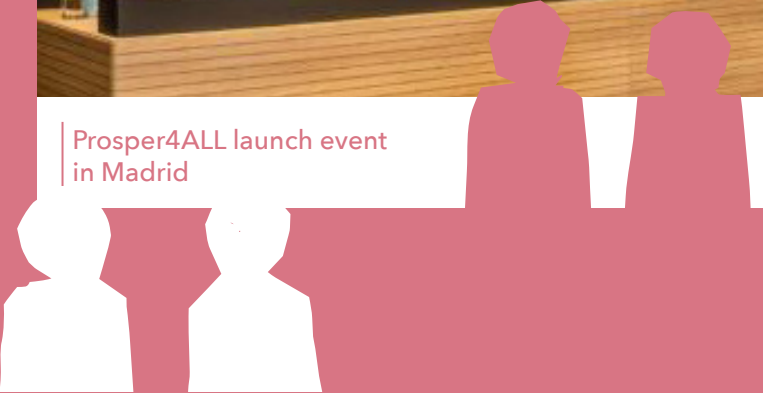
Discover the theory of change



It was officially launched on 27 February 2025 during the event **"Measuring the S: a challenge with a solution"**, organised by CODESPA and the Business Observatory for Inclusive Growth, in which ILUNION took part as a pioneer in the use of the tool, leading to the company being awarded the **Socially Committed stamp**, which recognises its leadership in social impact and inclusive growth.



Prosper4ALL launch event in Madrid



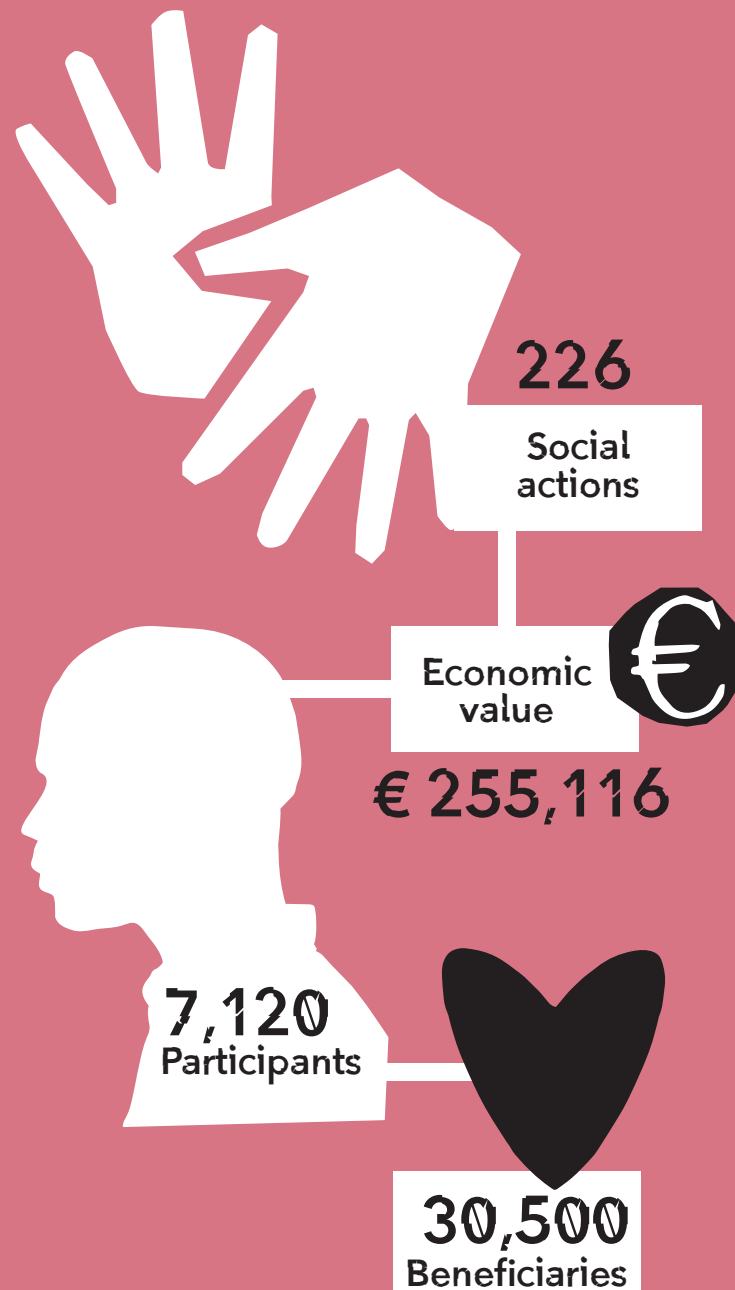
Explanatory diagram of the theory of change

Social action

Social action at ILUNION promotes, channels and develops our employees' charitable initiatives with a social purpose. This encompasses all voluntary activities in which ILUNION companies participate and which have a positive impact on society. These altruistic initiatives mobilise human, technological, financial and material resources to support vulnerable groups in situations of humanitarian crisis, public health emergencies or projects that require the power of solidarity to bring about change.

In 2025, **226 social initiatives were carried out, with a total value of €255,116, in which 7,120 people took part and which benefited 30,500 people.**

The various business divisions have developed high-impact social initiatives that reflect the Group's commitment to local communities. These include "Sonrisas de ILUSIÓN" by ILUNION Facility Services, the "Blanket Donation" by ILUNION Hotels, "Plantamos Vida" by ILUNION VidaSénior and "Donaciones DANA Valencia" by ILUNION TextilCare, which helped those affected by the storm.



Once again this year, ILUNION has taken part in the **charity campaign to distribute Christmas gifts** in partnership with the NGO **Reyes Magos de Verdad in Madrid, the Valencian Community and Granada**. By 2025, this initiative had been extended to the regions involved in the "Community" project, in the provinces of **León, Segovia, Valladolid and Badajoz**, in collaboration with the **Red Cross**. Between the two campaigns, a total of **248 gifts have been given to children, elderly people and those in vulnerable circumstances**.

As in previous years, we have continued to collaborate with the "Gracias a Ti" programme, a **charitable initiative** that aims to **fund social projects through small contributions from employees**, who choose to donate a portion of their salary, or round off their paycheque, to support programmes run by NGOs and non-profit organisations, which they themselves propose and vote for. For its part, and in line with its commitment to corporate social responsibility, the **ONCE Social Group matches the amount** raised by its staff, thereby doubling the total donation. In 2025, the winning organisations were Cris contra el Cáncer, Menudos Corazones and Saca la Lengua a la ELA.



Cheque presentation ceremony for the "Gracias a ti" programme

Commitment to 360° Accessibility

ILUNION has become the **first company to obtain the "Commitment to 360° Accessibility"** certification, awarded by AENOR, a mark of distinction that recognises the integration of accessibility both in customer relations and in the internal management of its workforce. The certification confirms that ILUNION incorporates accessibility into its strategic planning and governance model, ensuring that its decisions and operations are aligned with this approach.

Rafael García Meiro presents ILUNION with AENOR's "Commitment to 360° Accessibility" seal



SONRISAS DE ILUSIÓN

Ayuda a familias más vulnerables con menores a su cargo.



Donando silla de paseo, pañales, leche de fórmula, biberones, chupetes y toallitas.



Punto de recogida en las delegaciones / Torre ILUNION en el hall del foodie (planta -2)

DEL 15 DE MAYO
AL 30 DE MAYO



Poster advertising the event "Sonrisas de ILUSIÓN"

Good Governance

Good corporate governance at ILUNION is based on the principles of legality, voluntary compliance and transparency, and applies to all companies within the Group and their stakeholders. Our exhibition "ILUNION Sustainability Way: The "S"s" journey of transformation" explains in an accessible way how we at ILUNION understand good governance.

Governance is, as our letter "S" suggests, **the way in which all our transformative actions are organised**. Within this framework, the "G" for Governance is presented as a robust, well-structured letter, with strong lines that convey order and clarity.



Real change requires a robust "how"

Governance defines the "how" of our business operations. It ensures that every effort and every resource is used transparently, efficiently and responsibly. It establishes the internal structures needed to measure impact, ensure participation and make decisions that create value for both people and the environment. At ILUNION, sustainability projects are not the result of chance, but of careful planning and management orchestrated by "G" and its team.

Discover the story behind the "G" in Governance



Artwork *The 'G' Compass and the Measurable Impact* by La Casa de Carlota



Pillars of Good Governance:

- 1
- 2
- 3
- 4
- 5
- 6
- 7



Stakeholder engagement model

In 2025, ILUNION continued to build on its model of engagement and dialogue by **updating its stakeholder engagement policy**. This policy sets out a procedure and reaffirms our commitment to building long-term relationships based on trust and dialogue. This model consists of **three key procedures**:

1. Double materiality analysis is carried out every two years in accordance with the guidelines set out in the European regulations (EFRAG/CSRD). At ILUNION, this process is supported by a specific tool for identifying and scoring risks, impacts and opportunities (IRO), which enables the assessment to be systematised, ensures

traceability and produces a consolidated matrix aligned with the requirements of the CSRD/ESRS.

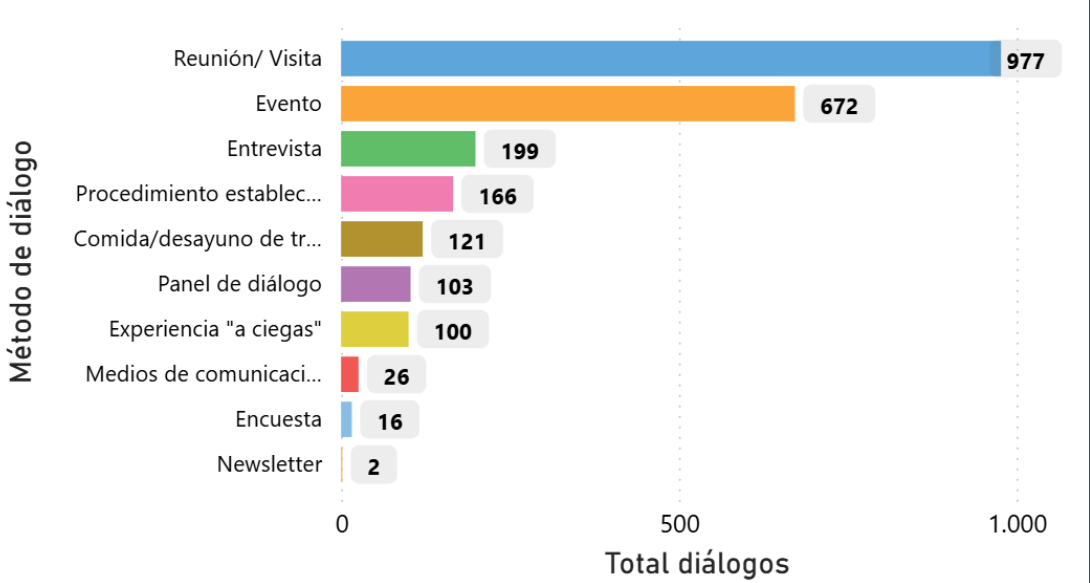
The analysis will be carried out again in 2026 and will include consultation with key stakeholders to identify the company's most relevant issues.

2. The annual dialogue process gathers feedback from various stakeholders through surveys and dialogue panels. This includes customers, suppliers, employees, shareholders and society.

3. The model of continuous and decentralised listening is based on the interaction between each of the ILUNION companies and their stakeholders.

To manage this comprehensive listening model, the **Stakeholders APP** has been developed in-house; it enables the recording and **monitoring of key issues in our relationships with our main stakeholders**. The platform also facilitates the recording of social action initiatives, awards and accolades, and participation in external forums and events. Furthermore, partnerships entered into at both Group and company level are recorded, enabling the extraction of information into dashboards for different categories of data.

