



MONDRAGON CORPORATION

## MEDIA KIT

### The MONDRAGON Corporation in brief

- We are the Basque Country's leading industrial group, the tenth largest in Spain, and a global benchmark in the cooperative movement.
- A focus on people and solidarity have underpinned our cooperatives' ongoing development over more than six decades.
- We are firmly committed to job creation.
- We constitute a collective of self-managing and legally independent co-operatives, bound by a series of support mechanisms.
- These support mechanisms for the co-operatives provide a platform for innovation, international expansion, and the deployment of new businesses.
- We are leaders in a wide range of sectors, including machine tooling, consumer goods, automotion, consultancy, and construction.
- We believe both in education, whereby we have our own university (Mondragon Unibertsitatea), and in innovation, with a consolidated network of 12 R&D centres.

### MONDRAGON in figures:

- MONDRAGON includes more than 240 businesses (of which 81 are co-operatives), with a combined workforce of 70.000 people.
- 27,313 people work in Industry, 37,578 in Retail, 2,179 in Finance and 1,807 in Knowledge.
- 43.8% of our workers are based in the Basque Country, 41.5% elsewhere in Spain, and 14.7% abroad.
- We ended 2022 with a combined turnover of €10,607 million.
- A third of our sales are made abroad, where 10,304 people work.
- We invested €347,2 million in 2022.
- We hold 393 patent families and have 12 R&D centres and 2,132 researchers. We invested €174 million in R&D&i in 2022.

## MONDRAGON governance, an overview

- MONDRAGON's key players are its worker-members. They are initially hired for a probation period that normally lasts between six months and a year, after which the potential member and the co-operative are free to confirm or terminate their employment.
- MONDRAGON is a Corporation of co-operatives, each one with its own organisational structures and legal status.
- There are, furthermore, Support Co-operatives or "co-operatives of co-operatives". One of the best-known support co-operatives is LagunAro EPSV, which provides coverage for healthcare and social welfare.
- The MONDRAGON co-operatives are organised into different divisions, depending on their field of work and affinities. There are four major areas, Finance, Knowledge, Retail and Industry, each one with its own strategic framework.
- The General Assembly is the supreme governing body within each co-operative, as the mouthpiece for the corporate mandate expressed by all its members.
- The General Assembly appoints the Governing Council, which acts in representation of the co-operative.
- There is also a Board of Directors, which co-ordinates the duties of the management team and advises the Governing Council. The Board of Directors has a Chairperson and several Directors. The Chairperson is elected by the Governing Council.
- The Company Council represents members with regard to the co-operative company bodies. The number of council members is established pursuant to the number of cooperative members.
- Finally, a Supervisory Committee ensures due and proper compliance with accounting procedures and any others falling within its remit.
- Finally, the strategic criteria governing and steering the Corporation are decided at the Co-operative Congress, which has 650 delegates chosen by the co-operatives. This body rules on, for example, corporate-business strategy.



## Keys to the 2021-2024 Strategic Plan:

MONDRAGON's overriding target on its roadmap for the four-year period 2021-2024 involves "strengthening its positioning, becoming more competitive, more cooperative, and more flexible towards potential upheavals".

It will be centred around seven key future strategies:

1. **Commitment and corporate identity**, with the aim being to accommodate the model to the new scenario without losing its essence.
2. **Sustainability**, to ensure future generations are the recipients of more robust businesses and a healthier planet.
3. **Forward-looking businesses**, to evolve towards operations with higher value-added and a sustained performance over time.
4. **Flexibility and adaptability**, involving dynamic businesses that can pre-empt trends and respond swiftly.
5. **Digital transformation**, towards a scenario in which businesses, processes and jobs are informed by digitisation.
6. **Intercooperation**, to launch business projects of a size and positioning that adapt to the future.
7. **Attraction and development of talent**, as people will be the main differentiating factor across companies seeking to guarantee their success.



MONDRAGON online

[www.mondragon-corporation.com](http://www.mondragon-corporation.com)

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