Diálogos por métodos




Nº de Diálogos
2.382


Nº Participantes
90.419

Data from discussions held with all our *stakeholders* and all companies in 2025

Human Rights

ILUNION considers human rights to be **universal principles that form the moral foundation for implementing our long-term strategy**. Respect for the dignity of all people and their inherent rights is an essential prerequisite for our actions; at ILUNION, this is linked to our commitment to working towards a more inclusive society for everyone. Our **"#ILUNION4HumanRights"** project represents ILUNION's public commitment, which forms part of our **human rights policy and is in line with the ILUNION Group's Code of Ethics and Conduct**.

ILUNION's human rights policy, adopted in November 2023, establishes a due diligence framework to identify, prevent, mitigate, eliminate and remedy adverse impacts arising from our activities and our relationship with our value chain, as well as from our procurement processes and investment, divestment and risk management operations. We remain committed to **raising awareness and providing training in the field of human rights**, establishing this as a cornerstone of our ethical and responsible corporate culture.

#ILUNION4HumanRights

Our companies are working to meet the needs of our stakeholders and society at large. **ILUNION VidaSénior is promoting the "+Ethicos" project** to strengthen ethical, person-centred care by incorporating the Universal Declaration of Human Rights into case reviews and enhancing staff training. It also **works with HelpAge International Spain to promote the well-being, independence and social participation of older people**. **ILUNION Hotels** has worked to include human rights clauses in its contracts with suppliers and has drawn up an internal protocol addressing human trafficking, which will be rolled out across all its hotels in 2026.

In 2024, **ILUNION TextilCare launched a project aimed at identifying the main risks and impacts on Human Rights**. This process has culminated in the production of a comprehensive analysis and a human rights due diligence action plan to mitigate, prevent and monitor the main risks identified. The main outcome of this work is the **"Human Care" project**, which aims to bring together and enhance the experience and welfare of our employees. One of the first decisions taken as a result of this project was to pay a financial bonus to our staff. **5.000 employees, representing 80% of the total workforce, received a bonus that had an impact of €1.5 million on the profit and loss account.**

Cristobal Cuevas, Chief Executive of ILUNION VidaSénior, and Alberto Infante, Secretary of HelpAge International Spain



Responsible and sustainable value chain

ILUNION is rolling out its supplier approval and management model using the **GoSupply risk management tool, applying criteria relating to financial security, operational standards, risk prevention, quality, compliance, ESG sustainability and cybersecurity**. This approach is complemented by a supplier relationship model designed to generate a positive social impact, which is reinforced through annual dialogue forums to discuss needs and expectations.

Suppliers are classified into four levels of certification: **Critical, Strategic, Basic and Elementary**, enabling a proportionate approach to risk management. The approval process relies on its integration with the **SAP ARIBA Supplier module (SLP)**, which automates validations using logical rules defined by ILUNION.

EBy 2025, the system had been fully implemented, with 100% of supplier onboarding centralised in SAP ARIBA as the sole corporate channel, thereby improving efficiency, facilitating preliminary analysis and promoting the rational use of the approved supplier database.

Similarly, **ILUNION has made a dedicated portal available to its suppliers, which centralises documentation and key resources**, such as the Supplier Code of Conduct, the Responsible and Sustainable Procurement Policy, and various operational guides and manuals. Additionally, purchases exceeding certain financial thresholds are managed via corporate tendering platforms, ensuring traceability, transparency and fairness in procurement processes.

Detail of the GoSupply tool dashboard



Risk management and internal control system

Risk management forms part of ILUNION’s strategy and is coordinated by the **Risk Committee and the Internal Audit Department**. ILUNION has a **comprehensive risk management system (ERM)** in place, designed to identify potential events that could affect the organisation, manage its risks and provide reasonable assurance that its objectives will be achieved.

This system is underpinned by a **policy that is aligned with the leading standards in risk management**, in particular those set out in ISO 31000.

ILUNION’s risk management policy is determined by the state of the markets in which its various business divisions operate. **The risks identified by ILUNION fall within a specific risk classification or category**, which are organised according to a specific taxonomy:

- Strategic
- Financial
- Operational
- Compliance
- Sustainability

The assessment of each risk takes into account the potential economic, operational and reputational impact as well as past and projected historical probability. **ILUNION’s integrated risk management system is supported by other parallel systems** that have been introduced in stages:

Cybersecurity Technical Office, Technology Risk Management Systems

Criminal risk management system: Criminal Compliance

Tax risk management system: Tax Compliance

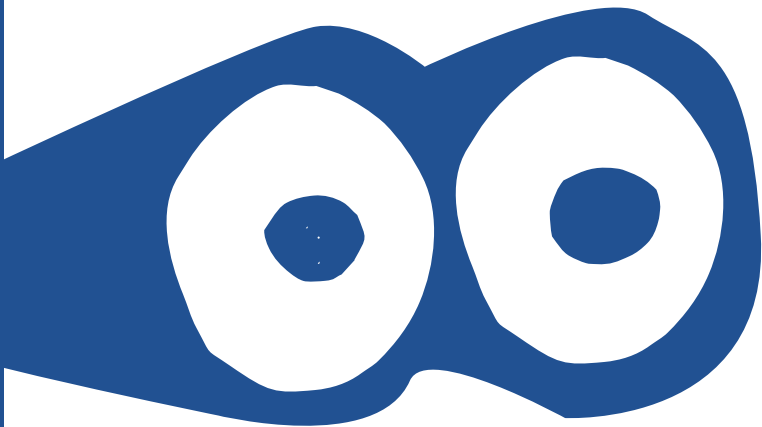
Sustainability risk management system

Risk management systems specific to business activities (ILUNION Hotels and ILUNION TextilCare)

Other risk management systems included within quality management certification schemes

These systems have **their own control mechanisms, methodologies and regular reviews**, in line with the overall system. All of this enables us to manage the various risks independently, with the support of technical experts in each field.

Furthermore, **in 2025, ILUNION significantly strengthened its Internal Control System, extending it beyond the financial sphere to incorporate sustainability information**. This development is driven both by the Group’s growth and increasing complexity and by new regulatory requirements regarding non-financial reporting, particularly those arising from the CSRD and the ESRS standards.



The aim is to **establish a robust and consistent** framework that ensures reliability, consistency, comparability and traceability of the financial and ESG information reported.

Consequently, **ILUNION's finance department has strengthened its financial reporting controls** by establishing standardised consolidation criteria, ensuring the quality of key data and aligning these processes with the **Audit, Risk and Investment Committees**. This endeavour has strengthened the control framework, improved the traceability of information and laid a solid foundation for the integration of new sustainability reporting requirements.

At the same time, the Ethics, Sustainability and Partnerships department has played a key role in the design and roll-out of the **Internal Control System for Sustainability Information, working on adapting the CSRD regulations to the ILUNION model, defining relevant ESG indicators and integrating them into the corporate reporting system**.

This task has involved coordinating the various business lines, ensuring methodological consistency between financial and non-financial indicators, and moving towards a model in which **sustainability is managed with the same level of rigour and control as financial reporting**.

The project has also seen the involvement of the internal audit function, which in 2025 formally expanded its remit to include sustainability. Based on the corporate risk map and in coordination with the finance, sustainability and management control departments, **responsibilities, key controls, oversight mechanisms and specific reporting channels for ESG information have been defined**. This approach has enabled sustainability to be integrated into ILUNION's governance and risk management model, strengthening the system's financial soundness and significantly raising the Group's level of maturity in terms of internal control.

ILUNION has taken a decisive step towards an integrated internal control system, in which **financial and sustainability information are brought together within a single framework for governance, control and assurance**. This development strengthens decision-making, enhances transparency for stakeholders and consolidates a governance model aligned with the Group's purpose and sustainability strategy.

Regulatory compliance

ILUNION earns the trust of its stakeholders through integrity and by acting in an ethical, honest and responsible manner. Since 2018, it has had a **Compliance Management System in place that complies with the UNE 19601 standard**, designed to prevent crime, reduce criminal liability and foster a culture of compliance, underpinned by the **Criminal Compliance Policy** and mechanisms for the prevention, detection and control of corruption, bribery and money laundering.

In 2020, the **Internal Due Diligence Procedure and the Procedure for the Management and Investigation of Complaints Received** via the Complaints Channel were adopted. This channel, together with the Ethics Whistleblowing Hotline, enables the reporting of potentially irregular conduct to the Criminal Prevention Body and the ethics bodies of the ONCE Social Group, thereby ensuring transparency and good corporate governance. Anyone, whether an ILUNION employee or an external party, can report potential serious criminal or administrative offences.

In 2024, a new whistleblowing channel was introduced, managed using EQS's Integrity Line tool and adapted to Law 2/2023. **In 2025, ILUNION's External Due Diligence procedure was approved**, establishing a standardised framework for assessing the integrity and reputation of third parties, and the UNE 19601 certification was renewed.

During that period, no breaches of the Criminal Compliance Policy or cases of corruption or bribery were detected. **Of the 141 complaints received, none related to human rights violations**. In the area of tax compliance, with regard to the core document and tax strategy, ILUNION has 11 appendices covering national, international, regional and local taxes.

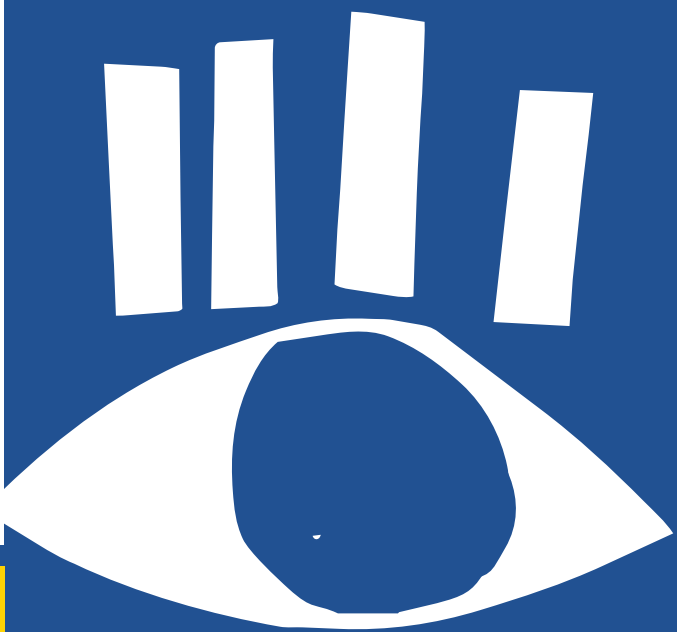
Partnerships

At ILUNION, we understand partnerships as **participation agreements aimed at tackling a social issue** or problem that we wish to resolve, with each party contributing their knowledge, activity and resources. Partnerships are **an effective way of helping to bring about positive social change and driving forward ILUNION's mission**.

These partnerships can emerge at a local level, where our companies operate and have first-hand knowledge of the needs of local communities. But global partnerships are also being developed to address strategic challenges that affect the entire company.

During 2025, this commitment has resulted in **72 active partnerships with social, institutional and business organisations** that share our vision of inclusion, sustainability and community development. Notable among these, in terms of volume, are the **ILUNION Group** and **ILUNION Hotels**, each with 17 partnerships, along with **ILUNION TextilCare**, which has a further 12.

In addition to these, there are other framework agreements and partnerships, focusing in particular on social impact projects and strategic alliances with the **ONCE Foundation** and various third sector organisations.



The average term of these agreements, which is approximately one and a half years, reflects a sustained commitment over time. Furthermore, the majority relate directly to our "Society" stakeholder group (69%), followed by those focused on our workforce (18%). Taken together, **this network of partnerships strengthens and expands our ability to make an impact across all of ILUNION's businesses**.

A talk given by an ILUNION volunteer at the Virgen del Cortijo nursery school, thanks to the partnership agreement signed with the Madrid Spina Bífida Association



Ethics and Humanistic Leadership

In 2025, ILUNION continued to build on a sustainability model that places **ethics at the heart of all business decisions**, reinforcing responsible governance in line with its mission to build a better world where everyone is included. Ethics acts as a compass that **guides corporate strategy and underpins the key areas of focus regarding good governance, human rights, stakeholder relations and long-term sustainability**.

This ethical commitment is underpinned by a robust and shared regulatory framework. The company adheres to the **ONCE Social Group's Code of Ethics and Conduct**. Thus, ethics at ILUNION is not viewed merely as a set of internal rules, but as an expression of belonging to a broader social project, **aligned with the values, principles and standards of good governance of the ONCE Social Group**, thereby reinforcing consistency, transparency and institutional accountability. In this context, **ethics is seen as a driving force for change**, capable of permeating corporate culture and guiding the organisation's conduct in its dealings with people, businesses and society.

Ethics as a cornerstone of ILUNION's sustainability model

Humanistic leadership: Leading with values and virtues

In 2025, ILUNION took a decisive step towards putting its **humanistic leadership model into practice, viewing it as a key driver for translating ethical principles into day-to-day management**. This model places human dignity at its core and defines leadership as a moral responsibility geared towards full human development, a higher purpose, and the building of relationships based on trust.

To put this approach into practice, a **specific training programme has been launched with the aim of developing leaders capable of combining performance, values and responsibility**. The programme promotes the development of ethical character, self-awareness, personal purpose and the practice of virtues in leadership, using experiential and humanistic methodologies.

In 2025, **432 people took part in this training programme**, establishing ethics and humanistic leadership as a tangible and scalable initiative within the organisation. All of this has led to significant progress towards the development of a **humanistic business model**, understood as a management approach that **integrates ethics, dignity and human flourishing** into business decision-making.

Members of the management committees of ILUNION Facility Services, ILUNION Contact Centre and ILUNION Circular Economy on completion of the Humanistic Leadership Programme

ILUNION Humanistic Leadership Programme





**Our
businesses**

ILUNION ACCESIBILIDAD

KEY ACTIVITY DATA

ILUNION Accesibilidad is the ILUNION Group’s specialist consultancy in universal accessibility, recognised for its innovation and commitment to inclusion. With over 25 years’ experience, a team of 143 professionals and a portfolio of 724 active clients, it transforms physical, digital and communication environments to make them accessible to everyone.

In 2025, it consolidated its leadership position thanks to the EFQM 500 certification and the roll-out of the Alejandría tool, an AI-based smart search engine and work assistant designed to facilitate regulatory updates and efficient knowledge management.

Its presence across the entire value chain (consultancy, digital accessibility, physical environments and technology) reinforces its 360° approach, ensuring a positive impact on society.

BUSINESS MILESTONES

Sales (turnover)
13.1 (Million €)

EBITDA
7.4 (Million €)

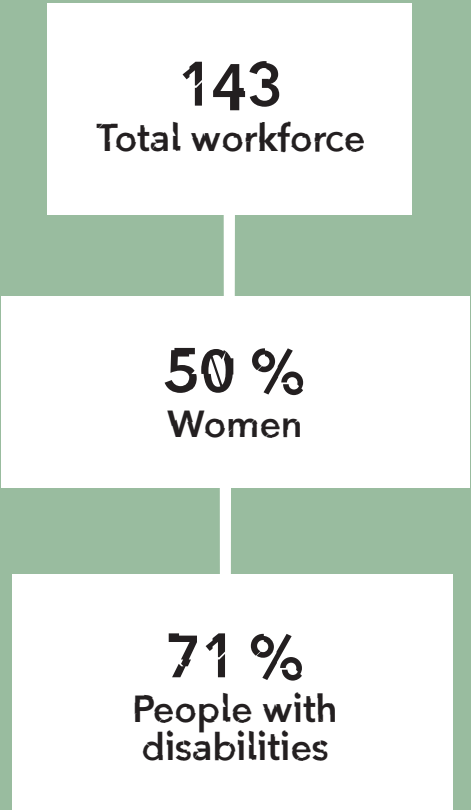
Investments
0.1 (Million €)

Customer Satisfaction Index
9.2/10

KEY DATA SUMMARY 2025

Work centres	3
SEC's	2
Projects (2025 average)	58
Hours of subtitling	12,418
Audiobooks completed	354
Transcribed Braille pages	294,992
Areas of expertise	Physical, digital, technological and social accessibility (strategic consultancy).

PEOPLE



SUSTAINABILITY MILESTONES 2025

Social

Promoting diversity and gender equality

Participation in “ILUNION Women in Tech” and “Mujer en Red”, with initiatives promoting women’s leadership and the recruitment of 24 people with disabilities.

Community initiatives and volunteering

A total of eight members of the company’s management committee have taken part in corporate volunteering initiatives with Mensajeros de la Paz.

Good Governance

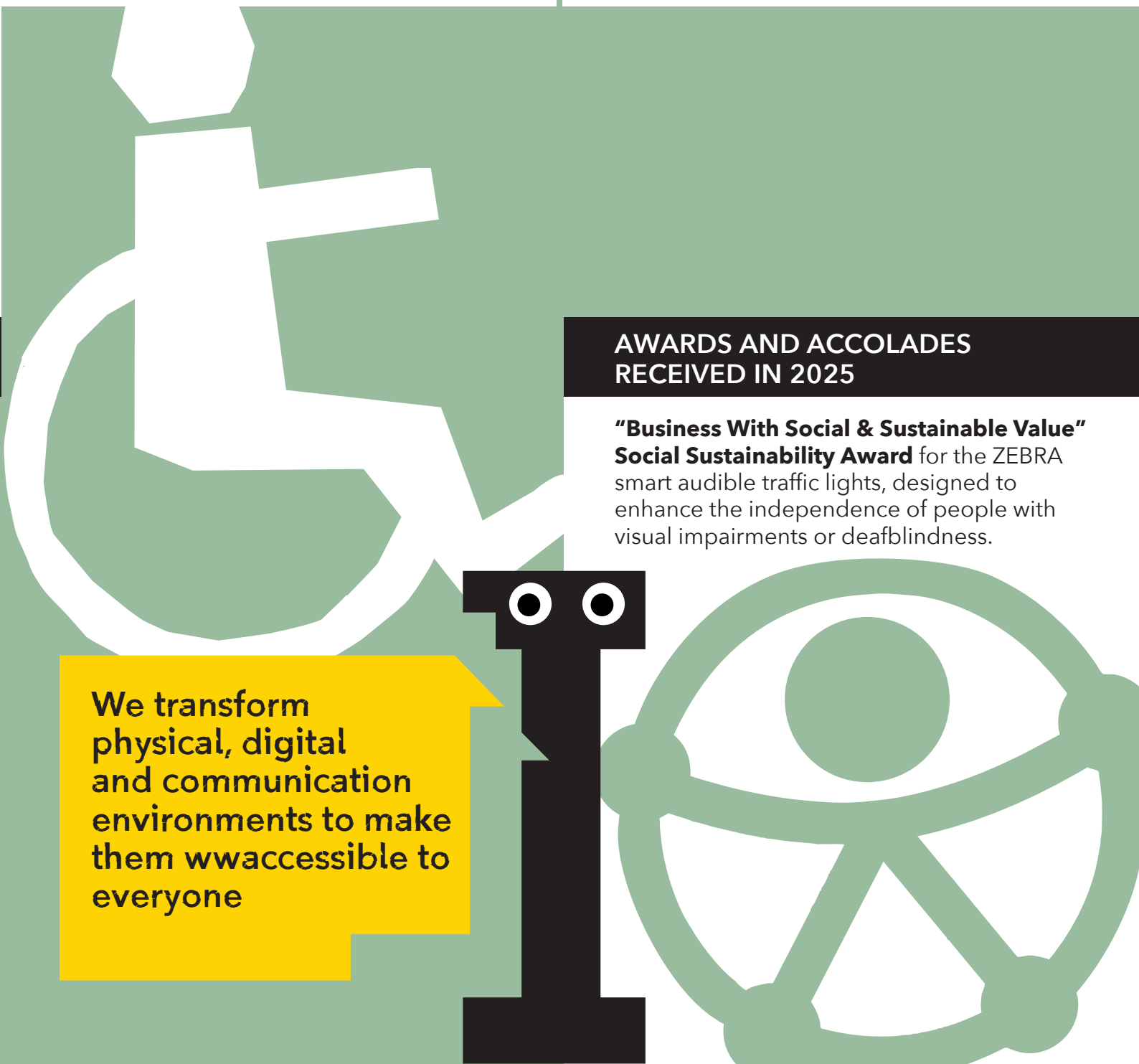
Strategic partnerships

Agreements have been renewed with CERMI, ITH, FIAPAS and ECOM to promote universal accessibility in various sectors and regions. A new agreement has been signed with Aspaym in the Balearic Islands.

AWARDS AND ACCOLADES RECEIVED IN 2025

“Business With Social & Sustainable Value” Social Sustainability Award for the ZEBRA smart audible traffic lights, designed to enhance the independence of people with visual impairments or deafblindness.

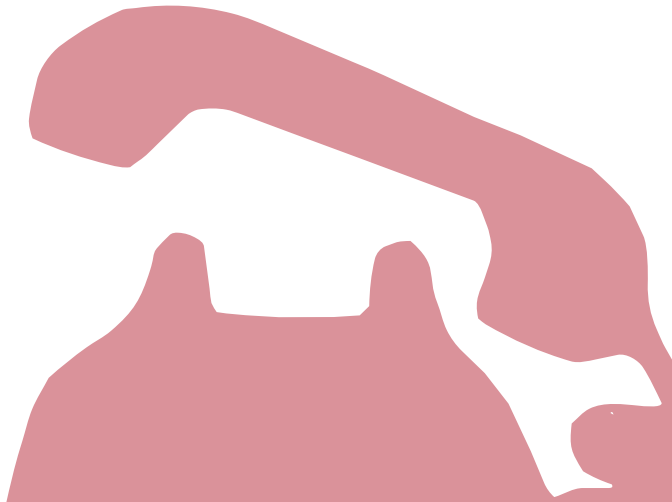
We transform physical, digital and communication environments to make them accessible to everyone



ILUNION CONTACT CENTER BPO

KEY ACTIVITY DATA

ILUNION Contact Center BPO is the ILUNION Group company specialising in customer service and business process outsourcing (BPO), with a track record spanning more than three decades. In 2025, the company has strengthened both its presence in Spain with the opening of a new centre in Alcorcón (Madrid), employing 250 staff, nearly 80% of whom are people with disabilities, and its international presence in Portugal (Lisbon). It has also launched its “Raíces” (Roots) project, aimed at creating employment opportunities in rural areas, with the opening of a centre in Mota del Cuervo (Cuenca), which employs 16 local people, all of whom have disabilities.



BUSINESS MILESTONES

Sales (turnover)
117.8 (Million €)

EBITDA
7.1 (Million €)

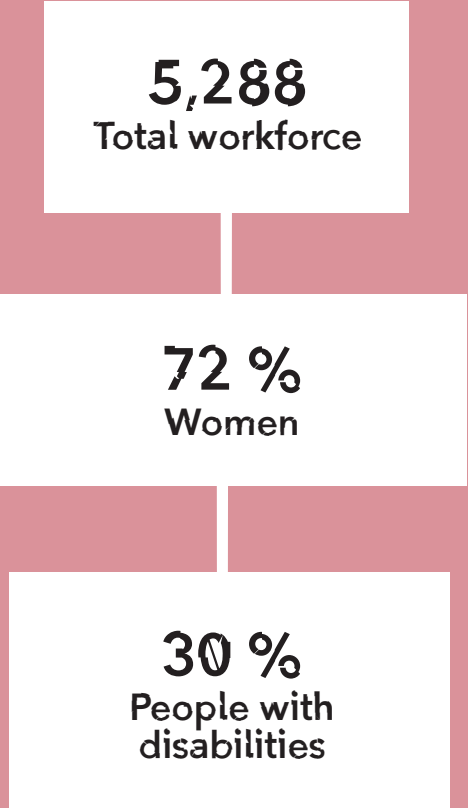
Investments
1.3 (Million €)

Customer Satisfaction Index
8.41/10

KEY DATA SUMMARY 2025

Work centres	44
SEC's	10
Regional Customer Service Centres	7
Contacts managed	34,055,439
Emergency calls	16,758,871
Documents digitalized	154,371,690
Operational positions	2,851
Principal services	Multi-channel customer service, BPO, digitalisation and emergencies.
Geographical scope	Operations in Spain and Portugal.

PEOPLE



SUSTAINABILITY MILESTONES 2025

Environmental

- Training in environmental management**
Twenty hours of online training have been delivered in collaboration with the consultancy firm Ambientum on the ISO 14001 standard to improve the environmental skills of the workforce.
- New tools for environmental monitoring**
The Manglai tool was implemented to monitor consumption and calculate the carbon footprint, and the Infosald tool introduced to assess compliance with legal environmental requirements.
- Company Travel Plan (CTP) in Barcelona**
The CTP for the Barcelona Gran Vía office was drawn up in collaboration with the company Murarte, benefiting 195 employees. The CTP was organised in Barcelona Sant Boi in collaboration with ILUNION TextilCare, in partnership with the company Intra, benefiting 181 workers through sustainable transport initiatives.

AWARDS AND ACCOLADES RECEIVED IN 2025

- Platinum Customer Experience Awards:**
 - Best Customer Experience for the service provided to the Land Registry Helpline.
 - Best Sustainable Strategy for the Raíces project.
- CEGOS Awards:** Best HR Practices in the Learning and Development category, with the dIAAna project.
- Mapfre Foundation Award:** Social Innovation for the Raíces project.
- Madrid Excelente Award:** Large Enterprise Category.
- Golden New York Digital Awards 2025** for its inclusive web ecosystem for all Group companies. The award recognises the excellence in accessibility, design and performance of the project developed in collaboration with Nurun (Publicis Groupe) and ILUNION Accesibilidad.

Social

- Social responsibility initiatives**
Highlights include the “Swap books, multiply stories” campaign, which collected 386 books to create a reading area and a virtual library for employees, featuring books donated by colleagues themselves, and the food drive organised to mark World Hunger Day, during which 126 kg of food was donated to food banks and soup kitchens.
- Corporate volunteering**
“Decorating Christmas Together” in partnership with the Capacis Foundation, and a plogging event at Casa de Campo, in which the Management Committees and staff from ILUNION Contact Center BPO took part, combining sport with litter picking to underline their environmental and social commitment.

Good Governance

- Progress in quality and cybersecurity certifications**
The UNE 16880 certification has been renewed, achieving Level 4, and the Madrid Excelente ‘Cybersafe Venue’ certificate was awarded. Additionally, an audit of the National Security Framework at senior level was conducted, and the report was favourable.
- Sustainability criteria for supplier assessment**
Based on environmental protection, social responsibility and good governance.
- Humanistic leadership**
Training for the company’s management committee in a style of leadership capable of driving and inspiring the transformation of the company and its environment.



Watch the “Premio Excelentes” video here!

ILUNION CIRCULAR ECONOMY

KEY ACTIVITY DATA

ILUNION Circular Economy consolidated its brand and expanded its operations in 2025 by opening a new branch in Granada and acquiring, through Ecologicistic, the Valencia Storage Centre. Its plants in La Bañeza and Campo Real have processed 22,000 tonnes of WEEE, with a recovery rate of over 94%. The division also reinforced its social commitment by promoting employment opportunities in rural areas. The workforce has grown by 18%, with 43 new recruits, 35 of whom are people with disabilities, bringing the total to 257 employees, 63% of whom have a disability. It also renewed its EFQM 600 accreditation and obtained Madrid Excelente certification, consolidating its leadership in management and in social and environmental impact.

Find out how we work



BUSINESS MILESTONES

Sales (turnover)
32.9 (Million €)

EBITDA
0.6 (Million €)

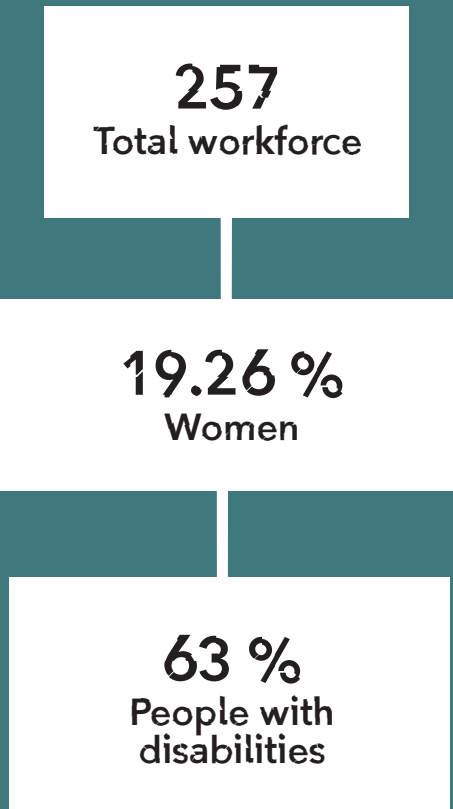
Investments
3.6 (Million €)

Customer Satisfaction Index
9.76/10

KEY DATA SUMMARY 2025

WEEE treatment plants	2
Recycling plants	5
SEC's	5
Temporary storage facilities	10
Tonnes of WEEE transported	62,000
Tonnes of waste managed	138,000
Waste recovered	97 %
The only WEEE handler with EFQM 600 certification	
ISO 9001/14001 Certification at all its centres.	

PEOPLE



SUSTAINABILITY MILESTONES 2025

Environmental

Circular economy and resource recovery
It has achieved a recovery rate of around 95%, facilitating the reintroduction of materials into industrial processes and avoiding the consumption of natural resources.

Energy optimisation
Expansion of the solar power system at its Campo Real plant to a capacity of 300 kW, thereby increasing self-sufficiency.

Sustainable Mobility
37% of its fleet runs on less polluting alternative fuels, such as LNG (Liquefied Natural Gas) and CNG (Compressed Natural Gas).

Biodiversity
Promotion of the Natural Capital Project, highlighting the reforestation initiative carried out at the WEEE treatment facility in collaboration with Campo Real Town Council, aimed at environmental restoration and the recovery of local biodiversity.

Social

Social initiatives and volunteering
Initiatives aimed at supporting people with disabilities and mentoring young people at risk of social exclusion. Participation in a volunteering initiative in partnership with the Santa María la Real Foundation, to share knowledge about the circular economy and highlight job opportunities in the green sector.

Promoting inclusive employment
Two Special Employment Centres have been established, and an Inclusive Reuse Workshop has been set up for people with intellectual disabilities, enabling them to take part in the repair and reuse of electrical and electronic equipment.

"Community" project
A Community Day was held at the La Bañeza plant (León), attended by around 80 people. During the event, the ILUNION Circular Economy initiative was presented, noted for its impact on social inclusion, local employment and environmental protection.

Good Governance

Partnerships
Signing of seven agreements active between 2023 and 2025. Collaboration with the University of Valladolid on the 'GREENENTRE4DEAF' project, which aims to promote green entrepreneurship among deaf people in order to create opportunities and support social innovation.

Project: "A Window on Environmental Management Excellence"
An initiative by the Regional Government of Castile and León to promote training, professional development and excellence in the field of environmental management within strategic sectors in the region.

Humanistic Leadership
The Management Committee and the management teams have received training in Humanistic Leadership, which places the individual at the heart of all the company's actions and decisions.

AWARDS AND ACCOLADES RECEIVED IN 2025

The ANESE Environmental Management Award for its leadership in the circular economy, its contribution to decarbonisation, and the integration of sustainability into its business strategy.

The Madrid Excelente Seal for its responsible and excellent waste management, as well as for its innovative and sustainable business model generating a positive impact on the local area.

ILUNION FACILITY SERVICES

KEY ACTIVITY DATA

ILUNION Facility Services, which specialises in comprehensive solutions for workplaces and public spaces and operates nine business lines tailored to its clients' needs, consolidated its position in 2025 thanks to milestones such as the acquisition of Ingloba Seguridad, which strengthens ILUNION Seguridad's position as the third-largest company in the sector in Spain and adds some 300 professionals across more than 30 branches.

It has also been awarded the contract for security services at 16 museums and two buildings belonging to the Directorate-General for Cultural Heritage and Fine Arts in various provinces, as well as for several bodies within the Autonomous Community of Aragon, with 227 security guards and an annual contract worth €8,396,000, reaffirming its model based on the employment of people with disabilities and a culture of quality and flexibility.

BUSINESS MILESTONES

Sales (turnover)
567 (Million €)

EBITDA
10 (Million €)

Investments
1.5 (Million €)

Customer Satisfaction Index
7.5/10

KEY DATA SUMMARY 2025

Branches	12
SEC's	58
Offices	31
Centres where it operates	4,652

PEOPLE



AWARDS AND ACCOLADES RECEIVED IN 2025

Appreciation from the Spanish Civil Guard for ILUNION Seguridad. The Civil Guard congratulated the ILUNION Seguridad teams on their performance during two operations: the professional response of four security guards to an incident at Fuerteventura Airport and the assistance provided by six security guards in Castile and León following an accident on the A62, highlighting their commitment, efficiency and cooperation with the security forces.

INTRAMA Award for "Invisible Diversity" - "Contamos lo que somos" (We Tell Our Stories) Project. An initiative that highlights the stories of employees on key dates related to diversity, showcasing experiences and skills that strengthen the organisation's inclusive culture.

SUSTAINABILITY MILESTONES 2025

Environmental

Decarbonisation Plan
The plan focuses on the electrification of the fleet, setting out three milestones: reaching 20% by 2027, 55% by 2030 and exceeding 90 % by 2035. By the end of 2025, 56 vehicles had already been electrified, representing 40% of the target for the first phase.

Renewable energy
The purchase of energy with a guarantee of origin (GoO) in 2024 and 2025 for all the company's subsidiaries has led to a significant reduction in the Scope 2 carbon footprint.

Social

Customers and suppliers
Three projects have been identified to transform operational efficiency and improve the customer experience. A focus group was also held with customers to find out about their experience, identify areas for improvement and encourage cross-selling. Furthermore, 85% of its suppliers are certified against ESG criteria via the GoSupply tool.

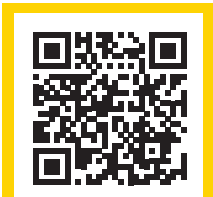
Training and awareness-raising
Highlights include the "Camino de Valientes" (Path of the Brave) campaign, designed to support women who have suffered gender-based violence; a financial literacy workshop focusing on fraud prevention and saving; and the third edition of "Voces de Liderazgo" (Voices of Leadership), in which 15 professionals have been trained to promote more equal working environments.

Social initiatives and volunteering
The social initiative has reached 1,812 beneficiaries, with 745 participants and a total value of €24,496. A particular highlight was the "Sonrisas de ILUSIÓN" (Smiles of Hope) initiative: 1,421 kg of food and essential items were collected for vulnerable families, with a total value of €10,225. Additionally, in the area of volunteering, two initiatives were carried out involving 37 volunteers: a clean-up day for green spaces organised with the Capacis Foundation, and an initiative to support those affected by the severe weather event in Valencia, organised in collaboration with the Family Up Foundation.

Good Governance

Partnerships and agreements
43 agreements signed, 15 of which are new partnerships. Of particular note is the partnership established by ILUNION Limpieza y Medioambiente with the Athletic Club Foundation, which has become a sponsor of the "Utopía" project, a programme aimed at vulnerable women that offers weekly multi-sport sessions to improve their well-being, motivation and support network.

Ecovadis recognition
Silver award for ILUNION CEE Cleanliness and Environment, placing ILUNION above 85% of the companies assessed. Bronze award for ILUNION Outsourcing, placing us above 67% of the companies assessed. Committed Company Award for ILUNION Seguridad, with a performance level above 64% of the companies assessed.



Find out more
about our company

ILUNION IT SERVICES

KEY ACTIVITY DATA

ILUNION IT Services, the ILUNION Group’s technology consultancy, is the largest Special Employment Centre in its sector in Spain and is renowned for integrating diversity, innovation and social responsibility into all its solutions

It supports its clients’ digital transformation through Digital Workplace, Communications, Cybersecurity, Data Centre and Audiovisual services, with a particular focus on Field Services, MPS and Managed Services. In 2025, the growth of technology integration and maintenance projects further cemented its role as a trusted partner. It also promotes inclusive digitalisation by encouraging the recruitment of people with disabilities into the IT sector.

Find out more about our business



BUSINESS MILESTONES

Sales (turnover)
41.4 (Million €)

EBITDA
1.6 (Million €)

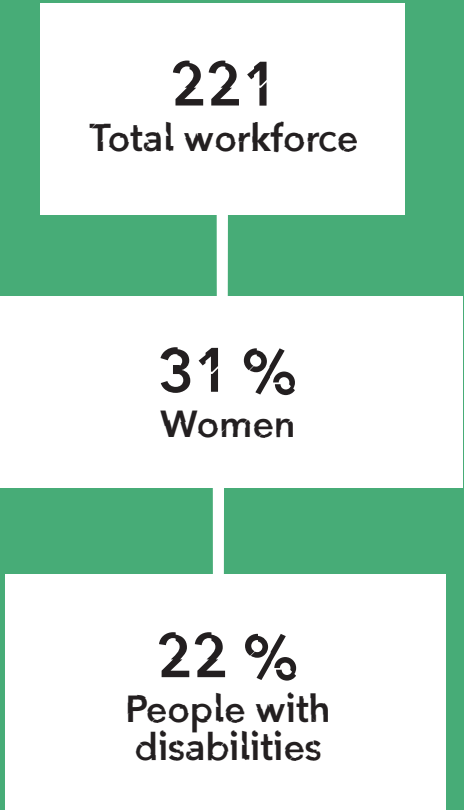
Investments
2 (Million €)

Customer Satisfaction Index
9.4/10

KEY DATA SUMMARY 2025

Work Centres	6
SEC's	2
Total points for IT Services	48
Number of technical interventions within the country	31,010
Length of cable installed (km)	350
Number of Wi-Fi access points	5,750
Principal services	IT consultancy, cabling and networking, support and maintenance of IT infrastructure, Wi-Fi solutions.
Geographical scope	Operations within the country and collaborations with international partners.
Key projects	Integration of high-capacity networks and deployment of secure and accessible Wi-Fi solutions.

PEOPLE



SUSTAINABILITY MILESTONES 2025

Environmental

Packaging optimisation and responsible purchasing
The packaging system has been optimised through the use of more sustainable materials, resulting in an 85% reduction in plastic film consumption in 2025. Additionally, sustainable procurement criteria for packaging have been tightened, with priority given to suppliers whose production processes are certified as sustainable.

Carbon footprint offsetting
Through the procurement of carbon-neutral equipment for internal use. Customers can also offset the CO₂ emissions associated with their equipment by purchasing products with a pre-mitigated carbon footprint.

Digitalisation and reduction in paper consumption
Roll-out of AlbaGo, an in-house application that digitises delivery notes in the warehouses and has led to an 80% reduction in paper consumption.

Social

“Connecting Generations” Project
Partnerships through the ONCE Foundation to provide monthly training for elderly residents at ILUNION VidaSénior care homes, introducing them to the technology sector. A total of 13.5 hours of training was provided in 2025 for a total of 130 participants.

Internal awareness-raising
Continuation of its own programme of short training sessions focusing on diversity issues, involving all groups. And as a new development, we have strengthened the onboarding process, including human rights training as a compulsory module within the induction programme for new recruits.

Good Governance

Sustainability certification
With a 5-star certification in the “HP Amplify Impact” programme, the highest recognition HP awards its partners for their commitment to sustainability.

Lenovo 360 Circle Level
The first partner in Spain to achieve this, reinforcing our leadership in IT and our commitment to sustainability.

Commitment to ethics and the law
In 2025, ILUNION IT Services expanded the scope of its certifications to include all organisations associated with the company, such as MEINSA Sistemas and ILUNION Servicios TI.

ILUNION SERVICIOS INDUSTRIALES

KEY ACTIVITY DATA

ILUNION Servicios Industriales is the ILUNION business unit specialising in industrial processes, providing services in the handling, logistics, assembly and packaging of components and products. Its activities focus on co-packing and promotional packaging, as well as the assembly of components for the automotive sector, and it is directly integrated into the production lines of manufacturers and first- and second-tier suppliers.

The company operates throughout the country, both at its own facilities and at its clients' premises, which enables it to offer flexible, comprehensive solutions for internal logistics and the outsourcing of production processes.

In 2025, the workforce had reached 3,082 professionals, over 80% of whom are people with disabilities, thereby confirming the balance between economic sustainability and social impact.

BUSINESS MILESTONES

Sales (turnover)
75.9 (Million €)

EBITDA
8 (Million €)

Investments
0.9 (Million €)

Customer Satisfaction Index
7.5/10

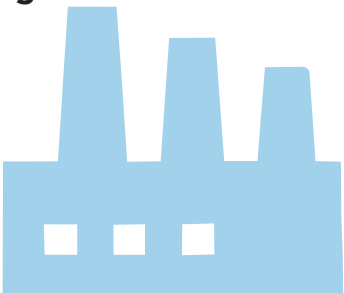
KEY DATA SUMMARY 2025

Our own production facilities	8
SEC's	15
Number of customers	122

Activity sectors
Food, Automotive, Industry, Cosmetics, Logistics, Defence, Engineering and Technology.

Involvement in the manufacture of vehicles
559,000 vehicles at Stellantis and 290,000 vehicles at Saint-Gobain.

Products handled in co-packing, packaging or crating services
25.4 million.



PEOPLE

3,082
Total workforce

30.5 %
Women

82.4 %
People with disabilities

SUSTAINABILITY MILESTONES 2025

Environmental

Energy efficiency
Climate control for the Brenes and Tradema warehouses (Andalusia) with the installation of evaporative cooling systems. Commissioning of the photovoltaic system at the Cabanillas plant (Castilla-La Mancha). Replacement of computers with more efficient and environmentally friendly models in the Levante region.

Reducing plastic use
Paper seals have begun to be used on several production lines in the Central region, resulting in a 5% reduction in plastic use in packaging compared with 2024.

Sustainable fleet
Fleet renewal in the Levante region, with 47.17% of vehicles now carrying an ECO label.

Awareness-raising
Environmental awareness campaigns have been launched for staff, focusing on the responsible use of resources, proper waste management and efficient driving, alongside two training sessions in the Levante region on reduction, reuse, recycling and good environmental practices.

Social

Assistance with administrative procedures
A total of 50 face-to-face social support sessions have been carried out in Aragon and 360 in Andalusia to promote the independence and social and labour market integration of workers with disabilities.

Workplace adaptation
646 adaptations have been carried out in the Central area, tailoring spaces and facilities to the needs of each individual.

Support for those affected by the DANA (severe weather event)
A benefits scheme has been introduced for workers affected by the DANA. Through this initiative, support was provided to 51 employees in the form of financial assistance, primarily for the purchase of vehicles. Also, a wheelbarrow was loaned from the Levante headquarters to Mensajeros de la Paz to assist with the clean-up work.

Good Governance

Partnerships
In the Levante region, five partnership agreements have been signed with the Alanna Foundation, El Rastrell, AVEX, FEVADIS and MOU-TE, to promote initiatives aimed at the social and labour market inclusion of vulnerable groups. In Andalusia, notable partnerships include those with the University of Jaén and the Diagrama Foundation, which promote work placements for students with disabilities and initiatives to help people facing social exclusion and those with disabilities enter the workforce.

Certifications
The Andalusia region has achieved SGE 21 certification, reinforcing its commitment to ethics, sustainability and social responsibility. This achievement reflects the company's efforts to incorporate best practices into all its processes.

Find out what reverse logistics involves



ILUNION HOTELS

KEY ACTIVITY DATA

ILUNION Hotels, the hotel chain of ILUNION Group, is distinguished by its model of inclusive, sustainable and socially responsible tourism. It has 32 hotels in Spain, 12 of which operate as Special Employment Centres, combining excellence in tourism with workplace inclusion: 36% of its workforce consists of people with disabilities, alongside other vulnerable groups.

In 2025, the company further strengthened its dual profitability strategy (economic and social) and expanded its portfolio with the addition of ILUNION Palmanova, in Mallorca. It has also consolidated its position as a leader in universal accessibility, sustainability and contributions to the SDGs, backed by various seals and certifications.

BUSINESS MILESTONES

Sales (turnover)
217.2 (Million €)

EBITDA
51 (Million €)

Investments
19.1 (Million €)

Customer Satisfaction Index
8.25/10

KEY DATA SUMMARY 2025

Hotels currently open	32
New additions	1
SEC's	15
SEC Hotels	12
Rooms available	1,788,546
Rooms occupied	1,474,204
Number of customers	2,862,160

PEOPLE

1,806
Total workforce

1,999.8
Average workforce

56.4 %
Women

56.7 %
Women on the workforce

40.75 %
People with disabilities

36.3 %
People with disabilities on the workforce

SUSTAINABILITY MILESTONES 2025

Environmental

- Decarbonisation Plan**
An investment of €1.7 million in energy efficiency projects such as geothermal energy, heat recovery and BMS systems in various hotels.
- Consumption monitoring**
Phase 1 of the Olivo project has been completed across all hotels, enabling real-time monitoring of electricity, fuel and water consumption, as well as renewable energy generation.
- Circular Economy**
Installation of a biodigester that breaks down organic waste and converts it into greywater at the ILUNION Atrium Hotel.
- Biodiversity**
Participation in the project "Nature: an asset for the tourism sector in Spain", led by the Biodiversity Foundation, to produce a guide on environmental risks and opportunities for the sector.

Social

- Employment inclusion and job growth**
Roll-out of the "DEIB Coach" project across 17 hotels, aimed at developing active listening skills to improve staff well-being.
- Social initiatives and community**
A donation of €34,300 in the form of meals to ALPAN soup kitchens, and €13,796 donated to Restaurants Against Hunger. Thanks to the "Mares Circulares" (Circular Seas) initiative, over 130 kg of litter was collected from the beaches at S'Agaró (Girona) and Cala Galdana (Menorca).
- Customers and suppliers**
Enhancing the customer experience through the digitisation of room service menus and online check-in. A policy on locally sourced fruit and vegetables has been implemented, with 98% of suppliers now complying. Furthermore, 30% of its suppliers meet ESG criteria.
- Partnerships for inclusion**
Of the 46 active partnerships in 2025, around 36% were focused on the employment of vulnerable groups.

Good Governance

- Certified excellence**
The first Spanish chain to receive the EFQM 700 certification and the AENOR ISO 56001 standard. Reaffirmation of its Q Sostenible and BREEAM certifications and its status as a B Corp company.
- Implementation of a cross-organisational compliance system**
Aimed at protecting the company from all types of compliance risks, whether criminal, regulatory or ethical.
- Ethics and Human Rights**
Training in humanistic leadership for hotel managers, middle managers and department heads. Inclusion of a mandatory human rights clause in contracts with suppliers and development of an internal protocol on human trafficking.

AWARDS AND ACCOLADES RECEIVED IN 2025

- Travelling for Happiness:** to the Umániko restaurant for its sustainable cuisine and its social impact.
- National Tourism Award - Innovation,** for its innovation model combining inclusion and sustainability.
- Best!N Travel:** Award for Excellence in Marketing.
- EFQM Global Award 2025 - 7 Diamonds:** the highest international accolade for business excellence.



The 2025 Global Awards Video is here!

ILUNION RETAIL Y COMERCIALIZACIÓN

KEY ACTIVITY DATA

ILUNION Retail y Comercialización operates a network of convenience stores, mainly in hospital settings, offering a wide range of products under a “purpose-driven retail” model that combines social impact with excellence in management.

In 2025, the company achieved its best financial results ever, consolidating its growth and strengthening the business’s financial stability. During the financial year, three new shops were opened – two in hospitals, and 12 refurbishments were carried out with a view to improving accessibility, sustainability and the customer experience in retail spaces.

Progress has also been made towards offering a more responsible product range, with the launch of Auna Café, our own sustainable coffee brand, in 17 shops, as well as the introduction of fresh sourdough pastries at various outlets.

BUSINESS MILESTONES

Sales (turnover)
39.6 (Million €)

EBITDA
2.9 (Million €)

Investments
1.4 (Million €)

Customer Satisfaction Index
9.6/10

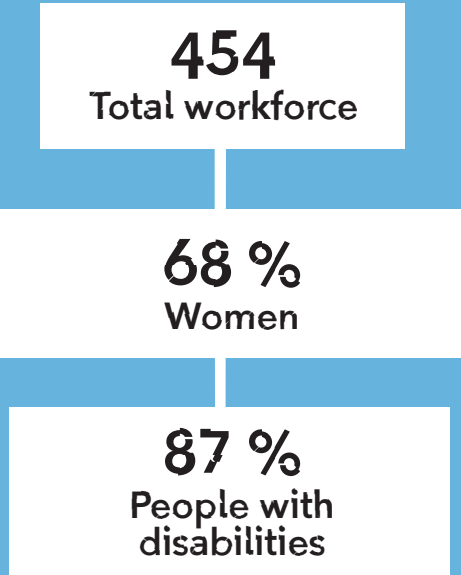
KEY DATA SUMMARY 2025

Work centres	73
SEC's	72
Number of receipts	5,205,784
Christmas hampers distributed	89,145
Media coverage achieved	27,870
Advertising Value Equivalent (AVE) (Million €)	332



Aúna Café:
Discover our
own brand of
sustainable coffee

PEOPLE



SUSTAINABILITY MILESTONES 2025

Environmental

Climate change and resources

Scope 3 emissions have been measured for the first time. The number of receipts printed has fallen by 7.7% compared with 2024.

Reducing plastic use and responsible consumption

Initiatives have been launched to reduce single-use packaging with the installation of water dispensers in shops, which have enabled 13,797 litres of water to be dispensed and prevented the emission of 702.84 kg of CO₂. Similarly, through the sale of impact products, Ocean52 has helped remove 165.06 kg of plastic from the ocean, and AUARA has provided 234,621 litres of drinking water to vulnerable communities.

Food waste

In collaboration with Too Good To Go, 1,495 food packs have been saved, helping to reduce food waste and promote more sustainable consumption.

AWARDS AND ACCOLADES RECEIVED IN 2025

Over the course of 2025, ILUNION Retail received several awards **for its contribution to patient well-being and the humanisation of hospital environments**, notably those presented by Vall d’Hebron Hospital (Barcelona) and Poniente University Hospital (Almería), in recognition of the positive impact the company has made in the communities where it operates.

Social

Nurturing internal talent

Programmes such as ‘Escuela Cantera’, aimed at professionalising store teams, and ‘Valor Vivo’, focused on improving the working environment and operational excellence, were developed.

Support for in-patient care

In partnership with the Juegaterapia Foundation, 24,810 Babypelones dolls were sold, representing a 12.4% increase compared with 2024. All proceeds were donated to projects aimed at making hospital environments more patient-centred.

Social responsibility and volunteering

Donations were made to social entities and volunteering initiatives were promoted, such as “Jugones” which focuses on supporting children in hospital, and “Mentores 2.0”, which aims to help homeless people with disabilities find work, with all three participants having secured employment.

Good Governance

Strategic partnerships

A partnership was established with Fundación Aladina to incorporate charity products into the network of shops. Similarly, a partnership was launched with Oxfam Intermón involving the sale of charity products, thereby supporting the development of social and humanitarian projects.

Customers and suppliers

The company has retained 171,730 customers, an increase of 36.5% compared with 2024, reflecting the consolidation of the company’s value proposition. Among suppliers, an NPS of 76.2% has been achieved, reinforcing a responsible and collaborative supply chain.

ILUNION TEXTILCARE

KEY ACTIVITY DATA

ILUNION TextilCare is the ILUNION Group company specialising in the comprehensive and sustainable management of textiles for the hotel, healthcare, residential and industrial sectors. It has 43 plants in Spain and two in Colombia, and also operates in Portugal. Under the “Social & Sustainable” banner, the company is promoting an innovative and responsible industrial model designed to drive change within the sector and throughout its entire value chain. Meanwhile, the company has bolstered its growth with the construction of a new plant in Elche (Alicante), which is set to begin operations in 2026. It has also begun providing services to three major hotel chains and to all care homes in the Community of Madrid (AMAS).

BUSINESS MILESTONES

Sales (turnover)
261.9 (Million €)

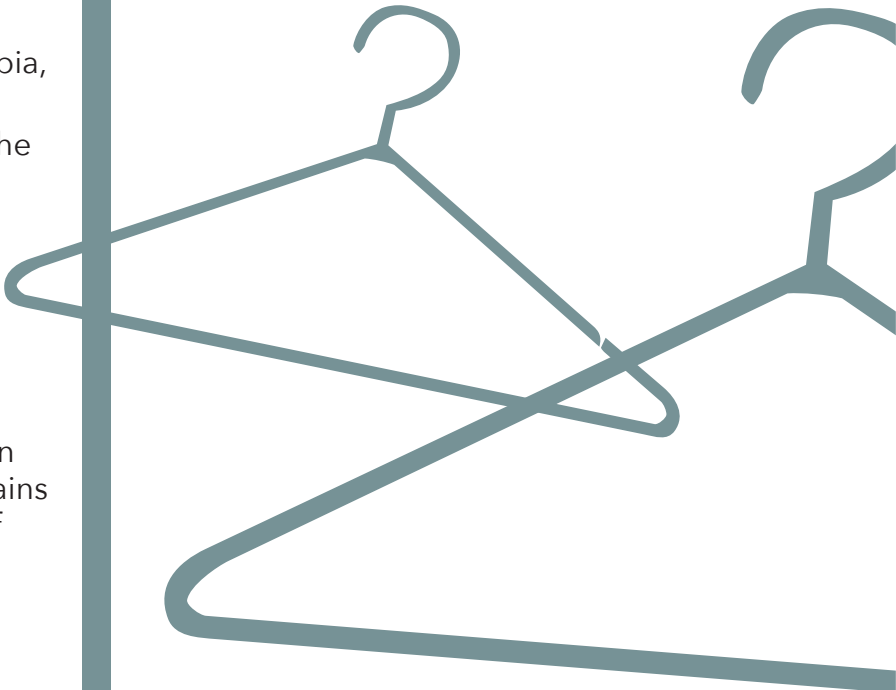
EBITDA
61.9 (Million €)

Investments
38.5 (Million €)

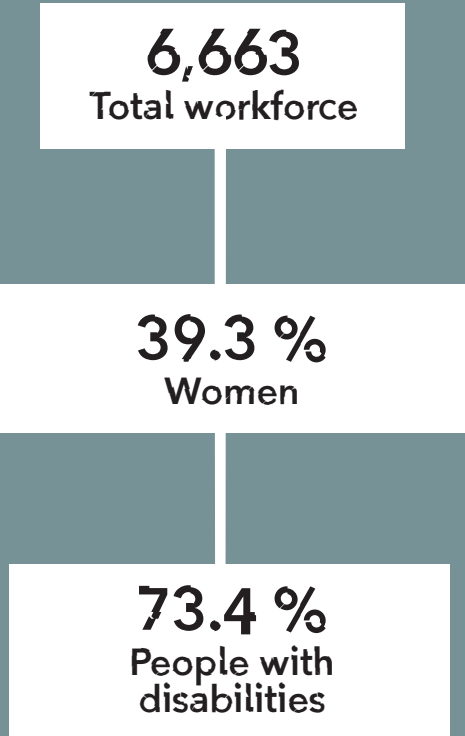
Customer Satisfaction Index
7.7/10

KEY DATA SUMMARY 2025

Centres	45
SEC's	38
Tonnes of clothing treated	240,554.17
Tonnes of textiles managed	303



PEOPLE



SUSTAINABILITY MILESTONES 2025

Environmental

Water and water efficiency

Replacement of washing equipment and installation of water-recovery tanks to reduce water consumption by 20%. Upgrading of the wastewater treatment systems in Santiago, Tortosa and Sant Boi, resulting in a reduction in the grey water footprint. Installation in Sevilla Sur of a water treatment and reuse plant, which enables 80% of the water to be recovered.

Decarbonisation and energy efficiency

Grant from the Institute for Energy Diversification and Saving (IDEAEA) for a project to decarbonise the washing process in Valencia. Replacement of 19 washing machines and refurbishment of 17 drying systems. Furthermore, 96% of the electricity consumed comes from renewable sources. Also 53% of the company's sites are equipped with solar panels.

Waste management and the circular economy

Waste management in Spain has been consolidated under two providers in order to standardise processes and improve coordination and oversight. Progress in the roll-out of recycling points to optimise source-separated waste collection. Introduction of a new range of uniforms made from highly durable recycled polyester, which extends the lifespan of the garments.

AWARDS AND ACCOLADES RECEIVED IN 2025

- Capital Talent Award** for its people management policy and internal talent development.
- Bogotá Inclusive Seal (Gold category)** for its social commitment and the business model it has developed in Colombia over the years.
- Award for Business Excellence presented to the Bogotá Free Trade Zone** in recognition of its commitment to the country's development through the implementation of its business model.

Social

Social initiatives and volunteering

Donation of personal hygiene products, valued at €17,600, to social organisations in Parla and to the “Miriam” project, which aims to support mothers in vulnerable situations. Donation of clothing worth €6,000 for those affected by the DANA in Valencia. In addition, four volunteering initiatives have been organised, involving 84 volunteers, focusing on the refurbishment of spaces, the distribution of food, the painting of a mural at a school, and craft workshops at a care home.

Find out more here



“We Care” project

A corporate volunteering initiative developed in partnership with El Corte Inglés and Mensajeros de la Paz, which combines access to basic hygiene products and clothing with support and career guidance to help vulnerable groups enter the workforce. Ten people were assisted and 150 kg of laundry was washed.

Good Governance

ESG risks

Controls and transparency across the value chain have been strengthened with direct factory visits to verify working conditions, environmental compliance and fabric quality, thereby improving traceability and the anticipation of ESG risks.

Human Rights

Identification of the main human rights risks and impacts on employees, and an action plan to manage them. Joining the Global Compact's Sustainable Supplier Programme to promote ESG training among textile suppliers. In this context, the company's Procurement department has completed training sessions on human rights, occupational health and safety in the garment industry, due diligence and responsible auditing.

ILUNION VIDASÉNIOR

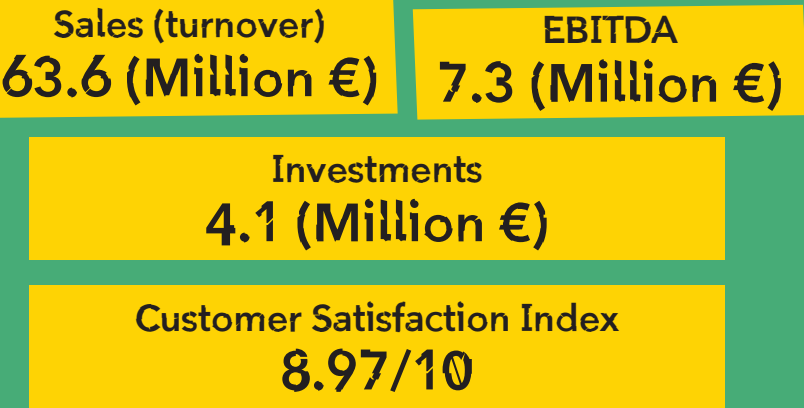
KEY ACTIVITY DATA

ILUNION VidaSénior is the social and healthcare division of the ILUNION Group. It specialises in providing comprehensive care for older people and those in need of care, with a focus on quality of life, independence and support, through care homes, day centres, home help and telephone helpline services.

Its model is based on Person-Centred Integrated Care (PCIC) and restraint-free care, prioritising independence and well-being. In recent years, it has seen significant growth, rising from 14,147 people served in 2023 to 101,348 by the end of 2025.

Additionally, over 62% of its suppliers have been assessed against sustainability criteria, reinforcing its commitment to a responsible supply chain. Similarly, the first Customer Experience Master Plan has been approved, marking a shift from user excellence focused on satisfaction to a 360° Customer Experience.

BUSINESS MILESTONES



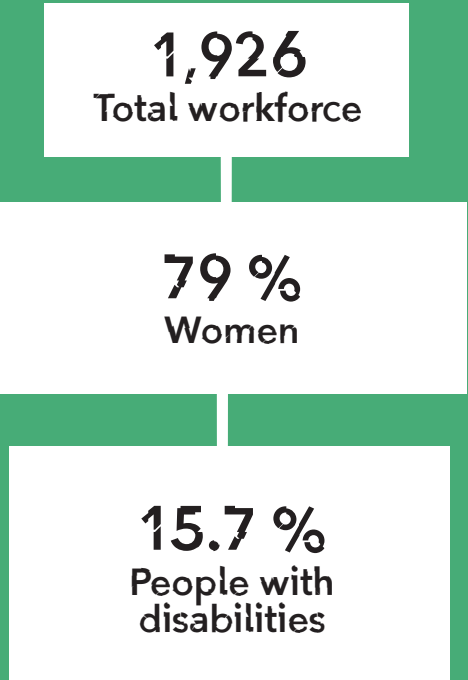
KEY DATA SUMMARY 2025

Care homes	7
Day centres	38
Users served in residential care homes	766
Users served in day centres	2,115
Domestic telephone help-line users	97,442
Telephone support calls made	3,037,069
Key certifications	EFR certification, EFQM 600 mark, UNE 158401 for betiON Telecare, ISO 9001 and UNE 158201 in 25 Madrid City Council Day Centres, AICP Certification and the "Vidas Dignas" seal to the El Robledillo Care Home.

Discover
"Mucho por vivir"
(A lot to live for)



PEOPLE



SUSTAINABILITY MILESTONES 2025

Environmental

Carbon footprint and decarbonisation
The 2025-2035 Decarbonisation Plan has been established, setting a target of a 34.64% reduction in emissions by 2035. Furthermore, the solar panels at the ILUNION El Robledillo and La Solana care homes have achieved energy savings of 27% and 23%, respectively. The company has a fleet of 46 hybrid vehicles out of a total of 121 vehicles in operation.

Recycling and digitalisation
Recycling workshops have been held for residents, and recycling bins have been installed in seven care homes as part of the "Third in Age, First in Recycling" initiative, in partnership with Ecoembes. Implementation of the 'paperless' policy using the ResiPlus tool to digitalise documents at Madrid City Council's day centres.

Sustainable design and clean energy
Definition of new criteria to phase out the use of fossil fuels in heating and hot water systems for the ILUNION Pontevedra Care Home and future buildings.

Social

Projects and employee well-being
Initiatives such as "Talentia" (designed to develop the skills of middle managers and supervisors), "HAPPY" (measures aimed at physical and emotional well-being) and "TEMPO" (a VidaSénior Culture course, with 63% of the workforce taking part) have been developed to improve the working experience of employees.

Social initiatives and volunteering
A total of 30 community initiatives have been carried out, involving 580 participants, benefiting over a thousand people, and with a total value of €6,240. Participation in three corporate volunteering initiatives that reached 225 beneficiaries. Continuation of the programme "Connecting Generations: Technology for Everyone", which made technology accessible to 130 users of ILUNION VidaSénior through workshops run by volunteers from ILUNION IT Services.

Community engagement
Launch of the Longevity Laboratory through a partnership with IUDESCOOP at the University of Valencia.

Good Governance

"+Ethicos" project
The company has an Ethics Committee responsible for dealing with cases that may involve ethical conflicts or affect a person's dignity. Furthermore, the committee members have received training in ethics and human rights, enhancing their ability to deal with dilemmas in the course of their professional work.

Human Rights
A project has been launched to identify human rights issues within the value chain, and an agreement has been signed with HelpAge International Spain to promote initiatives aimed at supporting the independence and social participation of older people.

Partnerships
Notable highlights include the partnership with the ONCE Foundation and the Pílares Foundation to promote best practices in person-centred, holistic care, and the agreement with Serunion to move towards zero waste, making it the first care home group in Spain to achieve this.

AWARDS AND ACCOLADES RECEIVED IN 2025

Entrepreneurship and Inclusion Award: presented by the Chair of Excellence, Development and Entrepreneurship at the University of Valencia and the DACSA Group.

Aster Award for Digital Innovation, for the TRAMED app, which ensures the correct administration of medication in care homes and day centres.

Recognition for the ILUNION VidaSénior La Solana care home at the Castilla-La Mancha **Social Economy Business Awards.**





Our commitment to the 2030 Agenda

Sustainable Development Goals (SDGs)

ILUNION has adopted the 17 Sustainable Development Goals (SDGs) as a strategic guide to maximise its social, economic and environmental impact. **The company prioritises SDG 8 “Decent work and economic growth” and SDG 10 “Reduced inequalities”,** in line with our mission to generate quality employment for vulnerable groups. We also strategically incorporate other SDGs such as **6, 7, 11, 12, 13, 16 and 17.** In addition, we contribute indirectly to other SDGs, thereby reinforcing our commitment to fair, inclusive and sustainable development.



Our Strategic SDGs

CONTRIBUTION TO THE SDGs

1

NO POVERTY

ILUNION Facility Services
Developed the charitable initiative **“Sonrisas de Ilusión”**, aimed at supporting undocumented families assisted by ANFEX, through which **1,421 kg of goods** were collected, raising **€10,224.66**. It has also launched the **“Mochilas con futuro”** initiative, which has collected **192 backpacks for vulnerable children** at the request of the RRAR association, supplemented by a **financial contribution of €768 from the company** to purchase additional school supplies.

ILUNION TextilCare
Developed **“We Care”**, a **corporate volunteering project in partnership with Mensajeros de la Paz and El Corte Inglés**, in which the Vallecas site set up a reception centre for people in vulnerable situations, **assisting 10 people and handling the washing of 150 kg of laundry**. In addition, the company **donated toiletries worth €17,600** to charitable organisations in Parla and to the “Miriam” project, which supports mothers in vulnerable situations, and stepped up its support for **those affected by the DANA in Valencia with a donation of clothing worth over €6,000**.

ILUNION Hotels
Made significant **donations of goods** (televisions, blankets, mattresses and electronic devices) to various charitable organisations, with a **total value of €43,375**.

ILUNION Retail
Made a **financial donation of €4,800 to the Hogar Sí Foundation**, to help vulnerable groups-

2

ZERO HUNGER

ILUNION Hotels
It has contributed to the **“Restaurants Against Hunger”** campaign by including a charity dish on the menus of the 17 participating hotels, raising a total of **€13,796**. It has also continued its partnership with the **Rotary Club** in Barcelona, through which the ILUNION Barcelona and Les Corts hotels provide **charity meals** to the ALPAN soup kitchens; an initiative that reached 4,450 beneficiaries and raised **€34,300**.

ILUNION Contact Center BPO
To mark World Hunger Day, **126 kg of food** was collected, with a monetary value of **€189**.

3

GOOD HEALTH AND WELL-BEING

ILUNION
Through the “Gracias a Ti” payroll giving scheme, it has donated **€26,695 to the Cris Against Cancer Foundation and the same amount to the Menudos Corazones Foundation**, to help treat children with heart conditions.

ILUNION Facility Services
Donated **€700 to the AECC** through the proceeds from race numbers and T-shirts sold to participants in the Women’s Race and other races against cancer.

ILUNION Retail
Put **24,810 Babypelones dolls up for sale, worth €259,783.25**, with all proceeds going to the Jugaterapia Foundation to support children in hospital with cancer.



“ILUNION is for you” project: recruitment of 863 women (172 of whom have disabilities) in operations and production, and support for the employability of 55 women (28 of whom have disabilities) in male-dominated sectors.

“ILUNION Women in Tech” initiative: six female employees (5 of whom have disabilities) have taken on roles with a greater technological focus. 21 women (14 of whom have disabilities) have been recruited for roles requiring technical qualifications and in ICT fields.

New initiatives have been launched **to attract women with disabilities:** **“Con vosotras sumamos más”**, which has taken on 62 people; **“Hilo a hilo construimos futuro”**, which has taken on four women; and **“Mujer rural”**, which has hired 48 women with disabilities.

174 women who have been victims of gender-based violence have been helped into work, 118 of whom have disabilities.

Protocol for the Care of Working Women Who Are Victims of Gender-Based Violence, providing support to 104 people, 76 of whom are women with disabilities.



ILUNION TextilCare

Upgrading of machinery, **replacing washing machines and tunnel dryers with more efficient equipment**, optimisation of the water treatment plant and reuse facility in Sevilla Sur, resulting in **a 43% reduction in water consumption compared with the previous year.**

ILUNION Hotels

Renovation, replacement and insulation of pipes to reduce leaks and wastage, whilst also incorporating **systems to control and monitor consumption.** Reducing the size of the pool and its surrounding areas, thereby reinforcing its commitment to more responsible and efficient water management.



ILUNION Facility Services

Energy optimisation in offices, replacing equipment with more energy-efficient alternatives and installing LED lighting.

ILUNION VidaSénior

The installation of solar panels at the El Robledillo and La Solana care homes has resulted in electricity savings of 27% and 23%, respectively. Solar panels have also been installed at the ILUNION Parla care home.

ILUNION TextilCare

Procurement of green electricity at 42 of the 45 sites, and the installation of solar panels at the Tortosa plant, with a capacity of 200 kW and covering an area of approximately 900 m².

ILUNION Hotels

Installation of air-source heat pumps and heat recovery systems (at the Atrium, Mérida Palace and Fuengirola hotels) and the BMS system (at the Atrium, Mérida Palace, Islantilla, Bilbao, Romareda, Costa Sal and Valencia 3 and 4 hotels).



In 2025, **ILUNION** had a workforce of **44,744 people, 38.1% of whom had a disability**, 60.4% were aged between 45 and 64, and 49.9% were women. It has implemented **484,539 support measures**, benefiting 31,461 people (18,745 of whom have disabilities). The “DiscWork” project has supported 12 workers at Torre ILUNION.

ILUNION has continued to run the **Employee Assistance Programme (EAP)**, with 822 counselling sessions and 870 workshop participants.

ILUNION TextilCare

Launch of **“People Care”**, a programme aimed at improving the employee experience through four key areas: “Health Care” to promote healthy habits;

“Family Care”, which offers activities for the whole family to enjoy together; “Coffee Care”, which creates spaces for listening; and “Partner Care”, which involves ambassadors on each floor to improve internal communication.

ILUNION VidaSénior

Promotion of the **“HAPPY”** and **“TEMPO”** projects, aimed at enhancing well-being and fostering a positive company culture. “HAPPY” promotes a healthy, people-centred working environment, whilst “TEMPO” strengthens the organisational culture.

ILUNION Contact Center BPO

Opening of a new centre in the rural area of Mota del Cuervo (Cuenca), creating jobs for 16 people with disabilities.

ILUNION Facility Services

Acquisition of Ingloba Seguridad, with 300 new professionals. It has also been awarded the contract for private security services for the Government of Aragon, a contract covering 227 security guards.

ILUNION Servicios Industriales

In Catalonia, the workforce has reached 171 people, 144 with a disability. In Galicia, 204 people with a disability have been hired. In Levante, 314 new staff members have been recruited, more than two-thirds of whom are people with disabilities.



ILUNION Accesibilidad

Installed 101 induction loops at a new ONCE headquarters and has put up accessible signage at the Seville Conference Centre, the Faro de Maspalomas Ethnographic Centre and the courthouses in Santander, amongst other buildings. The company is continuing with the **“Digital Accessibility Technical Office” (OTAD)** project at Banco Santander, and it has also been rolled out at Iberia.

ILUNION IT Services and ILUNION VidaSénior Initiative “Connecting Generations: Technology for Everyone”, which aims to make technology more accessible to ILUNION VidaSénior users through workshops run by volunteers from IT Services.

ILUNION VidaSénior and HelpAge International Spain

They have signed an agreement to **promote the role of older people in society**, supporting the protection of their rights to ensure they can lead a dignified, safe and active life.

ILUNION Training

Development of **seven online training modules** aimed at **bridging the digital divide**, with a view to helping the public embrace digital technology.

ILUNION Retail

ILUNION has helped **three people find employment** through its participation in the **“Mentores 2.0”** programme, in partnership with Hogar Sí.

ILUNION Servicios Industriales

Participation in the “Roses for Sant Jordi” initiative, which **raised €804 for the No Somos Invisibles Foundation**, as well as a **collection of food and clothing to support 20 workers** at risk of social exclusion.



ILUNION Accesibilidad

Installed **1,443 traffic lights** for Madrid City Council using **ZEBRA technology**, a system that improves urban accessibility for people with visual impairments or deafblindness.

ILUNION Hotels

BREEAM certification across its 32 hotels, and 31 of its properties hold the **Q Sostenible** certification. Furthermore, ILUNION Bilbao has become the first hotel in Spain to be certified as a Smart Tourism Business (ETI)

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



ILUNION Hotels

The installation of a biodigester has enabled the processing of 18,664 kg of organic waste, converting it into greywater and thereby avoiding the need to treat it as waste.

ILUNION Hotels and ILUNION Retail

Thanks to Too Good To Go, they have managed to save 9,401 food packs.

ILUNION TextilCare

Reduced its **plastic consumption by 82%** over the last three years and has recycled **887 tonnes of textiles**, transforming them into absorbent materials for industry. It has also set up **two eco-zones for the storage and proper management of waste**.

ILUNION VidaSénior

Entered into a **partnership with Serunion**, which has enabled the **catering service at the ILUNION Parla Care Home and Day Centre to be certified**. Additionally, it has run recycling workshops and installed recycling bins at its seven care homes in partnership with Ecoembes. Introduced a paper-free policy in the Madrid City Council's day centres.

ILUNION IT Services

Made progress in optimising its processes by **reducing the number of packaging items and cutting stretch film consumption by 85%**, as well as reducing paper usage in warehouses by 80% through the digitalisation of delivery notes. Also **tightened its sustainable procurement criteria**, prioritising sustainable manufacturers, and replaced plastic packaging materials with more environmentally friendly alternatives.

ILUNION Retail

Helped reduce plastic use by **installing water dispensers in its shops**, thereby reducing its **water footprint by 16,169 litres**. Also, sales of Ocean52 bottles helped **remove 165 kg of plastic from the ocean**, and the AUARA bottles have **provided 234,621 litres of drinking water** to vulnerable communities. The company has also reduced its receipt printing by **7.7%**.

13 CLIMATE ACTION



Six Group companies (**ILUNION TextilCare, ILUNION Hotels, ILUNION Facility Services, ILUNION Retail, ILUNION Reciclados, ILUNION VidaSénior**) have measured their Scope 3 emissions.

ILUNION Hotels

Made progress with its decarbonisation plan, **setting a target of a 20% reduction in emissions by 2027**, and has also signed up to the **SBTi** commitment to reduce its emissions by **42% by 2030**. It has also invested **€1.7 million** in energy efficiency projects.

ILUNION TextilCare

Work has begun on **installing a heat pump at the Valencia plant**, with the aim of reducing emissions from the washing process by **more than 30%**.

ILUNION VidaSénior

Decarbonisation Plan 2025-2035, aiming to reduce its carbon footprint by **34.64%** compared with 2019. It has also calculated and verified its **Scope 1 and 2** emissions and boosted sustainable mobility with **38%** of its vehicles being hybrids.

ILUNION Contact Center BPO

Implementation of tools to monitor consumption and calculate carbon footprints, as well as to ensure compliance with environmental requirements. Development of a **Corporate Travel Plan** for the Barcelona Gran Vía office, promoting more sustainable travel for **195 employees**.

Ecologicistic

Replacement of **70% of its IT equipment** with more energy-efficient models. 37% of the kilometres travelled were covered by gas-powered vehicles, and 37% of the fleet is now powered by LNG/CNG.

ILUNION Reciclados

A life cycle assessment (LCA) of the recycled materials used in the Campo Real cold chain has been launched to demonstrate their lower environmental impact compared to virgin materials.

15 LIFE ON LAND



ILUNION

Work on a **biodiversity conservation programme** based on the LEAP methodology, as defined by the TFND, at ILUNION Hotels, ILUNION TextilCare, ILUNION Facility Services, ILUNION VidaSénior and Economía Circular.

ILUNION Hotels

Together with the Coca-Cola Foundation, it has taken part in beach clean-ups at Cala Galdana (Menorca) and S'Agaró (Girona). Three events have already taken place, resulting in the collection of over 130 kg of waste.

16 PEACE, JUSTICE AND STRONG INSTITUTIONS



Thanks to the **"#ILUNION4HumanRights"** project, 3,500 people have received training in human rights. Furthermore, no complaints of human rights violations have been reported.

ILUNION VidaSénior

Promoting the **" +Ethicos "** project to strengthen ethical care for workers, incorporating the Universal Declaration of Human Rights into the analysis of the cases presented.

ILUNION Hotels

Includes human rights clauses in its contracts with suppliers and has drawn up an internal protocol addressing human trafficking.

ILUNION TextilCare

Launched the **"Human Care" initiative**, aimed at improving support for its workforce; the first measure under this initiative was **the payment of a financial bonus to 5,000 employees**, 80% of the workforce, at a cost of €1.5 million.

17 PARTNERSHIP FOR THE GOALS



ILUNION

In 2025, we had **72 active partnerships** with social, institutional and business organisations that share our vision of inclusion, sustainability and community development.

ILUNION actively participates in forums and platforms to promote the inclusion of people with disabilities and contribute to the sustainable development of the economic sectors in which it operates. The organisations to which it belongs include the Global Compact, the SERES Foundation, Forética, IECO, DIRSE, the Business and Biodiversity Initiative, CODESPA, the Club de Excelencia en Gestión and the World Business Council for Sustainable Development (WBCSD), amongst others.

Scoreboard

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GRI 2: General contents	2-1 Organisational details	Not applicable	N/A	16-17
	2-2 Entities included in the preparation of the organisation’s sustainability reports	Not applicable	N/A	108
	2-3 Reporting period, frequency and point of contact	Not applicable	N/A	108
	2-4 Updating the information	Not applicable	N/A	108
	2-5 External audit	Not applicable	N/A	108
	2-7 Employees	Not applicable	N/A	38-39
	2-9 Governance structure and composition	Not applicable	N/A	16-17
	2-10 Appointment and selection of the highest governing body	Not applicable	N/A	16-17
	2-11 Chair of the highest governing body	Not applicable	N/A	16-17
	2-22 Statement on the strategy for sustainable development	Not applicable	N/A	26-31 46-47
	2-23 Commitments and policies	Not applicable	N/A	66-69
	2-25 Measures to mitigate negative impacts	Not applicable	N/A	70-72
	2-26 Ways to request advice and raise concerns	Not applicable	N/A	70-72
	2-28 Membership of associations	Not applicable	N/A	73
	2-29 Approach to stakeholder engagement	Not applicable	N/A	67-68
GRI 3: Material Topics	3-1 Process for identifying material topics	Not applicable	N/A	30
	3-2 List of material topics	Not applicable	N/A	67
	3-3 Management of material topics	Not applicable	N/A	30 & 67
GRI 201: Economic performance	201-1 Direct economic value generated and distributed	Not applicable	8	38
GRI 205: Anti-corruption	205-2 Communication and training on anti-corruption policies and procedures	Principle 10. Companies must work to combat corruption in all its forms, including extortion and bribery.	16	72
	205-3 Confirmed cases of corruption and measures taken		16	72

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	305-4 Intensity of GHG emissions		3, 12, 13, 16	51
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GRI 306: Waste	306-2 Management of significant impacts related to waste		N/A	54-55
GRI 403: Health and safety at work	403-1 Occupational Health and Safety Management System	Principle 1. Companies must support and respect the protection of universally recognised human rights.	3, 8	39
	403-3 Occupational health services		8	58-59
GRI 404: Training and education	404-2 Programmes to develop employee skills and transition support programme	Principle 2. Companies must ensure that they do not become complicit in human rights abuses. Principle 3. Companies must support freedom of association and the effective recognition of the right to collective bargaining. Principle 4. Companies must support the elimination of all forms of forced or compulsory labour. Principle 5. Companies must support the eradication of child labour. Principle 6. Companies should support the abolition of discriminatory practices in employment and occupation.	8	57-59
GRI 405: Diversity and equality of opportunity	405-1 Diversity among board members and staff		5, 8	38-39
GRI 406: Non-discrimination	406-1 Cases of discrimination and corrective measures taken	Principle 10. Companies must work to combat corruption in all its forms, including extortion and bribery.	5, 8	72

About this report

The report presented here, which is produced annually, aims to provide ILUNION's stakeholders with a concise yet substantive account of its performance in the area of sustainability.

The information provided relates to the 2025 financial year and was published in June 2026. The scope of the information contained herein relates to GRUPO ILUNION, SL and its subsidiaries.

In preparing this report, we have taken into account the provisions of the *Global Reporting Initiative's Sustainability Reporting Guidelines* (selected GRI standards), as well as the results of ILUNION's materiality analysis and internal working procedures. The data presented in the various chapters is taken from the Statement on Non-Financial Information and Diversity (EINFD) and have been verified by an independent verification body.

If you have any questions regarding this report or the information provided, please contact us at the following email address: **sostenibilidad@ilunion.com**.

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